

RESOLUTION NO. 98 - 21

**A RESOLUTION OF THE WEST LINN CITY COUNCIL DIRECTING THE CITY MANAGER TO PURSUE OPTIONS FOR THE PURCHASE AND/OR LEASE OF LAND FOR PUBLIC FACILITIES**

**WHEREAS**, the City of West Linn hired the firms of MCM Architects P.C. and Pacific Rim Resources to work with City staff and a Steering Committee to establish a future direction for existing and future space needs for City facilities; and

**WHEREAS**, a series of public meetings were held and information provided through the City newsletter and *West Linn Tidings*; and

**WHEREAS**, the findings were reviewed by the Vision Alliance and the Planning Commission; and

**WHEREAS**, to serve the growing population, additional space will be required to house new City employees; and

**WHEREAS**, existing office space is characterized by functional ineffectiveness due in part to the fact that City offices are not located in a single, central location; and

**WHEREAS**, the "Imagine West Linn" plan portrays a City center anchored by a civic center; and

**WHEREAS**, the City police services and three fire stations do not meet seismic and space standards; and

**WHEREAS**, the City has done a needs assessment and is evaluating the expansion of the library; and

**WHEREAS**, conference and meeting rooms are inadequate to meet the needs of City departments and the community in general; and

**WHEREAS**, the development of a senior center and recreation/ aquatic facility are needs that have been defined by the community;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WEST LINN, OREGON, THAT:

**Section 1.** The City Manager is hereby directed to pursue development options for the purchase or lease of land for the construction of a civic center for core City services including, at a minimum: administration, Council chambers, courts, finance, planning and building, public works/engineering and parks. Ideally, this civic center should be located adjacent to existing commercial/retail/office development with good access.


**Section 2.** The City Manager is hereby directed to pursue options for the purchase of land and/or the construction of facilities as needed to adequately house and provide police, fire and library services.

**Section 3.** The City Manager is hereby directed to pursue options leading to the purchase or lease of land to develop a senior center and recreation/aquatic facility. Private/public partnerships and/or partnerships with other cities should be explored.

This Resolution adopted this 27th day of July, 1998.

  
\_\_\_\_\_  
Jill Thorn, Mayor

Attest:

  
Nancy Davis  
Administrative Assistant

**AGENDA BILL**  
**#98 - 07 - 12**

**For Council:** July 27, 1998

**Public Hearing** Yes \_\_\_ No X

**Subject:** Community Facilities Plan

**Department:** Planning

**Dept. Head Initials:**

**Budget Impact:** None

**Expenditures  
Required \$**

**Amount  
Budgeted \$**

**Appropriation  
Needed \$**

**Summary:**

The Facilities Plan was reviewed by the Planning Commission at their meeting of April 22, 1998. They recommended that the City Council review and adopt the Plan as a needs assessment.

**Recommended Action:**

Adopt the Facilities Plan as a needs assessment and direct the City Manager to pursue implementation of the Plan as contained in the attached resolution.

**Council Action Taken:**

**Approved:**

**Denied:**

**Continued:**

## MEMORANDUM

TO: City Council

FROM: Planning Commission

DATE: July 16, 1998

SUBJECT: Facilities Plan

The Planning Commission held a work session on Wednesday, April 22, 1998 to discuss the Facilities Plan. The plan was presented by the City's consultant, Christopher Grigsby. The intent of the meeting was to discuss the plan and to schedule a public hearing later, at which time the Planning Commission would recommend approval of the plan as an element of the Comprehensive Plan.

After considerable deliberation, the Commission agreed that the Facilities Plan more appropriately represented a needs assessment and not a plan; therefore, no action by the Planning Commission was required. The Commission felt that the document focused on the space needs of the various City departments based on the analysis of the consultant and input from City staff. This portion of the document was described by many Commissioners as more of a management strategy than a plan, and that the City Council and City Manager would be most suited to make such a decision. The Commission also felt that the major policy decisions presented in the document needed greater public involvement before any recommendations could be made by the Commission. These broad policy questions primarily related to the concept of centralized versus decentralized public facilities. One option that was discussed was to include the larger policy questions in the context of the Comprehensive Plan update.

While the Planning Commission did not make a formal recommendation, the Commission recommended the following options in order of preference:

1. Approve a resolution adopting the "Facilities Plan" as a needs assessment and deal with the broad policy questions in the context of the Comprehensive Plan update where greater public involvement could occur; or,
2. Approve the Facilities Plan as an element of the Comprehensive Plan without the recommendation of the Planning Commission.
3. Hold a joint Planning Commission/City Council work session and discuss the issues further.
4. Remand the Facilities Plan back to the Planning Commission for a public hearing.

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This Resolution adopted this \_\_\_\_\_ day of \_\_\_\_\_, 1998.

\_\_\_\_\_  
Jill Thorn, Mayor

Attest:

\_\_\_\_\_  
Nancy Davis  
Administrative Assistant

**West Linn Planning Commission  
Meeting Minutes – April 22, 1998**

**CALL TO ORDER:**

Chair Jody Carson called the meeting to order at 7:35 p.m. Present were Planning Commission (PC) members Michael McFarland, Charles Wagner, Norman King, James Mattis, John Foote and John Moss. Also present were Planning Director Dan Drentlaw, and Recorder Mike Calkum taking minutes.

**APPROVAL OF MINUTES:**

-March 11, 1998

**MOTION:**

Mattis made a motion to approve the minutes of the March 11, 1998, meeting as corrected. The motion was seconded by McFarland and carried. (Foote abstained as he was not present at that meeting.)

-March 25, 1998

**MOTION:**

Foote made a motion to approve the minutes of the March 25, 1998, meeting as corrected. The motion was seconded by McFarland and carried.

**PUBLIC HEARING:**

- LaPetite Montessori School  
(CUP-97-08 et al)

Chair Carson stated that the hearing on this item had been moved to the May 15, 1998, meeting. She stated that the hearing had been re-noticed and that this was not a continuation, but an announcement that the hearing had been moved.

WORK SESSION:

- Community Facilities Plan

Drentlaw introduced Grigsby Christopher, the consultant working on the Facilities Plan. He stated that the plan requires a recommendation by the PC and then adoption by the Council. He stated that once approved, the plan will help staff begin the search for the property for a new City Hall.

Christopher stated that the consultant team looked at the facilities as they are today, listened to staff needs, and projected the growth of the area. He stated that part of the projection was to determine what the city would need in 15-20 years.

He stated that they held three public meetings to discuss the general concepts. He stated they asked whether the city government should be spread out or more centralized, and that the result was that it was more efficient for the city offices to be together. He stated they asked where the City Hall should be located.

He stated that together, the city would need approximately 3.5 acres, which would include parking and room for growth, a public open space or park, and all city departments. He stated that the current population in the city was 20,000, and that this would increase to 28,000 in the next 10-15 years. He stated that the city will grow.

He stated that they asked staff if the space needed was equal to or less than other cities of the same size. He stated that they involved citizens at the public meetings to get readings on what they thought. He stated that they were asked whether they would like a high image or low image building.

He stated that for the long term, they needed to look for a site to combine all of the city services. He stated that the location needs to tie into the Master Plan.

He stated the other thing they did was to look at other cities in the area and the types of facilities they used. He stated that Gresham had a large, three story office building next to the light rail line. He stated that Beaverton's offices were located in Griffith Office Park and were very low visibility. He stated that Oregon City's offices were at the back of the Hilltop Shopping Center. He stated that Tigard's facilities were along the greenway on Fanno Creek. He stated they included the library and had more character than some other facilities. He stated they even had a raccoon at the back door. He stated their facility was inexpensive to build and easy to expand.

He stated that Tualatin's facility was in a very public space on Main Street. He stated it was next to a shopping center and that there was no place to expand. He stated that Wilsonville's offices were next to a major shopping center and was



located on a big piece of property, but that they were locked in. He stated their facilities were not prominent and that they were split up, with other offices farther north. He stated that in Lake Oswego, the city offices were located right in the downtown area. He stated that the site was too small and that they were outgrowing it, but that it was definitely part of the city.

He stated that West Linn needed to decide if they want to make a commitment, and if so, whether the facilities should be centralized or not, and whether the building is high profile or low profile. He stated they also needed to decide about access issues, finding the property, and financing it. He stated that leasing loses money, and that owning was the long term way to go. He stated that the citizens also agreed that buying was a better deal.

Carson asked about the projection for 20 years out which showed a decrease in the ration between staff and the population.

Christopher stated he spoke with the city department heads and determined employee projections for the 5, 10 and 15 years.

Moss stated that when the city is at full build-out, they wouldn't need as much staff on hand.

Carson stated her concern was that she had seen examples of cities that have out-grown their current space. She stated it was important to ensure that the facilities can be added on to.

Christopher stated that at build-out, you often have as many needs due to maintenance and remodeling.

McFarland stated the facility should be made to be expandable.

Moss stated there had been discussions about a joint facility with the School District, including a community center, in the Rosemont area. He asked if this was discussed in any of the meetings.

Christopher stated they did not look at that approach. He stated that the Rosemont property did not have access for bus lines.

Moss stated that the School District would lose Bolton Middle School, and that in the original discussions, the School District wanted the City to acquire the Bolton site for the community center.

Christopher stated this was the kind of opportunity that presents itself to the city. He stated that's why they needed a commitment so they could move forward when these types of opportunities came up. He stated that they needed to be look into the Bolton site as it was a good location.

Drentlaw stated it would also have to meet the location criteria in the code.

McFarland stated that there were not a lot of big acreage areas in the city between Bolton and the paper mill.

Christopher stated the city might need to look at condemning land to make the acreage.

Wagner asked why this item was at the PC level. He stated this was more of a management discussion.

Moss stated that the PC has been begging to be a part of the planning process.

Wagner stated that imbedded in the plan is a vision of how the city will be run, and that this did not fit in as a PC function.

Moss stated this was part of a larger process, and that the Hearings Officer had been hired so the PC could focus more on planning issues.

Carson suggested having a work session prior to any public hearings to have a more informal dialogue.

Foote stated that one of the problems with the current process is that citizen involvement has been limited. He stated that they needed to look at how to get the public to participate and buy into the plan. He stated that when an item like this comes out at a public hearing, they are going to be hit with criticism and the item will be stalled.

Christopher stated that the consultants had been hired specifically because the city wanted more citizen involvement. He stated that the original idea was to involve the Board of every Neighborhood Association, the PC, civic clubs and others. He stated that the Steering Committee asked them to do a more scaled-back version.

Foote stated there was currently a criticism of government. He stated that in the future, the city should devise an educational program and show citizens why this is important. He stated that some people want government to be crowded. He stated that the city needed to provide information to the citizens to prevent them from becoming polarized on the issue.

Chair Carson stated that the plan is not final, and that it lays the groundwork for education of the public. She stated that this was just one component of the plan, and that there were some concepts that were common. She stated that the document helps to give direction.

Drentlaw stated the city didn't even know where they fall in terms of the standards of other cities.

Wagner stated he would be more confident if there had been 1400 responses by the public to the survey instead of 14.

Moss stated there had been other surveys done, but that this item had been a lower priority. He stated that the real problem had not been addressed, which was the physical distance they currently have between administration and planning. He stated that the problem now has to do more with the structure in the city government.

Foote stated that the plans that have worked have been the ones where there is consensus. He stated he felt it was more important to educate the people before they developed a plan.

McFarland stated there has to be a starting point. He stated that this was one of the tools to educate the community.

Mattis stated that this plan won't mean a lot to people. He stated that they don't relate to the planning process unless they are involved in it. He stated that if you put a dollar figure on the plan, people will come.

Foote stated the city needed a public relations plan.

Chair Carson stated that first you have to have the information. She stated that the plan represents that information. She stated that you don't have people until you have issues.

Foote stated that the plan was not a public relations plan. He stated that the city shouldn't plan a solution, they should plan how to educate the public.

McFarland stated that he does not disagree with the plan itself. He stated that if you describe the document as a needs assessment, it takes away the idea of a "plan."

Wagner stated that he agreed. He stated that he would hate to see the city get embedded in the fact that this is a plan. He stated that they should go to the community and build support first.

Moss stated they should change the name to a needs assessment.

Foote stated that everything doesn't have to be a pitch for something. He stated that the city can run, and that the public sees that every day. He stated that the public may want the city to operate the way it currently does.

Drentlaw stated that the public has varied options about services they receive.

Chair Carson stated the public has to be sold on the fact that it can be done. She stated the PC agrees that it should be called a needs assessment. She asked for thoughts on next steps and what should be done at this point.

Foote stated it was too early to have a public hearing.

Moss stated they were only looking at the plan, and that they don't necessarily need a public hearing yet. He stated that this was ultimately leading to a bond issue.

Wagner stated that if part of the plan is for the PC to get public input, that maybe they should have a public meeting.

Christopher stated they have to build community support first, and get participation from those that do support it.

McFarland asked what the PC is expected to do, and whether they can make changes to points in the plan. He stated they should forward a recommendation to Council that steps need to be taken to educate the community.

Moss stated he agreed that it was too early for a public hearing, but that the issue came down to a bond issue.

King stated they were defeating the purpose of the planning process if they worry about bond issues. He suggested they call it a plan and move on.

Chair Carson stated they were trying to move toward the idea of public involvement on the front end before plans develop.

Wagner stated the distinction is that the city is the applicant in this case, and that they need to be careful. He stated that Police and Fire services were part of what the PC looks at, but that government and management was another, wider issue for the public.

Foote stated one of the problems was that the city keeps repeating things, and that they need to change their way of doing things. He stated that it comes back to public education.

Chair Carson stated that she sees a group of citizens in support of the plan as critical.

Moss stated the plan at this point should by-pass the PC, and that the consultants should present the plan to Council. He stated that if Council agrees with the plan in general, they can send it to the PC to begin the public process.

Chair Carson asked if it would be helpful to have a discussion about it with Council.

McFarland stated that a joint discussion with Council would be a good idea.

Foote stated this was a difference between who makes a decision on how the city is operated. He stated that the public would not have a problem if the city dictated how the city should be run.

Mattis stated that he can make a determination that efficiency is the way to go.

Foote stated they could tell the public the alternatives if it were not done this way.

Mattis stated that he was not comfortable moving this item on to Council.

Wagner stated that he could play devil's advocate and show how decentralization works well in business.

Chair Carson suggested they come up with a series of questions to bring up at the meeting with Council.

Christopher stated the issues included centralization vs. decentralization, and leasing vs. looking at a longer range plan. He stated that the idea is that Council thinks the city government should be transparent.

Drentlaw stated that they would be reviewing the Comprehensive Plan soon, and suggested that they call this a needs assessment. He stated this would be part of the Comp plan anyway.

Chair Carson asked if the next step should be to request a meeting with Council.

Drentlaw stated he was suggesting that they just call this a needs assessment and talk about the issues when they tackle the Comp plan.

Mattis stated he agreed with Drentlaw.

Moss suggested they have a work session with Council and that they not bury this under the Comp plan. He stated they needed to let Council feel they have had a hand in it.

Chair Carson stated there was consensus that the plan be called a needs assessment, and that the PC should not take action on the plan. She stated that as a preferred option, the Council could adopt the Facilities Plan as a needs assessment and deal with major policy issues as part of the Comprehensive Plan process.

Chair Carson declared the meeting adjourned at 9:30 p.m.

  
\_\_\_\_\_  
Planning Commission Chair

6/10/98  
Date

# **CITY OF WEST LINN**

## **COMMUNITY FACILITIES PLAN**

PREPARED BY

MCM ARCHITECTS PC  
PACIFIC RIM RESOURCES  
HOBSON JOHNSON ASSOCIATES

November 1997

(COPIES AVAILABLE UPON REQUEST)

**AGENDA BILL**  
**#98 - 07 - 13**

**For Council:** July 27, 1998

**Public Hearing** Yes \_\_\_ No X

**Subject:** Appointment of "West Linn  
Tomorrow" Task Force

**Department:** Planning

**Dept. Head Initials:** 

**Budget Impact:** None

<b>Expenditures Required \$</b>	<b>Amount Budgeted \$</b>	<b>Appropriation Needed \$</b>
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**Summary:**

Citizens representing a cross section of the community have been recruited to help guide the Comprehensive Plan review project. The City received 36 applications for membership on the "West Linn Tomorrow" Task Force. The selection committee will review these applications on July 23 and make a recommendation to the Council. The Task Force is limited to 21 members and the selection committee will be basing its selection on the representation of varied perspectives, place of residence, and demographic characteristics. The first Task Force meeting is scheduled for August 3.

**Recommended Action:**

Appoint the 21-member Task Force based on the recommendation of the selection committee.

**Council Action Taken:**

**Approved:**

**Denied:**

**Continued:**



# Memo

To: City Council  
From: Dan Drentlaw *DD*  
Date: May 18, 1998  
Subject: Comprehensive Plan Committee

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## Committee Composition

A committee to help guide the development of the plan is proposed to consist of approximately 20-25 people representing the various perspectives of the people who live and work in West Linn. The committee will not have a chair, but will be facilitated by Elaine Cogan. This will allow equal participation of all members. Planning Commission and City Council members are not included in the committee, but will be involved in the process through regularly scheduled work sessions, meetings, and hearings. This will help ensure equal participation by all Commission and Council members. Lastly, all committee meetings are open, and anyone interested will be able to participate.

Listed below are the perspectives to be included in the committee. The selection of representatives would also be based on an equitable distribution in terms of geography (i.e., different neighborhoods), gender, and ethnic background. Representation between newcomers and long-time residences should also be balanced. Representatives that provide perspectives in more than one area would be particularly valuable as members of the committee.

## Perspectives

Seniors	Library
Neighborhood organizations	Small business
Fraternal organizations	Corporate business
Boards or commissions	Craftsman/blue-collar/mill worker
Visionary	Large property owner
Home occupation	Renter
Telecommuter	Developer
Historian	Builder
Parent	Sports/hunter/fisherman
Teacher	Environmental
Student	Religious
Bicyclist	

## Purpose of the Committee

The committee will be selected to informally represent the community and to advise the City on public involvement. They will provide the bridge for the need to greater citizen involvement to develop the plan. They will help the City validate and review current values as expressed in adopted policies and identify conflicts and/or omissions. Most importantly, they will recommend new policies needed as part of the plan.

## Process

Open applications for membership will be included in the City newsletter and Tidings. They will be screened by the staff and consultants, and recommendations will be provided to the Council for their formal appointment.

May 26	City Council approves process
May 28	Newsletter copy to printer
June 4	Publication in Tidings
June 15	Application deadline
June 17	Selection committee makes recommendation
June 19	Written recommendation to City Council
June 22	City Council appointments

O'DONNELL RAMIS CREW  
CORRIGAN & BACHRACH, LLP

JEFF H. BACHRACH  
MARK L. BUSCH  
D. DANIEL CHANDLER ++  
KELLY W.G. CLARK  
DOMINIC G. COLLETTA\*\*  
CHARLES E. CORRIGAN\*  
STEPHEN F. CREW  
MARTIN C. DOLAN  
GARY F. FIRESTONE\*  
WILLIAM E. GAAR  
G. FRANK HAMMOND\*  
MALCOLM JOHNSON\*  
MARK P. O'DONNELL  
T. CHAD PLASTER \*  
TIMOTHY V. RAMIS  
WILLIAM J. STALNAKER  
ANDREW H. STAMP  
BARTON J. WACHSTETER

ATTORNEYS AT LAW  
1727 N.W. Hoyt Street  
Portland, Oregon 97209

TELEPHONE: (503) 222-4402  
FAX: (503) 243-2944

PLEASE REPLY TO PORTLAND OFFICE

June 23, 1998

CLACKAMAS COUNTY OFFICE  
181 N. Grant, Suite 202  
Canby, Oregon 97013  
TELEPHONE: (503) 266-1149

VANCOUVER, WASHINGTON OFFICE  
First Independent Place  
1220 Main Street, Suite 451  
Vancouver, Washington 98660-2964  
TELEPHONE: (360) 699-7287  
FAX: (360) 699-7221

JAMES M. COLEMAN  
SPECIAL COUNSEL

- \* ALSO ADMITTED TO PRACTICE IN WASHINGTON  
\*\* ALSO ADMITTED TO PRACTICE IN CALIFORNIA  
++ ALSO ADMITTED TO PRACTICE IN WASHINGTON AND MONTANA

Mr. Dan Drentlaw  
Planning Director  
City of West Linn  
2042 Eighth Avenue  
West Linn, OR. 97068

Re: Resolution for Public Facilities

Dear Dan:

Enclosed is an original resolution authorizing the City Manager to purchase and/or lease land for public facilities. I have forwarded an original resolution to Scott Burgess with a copy of this letter. Please let me know if you have any questions or revisions.

Sincerely,



James M. Coleman

Enclosure

cc: Scott Burgess (w/ enc.)  
jmc/acm/96030/facilityplan.lt1

WHEREAS, the City of West Linn hired the firms of MCM Architects P.C. and Pacific Rim Resources to work with City staff and a steering committee to establish a future direction for existing and future space needs for City facilities.

WHEREAS, a series of public meetings were held and information provided through the City newsletter and West Linn Tidings.

WHEREAS, to serve the growing population, additional space will be required to house new City employees.

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WHEREAS, the "Imagine West Linn" plan portrays a city center anchored by a civic center.

WHEREAS, the City police services and three fire stations do not meet seismic standards.

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WHEREAS, the development of a senior center and recreation/aquatic facility are needs that have been defined by the community.

NOW, THEREFORE, be it resolved that the City Council directs the City Manager to pursue development options for the purchase or lease of land for the construction of a civic center for core City services including, at a minimum: Administration, Council chambers, Courts, Finance, Planning and Building, Public Works/Engineering, and Parks. Ideally, this civic center should be located adjacent to existing commercial/retail/office development with good access.

The Council also directs the City Manager to pursue options leading to the purchase or lease of land to develop a senior center and recreation/aquatic facility. Private/public partnerships and/or partnerships with other cities should be explored.

*West Linn*

MEMORANDUM

TO: Mayor and Councilors  
FROM: Scott A. Burgess, City Manager   
DATE: November 25, 1997  
SUBJECT: Community Facilities Plan - Final Draft

Enclosed, at long last, is a copy of the Community Facilities Plan. Please review it and I will schedule a work session in the near future to discuss it.

At the work session(s):

- consultants would present their findings and answer the Council's questions
- Council comment on the recommendations and ensure their consistency with the Council's priorities
- Council give direction on Plan public review and adoption
- Council give direction on implementation

The Council priorities have already focused staff on pursuing a fire station on the hill and the remodel/reconstruction of Bolton (recommended Step 1), additional space for or a new police station (recommended Step 2), and expanding the Library (recommended Step 4). I need direction on "centralized city services" (recommended Step 3).

Questions:

- Does the Council agree ultimately we want to own, centralized facilities?
- Does the Council agree with a city center concept somewhere in the area between the Library and the Mill?
- Does the Council want the City to invest public facilities in that area to encourage or support that concept?
- If not, does the Council have a preference for where to pursue land and/or office space here or in other areas of the City, e.g. Willamette, Tanner Basin etc.?

These are critical questions that need direction even though the implementation may take years. There may be some opportunities to acquire land between the Library and the Mill. West Linn is about to

blossom with commercial office space - in Willamette and Tanner Basin. This could be an opportunity to get lease, lease/purchase or acquire property, and in any case have facilities designed and constructed to meet the City's needs. Our lease at the annex runs out January 1999.

I look forward to discussing these issues and continuing to move forward on Council facility priorities and meeting the community's facility needs with the help of this Plan.

Attachment

c: Original Steering Committee members  
Department Heads  
Jerry Herrmann, President, Vision Alliance  
Grigsby Christopher, MCM (memo only)

# CITY OF WEST LINN

## COMMUNITY FACILITIES PLAN

PREPARED BY

MCM ARCHITECTS PC  
PACIFIC RIM RESOURCES  
HOBSON JOHNSON ASSOCIATES

*222-5757*

November 1997

## CREDITS

### **Community Steering Committee**

John Jackley, West Linn City Councilor  
Herb Koss, West Linn Business owner/ Builder-Developer  
Ted Kyle, Former West Linn City Councilor  
Karen Rivenberg, Former West Linn Budget Committee Chair  
Debbie Shell, West Linn Planning Commission  
Roger Woehl, West Linn-Wilsonville School District Superintendent  
Tim Wood, Former West Linn City Councilor  
Tom Wright, Citizen

### **Technical Advisory Committee**

Scott Burgess, City Manager  
Steve Abel, Fire Chief  
John Atkins, Community Services Coordinator  
Dan Drentlaw, Planning Director  
Willie Gin, Finance Director  
Terry Hart, Chief of Police  
Dennis Koellermeier, Public Works Operations Manager  
Dave Monson, Director of Public Works  
Loryn Moore, Human Resources Director/Risk Management  
Pam Williams, Library Director  
Ken Worcester, Director of Parks and Recreation

### **Consultant Team**

#### MCM Architects PC

Grigsby Christopher, Principal

#### Pacific Rim Resources

Sumner Sharpe  
Stephanie Lawson

#### Hobson Johnson & Associates

Jerry Johnson



# City of West Linn Community Facilities Plan

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D. Survey Results From West Linn Tidings	
E. Space Program for Build Out	

## EXECUTIVE SUMMARY

The West Linn Community Facilities Plan study was undertaken to provide a short-, mid- and long-term direction for existing and future space needs of the City's facilities, including recommendations for development, renovation and use. In addition, a study objective was to address those needs in a manner consistent with community character. MCM Architects and Pacific Rim Resources worked closely with city staff and members of a steering committee to develop the plan.

Currently (1997) in West Linn, 166 city employees (116 full time and 50 part time) serve a residential population of approximately 20,000. The city projects a population of 28,000 to 29,000 within its current Urban Growth Boundary (UGB)<sup>1</sup> by year 2016. To serve this growing population, the total number of employees could increase to 250. A survey of comparably sized cities indicates that the current number of employees in West Linn relative to population is at the low end of the range. Anticipated future city staff size is also in the low-range of employee to resident ratios.

Information about the community's vision of itself and its future were gleaned from earlier studies and plans such as *Imagine West Linn* (1994), *Mission, Values, Vision* (1996), the *Long Range School Facilities Plan for the West Linn-Wilsonville School District* (1996), and the *West Linn Parks System Master Plan*<sup>2</sup>(1987).

Through the community-wide visioning exercise, *Imagine West Linn*, residents established a shared sense of a "preferred future" in which "the heart and spirit of the community are readily apparent." The vision portrays a city center with a well defined collection of offices, businesses, civic facilities, and multi-family housing at its core. This conceptual goal of creating a city center and establishing a sense of place was generally reaffirmed by comments received from citizens during the facilities planning process.

### **Major Findings**

- The City owns the City Hall building and its "footprint" (the land under the building), but not the adjacent parking area. The City also owns the Public Works Operation site, the fire station sites and the library site. The Planning and Finance Departments are located in a leased building known as The Annex. Currently, the City does not own any large parcels of developed or undeveloped land. City departments are located in five separate buildings throughout West Linn. This results in some inefficiencies for city staff, as well for citizens trying to conduct business with the city. Parking does not appear to be a problem at any of the existing locations.

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<sup>1</sup> Source: West Linn Planning and Development.

<sup>2</sup> An update of the Park System Master Plan was being prepared simultaneously with the Facilities Plan.

- Most city departments are located in offices which are characterized by functional inefficiencies including inadequate space, poor space planning, inappropriate use of space, or some combination of these factors. City Hall faces the most severe space problems which curtail present and future operations including both administrative functions on the upper level and police functions on the lower level. In addition, according to the 1996 study, *West Linn Fire Station/City Hall Summary Report: Seismic Evaluation, ADA and Mechanical Study*, by kpff Structural Engineers, adequate handicapped access is lacking to the lower level of the City Hall building, and at the fire stations.
- City Hall, which houses the city's police services, and three fire station buildings, do not meet seismic standards and are susceptible to damage in the event of an earthquake. This finding is particularly distressing given that problems are likely to occur at a time when those public safety services would be essential to disaster management. According to the 1996 kpff study, the cost to upgrade the City Hall to meet seismic and Americans with Disabilities Act (ADA) codes ranges between \$74 and \$89 per square foot. This cost estimate excludes renovation to increase functional efficiency. Construction cost for a new building designed for both function and efficiency would range between \$90 and \$95 per square foot.
- West Linn has moved from a volunteer fire fighting system to a 24-hour staff system. In combination with strategically located stations, this strategy will decrease response time. The Willamette station was recently activated with fire fighters 8 hours per day. Current plans call for a new fire station to be constructed on the hill above Tanner Basin (Hilltop), the Bolton station to be renovated, and the Sunset and Robinwood stations to eventually be closed and returned to other community uses.
- The library's collection has grown and programs offered to children and adults has expanded dramatically. The 1996 needs assessment recommends expansion options increasing space by 4,000 to 11,000 s.f.
- In general, conference and meeting rooms are inadequate to meet the needs of city departments and the broader community. Developing a senior center, a recreation/aquatic facility, community meeting space are key facility concerns for the community. All new civic construction or remodeling should take into consideration the high level of demand for community meeting facilities.

***Recommendations***

The following overall recommendations address the major issues identified during the planning process:

1. To improve efficiency, access and image, core city services such as administration, council chambers, courts, finance, planning and development, public works engineering and parks should be clustered together.
2. Core city services should be located adjacent to an existing commercial/retail/office development to help define a city center.
3. To address long term needs of police and core city services, the city should immediately begin efforts to secure land parcel(s) of sufficient size located between the existing City Hall - West Linn Paper Mill site and the Bolton Fire Station along Highway 43.
4. The Police Station should be located at a site that has efficient access to I-205 and Highway 43 and ample land for future expansion.
5. The fire department should continue with its plans for the proposed stations at Hilltop and renovations at Bolton. It is understood that long-term use of the Willamette station is undetermined until the Hilltop station is operational.
6. The city should resolve any immediate space shortages through temporary means such as leasing additional space or portable buildings and continued use of the existing City Hall in its current condition.
7. The Library should continue its plans for expansion on the existing site.

## STUDY PURPOSE

The City of West Linn undertook this community facilities planning effort for several reasons. It has become apparent that some types of existing community facilities do not meet the needs and wants of residents, such as community meeting space, senior facilities, and a community pool. Certain government offices are characterized by inadequate space, overcrowding, and outdated buildings. Some services are perceived as inconvenient for public access, as offices are scattered throughout the city, and a recent study shows that City Hall and some fire stations do not meet current seismic standards. In addition, fire stations should be more efficiently located to improve response time and area coverage, given recent and anticipated growth.

This study represented a unique opportunity to provide a comprehensive look at all city facilities. The study examined the functions and activities of the city's facilities both in terms of present and projected space needs. In addition, this study provided an opportunity to build upon earlier community visioning exercises such as *Imagine West Linn*, and coordinate with the West Linn Parks and Transportation plans being conducted simultaneously with this effort.

The purpose of the study was to:

- a) Determine the existing condition of buildings and the efficiencies and inefficiencies of space usage;
- b) Identify community and government goals to resolve problems associated with the existing condition of buildings and the inefficiencies of space usage; and
- c) Develop criteria and strategic planning steps to meet the identified goals.

## STUDY APPROACH AND PROCESS

The consultant team's approach to the study was divided into three major tasks: research, outreach and discussion, and recommendations.

The initial steps included the establishment of a Steering committee which include interested citizens and city staff. Meetings were held with this Committee and City department heads to discuss the purposes of the study and to identify issues that they felt should be addressed.

City documents were reviewed to determine how previous studies and existing codes supported the development of community facilities. The documents included:

- West Linn Waterfront Study 1988.
- Imagine West Linn (1994)
- Mission, Values, Vision (1996)
- Long Range School Facilities Plan for the West Linn-Wilsonville School District (1996)
- West Linn Parks System Master Plan (1987)
- West Linn Parks System Master Plan Update (In progress)
- West Linn Community Development Code (1983)
- West Linn Comprehensive Plan (1994)
- West Linn Transportation System Plan (In progress)
- West Linn Fire Station/City Hall Summary Report  
Seismic evaluation, ADA and Mechanical Study (1996)
- West Linn Public Library Need Assessment (1996)

A questionnaire was prepared and distributed (Appendix A) to all City departments included in the study. The questions asked them to focus on five issue areas:

1. Provide a description of the functions of each division;
2. Discuss how these functions are impacted by current space allocations;
3. Describe interdepartmental relationships;
4. Identify parking problems and other general issues; and
5. Project employment growth by division for the short-, mid- and long-term future, including the basis for these projections, (e.g., changes in state laws or federal programs).

After reviewing the questionnaire responses, the consultant team interviewed department heads and conducted on-site visits to City buildings in order to become familiar with departmental operations and needs. Based on the questionnaire responses and site visits, the team prepared an initial summary of findings for each department (Appendix B). In addition, the team utilized the questionnaire responses to develop short-term and long-term employee forecasts for each

department. These projections were reviewed with department heads to confirm their accuracy, then presented to the Steering committee. Based on the employee forecasts, functional review of the departments and architectural space planning norms, a space program was developed (Appendix E).

Based on the department interviews, the consultant team developed an adjacency diagram (Figure 2) that suggested locational criteria for government and community services. The adjacency diagram shows the optimum arrangement of city services. The arrangement of city services in this way would allow staff and citizens to conduct city-related business in the most efficient manner and provide the best use of space.

The consultant team conducted an informal phone survey of cities with populations which matched either the size of West Linn today, or its projected 2016 population (Figure 4). The survey did not consider police and fire services since staffing requirements for public safety functions are affected by shared jurisdiction and coverage areas and may be influenced by geographic boundaries.

The general public was informed about the project through the city-wide newsletter, the West Linn Tidings, and through communications with neighborhood association leaders. After a preliminary list of project objectives had been developed with the steering committee and City staff, the consultant conducted a series of public meetings. At those meetings, findings about space were presented and project objectives were discussed. These objectives included adjacency, function, image and location. Participants were asked to complete a questionnaire (responses Appendix C). Those presentations and discussions were held with Neighborhood Associations, the Chamber of Commerce and other business groups/ individuals, the Citizens Transportation Advisory Committee, the Planning Commission and the City Council.

In addition, one of the meetings was taped and broadcast over cable access television. A companion questionnaire and announcement were printed on June 10, 1997 in the West Linn Tidings. The cable access program was first aired on June 4, 1997 and was shown several times through July 15. The program lasted nearly two hours. Responses to the questionnaire were mailed or faxed back to the City. Responses can be seen in Appendix D.

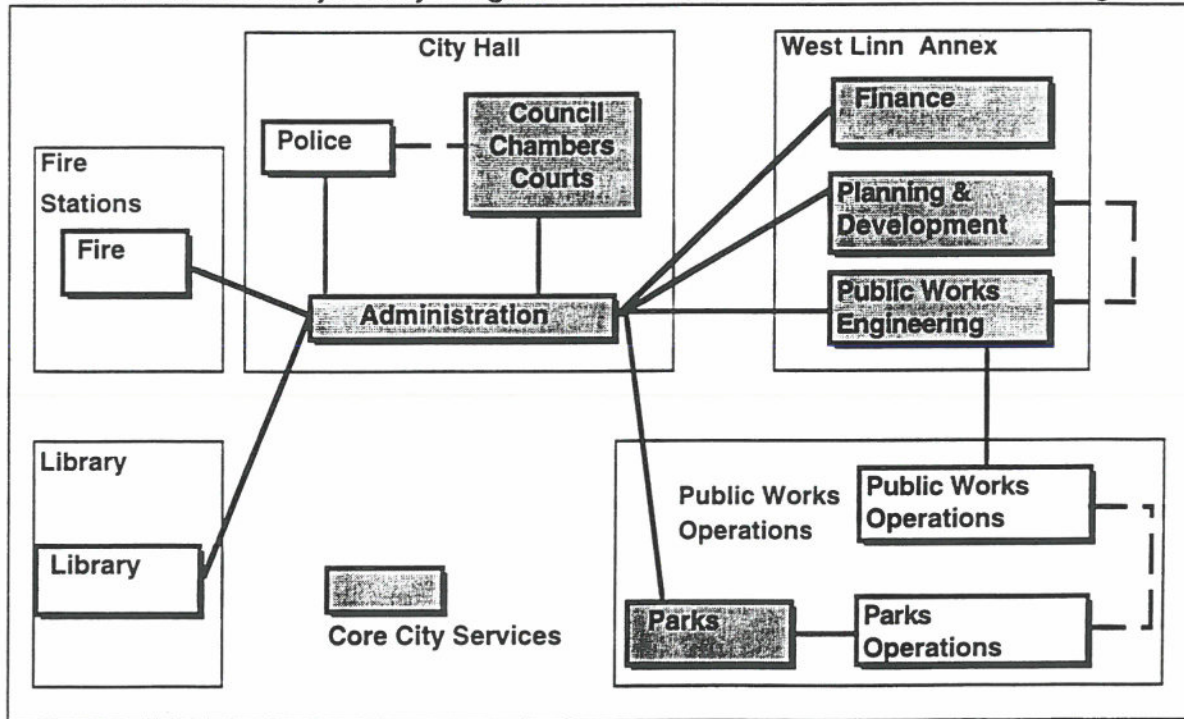
## FINDINGS AND CONCLUSIONS

### Adjacency

Adjacency refers to how departments or community facilities should be located in relation to one another to provide optimum efficiency. For example, offices which often need to work together such as Planning/Building and Public Works/Engineering or Finance and Administration Departments should be in the same building to increase efficiency. The current adjacency of city departments is shown in Figure 1. Administration includes the city manager, community service coordinator, human resources/risk management and court staff. The dashed line indicates a connection that makes the adjacency of two departments convenient, but not significant to require adjacency. For example the adjacency of Police to the Courts is convenient for officers who may need to appear in court. Parks Department location at Public Works/Operations building allows parks to share a maintenance yard and share equipment with Public Works. The departments represented by shaded boxes form the core of the city services. Although current adjacencies generally are reasonable in terms of co-location of activities, there are space inefficiencies due to duplicated functions such as conference areas, work rooms, toilet rooms, lobbies, break areas and parking. In addition, for the public, there are multiple locations for accessing city services or functions with which citizens most frequently interact.

Current Facilities Adjacency Diagram

Figure 1





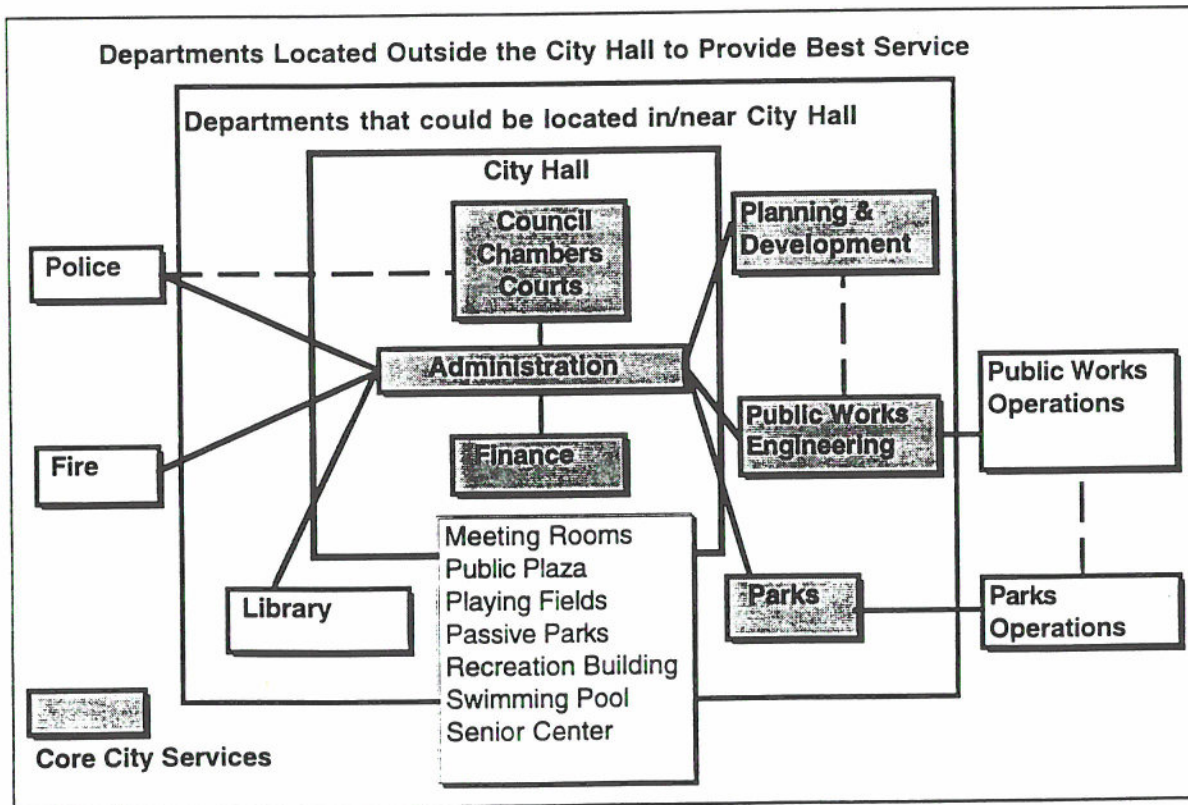
Interviews with department heads and additional research helped the consultant team develop an “Optimum Facilities Adjacency Diagram” (Figure 2). The diagram suggests the best locational arrangement of city offices and facilities.

From a facility organization standpoint, similar space uses should be clustered for maximum flexibility and to promote sharing of support spaces like meeting rooms, break rooms and rest room facilities. Departments and facilities such as Administration, Council Chambers, Courts, Planning and Development, Finance, Public Works Engineering and Parks Administration require traditional office spaces and offer opportunities for co-location. On the other hand, Police, Fire, Library, Public Works Operations and Parks Operations require special, unique space and/or sites to carry out department functions. Certain public community facilities such as a senior center or a public plaza also require unique facility design.

Figure 2, an Optimum Facilities Adjacency diagram for West Linn shows that core city services should be co-located in a single building for greatest efficiency, shared common office spaces and to provide the public with one-stop access. Planning and Development has a strong functional relationship to Public Works/Engineering and if both cannot be located together at City Hall, the departments should be co-located independently. Parks and Recreation, and the Library also could be co-located with the core city services, but each could function acceptably located independently. Still others, such as Police, Public Works/Operations, and the Fire Stations are best located independently.

Optimum Facilities Adjacency Diagram

Figure 2



**Projected Growth**

As is the case with most Oregon cities today, population in West Linn is expected to rise over the next twenty years. Based on calculations by the city planning department, the projected population would range between 28,000 and 29,000 by the year 2016. This estimate assumes that the existing Urban Growth Boundary (UGB) is maintained.

City department heads projected the need for additional employees to maintain current levels of service based on expected population increase (see Figure 3 "City Employee Projections"). Employee projections were then compared with employee to resident ratios for other cities with similar populations both today and for future population projections for West Linn. The findings indicate West Linn's employee projections are reasonable given today's economic and political structure. (See Figure 4 "Comparison of West Linn to Other Oregon Cities of Similar Size").

**City Employee Projections**

**Figure 3**

	1996	Short Term	Mid Term	Long Term
<b>City Hall</b>				
City Manager	2.0	2.0	2.5	4.0
Community Service Coordinator	1.0	1.0	1.5	2.0
Human Resources & Risk Mgmt.	2.0	2.5	3.0	4.0
Courts	2.0	2.0	2.5	3.0
Police**	12.0	12.0	14.0	16.0
<b>West Linn Annex</b>				
Planning and Development	12.0	15.0	18.0	20.0
Finance	6.0	9.0	13.0	17.0
Public Works / Engineering	8.0	11.0	11.0	15.0
<b>Public Works Operations Building</b>				
Public Works / Operations**	7.0	8.0	8.0	9.0
Parks **	7.0	9.0	11.0	15.0
<b>Fire Stations</b>				
Fire (all stations)	5.0	6.0	6.0	6.0
<b>Library</b>				
Library	11.0	12.0	12.0	13.0
<b>Total Office (non field) Staff</b>	<b>75.0</b>	<b>89.5</b>	<b>102.5</b>	<b>124.0</b>
** Excludes field staff or line personnel listed below.				
Police - Off duty or patrolling	16.0	18.0	21.0	24.0
Public Works Operate. - field staff	14.5	14.0	18.0	21.0
Parks - Seasonal staff	50.0	50.0	55.0	60.0
Fire - Off duty & Line Staff	10.5	18.0	21.0	21.0
<b>Total Employees</b>	<b>166.0</b>	<b>189.5</b>	<b>217.5</b>	<b>250.0</b>
<b>Total Full time Staff</b>	<b>116.0</b>	<b>139.5</b>	<b>162.5</b>	<b>190.0</b>

**Comparison of West Linn To Other Oregon Cities of Similar Population**

**Figure 4**

West Linn population today (7-1-95) compared to other cities with similar population.

City	Population	Employees* Per1000 Population
West Linn	19,370	6.40
Roseburg	19,910	7.63
Grants Pass	18,830	7.22
Ashland	17,725	10.16
Tualatin	17,450	6.38

West Linn projected population in year 2016 compared to other cities with the same or similar population.

City	Population	Employees* Per1000 Population
West Linn	29,000	6.09
Bend	29,425	9.07
Lake Oswego	32,940	8.53
Albany	35,020	8.57
Tigard	33,730	6.23

\* Excludes Fire and Police Employees

**Function**

Function relates to how efficiently a given space is being used. For example, "Is the office cramped?" or "Is there adequate meeting room?"

The architectural space planning analysis was conducted based on the site visits. The analysis indicated that for most departments, existing space is inadequate. Some city offices have serious space/function problems and are characterized by some combination of functional inefficiencies including either inadequate space, poor spatial layout, or inappropriate use of space. The most severe problems exist at the Police Department and Administrative offices at City Hall. Due to the severe lack of conference room space, for example, the City Manager keeps his desk in a closet so that his outer office space can be used for meetings. To a lesser degree, Finance and Public Works/Engineering, located in the Annex, also experience overcrowding problems.

Figure 5 summarizes building ownership and renovations required to bring buildings up to building code. The right hand column indicates current square footage of each department and the square footage short of (in parentheses) or in excess of what would be considered adequate space. Adequate space includes proper size for work areas, aisle widths, storage areas, lobby areas, common areas, etc. required to efficiently conduct business.

**Current Status of West Linn Buildings**

**Figure 5**

Building	Ownership	Renovations	Existing Square Feet	Square Feet +Above or (Below) Adequate Space
<b>City Hall</b>				
Administration	Building Owned	Upgrade needed to meet: Seismic and ADA Codes Electrical requirements Cooling requirements	1,718	(300 sf)
Council Chambers/ Courts	Site Around the Building		2,080	(400 sf)
Police	Leased		160	( 150 sf)
			2,972	(1000 sf)
<b>Annex</b>	Building Leased			
Planning/Building			4,747	+250 sf
Public Works / Engineering			2,603	(100 sf)
Finance			2,144	(100 sf)
<b>Public Works Building</b>	Building and Site			
Public Works / Operations	Owned		3,677	(200 sf)
Parks			902	(200 sf)
<b>Fire Stations</b>	Buildings and Sites			
Bolton Station	Owned	Upgrade needed to meet: Seismic and ADA Codes  Seismic Codes Seismic Codes	5,500	(500 sf)
Robinwood Station				
Sunset Station			3,400	0
Willamette Station			4,400	0
<b>Library</b>	Buildings and Site			
Library	Owned		13,170	(1500 sf)
ADA Americans with Disability Act		Upgrades for handicapped accessibility to meet ADA (kpff Report)		
Seismic		Structural modifications to resist earthquake forces ( kpff Report)		
Space Adequacy		Based on Architectural review of department functions and existing space		

***Existing Conditions:***

Based on the reviews conducted with each department, an assessment was made of existing conditions, of space constraints and of adjacency needs. A summary of findings and recommendations for each building is presented below.

**City Hall**

**Ownership:**

The city owns the building and the building footprint. However, the parking area is leased.

**Space:**

The upper level (second floor) which includes City Administration, Courts and the council chamber/community meeting area, is inadequate for the functions and number of employees working in the area. The conference area for the entire building is limited to the council chambers/courts on upper level, with a single additional room available on lower level (first floor).

The Police Department occupies the lower level. Although the location is excellent for access to I-205, State Highway 43, the Willamette area and the Clackamas County Courts and Jail in Oregon City, the facility itself is inadequate for proper police functions. The locker rooms are small and there is only one shower. Due to storage space limitations, files are kept in a narrow corridor. Some areas of the station are not accessible to people with disabilities due to stairs and narrow corridors. Detective rooms and reporting rooms are undersized. In addition, the design of the building and its circulation patterns make it difficult to separate victims, suspects, and police staff, creating a security problem.

Since West Linn projects a staff of 1.3 officers per 1,000 population to serve its 2016 population, (currently the state average is 1.5 to 1.7 officers per 1,000 population), the space problem will worsen. Adequately functioning facilities for this staff level would require a facility double the size of the existing police department.

The kpff study indicated the need for a major renovation to meet current codes for earthquake resistance and ADA handicapped access laws. kpff estimated a construction cost with a range of \$74 to \$89 per square foot, in 1997 dollars. This cost did not include general improvement to the building's mechanical and electrical systems to bring it up to normal modern office standards, nor did it include costs to renovate the interior layout to provide efficient office space for the Police Department and City Administration.

To build a new city hall, hard construction costs could range between \$90 and \$95 per square foot, plus site improvements.

To build a new police department building, hard construction costs could range between \$110 and \$120 per square foot, plus site improvements.

**Conclusion:**

Due to structural conditions, long-term use of the existing city hall building for its current function is not advisable. It is not cost-effective to make further major capital investments.

**Recommendation:**

Pending selection or construction of a new building, only minor repairs should be completed on an as needed basis. The existing building can be used as temporary office or storage space, but police functions should be moved out of the building.

**Annex Building**

**Ownership:**

Currently the city has a 5-year lease of the building which expires January 30, 1999.

**Space:**

Level one houses the Planning and Development, and Engineering Reception. Originally constructed as a retail store, the open design has allowed for an efficient use of space and left room for expansion.

Finance and Public Works Engineering share level two. Both departments fall below normal office standards for number of employees per square foot and function. In addition, the use of space in the upstairs office is inefficient due to the existing wall layout.

**Conclusion:**

The building has no major drawbacks in terms of space or structural integrity. The space surplus in Planning on level one and slight deficiency in Public Works/Engineering and Finance on level two are not serious problems and should allow continued use of the building, in the near future.

**Recommendation:**

Take short-term, low-cost steps to improve the functional efficiency of the Public Works/Engineering space. Occupancy should continue in the building until a permanent location or purchase decision is made. A short-term solution is for Public Works Engineering to expand their offices onto level one, allowing a more efficient use of space even though operational efficiency may be sacrificed with employees on two levels.

## **Public Works, Operation and Maintenance Yard**

### **Ownership:**

The building and maintenance yard is owned by the city.

### **Space:**

This building was originally designed to house public works operations, including space for future expansion. The Parks Department currently utilizes the space intended for expansion of Public Works. In addition, the Parks Department shares a small segment of the maintenance yard. Recent increase of female maintenance employees has exceeded the capacity of the female locker rooms. Currently, the size of both offices are acceptable; but there is no room for growth.

Nearly 75% of all visitors to the building are there to sign up for park programs. During peak registration periods there is severe crowding in Public Works' hallway and lobby.

The location of this facility is in the middle of a residential area, which creates a noise and parking problems during the summer months when seasonal maintenance workers are added to the staff.

### **Conclusion:**

The nature of the 24-hour maintenance operation and seasonal use pressures are not compatible with the residential zone. In addition, there is no room to accommodate growth and approval for expansion of a non-compatible use in the neighborhood may be difficult.

### **Recommendation:**

The Parks Department should be located at a facility with a higher public profile in a location capable of handling registration period traffic flows. Park offices should move out of the facility, allowing Public Works to use all the space. However, the maintenance function of Parks should remain with maintenance functions of Public Works for shared efficiency.

Public Works/Operation should relocate in the next 10-15 years to a site more suitable to industrial uses.

## **Fire Stations**

### **Ownership:**

The city owns all four of the existing fire stations:

Robinwood:	Volunteer Station
Sunset:	Volunteer Station
Bolton:	24-hour staffed station and headquarters
Willamette:	40-hour per week staffed station

### **Space:**

With the growth of West Linn and evolution from an all-volunteer to a staffed 24-hour operation, the Fire Department has developed a strategic facilities plan which includes the following:

- A. Build a new Headquarters station on the hill and retire Sunset Station.
- B. Renovate or reconstruct Bolton Station. The kpff report for Bolton Station indicates major renovation is required to meet current codes for earthquake resistance and the Americans with Disabilities Act (ADA). In addition, the City's transportation study conducted in 1997 by KCM recommends closing access from Failing Street to Highway 43, the primary access for fire equipment to the highway. If that recommendation is implemented, emergency units will be required to circle the block and enter State Highway 43 at Elliot Street.
- C. Upon completion of the Bolton station, the Robinwood station would be retired and turned over to the city for other uses.
- D. Maintain Willamette Station until items A and B are complete and response times are evaluated.

### **Conclusion:**

The Fire Department's Strategic Facility Plan is a logical approach to meet city needs.

### **Recommendation:**

Continue to implement the plan.

### ***Image and Location***

The image that West Linn wants to project of itself, and how decisions about design and location of city facilities might influence that image, was discussed with the steering committee and with citizens.

At presentations made to community groups and through a cable access program and companion newspaper survey, citizens expressed what was important to them. Most respondents indicated that they wanted city services centralized to help form the base of a more traditional style downtown or city center. However, it should be noted that only 28 questionnaires were returned and the responses do not represent a statistically valid sample. The responses to the questionnaire can be found in Appendix C and D.

In addition to the comments made during this study, citizens expressed themselves on the issue of community image through the documents *Imagine West Linn* and *the West Linn Mission and Values Statement*, both of which were adopted by the West Linn City Council, and are supported by the findings of this study. The recommendation for a centralized location of city facilities is supported by community desires expressed in those documents, and is advisable for reasons of efficiency.



## IMPLEMENTATION STRATEGY TO MEET SPACE NEEDS

The implementation strategy should embrace the following goals:

1. Proper adjacency.
2. Functional efficiency.
3. Plan to allow for expansion to meet future growth.
4. Location to serve the community.
5. Promote image and identity for West Linn.
6. Use cost effective financial strategies for development.

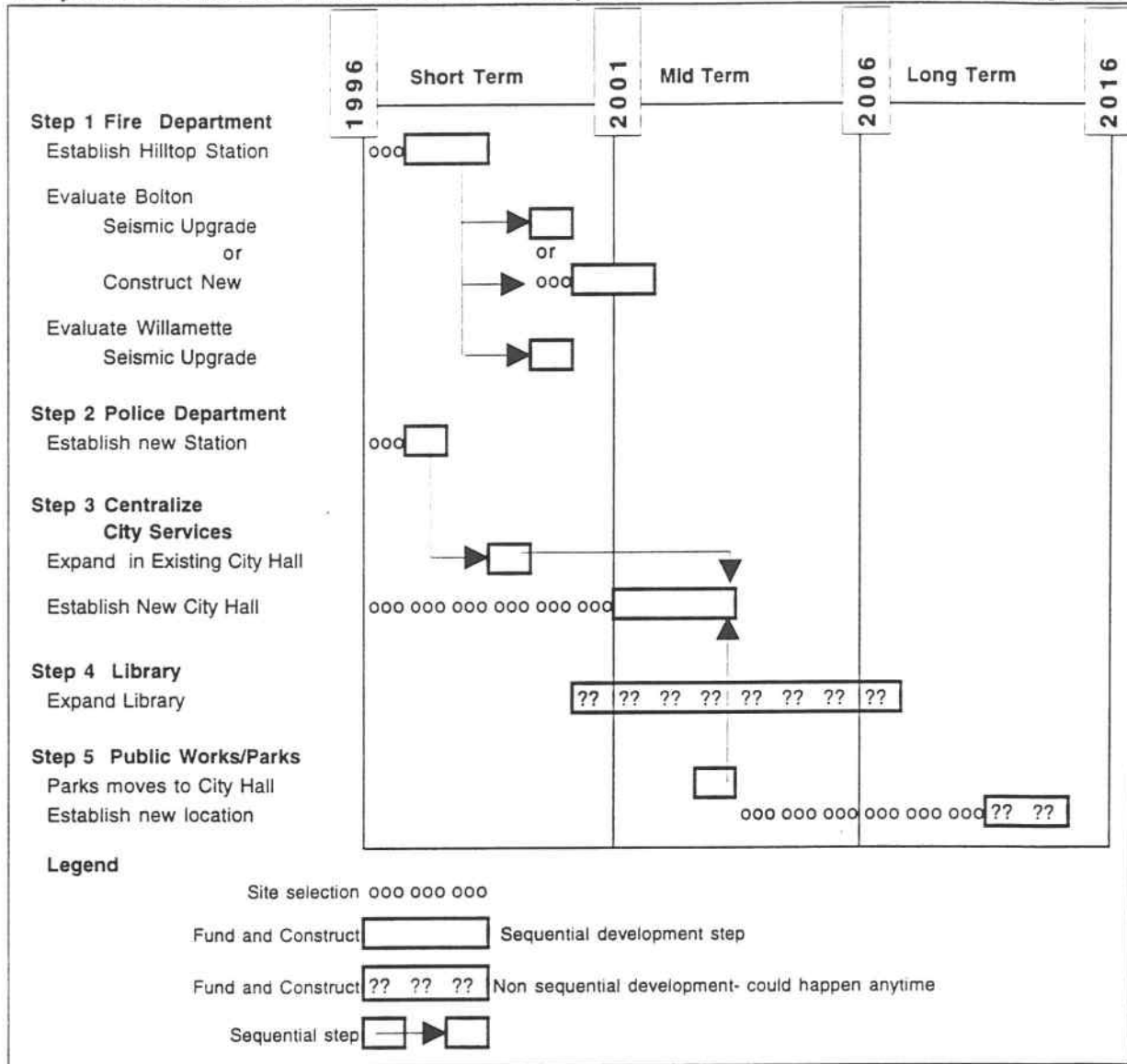
Below are key strategic steps in meeting the goals above. Some of the steps are sequential and some may be concurrent. Some may be completed sooner than expected (or later) due to economic or political factors. Generally the steps as prioritized are as follows:

- Top priority step  
Establish Fire and Police Departments. In doing so existing space is freed up for other community uses. For example, constructing Hilltop Fire Station/head quarters frees up space at Sunset and Robinwood. Finding a long term location for police will free up space for expansion of temporary office functions in the existing City Hall building.
- Second priority step  
Establishing space for centralized city functions. The City should start the pursuit of a city hall location immediately to avoid future lease costs and inefficiencies due to decentralized locations. It will take time to assemble land or find a building or location suitable for centralized city offices. In the interim the city should continue to lease office space even if there is some sacrifice of efficiency
- Independent steps  
The Library building is owned by the city and is in good condition. While the need to expand is significant, the extent of expansion and timing for implementation is independent of the steps above.  
Public Works/Operations will need to move in the long term. Timing for this step is contingent on how soon the department out grows the existing maintenance yard and availability of industrial land for relocation.

Construction costs shown below are in September 1997 dollars and are based on an Architectural Space Program described in Appendix E. The space program is based on projected growth and current inadequacies assuming a West Linn population of 29,000 and projected staff as indicated in Figure 3. However, any implementation strategy should allow for future expansion. It is difficult to make employee and space projection beyond 20 years because of the ever-changing technological advances and political changes. Buildings have a reasonable life time of 50 to 75 years, and if designed to be flexible and allow for expansion, can easily exceed that goal. However if the site is undersized, expansion is limited and the city will be faced with decentralization again. Therefore the sites are sized to allow for 30% building and parking expansion.

Sequential Timeline For Facilities Development

Figure 6



**Step 1 - Fire Department**

**Hilltop Station**

The Fire Department has developed a sound implementation strategy for the city as discussed in "Existing Conditions, Fire Stations". Preliminary site locations were identified in the "Tanner Basin Fire Station Location Study" dated January 13, 1997. Development of the Hilltop Station is top priority for the following reasons:

- A. Improve Public Safety by providing better service to the west side of the city with a manned station.
- B. The new station would be the first station to meet seismic requirements.
- C. Department headquarters and maintenance will move to this station providing more room at Bolton.

<b>Step 1</b>		<b>Approximate cost</b>		<b>\$2,269,584</b>
<b>Build Hilltop Fire Station</b>				
		<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>
	Site work	87,120	3	\$261,360
	Fire Station*	9,720	93	\$903,960
	<b>Total Construction Costs</b>			<b>\$1,165,320</b>
	Soft Costs		20%	<b>\$233,064</b>
	Demolition		0	<b>\$0</b>
	Land Costs	87,120	10	<b>\$871,200</b>
* Facility Sq. Ft. OTAC report 1/13/97				

**Bolton Station**

The extent and timing for renovation of the Bolton Station will depend the decision to close Failing Street access to State 43 and improve the primary intersection at Elliot, State 43 and West A Street. Closure of Failing street access will require the fire trucks to go around the block to the improved intersection which may increase response time.

Option 1a would be to build a new station with egress on Elliot. Costs below include acquisition of adjacent land providing efficient access to the West A Street / State 43 intersection. The new station would provide a long term facility with proper drive through bays.

<b>Step 1a Option</b>		<b>Approximate cost</b>		<b>\$576,000</b>
<b>Bolton Station Renovation</b>				
		<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>
	kpff Seismic upgrade	Lump		\$425,000
	General Upgrade	5,500	10	\$55,000
	<b>Total Construction Costs</b>			<b>\$480,000</b>
	Soft Costs		20%	<b>\$96,000</b>
	Demolition		0	<b>\$0</b>
	Land Costs	-	0	<b>\$0</b>

Option 1b maintains the existing station completing the seismic, ADA and mechanical repairs as recommended by kpff, and undertake general renovation to modernize the station. This option does not include additional land purchase to provide access to the West A Street/ Highway 43 intersection.

Step 1b Option		Approximate cost		<b>\$833,600</b>
<b>New Bolton Station</b>				
		SF	\$/SF	Sub-Total
site work	18,000	3		\$54,000
Fire Station	5,500	93		\$511,500
<b>Total Construction Costs</b>				<b>\$565,500</b>
Soft Costs				20% <b>\$113,100</b>
Demolish Existing build	5,500	10		<b>\$55,000</b>
Land Costs	5,000	20		<b>\$100,000</b>

**Willamette Station**

After the Hilltop station is constructed, response times will be evaluated. The result of that analysis will lead to the following options:

- Option A: Close the station and make it available for other city uses.
- Option B: Keep as a non-staffed station for storage of emergency vehicles.
- Option C: Keep the station as a staffed station during the day only.

At a minimum, for all three options the seismic upgrade should be made to the building. Upgrading toilets and adding an elevator to meet ADA requirements could cost \$70,000 to \$80,000 above the cost shown below.

Step 1c		Approximate cost		<b>\$191,400</b>
<b>Willamette Station Seismic Up Grade</b>				
		SF	\$/SF	Sub-Total
kpff Seismic Upgrade	Lump Sum			\$137,000
Fire Station gen. upgrade	4,500	5		\$22,500
<b>Total Construction Costs</b>				<b>\$159,500</b>
Soft Costs				20% <b>\$31,900</b>
Demolition	-	0		<b>\$0</b>
Land Costs	-	0		<b>\$0</b>

**Step 2 - Police Department**

The most crowded building in the city inventory is City Hall and Police Department is the most critical city department in need of space. Therefore, step 2 of the implementation strategy focuses on the Police Department and City Hall building.

There are two possible options:

- Option A: Build a new Police Department building and temporarily expand existing city functions in the existing City Hall until a more appropriate facility can be purchased, leased or built; or
- Option B: Expand the Police Department in the City Hall and relocate city administration to temporary leased space until the long term goal of a centralized city services are realized.

Option A is the most cost effective in the long term for the following reasons.

- Police Department could be sited in a location for 20-50 years.
- The new police facility would be constructed to meet seismic design requirement for a Public Safety Building.
- Expansion of Police functions in the City Hall building would require higher renovation costs than for city office type functions.
- Option A allows incremental expansion of city office functions and time for the city to develop long term goals to centralize city office and functions. Expansion of office uses within the existing City Hall building will incur the least cost, provided the space now occupied by police were used "as is" with only cosmetic upgrades.

The key element to step 2 is purchase of approximately 1 acre of land for police building, parking and evidence storage. Potential sites include the following:

- Existing City Hall/West Linn Paper Mill parking area.
- Around the interchange of Oregon Highway 43 and I-205.
- Along Highway 43, between I-205 and Bolton Fire station.

<b>Step 2</b>	<b>Approximate cost</b>		<b>\$1,557,216</b>
<b>Build New Police Station on Simpson or other site</b>			
	<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>
Site work	43,560	3	\$130,680
New Police building	6,700	120	\$804,000
<b>Total Construction Costs</b>			<b>\$934,680</b>
Soft Costs		20%	<b>\$186,936</b>
Demolition		0	<b>\$0</b>
Land Costs	43,560	10	<b>\$435,600</b>

**Step 3 - Centralize City Services**

The first part of this step is a temporary short term solution to meet immediate needs in the City Hall. Once Police vacates the lower level of the existing City Hall there will be space for expansion of administration or other offices. The cost below includes general remodel of the existing space. Seismic upgrade is not required since there is no change of use. Since access will be from the south parking lot the ADA access will not be required. Construction cost to implement seismic upgrade and improved ADA access would be 80 - 90% of the cost to construct a new building.

<b>Step 3</b>	<b>Approximate cost</b>		<b>\$105,372</b>
<b>Renovate City Hall Lower Level for expansion of Administration or other city offices</b>			
	<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>
Lower Level Improvements	2,927	30	\$87,810
ADA improvements	Lump	0	\$0
Seismic Upgrade	-	0	\$0
<b>Total Construction Costs</b>			<b>\$87,810</b>
Soft Costs		20%	<b>\$17,562</b>
Demolish city hall building	-	0	<b>\$0</b>
Land Costs	-	0	<b>\$0</b>

The next part of this step is to locate a site for a one or two story City Hall building to provide space for Administration, Council Chambers, Planning/Development, Public Works/Engineering, Finance and Parks Department.

This building or complex of buildings, including parking, a half acre public space, and space for growth beyond 20 years would require a site of approximately 3.5 acres of usable land. The existing City Hall and surrounding paved area between City Hall and the B.P. Service Station is approximately one acre, far less than adequate for a City Hall complex. The 3.5 acre site should be located along Highway 43 between I-205 and the Bolton Fire Station. In addition, the site should be in a location to both support and benefit from existing commercial development or community/public buildings. The Police Station could be a part of this site provided it is possible to separate police egress/ ingress for safety.

This step will take time and should be started immediately. Actual execution could take many forms. Since the City's space requirements for office and meeting spaces are similar to the space provided in commercial office buildings, the building type is not unique. Therefore, development options may include:

- Leasing existing space.
- A long term lease with option to purchase an existing building or a new building designed specifically for the city.
- Purchase of a new building specifically designed for the city.
- Purchase of improved or unimproved lands for construction of the building. Design and construction in this case would be managed by the city.

The projected cost below reflects the option of a land purchase and construction of a new building.

<b>Step 3a</b>		Approximate cost		<b>\$4,125,456</b>
<b>Centralize City Services</b>				
		<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>
Site Improvements	152,460	3		\$457,380
City Hall Building	18,000	95		\$1,710,000
	-	0		\$0
<b>Total Construction Costs</b>				<b>\$2,167,380</b>
Soft Costs		20%		<b>\$433,476</b>
Demolish city hall building	-	0		<b>\$0</b>
Land Costs	152,460	10		<b>\$1,524,600</b>

Once the existing City Hall is vacated it could be sold, leased or used as a West Linn community building. However, if there is a change in use or occupancy type the building will need to be upgraded to meet seismic and ADA codes, but these costs may be prohibitive. If the Police Department is located in the adjacent parking lot, the City Hall could be demolished to provide additional site area.

<b>Step 3 b</b>		Approximate cost		<b>\$99,144</b>
<b>Demolish City Hall</b>				
		<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>
Improvements	-	0		\$0
Improvements	-	0		\$0
Improvements	-	0		\$0
<b>Total Construction Costs</b>				<b>\$0</b>
Soft Costs		20%		<b>\$16,524</b>
Demolish city hall building	6,885	12		<b>\$82,620</b>
Land Costs	-	0		<b>\$0</b>

***Step 4 - Library***

The Library is currently studying options for expansion on the existing library site. The Library site is centrally located and expansion on the site appears to be the most viable. Expansion of the Library has no specific time table and is a step that will run independent of the other steps. The cost below is based on the SRG Partnership "West Linn Public Library Needs and Assessments" dated July 1996 and expressed in September 1997 dollars

<b>Step 4</b>		<b>Approximate cost</b>		<b>\$3,300,000</b>
<b>Library</b>				
		<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>
Renovation	Lump Sum		0	\$3,000,000
		-	0	\$0
		-	0	\$0
<b>Total Construction Costs</b>				<b>\$3,000,000</b>
Escalation to Sept. 1997			10%	<b>\$300,000</b>
Demolish city hall building		-	0	<b>\$0</b>
Land Costs		-	0	<b>\$0</b>



**Step 5 - Public Works**

The Public Works Operation site is rapidly being surrounded by residential neighborhoods. In time, this department will need additional maintenance staff and equipment to maintain the City's infrastructure. The existing building is relatively new and currently serves as the city's emergency command center. The building size is adequate for office functions, but the maintenance yard and employee parking is a problem.

The long term solution is to seek better arterial access and compatible land use through relocation to a site zoned for industrial use. This type of property is currently not readily available in West Linn. Therefore, in the short term, Public Works Operations should analyze which functions that can be removed from the existing maintenance yard to a satellite location(s). Options may range from fencing in a small right of way parcel for material storage to leasing or purchasing land.

In the long term, approximately two to three acres with a similar size office building and maintenance buildings will be required. The emergency command center function could be moved to the new Hilltop Fire Station or City Hall. Other city departments could use the new public works site for similar industrial functions such as a training facility for fire fighters, or bulk exterior storage for other city functions.

The existing site could be sold to the private sector for residential development or leased to non profit community organizations.

<b>Step 5</b>		<b>Approximate cost</b>		<b>\$1,740,504</b>
<b>Purchase land and relocate Public Works</b>				
	<b>SF</b>	<b>\$/SF</b>	<b>Sub-Total</b>	
Site Improvements	130,680	1.5	\$196,020	
Public Works Building	4,600	85	\$391,000	
Out Buildings	6,000	35	\$210,000	
<b>Total Construction Costs</b>			<b>\$797,020</b>	
Soft Costs		20%	<b>\$159,404</b>	
Demolition	-	0	<b>\$ 0</b>	
Land Costs	130,680	\$6	<b>\$784,080</b>	

## FINANCING

### Methods of Financing Capital Improvements

The City of West Linn has a number of options with respect to financing capital improvement projects. When choosing how to finance capital improvements, local governments are presented with several financing alternatives. We have included a summary of some of the most common alternatives, as well as comments on their applicability for the intended use:

*Municipal Notes* typically represent short-term financing, and are usually issued in anticipation of permanent financing or in anticipation of a specific revenue source. They normally have a maturity of one year and serve as interim financing; however, they can have longer maturities and be used in place of bond issues.

*General Obligation Bonds* are the most common form of local government debt and they offer the most security to investors in that the full faith and credit of the issuer is pledged and approved through referendum of the voters. These bonds frequently carry the issuer's promise to levy a tax on real property in an amount sufficient to pay principal and interest on the bonds. This is the most likely source of financing for the proposed project, and our financials assume this form of financing.

The City of West Linn currently has \$1,245,000 of outstanding general obligation debt.

*Revenue Bonds* are secured by a pledge of a specific revenue source and are therefore not a pledge of the issuer's full faith and credit. The purpose of these bonds is usually a specific project with identifiable users that will provide the revenue to repay the bonds. Unlike general obligation bonds, most revenue bonds can be issued without voter approval. The project proposed is not expected to generate revenues, precluding the use of this type of debt instrument.

*Special Assessment Bonds* are issued to finance a capital improvement that benefits the citizens of a specific, carefully defined area of the community. These bonds do not always have the pledge of full faith and credit of the local government and the pledge is limited to the payments from property owners within the improvement district. While this type of instrument can be used if the project is in a local improvement district or urban renewal district, this type of financing would probably not be appropriate.

*Certificates of Participation* are often used to acquire needed facilities. Certificates of Participation are a form of a lease in which the government enters into an agreement to pay a fixed amount annually to a third party, the lessor, in exchange for occupancy of facilities or use of equipment. The lessor then issues obligations (certificates) to investors. The security for the certificates is the lease payment made by the government. Certificates of Participation allow a developer to obtain relatively low cost financing, but would still leave the property subject to property taxes.

It is our opinion that General Obligation Bonds would be the most appropriate financing mechanism for the City of West Linn for the planned improvements.

### *Analysis of Ownership vs. Lease Options*

Hobson Johnson & Associates completed an analysis of the cost of space to the City under an ownership and lease scenario. Our evaluation indicates that the most cost-effective option for the City would be ownership of community facilities, either through a purchase or new construction.

Our analysis forecasted the average cost of occupancy for the City of West Linn of an 18,000 square foot structure, with a total estimated development cost of just over \$4.1 million. The project would be financed using 20-year general obligation bonds. At the end of the 20-year period, the remaining value of the building was included as a reversion value.

Our analysis indicates that the City of West Linn's average cost of occupancy would be equal to \$13.27 per square foot in 1997 dollars or \$14.97 in nominal dollars. This is well below typical full-service office lease rates in the area, which range from \$15.00 to \$24.00 per square foot. Office rents are typically quoted as full-service/gross or triple net. A full-service lease rate includes the cost of utilities, janitorial and property taxes. A triple net lease rate includes only the cost of the space, with utilities, janitorial and property taxes the responsibility of the owner. The cost of these services on a typical market rate office building is around \$5.50 per square foot.

Although more attractive over the long run, ownership of the building would require more up-front expenditures from the City. If the reversion value of the building were ignored, the cost per square foot would be approximately \$24.91 in 1997 dollars. An important factor to remember when using a reversion value is the marketability of the structure if the City did opt to sell the building. The design would need to be adaptable to more conventional office space use.

The City of West Linn has number of financial advantages not available to private sector developers or property owners, which can reduce the cost of space for the City.

### Cost of Money/Financing

The City of West Linn currently has considerable bonding capacity available, with a bond rating of A1 from Moody's and AA- from Standard & Poor's. The City has the ability to issue investment grade bonds, with income from these bonds tax-free to investors. As a result, the cost of funds to the City of West Linn is well below that available to a private sector developer. In addition, the City can amortize the full cost of the project, while a private sector developer seeking conventional financing would be required to contribute a significant level of equity to the development.

Property Taxes

If community facilities are owned by the City, they are exempt from local property taxes. Based on averages for suburban office space in the Portland metropolitan area, this would result in savings of roughly \$1.28 per square foot per year.

Summary

The cost advantages enjoyed by the City over a private developer will be reflected in a lower cost for equivalent space. A private developer will need to recover his costs, as well as a return on his equity commensurate with his risk, through lease rates. As a result, the lease rates that a developer would need to charge would be higher in almost all instances than the cost of the City of West Linn owning its own facilities.

EXHIBIT 1

SUMMARY OF ASSUMPTIONS AND RESULTS  
 COST OF OCCUPATION ANALYSIS  
 CITY OF WEST LINN CENTRALIZED SERVICES BUILDING

<i>Project Description</i>		<i>Cost Estimates/New Construction</i>	
Site Area (S.F.)	152,460	Land Acquisition:	\$1,524,600
Building Size (S.F.)	18,000	Hard Costs	
		Site Improvements	\$457,380
		City Hall Building	\$1,710,000
		Soft Costs @ 20% of Hard Costs:	\$433,476
		Total Development Costs	\$4,125,456
<i>Financing Assumptions</i>		<i>Operating Costs</i>	
Method of Financing:	GO bonds	Property Taxes/S.F.:	\$0.00
Percent of Cost Financed:	100%	Other Operating Costs/S.F.:	\$4.78
Bond Underwriting Costs:	2.00%	Total Annual Operating Costs:	\$86.124
Average Annual Rate:	5.75%		
Bond Term/Years:	20.0		
Building Depreciation Period/Years:	50		
Construction Period/Months:	12.0		
Assumed Inflation Rate:	3.0%		
<i>Results</i>			
Cost of Occupied Space/S.F.:			
Initial Year:	\$24.91		
Average/Period-Nominal \$:	\$14.96		
Average/Period-1997 \$:	\$13.27		

SOURCE: MCM Architects and Hobson Johnson & Associates

## EXHIBIT 2

**20-YEAR CASH FLOW SUMMARY  
COST OF OCCUPATION ANALYSIS  
CITY OF WEST LINN CENTRALIZED SERVICES BUILDING**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Costs	\$0	(\$88,708)	(\$91,369)	(\$94,110)	(\$96,933)	(\$99,841)	(\$102,836)	(\$105,921)	(\$109,099)	(\$112,372)
Construction Costs	(\$4,125,456)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Proceeds	\$4,209,649	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Fees	(\$84,193)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Ammortization										
<i>Principal</i>	(\$117,548)	(\$124,307)	(\$131,455)	(\$139,013)	(\$147,007)	(\$155,460)	(\$164,399)	(\$173,851)	(\$183,848)	(\$194,419)
<i>Interest</i>	(\$242,055)	(\$235,296)	(\$228,148)	(\$220,589)	(\$212,596)	(\$204,143)	(\$195,204)	(\$185,751)	(\$175,755)	(\$165,184)
Net Cash Flow	(\$359,603)	(\$448,311)	(\$450,972)	(\$453,713)	(\$456,536)	(\$459,444)	(\$462,439)	(\$465,524)	(\$468,702)	(\$471,975)
Cumulative Cash Flow	(\$359,603)	(\$807,913)	(\$1,258,885)	(\$1,712,598)	(\$2,169,134)	(\$2,628,578)	(\$3,091,018)	(\$3,556,542)	(\$4,025,244)	(\$4,497,219)

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Operating Costs	(\$115,743)	(\$119,216)	(\$91,369)	(\$94,110)	(\$96,933)	(\$99,841)	(\$102,836)	(\$105,921)	(\$109,099)	(\$112,372)
Construction Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Ammortization										
<i>Principal</i>	(\$205,598)	(\$217,420)	(\$229,922)	(\$243,142)	(\$257,123)	(\$271,908)	(\$287,542)	(\$304,076)	(\$321,560)	(\$340,050)
<i>Interest</i>	(\$154,005)	(\$142,183)	(\$129,681)	(\$116,461)	(\$102,480)	(\$87,695)	(\$72,061)	(\$55,527)	(\$38,043)	(\$19,553)
Value of Reversion 1/	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,025,373
Net Cash Flow	(\$475,346)	(\$478,819)	(\$450,972)	(\$453,713)	(\$456,536)	(\$459,444)	(\$462,439)	(\$465,524)	(\$468,702)	\$3,553,398
Cumulative Cash Flow	(\$4,972,565)	(\$5,451,384)	(\$5,902,356)	(\$6,356,068)	(\$6,812,605)	(\$7,272,049)	(\$7,734,488)	(\$8,200,012)	(\$8,668,714)	(\$5,115,316)

1/ A reversion value is placed on the building using a straightline depreciation schedule over the assumed life of the structure. Value of the building is assumed to equal development cost.

SOURCE: Hobson Johnson & Associates

**APPENDIX A**

**SAMPLE DEPARTMENT SURVEY**

# City of West Linn Community Facility Plan

## DEPARTMENT SURVEY

Name of Department \_\_\_\_\_

Person Completing Survey \_\_\_\_\_

All surveys are probably obnoxious but this is the best way to gather and document information for the space study. There are only 15 questions. It should not take long. OK, START!

### PART 1 - EXISTING CONDITIONS - CURRENT NEEDS.

1. Briefly list the major functions of your department.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. Please comment on the characteristics of the office/site area used by your department: (Check all the apply)

	Shared?		Adequate?	
	Yes	No	Yes	No
<b>Office Areas</b>				
___ Public waiting area				
___ Conference room				
___ Document storage				
___ Equipment storage				
___ Private space for staff				
___ Private space to meet clients/citizens				
___ Other (specify) _____				
___ Other (specify) _____				
<b>Site Area</b>				
___ Storage yards for material				
___ Storage yards for service equipment				
___ Visitor parking				
___ Staff parking				
___ Other (specify) _____				

Comments: \_\_\_\_\_

\_\_\_\_\_

3. Has the public ever complained about your facilities or access to your department?  
 Yes\_\_\_ No\_\_\_ If so, what was the complaint?

\_\_\_\_\_  
 \_\_\_\_\_

4. Are there any problems that you and your staff encounter with regard to your current space? (Check all that apply)

- Too crowded.
- Inadequate electrical outlets.
- Inadequate lighting.
- Inadequate heating.
- Inadequate cooling.
- Floors too weak for equipment.
- Other (specify): \_\_\_\_\_

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

5. Please review your current staffing. Please indicate employees by general shift times.

	Day Shift	Evening	Night
How many employees are in this department?			
How many are Full Time Permanent (FTP) employees?			
How many are Part Time Permanent (PTP) employees?			
How many are To Be Hired (TBH) employees?			

6. Does your department add staff or need additional space during certain times of the year because of periodic work load increases? Yes\_\_\_ No\_\_\_

If yes, explain the nature of the increase and indicate approximately how many people and the type of equipment would be added; describe where these additions are located, in or out of the office?

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_



7. Are there any problems with your current location in West Linn?

Yes                      No

Adequate adjacency to other City Departments.

_____	_____
-------	-------

Adequate location to services in the City.

_____	_____
-------	-------

Adequate location for public access.

_____	_____
-------	-------

8. Overall, is your current department space adequate?                      Yes\_\_\_ No\_\_\_

Are there any general or specific problems that have not been addressed in this survey?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PART 2 - FORECASTING FUTURE NEEDS

The following questions pertain to future space and location needs in the short-term (2-3 years); mid-term (5-7 years); and long-term (15-20 years). We recognize that there are many variables that could affect the future of your department, but we would appreciate your best efforts. Thank you.

9. In the past, what are the primary reasons for increases or decreases in the number of employees in your department? Examples: population changes, funding sources, legislation, budget cutbacks, etc.

\_\_\_\_\_  
\_\_\_\_\_

Please identify the number and type of employees affected by these changes:

\_\_\_\_\_  
\_\_\_\_\_

10. Do you foresee similar or other changes in the future: Explain -- describe reasons for change and department functions that will be affected, e.g., meet minimum state/professional standards (identify), combining department functions, presently understaffed, automation of operations, expected changes in state/federal laws, addition of new programs (local, state, federal), keeping up with growth, etc.

Short-term (2-3 yrs.): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Mid-term (5-7 yrs.): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Long-term (15-20 yrs.): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

11. Please estimate the increase or decrease in the number of professional or support staff in your department in the future?

Job Classification/Title	Number of Employees					
	Short-term (2-3 yrs.)		Mid-term (5-7 yrs.)		Long-term (15-20 yrs.)	
	+	-	+	-	+	-

12. Do you anticipate/foresee any increased or decreased need for storage space for equipment, or other department needs? Yes\_\_\_ No\_\_\_ If yes, please describe:

Indicate if it is an increase or decrease	+		-		Purpose/Amount of Space	Preferred Location of Space
	+	-	+	-		
Short-term						
Mid-term						
Long-term						

13. If you could select a location anywhere in West Linn for your department that would help improve service to the public, (e.g., interdepartmental coordination/public access), where would you choose to be located?

\_\_\_\_\_  
 \_\_\_\_\_

14. In the future, do you anticipate the need to provide for improved access to the public or more opportunity for direct staff contact with the public or clients? Yes\_\_\_ No\_\_\_ Please explain:

\_\_\_\_\_  
 \_\_\_\_\_

15. Have you visited or do you know of facilities in other cities that you feel could be a good example of your Department's future needs?

**APPENDIX B**

**DEPARTMENT INTERVIEW SUMMARY**

# DEPARTMENT INTERVIEW SUMMARY

WEST LINN COMMUNITY FACILITIES PLAN

Page 1 of 14

DEPARTMENT: Police Dept./ Animal Control/Community Service Offices.  
MANAGER: Terry Hart, Chief of Police  
ADDRESS: 22825 Willamette Drive  
West Linn, OR 97068  
655-6214

## MAJOR FUNCTIONS:

- Deploy officers in the field
- Use office space to write reports, interview people, training, administration work and file records.

## EXISTING SPACE/LOCATION

### Building Status:

- City owned, brick-wood frame, 1936.
- kpff seismic study report in progress.
- Police are in a portion of first floor.

### What's good:

- Location: Access to Willamette, up 43, freeway.
- Visitor, staff, and police car parking.
- Out source, fueling, car maintenance (Public works) Impound cars (County).

### What's bad:

- Too crowded.
- Loss of evidence storage at Robinwood because of new Senior center.
- Limited privacy for interview (witness/victims).
- Outdated restrooms
- Unacceptable women and men's lockers.
- Outdated HVAC and electrical system.
- Unacceptable circulation - mix perpetrators/officers/witnesses.
- Needs more interview space.
- Needs more mediation meeting space.
- Needs holding room for juvenile arrests to be picked up by parents.

## WHAT DRIVES SPACE SIZE

- A. Crime = more officers = more space.
- B. Currently 1996 West Linn is 1.16 officers/1000 citizens.  
State average is 1.5 to 1.7/1000 citizens.
- C. Most crime is created by commercial development

# DEPARTMENT INTERVIEW SUMMARY

- West Linn has little commercial (90% Residential) but it is growing.
  - Make up of West Linn 1990 census
    - 6th highest state income.
    - 3rd highest state property value.
  - High income, few transients = low crime.
- D. Clackamas County will continue to provide jail and court services.

## LOCATION ADJACENCY

- A. Avoid proximity to other city departments
- B. Close to: Highway access.
  - Clackamas County courts and jail (Oregon City)
- C. Remain highly visible.
- D. Close to traffic court. 2 days per week.

## PROJECTION

	1996	2016
Employees Total	28	36-40
Officers and Staff	24	16
Reserves	18	25
Explorers	8	10-12
Public Waiting/Staff	3	3
Site	10 patrol cars	14 patrol cars 1 impound car

# DEPARTMENT INTERVIEW SUMMARY

WEST LINN COMMUNITY FACILITIES PLAN

Page 3 of 14

DEPARTMENT: City Manager  
MANAGER: Scott Burgess  
ADDRESS: 22825 Willamette Drive  
West Linn, OR 97068  
657-0331

## MAJOR FUNCTION

- Manages all aspects of city.
- Meets with, evaluates department heads, sets goals and objectives.
- Prepare material for city council.
- Meets with agency representatives, venders, consultants, and general public.

## EXISTING SPACE/LOCATION

Building status:

- See police.

What's good

- Location to city.

What's bad

- Office, storage, conference rooms, storage inadequate.
- Old building out dated HVAC, power and toilets.
- Courts do not have adequate A.V. room, judge office, attorney/client conference rooms.

## WHAT DRIVES SPACE NEEDS

Staff due to number of programs and growing complexity of city.

## LOCATION ADJACENCY

Same location with council, community resources, HR/Risk Management, Finance, Planning and Engineering.

## PROJECTION

	1996	2016
Employees	1.9	2.9

# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Human Resources, Risk Management  
Municipal Court  
MANAGER: Loren Moore  
ADDRESS: 228525 Willamette Drive  
West Linn, OR 97068  
657-0331

## MAJOR FUNCTIONS:

- All aspects of Human Resources for all city employees.
- All safety insurance.
- Insure claims, law suits, employee disputes.

## EXISTING SPACE/LOCATION

Building status:

- See Police.

What's good:

- Location to City Manager.

What's bad:

- Inadequate office, conference, toilets, public access.
- Separation from other city departments.
- Poor storage for employees and legal records.

## WHAT DRIVES SPACE NEEDS

- Increase in City employees.
- Legislation changes.

## LOCATION ADJACENCY

Close to administration and department heads.

## PROJECTION

	1996	2016
Employees	5	8.5

# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Community Services Coordinator  
MANAGER: John Atkins  
ADDRESS 22825 Willamette Drive  
West Linn, OR 97068  
657-0331

## MAJOR FUNCTIONS:

- Public information officer.
- Neighborhood organization coordinator.
- Cable TV/web page manager/publisher Tidings.
- Policy development.

## EXISTING SPACE LOCATION

Building:

- See Police.

What's good:

- Location to City Manager.

What's Bad:

- Inadequate public space, council chambers.

## WHAT DRIVES SPACE NEED

- Better production/editing facilities, Archive room.
- If agreement with Oregon City, Gladstone dissolved, West Linn would need studio/production space.

## LOCATION ADJACENCY

Close to Administration and council chambers.

## PROJECTION

	1996	2016
Employees	1	2

Add writer/web-page/video tech to update information.



# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Planning and Development  
MANAGER: Michael Butts  
ADDRESS: 2042 8th Ave.  
West Linn, OR 97068  
656-4211

## MAJOR FUNCTIONS

- Operations and records
- Project planning
- Development review
- Building inspections
- Code enforcement

## EXISTING SPACE/LOCATION

### Building Status:

- Leasing office space in Willamette.
- Occupies the first floor with Engineering and Finance on 2nd floor.

### What's good:

- Easy customer access.
- Ample office space.

### What's bad:

- Lack of conference area with customers - 20-50 people.
- Uneven heating and cooling.

## WHAT DRIVES SPACE NEEDS

- Staff to process increasingly complex application with public participation, appeals, complex legal standards.
- Metro planning requirements.
- After build out, development will include application to remodel, additions and reconstruction.

## LOCATION ADJACENCY

- A. Closest to Engineering.
- B. Near city hall, administration, share large conference room.
- C. Junction of State 43 and Willamette Falls Drive.

## PROJECTION

	1996	1998	2005	2016
Employees	13	15	18	20
Site	5 fleet cars			8 fleet cars
Customer	5+HC			8
Employees	10			15

# DEPARTMENT INTERVIEW SUMMARY

WEST LINN COMMUNITY FACILITIES PLAN

Page 7 of 14

DEPARTMENT: Finance  
MANAGER: Willie Gin  
ADDRESS: 2042 8th Ave.  
West Linn, OR 97068  
656-4261

## MAJOR FUNCTIONS

- Finance and accounting
- Billing for water, sanitary sewer, storm water.

## EXISTING SPACE/LOCATION

Building status:

- Leasing office space 2nd floor with Public Works and Planning/development.

What's good:

- Adjacency to Planning/development (collecting SDC fees)
- Adjacency to Public Works Engineer (utility billing).

What's bad:

- Poor organization of space.
- Small computer room.
- Lack of secure storage of financial records.
- Uneven heating and cooling.

## WHAT DRIVES SPACE NEEDS

- Staff to process billings with population growth.
- Technology changes.
- Need for better financial analysis.

## LOCATION ADJACENCY

- A. Near Planning/development and engineering.
- B. Near Administration.

## PROJECTIONS

	1996	1999	2005	2016
Employees	7	8	11	15

# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Public Work/Engineering  
MANAGER: Dave Monson  
ADDRESS: 2042 8th Ave.  
West Linn, OR 97068  
656-4324

## MAJOR FUNCTIONS:

- Management, planning design construction operation and maintenance of city infrastructure including sewer, water, storm sewer.
- Vehicle maintenance for City fleet.

## EXISTING SPACE/LOCATION

### Building Status:

- Leasing space in Willamette.
- Occupies 2nd floor with Finance.

### What's good:

- Adjacent to planning.
- Location in Willamette and 10th street exit.

### What's bad:

- Poor public access through Finance or Planning.
- No waiting area.
- Poor storage of documents.
- Work stations tight, need tack space and Library shelves.
- Uneven heating and cooling.

## WHAT DRIVES SPACE NEED

- Providing "in house" design and construction management services rather than out sourcing contracts.
- Increase demand due to increase in population.

## LOCATION ADJACENCY

1. Ideal adjacent to planning, administration.
2. Locate Engineering and Operations together - provide 1 engineer in planning.

## PROJECTIONS

	1996	1998	2003	2016
Employees	9	11	13	15

# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Public Works/Operations  
MANAGER: Dave Monson  
Dennis Koellermeier  
ADDRESS: 2042 8th Ave.  
West Linn, OR 97068  
656-4324

## MAJOR FUNCTIONS:

- Operation and maintenance city infrastructure.
- Vehicle maintenance for city fleet.
- Site of emergency operations command center.

## EXISTING SPACE/LOCATION

### Building Status:

- City owned office building.
- Occupies building jointly with Parks.

### What's good:

- Relative new building.

### What's bad:

- Maintenance yard is in middle of residential area.
- Noise and parking are a problem in the neighborhood.
- Access to Public Works operations is through neighborhood.

## WHAT DRIVES SPACE NEED

- Additional maintenance staff and equipment to maintain infrastructure.

## LOCATION ADJACENCY

1. Next to Public Works engineering.
2. Location with better arterial access.
3. Location in an industrial zoning.

## PROJECTIONS

	1996	2016
Office Employees	7	9
Maintenance Staff	14	21

# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Park and Recreation  
MANAGER: Ken Worcester  
ADDRESS: 4100 Norfolk  
West Linn, OR 97068  
656-6081

## MAJOR FUNCTIONS

- City parks, maintenance and development.
- Recreation programs, sports leagues, summer day camps.
- Maintain City buildings.
- Maintain Mary S. Young State Park.

## EXISTING SPACE/LOCATION

### Building Status

- Share building with Public Works operation.
- Share yard and 10 x 40' shed with Public Works Operation.

### What's good:

- Occasionally borrows some equipment from Public Works.

### What's bad:

- Lack of yard space for nursery and stock piling plants.
- Lack of covered space for equipment storage and material storage.
- Non direct public access. Citizens must first pass through Public Works entry.
- Crowded office space .
- Lack of public space during registration for events.

## WHAT DRIVES SPACE NEEDS

- Summer maintenance and programs requires adding employees.
- New full-time programs such as:
  - Public pool
  - Recreation center
  - Teen center

## LOCATION/ADJACENCY

- If office staff is separated from maintenance staff, Parks must hire a maintenance supervisor.
- Best location would be near a park or future recreation building.

## PROJECTIONS

	1996	2016
Employees	8	10
	50 PT maint.	50-60 PT maint.
Yard space	10 x 40 shed	20 x 60 shed
	20 x 20 nursery	40 x 40 nursery shed
Parks	106 acres	140 acres

# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Fire Department (Rescue, Medical Response)  
MANAGER: Steve Abel  
ADDRESS: 6050 Failing St.  
West Linn, OR 97068  
657-5407

## EXISTING SPACE

### Bolton

- City owned, many additions, unreinforced masonry and wood.
- 2 bays, Headquarters.
- Only station with paid fire fighters.
- Community room used by Bolton Neighborhood and others
- Building does not comply with ADA

### Robinwood

- City owned, masonry.
- 2 bays, volunteer.
- Temporarily used as Headquarters to franchised Ambulance Service.
- Storage building to be removed by Sr. Citizen Building.

### Sunset

- City owned, cast in place concrete and wood frame floors.
- 2 bays, volunteer.
- Community room, toilets, storage, auditorium with stage.
- Non-ADA.

### Willamette

- City owned, wood frame 2 story with brick veneer.
- 3 bays, paid staff during the day
- Community room in second story.
- Non-ADA.

### What's good:

- Good locations necessary with volunteer staff.

### What's bad:

- Inadequate HVAC, electrical.
- Seismically unsound buildings.
- Inadequate living quarters.
- No training facilities.

Space Needs:

- Better equipment storage.
- Living quarters for 24 hour staff.
- Covered storage for emergency vehicles.
- Consolidate service from 4 stations to 2 stations.

WHAT DRIVES SPACE NEED

- Lack of volunteer firefighters, requires full time staff and living quarters.
- Consolidation of service to 2 stations with FTE.
- Changing from volunteers to FTE.
- Added responsibility such as Ambulance Service.
- Establish Emergency Operations Center.
- Expansion on the hill top and Tanner Basin area.
- Changing transportation patterns.

LOCATION ADJACENCY

- A. Response time to fire in the Highway 43 area, Willamette and hill top areas.
- B. Best adjacency is locating Dept. management at largest station.
- C. Fire Department interact with:
  - Chief: Human Resources, Finance.
  - Staff: Building Dept.  
Public Works Engineering (water supply).  
Public Works Operations - fire floor maintenance.

PROJECTION

	1996	New Station	2006	2016
Employees	10	27	27	27
Stations Full Time	1	2	2	2
Stations Volunteer	3	1	?	?

# DEPARTMENT INTERVIEW SUMMARY

DEPARTMENT: Library  
MANAGER: Pam Williams  
ADDRESS: 1595 Burns St.  
West Linn, OR 97068  
656-7853

## MAJOR FUNCTIONS

- Library
- Computer lab/instructional
- Adult and Children programs
- Services: Tax help, Notary, Art and computer stations.

## EXISTING SPACE LOCATION

Building Status  
Constructed 8 years ago.

### What's good:

- Near high school and middle school.
- Near local retail.
- Good access of State 43.

### What's bad:

- Expansion needed in next few years to increase stacks and children's area.
- Small site.

## WHAT DRIVES SPACE NEED

Population growth and expanded services.

## LOCATION ADJACENCY

Existing location is best.  
Would like to see more retail/office development.

## STATISTICS

	1996	2016
Employees	8 full time	?
	10 part time	?



DEPARTMENT INTERVIEW SUMMARY

PROJECTION OF EMPLOYEES

Full time Employees requiring office space.

Revised May 9, 1997

Revised October 1997

	1997	1998	Near Term	Long Term Buildout
<u>City Hall</u>				
• City Manager:	2	2	2.5	4
• Comm. Ser. Coord.:	1	1	1.5	2
• HR & Risk Mgmt:	2	2.5	3	4
Court Staff	2	2	2.5	3
• Police Office Staff**:	12	12	14	16
<u>Annex</u>				
• Planning/Dev.	12	15	18	20
• Finance	6	9	13	17
• Public Works/Eng.	8	11	11	15
<u>Public Works</u>				
• Public Wks/Op**	7	8	8	9
• Parks **	7	9	11	15
<u>Fire</u>				
• Fire (all stations)**	5	6	6	6
<u>Library</u>				
• Library	11	12	12	13
** Excludes Field Staff or line personnel listed below.				
Police - Field staff	16	18	21	24
Public Works/Op - Field staff	14.5	14	18	21
Parks - Field staff	50	50	55	60
Fire - Line Staff	<u>10.5</u>	<u>18</u>	<u>21</u>	<u>21</u>
Total City Staff	166	189.5	217.5	250
City Population	20,000	21,200	22,500	28,280

## **APPENDIX C**

### **OPEN HOUSE - QUESTIONS AND RESPONSES**

# FUTURE LOCATION AND IMAGE OF CITY SERVICES

## West Linn Community Facilities Plan

1. As you think about the future of West Linn's services and facilities, how do you feel about how they should be located? (Check one for each department)

City Department	Centralized	Decentralized	Don't Care
Administration .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council Chambers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courts .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning and Development .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Works - Engineering .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Works - Operations .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and Recreation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire Stations .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Library .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments / Suggestions / Reasons for response: \_\_\_\_\_

2. As decisions get made about locating city services and facilities, do you care where these are located?

- do care where services are located.  
 don't care where services are located.

Comments/reasons: \_\_\_\_\_

3. If you do care, near which of the following should the services/facilities be located? (check all you want)

- |   |  |
|---|--|
| <input type="checkbox"/> parks and open space | <input type="checkbox"/> industrial areas  |
| <input type="checkbox"/> near the river       | <input type="checkbox"/> residential areas |
| <input type="checkbox"/> near transit         | <input type="checkbox"/> commercial areas  |
| <input type="checkbox"/> other _____          |  |

Comments: \_\_\_\_\_

4. Should government facilities be used to create a visible focal point where it is located?

- yes  
 no

Comments: \_\_\_\_\_

5. Name a city that you like? \_\_\_\_\_

Why do you like it? \_\_\_\_\_

**EXIT QUESTIONNAIRE**  
West Linn Community Facilities Plan

1. As decisions get made in West Linn about how and where to provide government facilities....

Please look at the "adjacency" diagram in your handouts, and provide comments:

- Agree with your presentation on adjacency
- Agree with your presentation on adjacency with these changes:

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- Disagree - here is my suggestion:

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- Don't care - any arrangement is fine

2.) Previous community discussions have resulted in a suggestion that West Linn's "town center" should be located generally in the "Library - West Linn Mill" area.

A. West Linn should identify a town center location. How do you feel about this statement?

- Agree
- Disagree
- Not sure

Comments \_\_\_\_\_

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B. If you agree, where do you think it should be located? Why?

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C. Do you think the primary government service should be located in that "town center"?

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3. Any other comments or suggestions?

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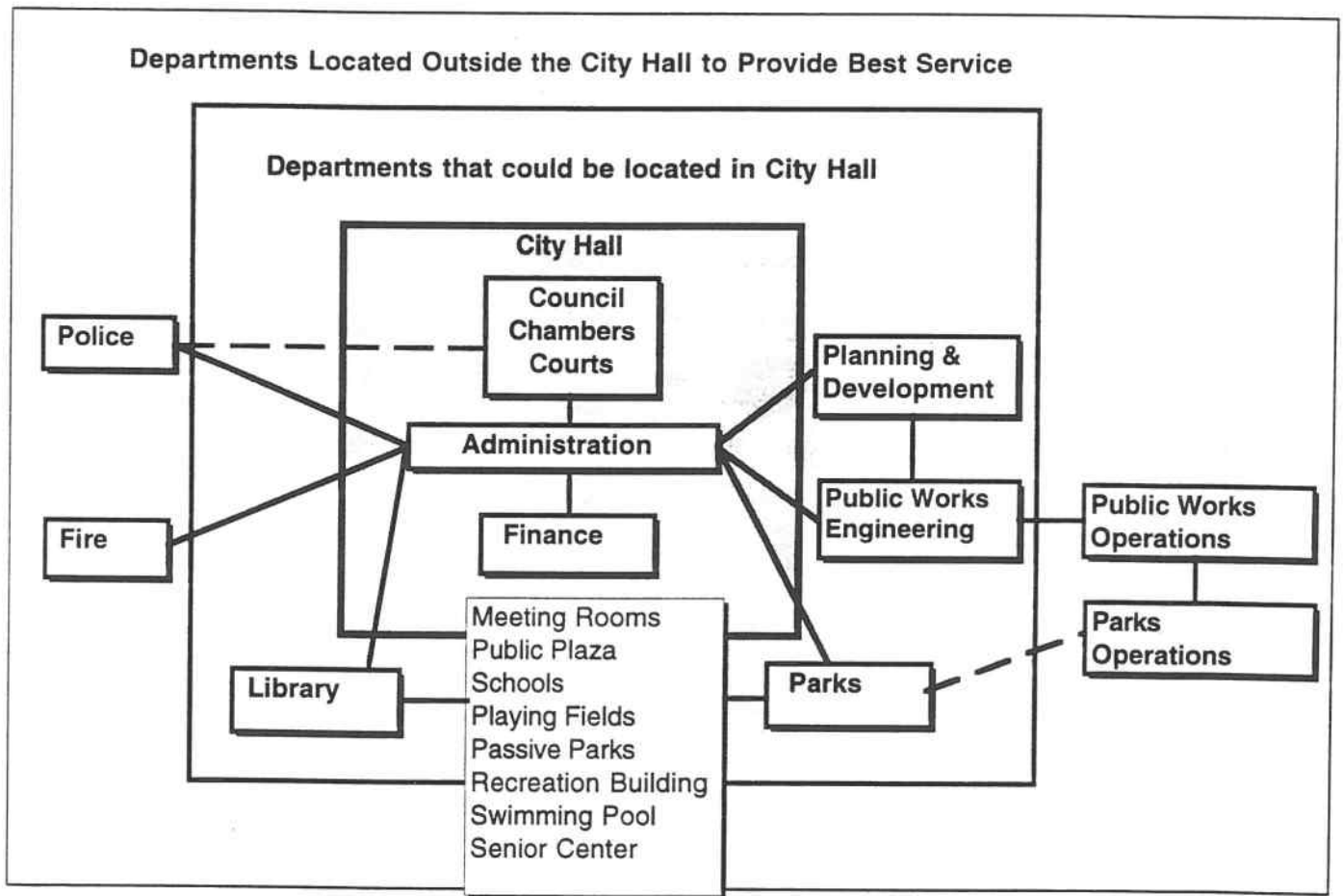
4. With which organization/committee interest are you affiliated in West Linn?

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# West Linn Community Facilities Adjacency Diagram

## Optimum



## Survey Results from Open House

### *Future Location and Image of City Services*

There were 15 responses to the survey handed out at the Open House.

**1. As you think about the future of West Linn's services and facilities, how do you feel about how they should be located?**

City Department	Centralized	Decentralize d	Don't Care	No Answer
Administration	11	0	3	1
Council Chambers	11	0	3	1
Courts	11	0	2	2
Police	9	2	2	2
Planning and Dev.	6	2	5	2
Public Works/Engineering	6	1	6	2
Finance	10	0	4	1
Public Works/Operations	3	5	6	1
Parks and Recreation	5	5	4	1
Fire Stations	0	12	2	1
Library	3	7	4	1

**Comments:**

- It is nice to be able to cover all business in one trip, to one area.
- Close communications essential for successful/accountable government.
- No senior center?
- Parks and Recreation-answer reflects office-type activities. Operations should be decentralized.
- Would like a city center with neighborhood centers having complimentary facilities.
- Need a critical mass of government services to create a center.
- We can't wait-hurry. Where is a senior center?
- Senior center needed now. Cannot wait for all this planning.

**2. As decisions get made about locating city services and facilities, do you care where these are located?**

Do Care	Don't Care
10	5

**Comments:**

- Convenience, distance, time and appearance seem important.
- Like to see some reference to the river. Rehabilitate existing city hall area in government/community center.
- Centralized locations to best serve all operations.
- Need to foster sense of city.
- Want facilities accessible to all neighborhoods and connected by transit and bike/pedestrian paths.

- Where and how services are located are important to creating a functional heart of public. Functions; apart from commercial centers.
- Get the cheapest land you can obtain and not pay rent. Flat land/newer transportation.
- Most utility bills are paid through mailing. Really do not need the utilities close in, but should be easy-access-not up on a hill.

**3. If you do care, near which of the following should the services/facilities be located?**

Location	Number of Responses
Parks and Open Space	3
Near the river	5
Near transit	9
Industrial areas	0
Residential areas	0
Commercial areas	9
Other:	<ul style="list-style-type: none"> <li>• Town Center</li> </ul>

**Comments:**

- I think the Tualatin Commons sets a beautiful example of a great land area used to benefit both business and people.
- No other Portland area city has the opportunity West Linn does to locate a government/community center high above but in view of a river!
- Site should be visible.
- Would be ideal to have it located near the historic center of "Linn City".
- It will all come to City Hall.
- Senior Center should be somewhat near transit.
- Swimming pool should be somewhat near transit.
- Where the most land could be acquired.

**4. Should government facilities be used to create a visible focal point where it is located?**

Yes	No	No Answer
12	1	2

**Comments:**

- Government facility should set tone for community center focus, not government focus.
- West Linn needs to have a central focus in addition to neighborhood identity.
- Public facilities "belong" to all of us and can function as a common bond between residents.
- Who cares?

**5. Name a city that you like and why:**

- Lake Oswego (4 responses):
  - It seems to work

- Clear sense of a downtown area
- Pedestrian access
- Got it all
- Design of buildings
- Salem (3 responses):
  - Incorporate with water way/park area close to other facilities and commercial areas with transit/pedestrian access.
  - Most government buildings are white, giving a campus atmosphere in the city.
- Tualatin Commons (2 responses): It has a very beautiful area for people to gather, walk, sit and talk. It is also very attractive as well as useful.
- West Linn (2 responses):
  - I like it here. Lets preserve and build on the character we have.
  - I've lived here for 60 years.
- Lincoln City: It makes use of an otherwise difficult location, such as the vacant lot of McKellican and Willamette Drive.
- Cannon Beach
- Portland: Centralized, accessible, viable downtown with neighborhoods that maintain their identities.
- Sandpoint, Idaho: A real downtown-with some history in the buildings-government and viable retail area-with a real focus on the river adjacent to downtown.
- Milwaukie
- Boston
- Tigard: Design of buildings.



## Open House Exit Questionnaire Summary

There were 13 responses to the Open House Exit Questionnaire.

### 1. As decisions get made in West Linn about how and where to provide government facilities...

Responses	Comments
9	Agree with your presentation on adjacency: <ul style="list-style-type: none"> <li>• It is important to see these relationships-isn't that really the term "relationships" vs. "adjacency"</li> </ul>
1	Agree with your presentation on adjacency with these changes: <ul style="list-style-type: none"> <li>• Only police and fire, court and chamber located with or adjacent to administration</li> </ul>
0	Disagree
2	No Answer
3	Don't care-any arrangement is fine

### 2. Previous community discussions have resulted in a suggestion that West Linn's "town center" should be located generally in the "Library-West Linn Mill" area.

#### A. West Linn should identify a town center location.

Agree	Disagree	Not sure
14	1	0

#### Comments:

- I was not aware of the library issue, but I do believe the "community center" can be accommodated close to the existing city hall.
- Need to preserve whatever identity we have and build on it.
- It is very important to create a center to knit the disparate parts of the city together. There's too much division (geographically and otherwise) in West Linn already. We need to do something to create a focus-bring us all together.
- Who cares? Let's get started-anywhere-somewhere.
- How many studies are we going to pay for? We could have some of these accomplished with the money we have spent on studies.

#### B. If you agree, where do you think it should be located? Why?

- Bolton School
  - Cost
  - Has existing highway access
- West Linn mill area to library area (3 responses)
  - I would like to see it adjacent to a gathering area.
  - Feel historic nature of Willamette and more space (wide roads, etc.) and lower cost land.
  - River and parks near and accessible.

- Need to incorporate historic elements around mill/power plant/locks-the “Linn City” area.
- Close to transportation/pedestrians.
- Centralized as much as possible for ease of access by everyone.
- Core area-in the heel of the boot
- Hwy. 43 and Willamette River
- Present City Hall area, if possible

**C. Do you think the primary government service should be located in that “town center”?**

Yes	No	Not Necessarily
8	0	1

**Comments:**

- Yes, give it added weight, credibility-critical mass of identity and activity.

**3. Other comments or suggestions.**

- Please take the time to view Mike Delano’s presentation focused on the area around city hall and the river-John Atkins has telephone number.
- Hwy 43 area has become very commercial and quick food type. Not the image wanted for high quality bedroom community.
- City facilities should have convenient access. A city center does not need to be a part of that-should be in a park-like setting to involve outdoor entertainment and a tree to be decorated at times.
- I like the concept of cluster of smaller, pedestrian friendly way-buildings have some architectural interest.
- We need a senior center now and West Linn (the City) should help pay for it.
- Good presentation - made me think.

**4. With which organization/committee interest are you affiliated in West Linn?**

- West Linn Visions Alliance
- Seniors/recreation
- West Linn Vision Alliance
- West Linn Paper Co.
- Chamber of Commerce
- Sunset neighborhood and Vision
- Planning Commission
- Bolton Neighborhood Group
- Senior Center
- Local resident and business
- Council

**APPENDIX D**

**SURVEY RESULTS FROM WEST LINN TIDINGS**

## Survey Results From West Linn Tidings *Future Location and Image of City Services*

There were 13 responses to the survey placed in the West Linn Tidings.

1. As you think about the future of West Linn's services and facilities, how do you feel about how they should be located?

City Department	Centralize d	Decentralized	Don't Care
Administration	10	1	2
Council Chambers	9	1	3
Courts	9	1	3
Police	8	3	3
Planning & Dev.	10	1	2
Public Works/Eng.	9	1	3
Finance	7	1	5
Public Works/Operations	6	3	4
Parks & Recreation	5	3	3
Fire Stations	4	6	3
Library	7	3	2

2. Do you care where city services and facilities are located.

Do Care	Don't Care
9	4

### Comments:

- Miss having a center of town for errands and all related functions together.
- Visiting city government facilities is not the most important thing in my life nor that of most citizens.
- West Linn is an odd shaped city. As close to the geographic center of the City would be desirable.
- They should be in a location convenient for most residents.
- Centralizing services would allow easier coordination among departments and easier accessibility by the citizens.
- Get more offices (departments) in the same building.
- Keep near where City hall and police are now. (Keep library where it is.)
- Most cost effective centralized spot.
- West Linn is small enough to get around to various locations.

3. Near which of the following should the services/facilities be located?

Location	Number of Responses
----------	---------------------

Parks and Open Space	2
Near the river	4
Near transit	8
Industrial areas	0
Residential areas	0
Commercial areas	5
Other:	Center of town

**Comments:**

- This question is too broad and there are a lot of other factors to be considered.
- Leave it as is.
- Good road access

**4. Should government facilities be used to create a visible focal point where they are located?**

Yes	No	No Answer
7	3	3

**Comments:**

- They are the heart of a town
- Certainly not
- We have no identifiable downtown.
- Not necessarily
- Could provide a gathering place for the citizens
- Don't spend money

**5. Name a city you like and why:**

- Western Springs, Illinois: Train runs through a cozy bedroom community of local businesses with residences on the perimeter.
- San Francisco, CA: Not because of it's government buildings.
- Lake Oswego: It has a city center with surrounding residential neighborhoods with industrial areas located far away from both.
- San Francisco, CA: It is cosmopolitan, yet remains on a "human scale".
- Portland: The downtown area is near the river and open spaces, superb transit, close to business and commercial.
- Any city where there is a "hub" so don't have to keep getting in a car-you can walk.
- West Linn: It would take a whole page to answer this!
- Smaller towns, i.e. Canby, Sandy: the rural-ness, cohesiveness
- Lake Oswego: dispersed, low rise buildings, lost of trees, sort of like West Linn

**6. Previous discussions have resulted in a suggestion that West Linn's "town center" should be located generally in the vicinity between the library and the mill.**

**A. West Linn should identify a “town center location”. How do you feel about this statement?**

Agree	Disagree	Not Sure
8	4	0

**Comments:**

- Both agree and disagree.
- It should be in a historical area where the origins of the city can be identified.
- Why should there be a “town center” in that location and not in Willamette area, which is geographically better suited anyway.
- It is closer to the geographic center of West Linn.
- We are now and have been since it’s beginning unique. Leave it alone. Don’t allow “Johnny Come lately” to louse it up. We have a great distinction-leave it alone.
- Perhaps along Willamette Drive from current Police Dept. toward the Mill.
- First, near Starbucks as it is convenient and central or, second, Oregon City bridge as there is room to expand.
- Day Road-Rosemont corner
- West Linn is a collection of neighborhoods with various commercial areas-that is the identify factor.

**B. If you agree, where do you think it should be located?**

- Willamette area or by Starbucks is perfect. But selfishly, I prefer near Cascade Summit Development, because I could walk there from Hidden Springs Subdivision.
- Between Bolton and Thriftway, and in u-shape around Haumerle Park. Why: central, visible, beginnings of a commercial cluster there.
- Willamette River. But I don’t think there should just be one “town center” because of the way West Linn is so stretched out anyway.
- Near the present city hall and park-like area near locks.
- Thought I hard Mike Delano had drawn up such a plan along the river -- that sounded exciting. Where is it?
- Between library and the mill-more central to the city, easy to get to.
- Near the bend of Willamette River if there is land available-or near Falls, scenic

**C. Do you think the primary government services should be located there?**

- Makes sense because people would gather for community events always in the same place near the public servants, etc.
- Yes, accessible, visible. Park could be kind of a central city “square” or “green”.
- All agencies should be in one location. Makes doing business with the City easier and should make City operations more efficient.
- I don’t see why they all should have to be in the same place.
- Yes, for the above reasons.

- Police/courts and fire station(s) wouldn't need to be there. Library is fine. Get the rest under one roof.
- No.
- Yes, more central to the city, easy to get to.
- Yes, and a nice park/mall, waterfront overlooks.
- Yes, otherwise what is the point.
- Yes, easy availability.
- I understand some people asking "where is West Linn" but I don't see it as a problem. It's part of the charm. I also don't think spending tax money for creation of a "town center" is wise. The people who want this sound like they: A) don't have enough to do or B) work for the city. My main concern about West Linn is to stop ruining it with development. Allowing McDonalds on Hwy. 43 was/is pathetic.

#### **7. Any other comments or suggestions?**

- West Linn has all these little centers - Robinwood strip mall, the Clock tower area by Starbucks.
- What are West Linn's minimum facilities needs? This survey is channeling citizens towards all new city buildings without regard to potential costs or other acceptable solutions.
- We have to think courageously-this would require purchase or condemnation of some residential property, but potential is terrific.
- Meetings are frequently at times I am unable to attend. Better and more timely notification of meetings might help.
- Make developers pay their fair share of increasing costs. Oppose the new Oregon City bridge idea - it will just fracture West Linn.
- If we could develop the north-west side of the river, including the bridge as it is, it could complement the waterfront development of Oregon City. This would be the best defense of a new second four lane bridge.
- Please get the design out that Mike drew up. He is able to share his thoughts on the subject. Please contact him as you consider options!!
- People who come here from other places and immediately begin trying to change us over into something else should be given a one way ticket to leave.
- Unrelated topics: erect berm, preferably earthen, to diminish noise from I-205, stop throwing money at the schools and get rid of the Teachers Union, stop Metro from expanding the UGB, taxes should be assessed on people, not property.

**APPENDIX E**

**SPACE PROGRAM FOR BUILD OUT**



# Building Program for Projected Build Out

	Quant.	Ft X Ft		Total = SF	Sub Total Square Feet
<b>Administration</b>					
<b>Common Area</b>					<b>3,340</b>
Lobby		20	30	600	
Mech/Elect		15	15	225	
Janitor		5	5	25	
Toilets		12	30	360	
Breakroom		12	15	180	
Conference		10	15	150	
Conference		10	15	150	
Council Chambers		30	50	1,500	
Work Room		10	15	150	
<b>Offices</b>					<b>1,416</b>
Reception	2	8	10	160	
City manager	1	12	20	240	
Community Service	1	12	12	144	
Human Res/ Risk m	1	12	16	192	
HR/Risk Mgt. Staff	6	8	10	480	
Court Staff	2.50	8	10	200	
<b>Finance</b>					
<b>Common Area</b>					<b>930</b>
Lobby		8	10	80	
Work Room		10	15	150	
Computer Room		15	20	300	
Mech./ Elect		10	10	100	
Conference		10	15	150	
Storage		10	15	150	
<b>Offices</b>					<b>1,312</b>
Department head	1	12	16	192	
Staff	14	8	10	1,120	
<b>Planning and Development</b>					
<b>Common</b>					<b>1,825</b>
Lobby		10	20	200	
Work room		15	20	300	
Storage		10	15	150	
Conference		12	20	240	
Conference		15	30	450	
Toilets		12	30	360	
Mech/Elect.		10	10	100	
Janitor		5	5	25	
<b>Office</b>					<b>2,016</b>
Dept. Head	1	12	16	192	

# Building Program for Projected Build Out

	Quant.	Ft X Ft		Total = SF	Sub Total Square Feet
Staff	19	8	12	1,824	

## Public Works Engineering

Common					1,209
Lobby		8	10	80	
Work room		10	20	200	
Storage		20	15	300	
Conference		12	12	144	
Toilets		12	30	360	
Mech/Elect.		10	10	100	
Janitor		5	5	25	
Office					960
Dept. head	1	12	16	192	
Staff	8	8	12	768	

## Parks

Common					1,053
Lobby		12	20	240	
Work room		8	10	80	
Storage		12	20	240	
Conference		12	20	240	
Toilets		8	16	128	
Mech/Elect.		10	10	100	
Janitor		5	5	25	
Office					832
Dept. Head	1	12	16	192	
Staff	10	8	8	640	

<b>Total staff</b>	69			14,893	
<b>Circulation</b>			20%	2,979	<b>2,979</b>
					<b>17,872 Total Gross Building SF</b>
Plusgrowth allowance			30%	5361	<b>5,361</b>

## Parking

Employees	69				
Visitors	40				
Fleet	20				
	129		450	<b>58,050</b>	Total Parking SF
Plus Growth allowance			30%	17,415	

**Landscape** 35% of site **53,145** Total Landscape SF

**151,843 Total Site SF**  
**3.49 Total Site Acres**

# Building Program for Projected Build Out

Quant.      Ft X Ft      Total      Sub Total  
 = SF      Square Feet

## Police

Sub Total  
 3,206

### Common

Lobby		12	12	144
Break area		12	15	180
Work room		8	8	64
Storage		10	20	200
Evidence Prep		10	12	120
Evidence Storage		15	12	180
Interview RM (3)	3	8	10	240
Conference		12	15	180
Brief/Trn/Conf		25	35	875
F. Locker Rm/Shr/Toilets		12	35	420
M. Locker Rm/Shr/Toilets		10	35	350
Public Toilets		8	16	128
Mech/Elect.		10	10	100
Janitor		5	5	25

### Office

2,348

Dept Head	1	12	16	192
Staff off	4	10	12	480
Business Off	1	20	30	600
Patrol Sgt 4	4	8	8	256
Report Write	1	10	12	120
Detective Off	1	20	15	300
Animal Cont off	1	8	10	80
Community Serv. C	3	8	10	240
Reserv off	1	8	10	80

**Total staff**      17      5,554

**Circulation**      20%      1,111

1,111

**6,665 Total Building SF**

Plus growth allowance      30%      1,999

1,999

## Parking

Employees	17			
Visitors	5			
Fleet	15			

37      450      **16,650 Total Parking SF**

PlusGrowth allowance      30%      **4,995**

Site storage      30      30      **900 Total Site Storage SF**

## Landscape

20% of site      **7,802 Total Landscape SF**

**39,012 Total Site SF**

**0.90 Total Site Acres**