

Community Health and Public Safety

Goal 11 – Public Facilities

Section 5: Administrative and Government Services, Energy, Communications, and Schools

ADMINISTRATIVE AND GOVERNMENT SERVICES

The City of Lake Oswego is a full-service city providing general government services and facilities such as police, fire, parks & recreation, and the public utilities of water, wastewater, storm water, and street maintenance services to a resident population of 36,725. Administrative services, and the employees who perform them, support the operating departments that deliver the general government services and ensure those services are delivered effectively and efficiently.

The administrative service departments of the City Manager's Office, City Attorney's Office, and the Departments of Human Resources, Information Technology, Finance, Facilities Management, and various other management divisions within the operating departments, provide management, employee supervision, strategic support and coordination, and administrative functions such as contract management, payroll, operations and policy analysis, clerical support, facility management, budget preparation and management, financial reporting, employee training, technical and computer support, and legal services.

Administrative and clerical support functions also exist within the operating departments such as Police, Fire, Parks & Recreation, Planning & Building Services, and Public Works to provide managerial, budget development and oversight, clerical support, and analytical services to ensure the functionality of the department.

Growth, development, and changes in City land use invariably have an impact on administrative services and the delivery of those services through public facilities. The delivery of general government services is dependent upon the timely, reliable, and consistent services and support provided by the administrative departments and as the City grows or changes in character, the provision of the general government services must also change to meet evolving needs and desires of the citizens. As such, administrative services and the provision of those services are impacted by growth and increased demand on general government services.

City Facilities

For several years, the City Council has grappled with a variety of issues involving several larger-scale capital facility and infrastructure projects. In 2009, the City Council adopted a strategy and guiding principles for addressing City facility needs, which was later modified in March 2011. In 2012, the City Council adopted a 2012 goal to address critical City facility needs through comprehensively prioritizing, sequencing, and establishing fund strategies for a new Public Safety Facility (Police, 911, Municipal

Court), South Shore Fire Station, Operations Facility, Library, City Hall, West End Building, and Tennis Facility.

- City Hall: City Hall is a 3-story building built in 1986 in downtown Lake Oswego. City Hall houses offices and staff for City Attorney's Office, City Manager's Office, Finance, Human Resources, Municipal Court, Police, Emergency Communication Services (911), Information Technology, Planning & Building Services, and Public Works Engineering. The Administrative Services Departments that are located in City Hall perform the following functions:
 - *City Manager's Office* provides management, leadership, and administrative services for all City Departments and the City Council; coordinates the work of all city departments and employees; applies and implements City Council policies and direction; houses the Offices of Public Affairs, the City Recorder, and Sustainability. These functions support the ongoing operations of the City as well as carry out Council policies and community goals.
 - *City Attorney's Office* provides legal advice, legal service, and representation to the City Council, City Manager, and City staff in all areas including constitutional law, municipal law, land use law, public contracting, public records, public meetings, code enforcement, tort liability, civil rights, taxation, and municipal finance. The Office prepares legal opinions, contracts, intergovernmental agreements, ordinances and resolutions, property transactions, and prosecutes criminal misdemeanors, traffic cases, and city code violations of the Lake Oswego Municipal Court.
 - *Finance* is responsible for the City's professional financial services to city departments and residents. The Department prepares the annual budget, works with auditors to prepare the annual financial audit, performs utility billing, processes payroll, prepares financial projections, issue bonds and manages the City's debt and investments, and manages revenue collections and purchasing.
 - *Facilities Management* provides a variety of support functions to the City organization and its facilities including maintenance and repair services to city buildings, meeting set-up and preparation, and postal services.
 - *Human Resources* delivers employment and personnel services to City employees and information and assistance to external customers and job applicants. These services and programs include classification and compensation, labor relations, training, workplace safety, risk management, and conflict resolution.
 - *Information Technology* manages the City's computer, network, and communications technology equipment and services. The Department's functions include technical support, software and hardware repair and maintenance, providing staff training on new software and hardware, purchasing and installing telephones and computer software and hardware, and maintaining the City's copy and mail center.

- West End Building: The West End Building was purchased by the City in 2006 through a \$20 million line-of credit. The two-story, 89,000 square foot building was built in 1980. The building is the current location for Parks & Recreation offices and programs, meeting rooms, city records, police training, and the Lake Oswego-Tigard Water Partnership project team and offices for the private contractors working on that project.
- In 2009, Staff prepared the *Strategy for West End Building and Property and Other City Facilities* which inventoried and identified the current and future maintenance and needs for city facilities. The City Council subsequently adopted *A Strategy for the West End Building and Other City Facilities* with five guiding principles and general implementation tasks on June 16, 2009. The Council revised and updated the Strategy in March 2011.
- In 2010, the City refinanced the West End Building and began paying down the principal on the loan. The current annual cost for the principal and interest on the loan is approximately \$1.0 million.

In 2012, the City Council considered possible funding strategies for replacing major public facilities. The proposed strategy for the West End Building is “to continue to budget annual principal, interest payments, and capital improvements for the building and property. In 2014, decide whether or not to include a portion of the outstanding principal in a bond measure for constructing a new Public Safety Facility, and if the Public Safety Facility is built on the West End property, decide at that time whether to continue to use the existing building for public purpose or to move the Parks & Recreation Department back to City Hall and sell the remainder of the property for private development.”

- Library: The Lake Oswego Library, built in 1982 in the First Addition Neighborhood, provides library services and programs for children, teens, and adults, meeting rooms, and spaces for public gatherings and presentations. The Library is consistently rated as the top library in the Oregon. The Library has the highest circulation per capita in Oregon and welcomes about 1,000 visitors per day. As the City continues to grow and develop, the demand on library services and having adequate facilities to meet that need will also continue to increase.

Since the Library’s construction in 1982, eight studies have been conducted to assess the usage and community needs for a library. In 1988, the Library Growth Task Force recognized that the library had reached maximum capacity for its current building. At the time, registered borrowers hovered around 17,000. Today, the number is closer to 34,000 out of a service area of 40,000 people. Similarly, circulation was at approximately 444,000 and today it exceeds 1.4 million annually. Finally, the library’s collection has grown from 104,726 to 208,242 volumes.

Subsequently studies all recommended constructing a larger library to accommodate the current and future growth of the visitors, program users, and circulation. The existing library presents operational and programming challenges due to size constraints and condition, inadequate staff and volunteer space, limited parking, a leaky roof, inadequate space for

materials presentation, storage and archiving, and limited capacity to meet demand for computer time and community meetings and programs.

In 2010, the Lake Oswego Redevelopment Agency Board authorized a study to evaluate the feasibility of locating a new major library in downtown Lake Oswego as the anchor for a new redevelopment project. In addition to a new, larger library, the proposed redevelopment would incorporate public parking, retail and housing to strengthen the retail corridor and add to downtown vitality.

In 2012, the City Council and LORA Board adopted a funding strategy for constructing a new Library at the North Anchor site. The Library would be funded using tax increment funds (TIF), dedicated library funds, property sale proceeds, donations, and a G.O. Bond Measure. The bond measure would be for \$12 million and be placed on the November 2012 ballot. TIF and donations would provide \$28 million and the dedicated library funds and sale proceeds would pay for \$6 million of the \$46 million cost. If the bond measure is successful, construction could begin in 2014.

- Adult Community Center – The Adult Community Center is a multipurpose facility with recreation, education, social services, and food services for adults ages 50 plus. The building is located in the First Addition Neighborhood. The Center is managed, programmed, and maintained by the Parks & Recreation Department and numerous volunteer staff.
- Public Works Operations Facility – The Operations facility is a 6.3 acre site located in the Rosewood neighborhood of Lake Oswego. The building was constructed in 1979. The site contains the offices, equipment, and storage facilities for the Public Works Operations staff and workers who maintain the City's streets and roads, water, wastewater, and storm water infrastructure. The site also is the fueling station for the City's public safety and operations fleet and the Lake Oswego School District. The building and site has a number of deficiencies related to the age, size, and condition of the facility and its systems.

In 2008, the City commissioned an assessment of the operations facility and initiated a master planning effort to redevelop the entire site with new administrative offices, service buildings, storage areas, and parking. In 2012, the City Council considered the replacement of the facility as part of its comprehensive strategy for funding major capital facilities. In that strategy, the Council considered to, "over the next two years, explore options for funding the Maintenance Facility with the goal of not relying on a G.O. bond. Options include exploring more cost effective improvements of the existing facility and relocating the facility to another more cost-effective site. In two years, if this goal is not met, consider including the Maintenance Facility in the 2014 bond measure.

In 2011, the City submitted a development plan and schedule for a master plan that would redevelop the entire existing site with new administrative offices, operations services buildings, storage areas, and parking. The work would be completed in three phases. The land use case is currently inactive until the funding strategy is finalized.

- Parks and Open Spaces – The City owns and maintains 601 acres of parks, open spaces, and natural areas. The 601 acres include: developed and undeveloped park sites, playgrounds, natural areas, special facility areas, City beautification sites in city rights-of-ways, other landscaped areas, 35 acres of athletic fields (of which 27 acres belong to the school district) and one artificial turf field. Ongoing tasks include turf maintenance, restroom maintenance, picnic area maintenance, playground maintenance, pathway maintenance, roadway and parking lot maintenance, and litter removal, as well as facilitating community events such as the Farmers Market, summer concerts, Lake Run, Festival of Arts, park dedication ceremonies, tree lighting and many more. As more parks are developed or more open spaces are added to the City's inventory, the maintenance and administrative needs also increase.
- Fire Stations – The City has four fire stations located throughout the City to provide the most responsive and efficient fire prevention and emergency medical response services. The Fire Stations are located on Jean Road, Melrose Road, South Shore Boulevard, and B Avenue. The B Avenue Station downtown is the Main Fire Station and houses the office of the Fire Chief and administrative support staff.

In 2007 the City commissioned a feasibility study for replacing the South Shore Fire Station at its site on South Shore Boulevard. The station was built in 1971 and is at the end of its useful life. The deficiencies include failing mechanical and electrical systems, accessibility constraints, seismic standard deficiencies, insufficient apparatus bays, and firefighter quarters.

In 2012, the City Council reviewed and considered options for replacing the South Shore Fire Station as part of its Comprehensive Strategy for Funding Major capital Facilities. The Council considered exploring options for funding the South Shore Fire Station with the goal of not relying on a G.O. Bond. In two years, if this goal is not met, consider including the South Shore Fire Station in the 2014 bond measure.

Key Changes:

- Added Economic Development as a general government service.
- Technology changes have resulted in additional methods for government to communicate with the public and citizens to communicate with their government.
- In 2008, a study of the City's Community Development Department resulted in the separation of functions and the creation of a Public Works Department and a Planning and Building Services Department.
- In 2006, the West End Building was purchased by the City. The WEB adds an additional 89,000 square feet of program and office space to the City's facility inventory.

Key Issues:

- There are issues with the Police/911 Center, Library, Maintenance Facility, City Hall, and the South Shore Fire Station that will need to be addressed in the next several years.
- The rising cost of providing public services continues to outpace the growth in revenue to support these activities. How will the City continue to provide the same level and quality of service without new sources of revenue?
- What other types of public facilities do Lake Oswego citizens need/want?
- What are the public facility elements that would be incorporated into the redevelopment Foothills area and what will be the demands on administrative and general government services? If Stafford development occurs, how will services be provided to that area?
- What can the City do to continue to attract and recruit talented employees and what are the considerations as the workforce changes?
- How should the City incorporate energy efficiency and green practices into public facilities?

ENERGY, BROADBAND, AND COMMUNICATION SERVICES

Several utilities provide energy and communication services to residents and business owners within Lake Oswego's Urban Services Boundary (USB). Portland General Electric provides electricity and Northwest Natural Gas provides natural gas to homes and businesses. Century Link and Verizon provide telephone services. Verizon and Comcast provide cable television and other telecommunications services such as broadband.

Through franchise agreements, these companies are allowed access to public facilities and infrastructure in order to provide these services to Lake Oswego citizens and businesses. The City of Lake Oswego also coordinates all development applications and public works projects with utilities to ensure service can be provided and to avoid conflicts with existing and future public facilities and services.

Key Facts:

- The City does not provide energy, telephone, cable television, and broadband services to residents. These services are provided by private companies who enter into agreements with the city to use the public rights-of-ways to construct and maintain their energy and communication infrastructure.

Key Issues:

- Coordination with the City on the redevelopment of Foothills to provide energy and communications services in the redevelopment area.
- Franchise Fee revenue may start to decline as less traditional "hard" utility infrastructure is replaced by satellite and wireless technology.
- Should the City do more to encourage residents and businesses to use alternative sustainable sources of energy such as solar and wind power?
- In the next twenty years, how will the City's energy and communications infrastructure change? How will new technologies impact the character and growth of the community?

Key Changes:

- The City provides WiFi in some public parks and public facilities.