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# La Grande Police

Facility Needs Analysis

February 26, 2024

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The information in this document has been obtained from sources believed reliable. Our findings have been based on limited information and on-site observation. Because of the limited scope of our initial review, these preliminary findings should not be used as a principal basis for any decision relating to the site and/or building, and confirmation of the information contained within this document with the applicable government body may be necessary.

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## APPENDIX A: FCS GROUP FINANCIAL ANALYSIS MEMORANDUM

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# Introduction

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# PROJECT TEAM

## CITY OF LA GRANDE, LA GRANDE POLICE

- Robert Strope - City Manager
- Gary Bell - Chief of Police
- Jason Hays - Lieutenant
- Ronda Griffin - Communications Manager
- Erin Dickhausen - Administrative Assistant



## MACKENZIE

- Jeff Humphreys - Project Principal
- Austin Zeitz - Project Architect
- Quincey Gerow - Architecture



## FCS GROUP

- Martin Chaw - Senior Project Manager
- Tim Wood - Assistant Project Manager



## CONSTRUCTION FOCUS INC.

- Steve Gunn - Principal
- Nick Arvidson - Estimator



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# PROJECT INTRODUCTION

The La Grande Police Department evaluated their existing station to determine what would be required to better meet the goals and future growth of the Department. La Grande PD selected Mackenzie to assist with an evaluation of the existing conditions of the current facilities and work with Department staff to determine the operations-based needs. The objective is to develop a facility to better meet the Department's needs and goals; provide a more efficient operational model and layout; better align with the current space demand for the Department; and allow for future prospective staff and facility growth. Included in the study was the development of a conceptual site and building program for a new police station and dispatch center with input received through the Department staff; a review of two potential site locations; an estimation of anticipated project costs, inclusive of construction, consultant, and owner costs needed to fund the project; and a summary of potential funding options for the Department's consideration.

Mackenzie, established in 1960 and based in Portland, Oregon, provides an integrated design approach to projects, including architecture, structural engineering, landscape architecture, civil engineering, land use planning, transportation planning and interior design services. Mackenzie's Public Projects team specializes in municipal and emergency response facility design, space needs evaluations, and bond campaign assistance. In the past decade, Mackenzie has worked on publicly funded projects in Oregon and Washington for more than 50 counties and municipalities, providing design and engineering services for more than 40 fire facilities, 18 police facilities and six municipal office buildings.

## PROJECT BACKGROUND

Currently the La Grande Police Department occupies a shared portion of the Union County Sheriff's Office and is immediately adjacent to the county courthouse. The PD is staffed 24/7 and inclusive of a dispatch center that is the public safety answering point for the entirety of Union County. Originally established in 1885, the Department has served the community for over 130 years. The Department

currently employs over 34 personnel along with a number of regular volunteers.

At the start of the design process, the goal was to establish the 30-year needs of the Department, with the objective of using the associated programming to inform the selection of a potential future station site. The Department had determined that their current station space was already inadequate to meet some of their present space needs and as such further evaluation of the facilities and grounds was not requested.

The information contained within this report provides a detailed overview of Mackenzie's work with the Department. All steps involved in this process have been documented and organized based on the associated task, and are contained within the pages of this report for the Department's consideration.

# EXECUTIVE SUMMARY

Public facility design, specifically police station projects, is unique in that the building and all its functions are tools required to most effectively and efficiently enhance agency operations and safety. Police station design focuses on functionality and meeting the stringent requirements associated with protection and security of the building, its staff, and the communities they serve. Jurisdictional, state, and federal criteria for safety, security and operational procedures drive these requirements and invariably impact design considerations. These criteria ensure that this facility not only is able to improve operational efficiency on a day-to-day basis, but is capable of evolving over the life of the building, resisting and responding to emergency events, providing critical services for the citizens of the La Grande, enhancing the built environment of the surrounding area with a strong civic presence and encouraging investment in the community.

The following report encompasses the primary tasks requested by the La Grande Police Department to determine the needs for a new future facility for the Department in meeting the criteria stated above including:

1. Programming and Workshops
2. Facility Tours
3. Fatal Flaw Test Fits
4. Project Cost Forecast
5. Financial Analysis

## Process and Methodology

Mackenzie employed programming, communication, consensus-building, and goal-setting techniques to ensure that the final report meets the expectations of the stakeholders involved in the process. Using an integrated design approach, extensive public project experience, and lessons learned on previous police stations, the team provided architectural and site planning services to meet the project objectives and deliverables.

Mackenzie worked with city of La Grande and Police Department staff to confirm the key stakeholders who needed to be involved throughout the design process and to support and strengthen dialogue between the Design Team and the Department.

## Task #1: Programing and Workshops

In conjunction with examining present conditions, Mackenzie worked closely with the La Grande Police Department staff to better understand the current space needs and projected those needs out based on a 30-year growth forecast. The facility program was created incorporating comments from current Department staff. It includes deficiencies observed by the Department, such as inadequate site storage; and a projection of Department growth, and the goal that the buildings will be in use for at least 30 years.

Mackenzie guided the Department through the process of space needs identification and their required space allocations. From that, the Design Team developed a program matrix that identified the required spaces, their approximate size and amenities to be provided within them. Upon development of this document and prior to gaining Department staff approval, Mackenzie reviewed the findings with the Department to clarify any questions or comments brought up over the course of creating the matrix. During this review, as a comparison tool, Mackenzie also shared project information of similarly-sized police facilities.

The Police Department and the Design Team found that the current station is not adequately sized to meet the needs of the Department for the next 30 years. The current operational needs for the Department were identified at the beginning of the project to require approximately 12,309 SF, growing to 12,844 SF over the next 30 years, while the currently leased spaced totals approximately 5,609 SF split across two levels. As part of this calculation, the building square footage total includes an average 25% increase for general building circulation and interstitial space (i.e. wall thicknesses), which has been found to be a typical escalation for facilities of this type. Should the design progress past program validation it may be possible to optimize the building's circulation space and therefore bring down the total square footage, but these services were not requested at this time. Projections for the station site requirements indicate a 30-year demand of 12 parking stalls for the public and 63 secure spaces for staff and fleet vehicles. Mackenzie further validated these identified growth projections and space needs through the use of comparable jurisdictions and newly constructed

facilities as well as trends observed in the facility tours.

### **Task #2: Facility Tours**

In this task, Mackenzie arranged tours of three existing police stations comparable to the projected needs and programming of the future police facility with key Department staff. These facilities were similar based on size and specific program requirements. The intent of these tours was to observe recently completed facilities, learn how those agencies developed the design to meet their needs, and challenge assumptions that were made during the program development in Task #1. While on these tours, particular attention was given to the flow of spaces, durability of materials and finishes, and how the building is aging. These tours are a great tool to test assumptions made by key staff during programming, in that seeing the layout of a space or size of a room sometimes will steer one to adjust their expectations of how big to make a space or confirm the assumption made. Lessons learned or items to be refined were discussed in a meeting following the tours and relevant items were clarified in the program as a final approved document.

### **Task #3: Fatal Flaw Test Fits**

As the existing Police Department facility space is leased by the City of La Grande from Union County and limited in its capacity to expand to current and future needs, the Department determined that any proposed future facility would need to be located at a separate site. After programming had been confirmed, Mackenzie prepared a series of site test fits for locations indicated by the Department. Although no layout or design was developed for the proposed facility program, the overall building and site square footage were reviewed against developable area in the proposed locations to determine initial viability of each site. The Design Team reviewed the existing conditions of each site as well as a variety of development impact factors as provided by La Grande city staff to discern any immediate fatal flaws with the proposed sites. These concepts were developed to graphically represent aggregate programming and their relationships to existing and adjacent site elements while also taking into consideration site operational needs and

requirements.

Mackenzie evaluated the site and building program with the Department and used it to identify the strengths and weaknesses of the proposed site locations as well as a few alternative approaches entailing additional property acquisition. Test fit site plans were developed based on the information gathered during the programming task and reviewed with the Department to outline opportunities and challenges associated with each proposed location.

### **Task #4: Project Cost Forecast**

Based on the approved programming square footage Mackenzie in conjunction with the construction cost estimating firm Construction Focus, Inc., developed an opinion of probable construction cost for the proposed new police facility and associated site development improvements for the project. As there was no design to directly calculate material quantities and takeoffs from the Design Team relied on inference of costs from comparable law enforcement facilities that had been estimated within the last year. These estimates were validated against the actual cost of recently completed public safety buildings and current construction trend data. These cost projections were comprised of the range of costs related to the anticipated raw construction costs and anticipated general contractor margins based on a publicly funded project requiring prevailing wage rates for construction within the State of Oregon.

### **Task #5: Financial Analysis**

In collaboration with Mackenzie, FCS Group developed a report based upon the approved project cost estimate value to review revenue options. This effort reviewed the options available to the Department to facilitate the funding of the cost outlined in task 4 including associated legal authority for those sources, potential revenue yield, associated administrative considerations and the estimated impact to the City and its residents.

# SUMMARY OF RECOMMENDATIONS

As a leased space, the existing La Grande Police Station was determined not to be viable for future use by the Department. The Department's ability to modify the existing space is significantly curtailed by County ownership of the property, shared occupancy with the Sheriff's Department and existing site adjacencies such as the courthouse and public parking lot. Although Mackenzie did not perform a review of existing conditions for the structure, a number of existing deficiencies are likely to be present based solely on the building being nearly 50 years old with only limited renovations over that time. Although the Department currently operates out of this space, it does so inefficiently split across two levels and per the indicated operational program ideally would have >50% more space. There is no capacity to host additional staffing for projected growth. Further, the existing site lacks any manner of secure parking for Department staff and fleet vehicles, resulting in staff relying on adjacent public street parking to meet these needs.



# NEXT STEPS

Mackenzie's recommendations for La Grande Police Department are as follows:

- **Establish a desired time line and budget for the project:**  
Based on the findings of Mackenzie's analysis, it is determined that the overall projected costs of the project as described in this report are estimated to be \$18,351,947. It is encouraged that the Department agree on an expectation of project costs and schedule development to provide clear direction to those that represent the project.
- **Determine Funding Mechanism:**  
Confirm the funding mechanism(s) the City expects to pursue to complete the project. Once determined, the City should assess the financial impact, if any, to the local community in comparison to previous voter approvals, and the timing for pursuing the selected funding mechanism.
- **Begin the Public Outreach/Campaign Process:**  
Begin the process of presenting the need for the project to the local community. This effort should entail community visioning sessions to allow attendees to observe the condition of the

existing station, as well as presenting the findings of the Needs Analysis process. The process for outreach to local community organizations and private business with an interest in the project should strive to reach as many people as possible. Identify advocates for the project and solicit their participation in the assembly of a Public Advisory Committee (PAC). This committee should be comprised of local community members, either active in, or supportive of the needs of the La Grande Police Department.



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# Existing Conditions Summary

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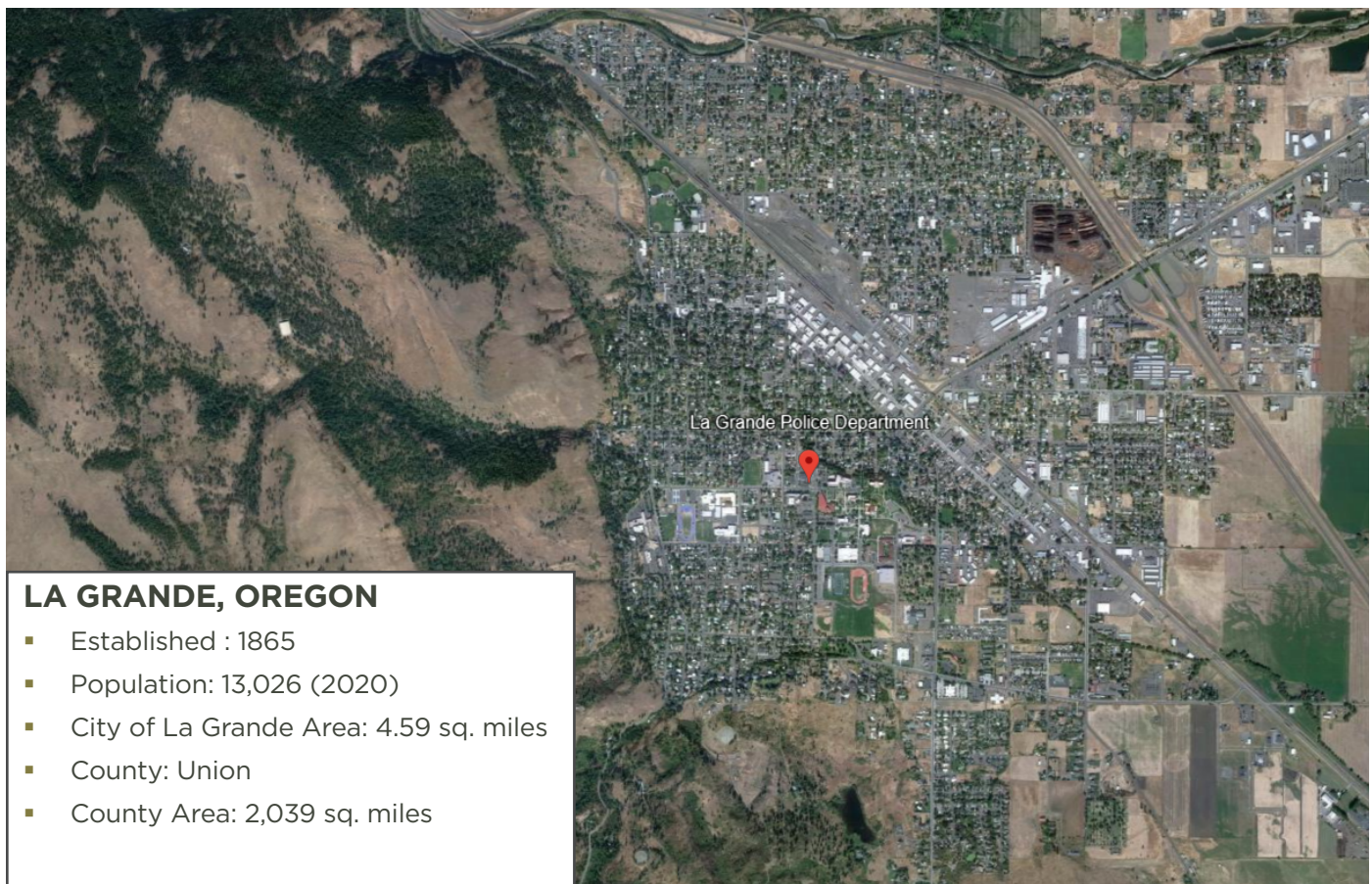
# EXISTING CONDITIONS SUMMARY

The La Grande Police Department provides law enforcement and emergency dispatch services to the La Grande community, with the primary goal of protecting life and property. This entails 24/7 patrol coverage and comprehensive investigation services. The Department is also the primary law enforcement provider to Eastern Oregon University.

The department is comprised of two primary divisions: Operations and Communications. The Operations Division encompasses the Patrol Section, Investigations Section, and Code/Parking Enforcement while the Communications Division includes 9-1-1 Dispatch, Records, and Reception. The Dispatch Center is the Public Safety Answering Point (PSAP) for all of Union County, and dispatches both emergency and non-emergency calls for service for the La Grande Police Department and the Union County Sheriff's Office, as well as providing emergency dispatch services for a total of 22 law enforcement, fire and EMS agencies throughout the county.

The current La Grande Police Department building is approximately 27,509 square feet split between a basement level and the publicly accessible ground floor. It is located at the corner of 6th Street and K Avenue and shares site access and parking with the adjacent Union County Courthouse building. Presently the Department leases approximately 5,609 SF principally located in the south portion of the building. The Department is comprised of 34 employees split across shift rotations. Presently the remaining portions of the building are occupied by the Union County Sheriff's Department and County Jail.

Mackenzie was not requested to perform an architectural and building systems observation of the existing building. Based on current operational pressures, lack of City ownership of the facility and observed limitations to expansion La Grande Police opted to focus the efforts of this analysis toward the needs of a new law enforcement facility that could provide for the projected 30 year needs of the Department.



## LA GRANDE, OREGON

- Established : 1865
- Population: 13,026 (2020)
- City of La Grande Area: 4.59 sq. miles
- County: Union
- County Area: 2,039 sq. miles



# EXISTING FACILITY



The existing La Grande Police department facility is located in La Grande, OR. The building was built in 1976 and has full basement level and a single story above grade totalling to 27,509 SF. The Police Department operations are located in the south half of the building and share space with the Union County Sheriff's Department, the county jail comprises the north half of the main floor. Police Department staff principally occupy

the main ground floor which is over-capacity at current occupancy. The basement level spaces serve primarily in support program roles that are shared between La Grande PD and county staff without capacity for future growth. Site parking is shared with the adjacent courthouse and entirely publicly accessible with no secure lot currently. The Department relies on rented off site locations to fulfill secure storage needs for large items.

## Location

- 1109 K Ave,  
La Grande, OR 97850

## Year Built

- 1976

## Site Size

- 79,952 SF (1.84 acres)

## Building Size

- 15,056 SF (first floor)
- 12,453 SF (basement)

## Parking On-site

- 69 Spaces (Shared w/ County Facilities)

## Floors

- 2 stories

## Zoning

- Residential Professional (RP)

## Fire Sprinklers

- No

## Construction Type

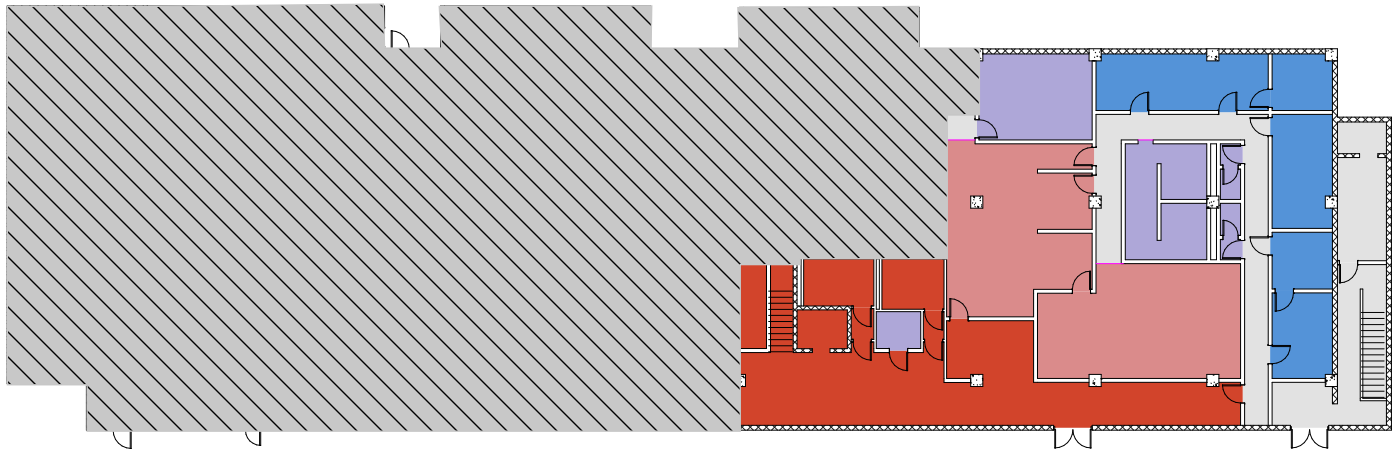
- III B

## Staffing

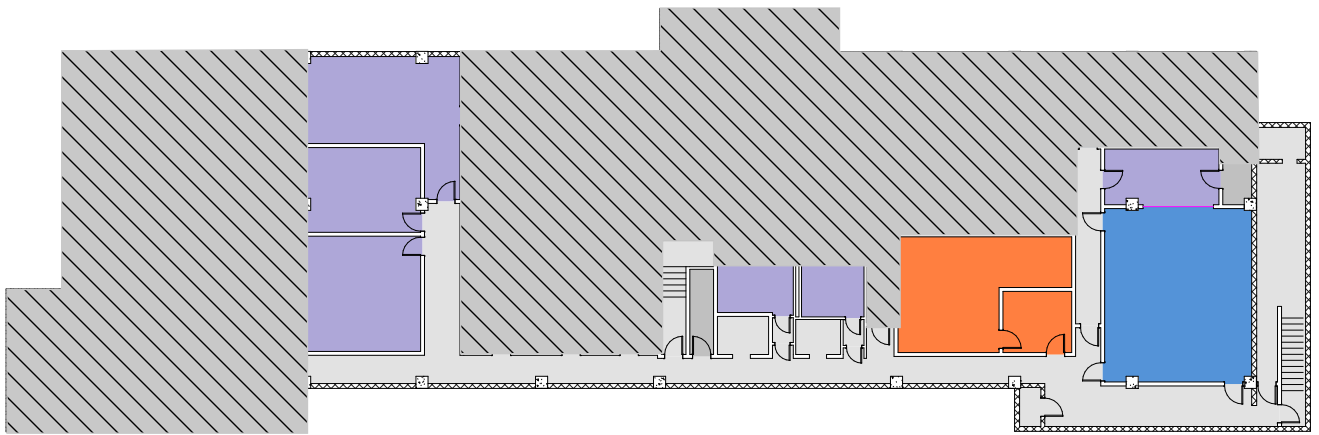
- 34 (Not inclusive of Sheriff's Department)



# EXISTING FACILITY FLOOR PLAN













**Existing First Floor Plan**



**Existing Basement Floor Plan**

## Legend

 Public Spaces	 Evidence
 Records/Dispatch	 Support
 Administration	 Storage/ MEP
 Operations	 Circulation
 Booking	 County Only Space

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# Programming and Workshops

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# PROGRAMMING SUMMARY

The programming effort began with a facility questionnaire process issued to the various divisions within the La Grande Police Department. This process established existing operational needs and space driven deficiencies for the Administration, Communications, Investigation, Patrol, Records and Evidence areas. Mackenzie worked with the Department to review and validate the program using space standards to organize the rooms and provide adequate square footages typically required by a modern police facility of this size. Existing station and equipment information was gathered and the program further refined based on Mackenzie's police facility design experience and Department staff input.

The existing building is approximately 27,509 SF though the Department's occupied space is roughly limited to 5,609 SF with a number of spaces being shared with county law enforcement staff. Completion of the space needs assessment found the existing facility to be severely undersized. An overall requirement of 12,309 square feet of building area to meet the optimal current needs of the department, with expansion to 12,844 square feet to

meet the 30-year needs indicated. The total building square footage includes a 25% escalation factor for general building circulation and interstitial space (i.e. wall thicknesses), which is an average escalation for facilities of this type.

Beyond the building program requirements, there are important site elements and considerations that must be taken into account for police operations and public functions. These program elements include public parking; secure parking for staff, patrol vehicles and equipment; emergency power; building threat protection; and access to and from the site.

The most challenging consideration, for any site, stems from public and secure parking requirements. These are governed by jurisdictional requirements as well as Department growth projections and space requirements for vehicles and equipment. The following pages outline the specific square footages for each space identified by the project team during the programming effort. Specific space needs have also been identified in the comments section, as appropriate (i.e. equipment, furniture layouts, etc.).

Space Use	Square Footage
Public Functions & Facility Core	2,439 SF
911 Dispatch	948 SF
Information Technology	375 SF
Police Administration	1,208 SF
Police Records	785 SF
Police Operations	1,485 SF
Police Support Services	2,264 SF
Police Support Functions	3,342 SF
<b>Total Building</b> (Includes 25% Circulation)	<b>12,844 SF</b>

Site Use	Square Footage
Total Exterior Requirements (Not including building footprint area)	30,260 SF
<b>Total Site Requirements</b>	<b>43,104 SF</b>

# PROGRAM

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	
<b>Department: La Grande Police Department Space Requirements Summary</b>													
Public Functions & Facility Core	0	0	0							714	2439	2439	
Police Department	24	24	29							4163	8548	9083	
911 Dispatch / Information Technology	10	10	18							732	1323	1323	
<b>TOTAL BUILDING SQUARE FOOTAGE</b>	<b>34</b>	<b>34</b>	<b>47</b>							<b>5609</b>	<b>12309</b>	<b>12844</b>	

<b>Department: La Grande Police Department Site Requirements Summary</b>													
Public Functions & Facility Core	0	0	0							714	2439	2439	
911 Dispatch	10	10	18							502	948	948	
Information Technology	0	0	0							230	375	375	
Police Administration	4	4	4							720	1208	1208	
Police Records	2	2	2							800	785	785	
Police Operations	15	15	18							558	1395	1485	
Police Support Services	3	3	5							1188	2014	2264	
Police Support Functions	0	0	0							898	3147	3342	
<b>TOTAL BUILDING SQUARE FOOTAGE</b>	<b>34</b>	<b>34</b>	<b>47</b>							<b>5609</b>	<b>12309</b>	<b>12844</b>	
<b>TOTAL EXTERIOR REQUIREMENTS</b>										0	22764	30260	
<b>TOTAL SITE REQUIREMENTS</b>										5609	35073	43104	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	

**Department: Public Functions & Facility Core**

<b>Public Lobby</b>													
Entry Vestibule				0	1	1	8	10	80		80	80	PUBLIC 911 phone
Public Lobby Waiting Area				0	1	1	15	20	300	644	300	300	PUBLIC Prescription Drug Disposal; 10-12 people
Training / EOC / Briefing				0	1	1	25	30	750		750	750	PUBLIC Media Briefing; Food & beverage prep outside; EOC equipment concealed in room; accessible from public space for outside agencies
EOC Storage				0	1	1	10	10	100		100	100	SECURE
Training Storage				0	1	1	10	10	100		100	100	SECURE
Chair Storage				0	1	1	0	0	0		0	0	
AV Closet				0	1	1	5	5	25		25	25	
Lobby Information				0	1	1	5	10	50		50	50	PUBLIC Information Display; Includes forms, info, translator
Display Area				0	1	1	5	10	50		50	50	PUBLIC Historical display space, PD to confirm contents
Soft Interview Room				0	1	1	10	14	140	70	140	140	PUBLIC Fingerprinting/Photography; Report Taking; Covert camera & microphone; Dual access from Police Reception visibility; Evidence return
Juvenile Conference / Evid. Display				0	0	0	10	14	140		0	0	PUBLIC Covert camera & microphone; Separate reception, photo process, finger printing
Public Restrooms / Men's & Women's				0	2	2	8	8	64		128	128	PUBLIC Unisex single occupant
Vending Vestibule				0	0	0	8	12	96		0	0	PUBLIC drinking fountain
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>714</b>	<b>1723</b>	<b>1723</b>	

<b>Facility Core</b>													
Janitor				0	1	1	6	6	36		36	36	1x per floor
Stairway				0	0	0	12	20	240		0	0	
Elevator				0	0	0	6	8	48		0	0	
Elevator Equipment Room				0	0	0	5	6	30		0	0	Adjacent Elevator
Mechanical Shaft				0	0	0	5	10	50		0	0	
Central Server Room				0	0	0	0	0	0		0	0	Included w/ Information Technology
Electrical Room				0	1	1	10	15	150		150	150	1x per floor
Sprinkler Riser Room				0	1	1	6	7	42		42	42	1x per floor
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>0</b>	<b>228</b>	<b>228</b>	
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>714</b>	<b>1951</b>	<b>1951</b>	
<b>GENERAL CIRCULATION (25%)</b>											<b>488</b>	<b>488</b>	
<b>TOTAL SQUARE FOOTAGE (Public Functions &amp; Facility Core)</b>										<b>714</b>	<b>2439</b>	<b>2439</b>	



Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	
<b>Department: 911 Dispatch</b>													
<b>911 Dispatch</b>													
Staff Lobby / Entry				0	0	0	5	5	25		0	0	
911 Dispatch Supervisor	3	3	4	1	1	1	10	10	100	100	100	100	SECURE; SHARED OFFICE Visibility to dispatch work area
911 Dispatcher	7	7	14	1	4	4	8	8	64	364	256	256	SECURE; OPEN 4x shared dispatch stations over 4x shifts
Storage				0	1	1	2	16	32		32	32	Linear casework dedicated to dispatch
Conference Room				0	0	0	14	20	280		0	0	Included w/ Admin & Patrol
Communication Equipment/ Server Room				0	0	0	20	50	1000		0	0	Included in Information Technology
Supply				0	0	0	10	10	100		0	0	Included w/ Records
Copy				0	0	0	9	10	90		0	0	
Break Room				0	1	1	15	15	225		225	225	Shared with facility but adjacent to dispatch; accessible from outside of dispatch
Quiet Room				0	0	0	10	12	120		0	0	
Unisex Toilet				0	1	1	8	8	64	37.5	64	64	Dedicated dispatch restroom
Lockers				0	0	0	2	6	12		0	0	Full height; Included w/ Police Support
Fitness Room				0	0	0	8	8	64		0	0	Included w/ Police Support
<b>Group Total</b>	<b>10</b>	<b>10</b>	<b>18</b>							<b>501.5</b>	<b>677</b>	<b>677</b>	
<b>SUBTOTAL</b>	<b>10</b>	<b>10</b>	<b>18</b>							<b>501.5</b>	<b>677</b>	<b>677</b>	
<b>GENERAL CIRCULATION (40%)</b>											<b>271</b>	<b>271</b>	
<b>TOTAL SQUARE FOOTAGE (911 Dispatch)</b>										<b>502</b>	<b>948</b>	<b>948</b>	

<b>Department: Information Technology</b>													
<b>Information Technology</b>													
911 Dispatch IT / Technical Assistance				0	0	0	10	10	100		0	0	
Network Technician				0	0	0	8	10	80		0	0	
Central Server Room				1	1	1	15	20	300	230	300	300	Capacity for 4 racks; No raised access floor
Storage				0	0	0	6	8	48		0	0	
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>230</b>	<b>300</b>	<b>300</b>	
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>230</b>	<b>300</b>	<b>300</b>	
<b>GENERAL CIRCULATION (25%)</b>											<b>75</b>	<b>75</b>	
<b>TOTAL SQUARE FOOTAGE (Information Technology)</b>										<b>230</b>	<b>375</b>	<b>375</b>	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments	
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053		
<b>Department: Police Administration</b>														
<b>Administration</b>														
Administrative Lobby / Waiting				0	0	0	4	8	32		0	0	0	Seating for up to 3x people; display
Chief of Police	1	1	1	0	1	1	15	15	225	225	225	225	L.OFFICE	
Communications Manager	1	1	1	0	1	1	10	15	150	120	150	150	Includes room for 4x person conference table; printer S.OFFICE	
Administrative Assistant	1	1	1	0	1	1	15	15	225	225	225	225	Adjacent to 911 Dispatch; printer S.OFFICE	
Lieutenant	1	1	1	0	1	1	10	15	150	150	150	150	Adjacent to Chief of Police; printer/scanner M.OFFICE	
Copy / Print / Mail				0	0	0	6	10	60		0	0	0	Adjacent to Chief of Police; printer Included in Records
Supply Room				0	0	0	10	10	100		0	0	0	Included in Records
Secure File Room				0	0	0	10	10	100		0	0	0	Under Records; Personel files?
Coats / Coffee Alcove				0	0	0	4	5	20		0	0	0	
Small Conference Room				0	1	1	12	18	216		216	216	216	6-8 people; Fixed seating
<i>Group Total</i>	4	4	4								720	966	966	
<b>SUBTOTAL</b>	4	4	4								720	966	966	
<b>GENERAL CIRCULATION (25%)</b>												242	242	
<b>TOTAL SQUARE FOOTAGE (Police Administration)</b>											720	1208	1208	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	
<b>Department: Police Records Division</b>													
<b>Records</b>													
Receptionist	1	1	1	0	1	1	8	8	64		64	64	OPEN; Standard Workstation
Secretary/Records	1	1	1	0	1	1	8	8	64		64	64	Secure w/ bullet resistant glazing & ADA counter; 2x stations; A few file cabinets & storage cabinets; Public facing computer for Sex Offender Registration
Copy/Print/Mail Center/Work Room				0	1	1	10	20	200	800	200	200	Large Copier/fax
Records Storage				0	1	1	10	15	150		150	150	SECURE; Letter size files
Records Storage - Archive				0	0	0	10	15	150		0	0	Compact shelving
Supply Storage				0	1	1	10	15	150		150	150	
<i>Group Total</i>	2	2	2							800	628	628	
<b>SUBTOTAL</b>	2	2	2							800	628	628	
<b>GENERAL CIRCULATION (25%)</b>											157	157	
<b>TOTAL SQUARE FOOTAGE (Police Records Division)</b>										800	785	785	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	

**Department: Police Operations**

<b>Patrol</b>													
Patrol - Lieutenant				0	0	0	10	15	150		0	0	M.OFFICE Included in Admin
Patrol - Sergeants	4	4	4	0	1	1	10	12	120	120	120	120	S. OFFICE; Shared? 1x per shift
Patrol Officers	10	10	12	0	3	4	6	6	36	108	144	144	BENCHING 6x shifts; 3x per shift; Shared/shift work stations w/ integral file cabinets
Code Enforcement Officers	1	1	2	0	1	2	6	6	36	36	72	72	BENCHING 2x per shift
Chaplaincy Volunteers				0	0	0	6	6	36	0	0	0	2 volunteers, No workstation, secure parking, locker
Citizen Volunteers				0	0	0	6	6	36	0	0	0	4 volunteers, No workstation, secure parking, locker
Briefing/ Large Conference Room				0	0	0	16	28	448	0	0	0	Equipped w/ audio/video equipment Shift briefings currently occur in report room, preference to continue this
Report Writing Room				0	1	1	12	18	216	360	216	216	OPEN Shared/shift work stations w/ integral file cabinets; Central table in report area
Patrol Equipment Storage				1	1	1	10	16	160	133	160	160	SECURE Radios, batteries, stun guns, uniforms etc; Single room adjacent to Armory
Private Phone Rm				0	1	1	6	8	48		48	48	Adjacent Report Writing Room; Shared w/ Detectives
<b>Group Total</b>	<b>15</b>	<b>15</b>	<b>18</b>							<b>493</b>	<b>688</b>	<b>760</b>	

<b>Inventory / Equipment</b>													
Armory/ammunition/weapons				0	1	1	10	18	180		180	180	SECURE Near exit to secure parking
Ammunition Storage				0	0	0	0	0	0	0	0	0	SECURE Located within Armory
Weapons Maintenance				0	0	0	6	8	48	0	0	0	SECURE Located within Armory
SWAT Storage				1	0	0	10	12	120	65	0	0	Located within Armory
Equipment Storage / Issuance				0	0	0	10	16	160		0	0	Included in Patrol
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>65</b>	<b>180</b>	<b>180</b>	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments	
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053		
<b>Department: Police Operations</b>														
<b>Booking / Sally Port</b>														
Intox / DUI / In Custody Processing				0	0	0	10	18	180		0	0		
Hard Interview Room				0	2	2	10	10	100		200	200	SECURE Equipped w/ audio/video recording; secure chairs and table	
Interview Observation Room				0	0	0	8	10	80		0	0		
Unisex Toilet				0	1	1	6	8	48		48	48	Proximate to Hard Interview Rm's	
Access Vestibule				0	0	0	6	8	48		0	0	Weapon lockup area	
Sally Port - Vehicular				0	0	0	35	40	1400		0	0	Drive-in parking port, 2x cars wide	
Police Bicycle Storage Racks				0	0	0	3	20	60		0	0	Within Sally Port, 6 racks	
Temporary Animal Services Kennel				0	0	0	3	5	15		0	0	Water, drainage, hose bib	
Sally Port Storage				0	0	0	10	10	100		0	0		
<i>Group Total</i>		0	0	0							0	248	248	
<b>SUBTOTAL</b>		15	15	18							558	1116	1188	
<b>GENERAL CIRCULATION (25%)</b>												279	297	
Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments	
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053		
<b>TOTAL SQUARE FOOTAGE (Police Operations)</b>														
											558	1395	1485	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	

**Department: Police Support Services**

<b>Detectives</b>													
Detective Sergeant	1	1	1	0	1	1	10	10	100		100	100	SECURE; OPEN layout Located within Detective's Bullpen Office SECURE; OPEN layout Bullpen Office; Secure file cabinets; monitor equipment for interview rm's; Space for a small table/chairs Outside Department Workspace
Detectives	2	2	4	0	2	4	10	10	100	330	200	400	
Supplies / Equip Storage				0	0	0	10	12	120		0	0	
Detective Conference Room				0	0	0	10	15	150		0	0	
<b>Group Total</b>	<b>3</b>	<b>3</b>	<b>5</b>							<b>330</b>	<b>300</b>	<b>500</b>	

<b>Property / Evidence</b>													
Evidence Technician				0	0	0	8	8	64		0	0	Located in Technician Work Room Evidence Staff typically work other positions
Evidence Processing - Officer				1	1	1	12	14	168	63.5	168	168	
Technician Work Room				0	1	1	12	14	168		168	168	SECURE Evidence Tech Processing area; Cabinet supply storage
Evidence Files - Active				0	0	0	10	10	100		0	0	
Evidence Storage - General				0	1	1	20	30	600	314	600	600	SECURE Accessible through Technician Work Room; Compact shelving
Evidence Storage - Drying				0	0	0	10	15	150		0	0	
Refrigerated Storage				0	0	0	8	10	80		0	0	SECURE Within Evidence Storage room; Refrigerator/Freezer
Drug Storage				0	0	0	10	15	150		0	0	
Cash Storage				0	0	0	0	0	0		0	0	SECURE Within Evidence Storage room; Safe?
Weapons Storage				0	0	0	10	15	150		0	0	
Oversized Item Storage				0	0	0	4	45	180		0	0	SECURE Open shelving, within Evidence Storage room
Vehicle Garage Impound				0	1	1	25	15	375		375	375	
Supply Storage				0	0	0	8	8	64	480	0	0	SECURE Space for 1 vehicle; Accessed from Evidence Storage or Technician Work Rm
Evidence - Public Pickup & Viewing				0	0	0	10	14	140		0	0	
Bicycle Storage - Impound				1	0	0	10	20	200		0	0	Included in Exterior Requirements
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>857.5</b>	<b>1311</b>	<b>1311</b>	
<b>SUBTOTAL</b>	<b>3</b>	<b>3</b>	<b>5</b>							<b>1188</b>	<b>1611</b>	<b>1811</b>	
<b>GENERAL CIRCULATION (25%)</b>											<b>403</b>	<b>453</b>	
<b>TOTAL SQUARE FOOTAGE (Police Support Services)</b>										<b>1188</b>	<b>2014</b>	<b>2264</b>	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	
<b>Department: Police Support Functions</b>													
<b>Police Restrooms/showers/Bunks</b>													
Men's Restroom				0	1	1	10	25	250		250	250	2x vanities, 2x urinals, 2x toilets
Men's Shower Room				0	1	1	10	15	150		150	150	Dedicated gendered restrooms 3 Showers
Men's Locker Room				0	21	29	2	6	12	375	252	348	Dedicated gendered restrooms Dedicated Full Lockers; 60:40 Gender ratio
Women's Restroom				0	1	1	10	25	250		250	250	2x vanities, 3x toilets
Women's Shower Room				0	1	1	10	6	60		60	60	Dedicated gendered restrooms 2 Showers
Women's Locker Room				0	13	18	2	6	12	75	156	216	Dedicated gendered restrooms Dedicated Full Lockers; 60:40 Gender ratio
First Aid Station				0	2	2	0	0	0		0	0	Located within each locker room
Boot Polish Station				0	2	2	0	0	0		0	0	Located within each locker room
Bunk Room				0	0	0	10	10	100		0	0	
Drying Closet				0	2	2	4	6	24		48	48	One per locker room
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>450</b>	<b>1166</b>	<b>1322</b>	
<b>Fitness</b>													
Training / Fitness / Cardio / Weights				1	1	1	20	30	600	260	600	600	Free weights; machines; Area for mats/training
Fitness Storage				0	1	1	10	10	100		100	100	Training equipment
Linen Storage				0	0	0	5	10			0	0	
Laundry				0	1	1	5	10	50		50	50	
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>260</b>	<b>750</b>	<b>750</b>	
<b>Shared</b>													
Mud Room Vestibule				0	1	1	10	15	150	0	150	150	Access from secured parking w/ auto slide doors Includes equipment storage cubbies, 25x
Supply Storage				0	0	0	10	15		0	0	0	Included in Records
Break Room				0	1	1	17	23	371.3	112.5	371.3	371.3	Room for 6-8x people; tables and chairs Proximate to dispatch; multi-purpose
Kitchen / Food Prep / Vending				0	0	0	10	10	100	75	0	0	Proximate to dispatch; multi-purpose Dishwasher; Microwave; Coffee Maker; Sink; Refridgerator; Water cooler; Stove; Ice machine
Wellness / Nursing Mothers				0	1	1	8	10	80		80	80	Required for Public Facilities
Common Space				0	0	0	8	10			0	0	
<b>Group Total</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>187.5</b>	<b>601.3</b>	<b>601.3</b>	
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>							<b>897.5</b>	<b>2517</b>	<b>2673</b>	
<b>GENERAL CIRCULATION (25%)</b>											<b>629</b>	<b>668</b>	
<b>TOTAL SQUARE FOOTAGE (Police Support Functions)</b>										<b>898</b>	<b>3147</b>	<b>3342</b>	

Space / Room Use	Staffing Requirements			Space Requirements			Space Size			Total Required Square Footage			Comments
	Exist	2023	2053	Exist	2023	2053	W	L	Area	Exist	2023	2053	
<b>Department: Police Exterior Requirements</b>													
<b>Public Parking</b>													
Public Parking - Police Department				10	12	9	18	162		1620	1944	Walk-In Visitors	
Public Parking - Community Rm/Training				0	0	9	18	162		0	0		
Public Parking - Department Volunteers						9	18	162		0	0		
Bicycle Parking				6	6	4	6	24		144	144	6 Hoops	
<i>Group Total</i>					12					0	1764	2088	
<b>Secured Parking</b>													
Personal Vehicle Parking - Police				26	34	9	18	162		4212	5508	Take home vehicles?; Dispatch?; Records? only 2 take home vehicles, 45 personal/shifts-quantity on a shift change target	
Patrol Vehicle Parking				6	6	10	10	200		1200	2000	Covered Covers possible VE item	
Detective Vehicle Parking				3	3	5	10	200		600	1000		
Admin Vehicle Parking				4	4	5	10	200		800	1000		
Code Enforcement Vehicle Parking				2	2	3	10	200		400	600		
SWAT Vehicle Parking				2	2	2	12	22	264	528	528	Electrical Connection	
Trailer Parking				2	2	4	12	22	264	528	1056	Uncovered  Includes 4'-0" clearances; concrete pad req'd; Fuel for 3 days; UPS	
Emergency Generator				0	1	1	15	25	375	375	375		
Emergency Storage				0	1	1	10	20	200	200	200	Cases of water, operational supplies; Exterior	
Trash/Recycling				0	1	1	10	20	200	200	200	Verify trash requirements w/ provider	
Shipping/Receiving					1	1	10	10	100	100	100	Secure lot delivery	
Exterior Bicycle Storage/Impound				1	1	1	10	25	250	250	250	SECURE	
Break Room Patio				0	1	1	15	15	225	225	225	Capacity for 40 bikes; Separate from main building Secure enclosed space off Break Room	
<i>Group Total</i>					63					0	9618	13042	
<b>SUBTOTAL</b>										0	11382	15130	
<b>GENERAL CIRCULATION (100%)</b>										0	11382	15130	
<b>TOTAL SQUARE FOOTAGE (Police Exterior Requirements)</b>										0	22764	30260	



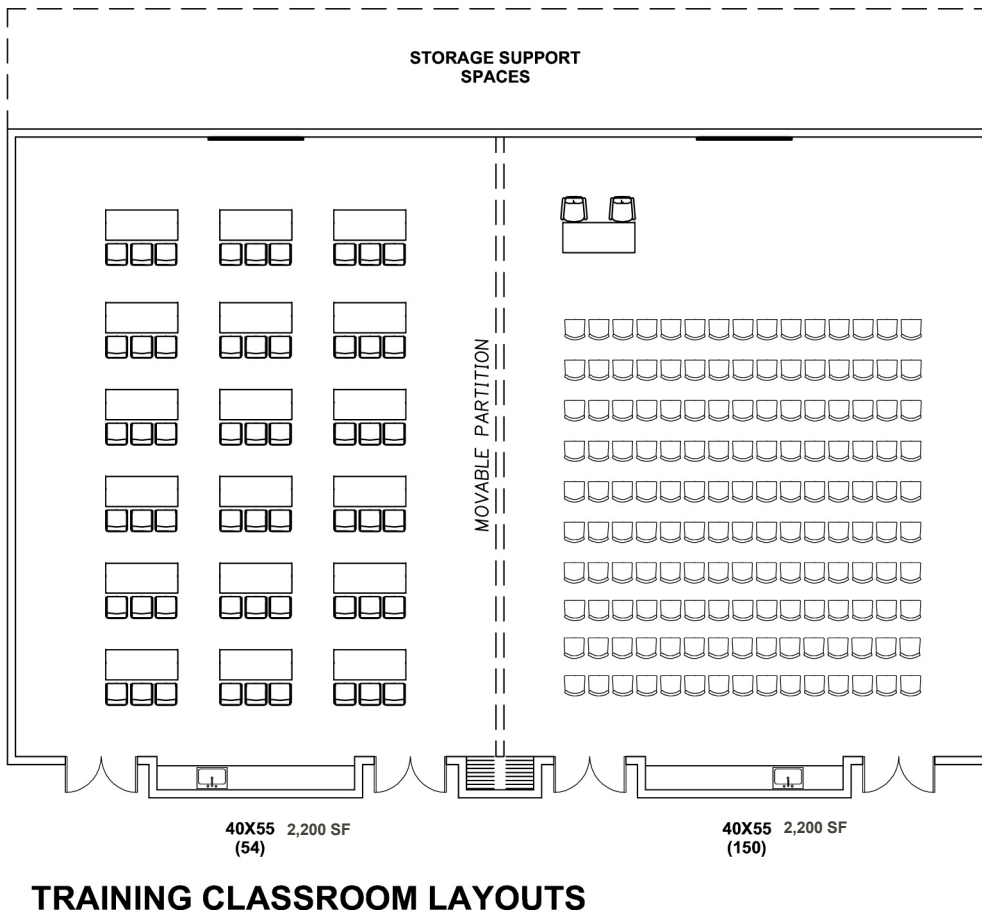
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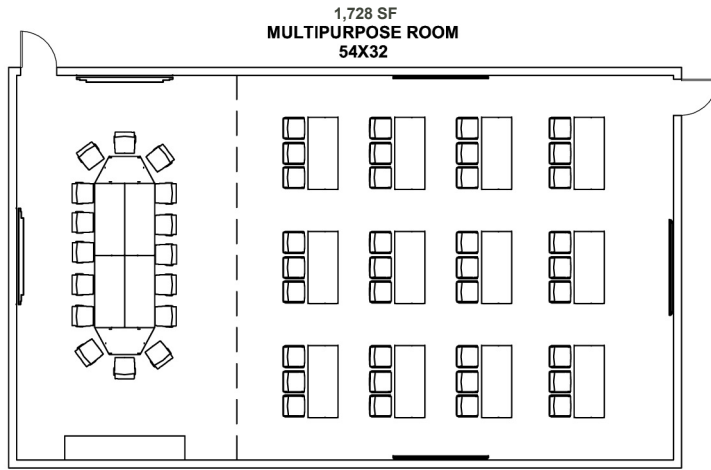
# SPACE STANDARDS

The following information has been developed based on Mackenzie’s past experience with over 150 emergency response facilities, data we track on regional and national trends in police facilities as well as architectural standards and interaction with the La Grande Police Department stakeholders. The spaces developed and depicted are shown as a means to aid in efficiently comparing sizes for offices, support spaces and primary function spaces unique to law enforcement facilities.

These have been utilized as a visual aid to help stakeholders understand the general parameters associated with rooms and functions.

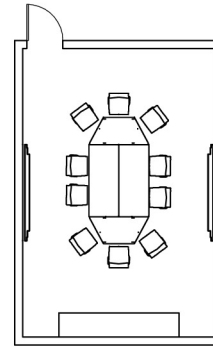
The following layouts are provided for reference, and to indicate baseline dimensions and room layouts for discussion during the programming process. Actual room dimensions often adjust during the plan development task to account for special adjacencies and other design parameters.



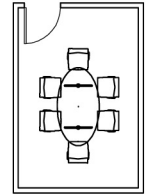


**CONFERENCE ROOM**  
18X32  
576 SF

**CLASSROOM**  
36X32  
1,152 SF

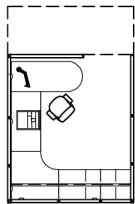


**CONFERENCE ROOM**  
16X24  
(10)  
160 SF

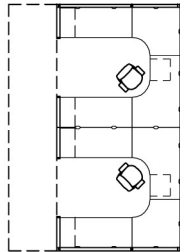


**CONFERENCE ROOM**  
10X15  
(6)  
150 SF

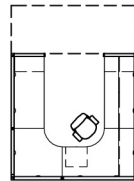
**TYPICAL CONFERENCE LAYOUTS**



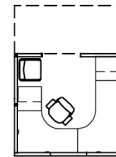
**LARGE**  
10X12  
120 SF



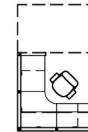
**SHARED**  
10X10'S  
100 SF



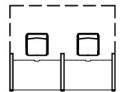
**MEDIUM**  
10X10  
100 SF



**MED/SMALL**  
8X8  
64 SF

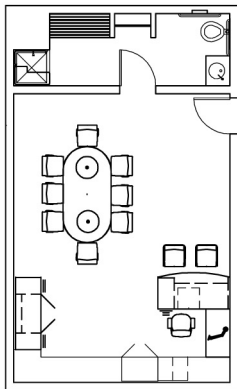


**SMALL**  
6X6  
36 SF

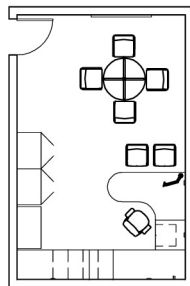


**SMALL**  
2.5X4  
10 SF

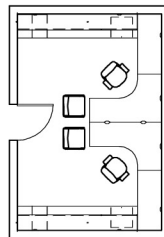
**TYPICAL CUBICLE LAYOUTS**



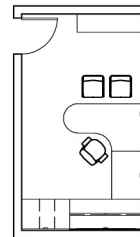
**OFFICE**  
18X24  
432 SF



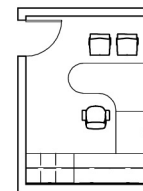
**LARGE**  
14X22  
308 SF



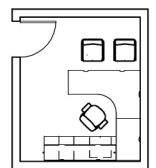
**SHARED**  
12X18  
216 SF



**MEDIUM**  
10X18  
180 SF

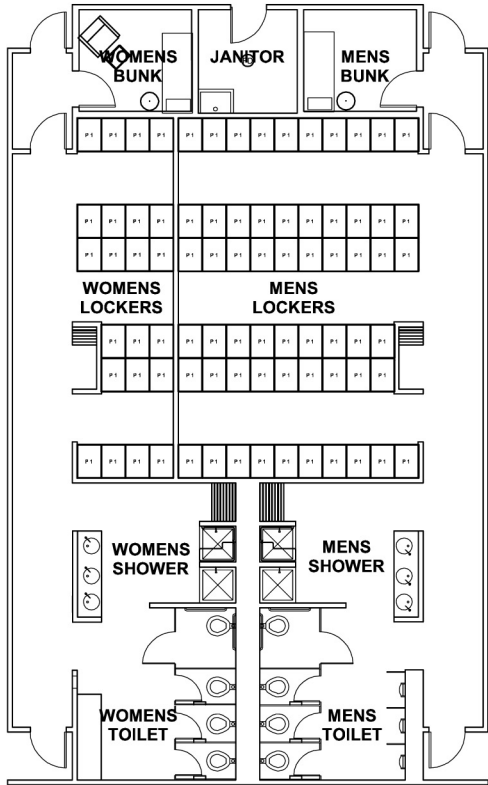


**MEDIUM**  
10X14  
140 SF

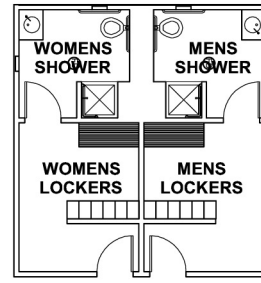


**SMALL**  
10X12  
120 SF

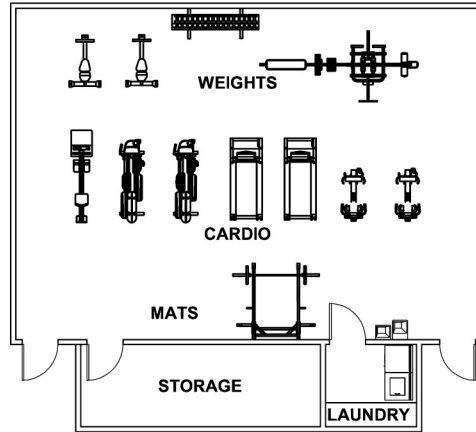
**TYPICAL OFFICE LAYOUTS**



DUTY LOCKER ROOM / SHOWER ROOM

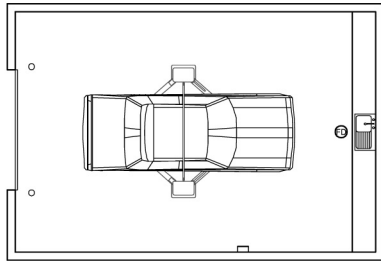


LOCKER ROOM / SHOWER ROOM

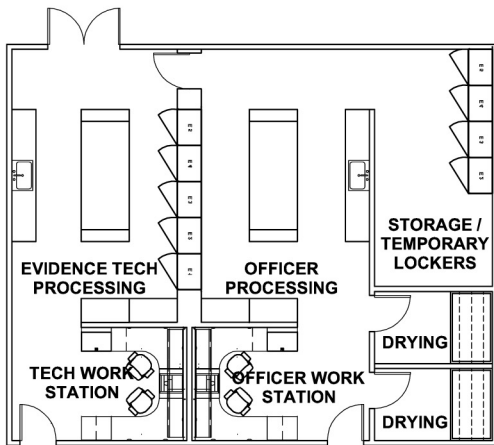


FITNESS

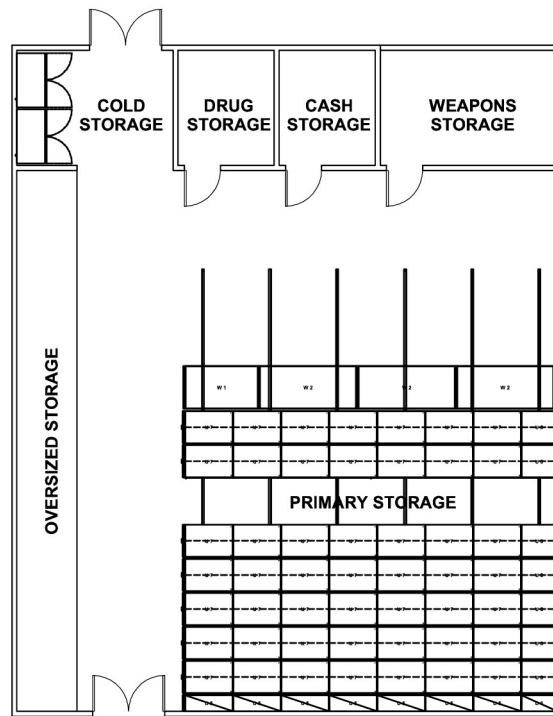
### LOCKER / FITNESS LAYOUTS



EVIDENCE VEHICLE GARAGE  
20X30

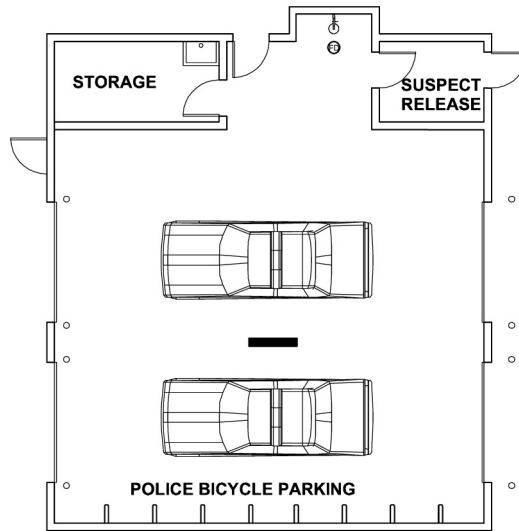


EVIDENCE PROCESSING

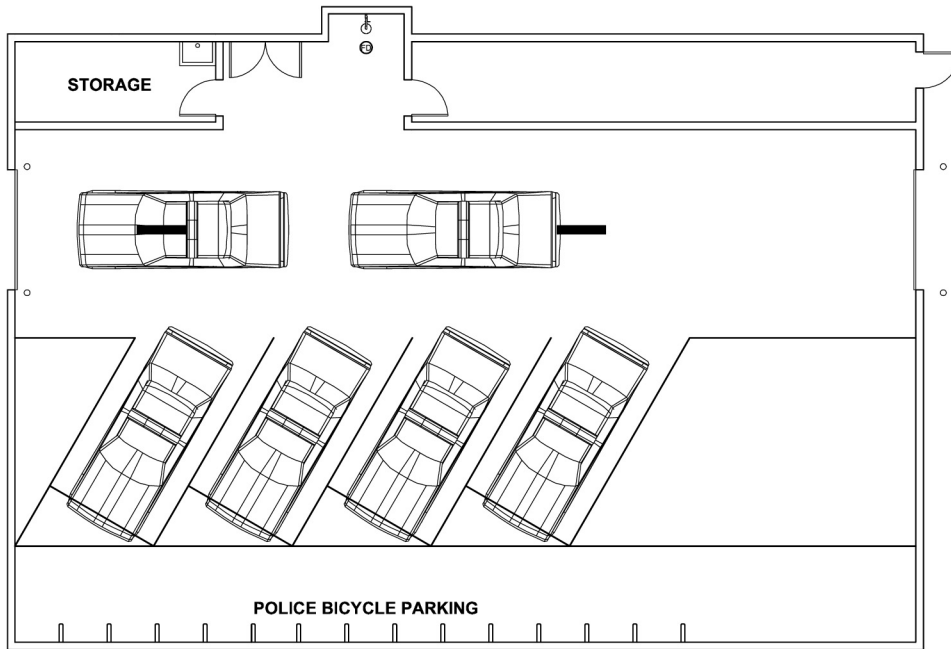


EVIDENCE STORAGE  
45X75  
3,375 SF

### PROPERTY / EVIDENCE SPACE LAYOUTS



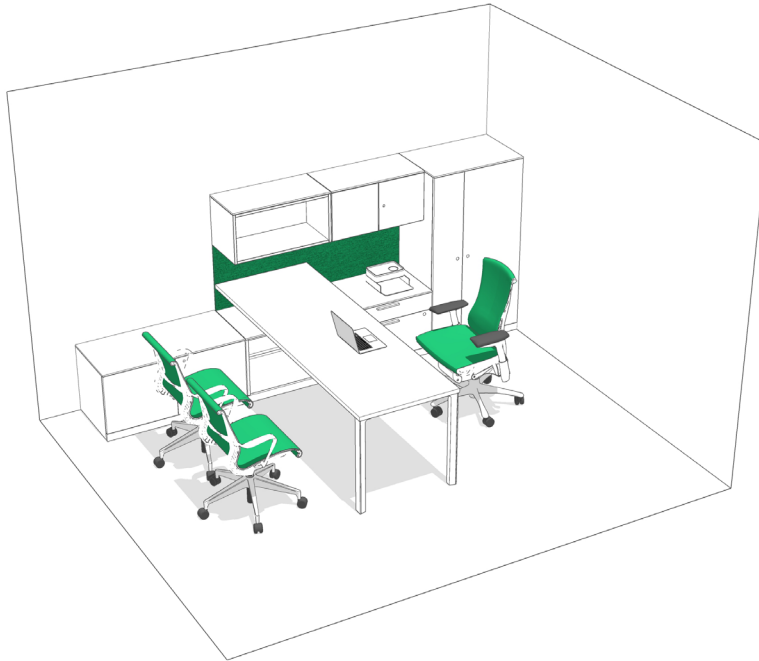
**TWO VEHICLE SALLYPORT**  
35X40  
1,400 SF



**MULTI VEHICLE SALLYPORT**  
50X75 (65X75 W/ TWO-WIDE DRIVE)  
3,750 SF / 4,875 SF

**SALLYPORT /**

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**Private Office:** Private, lockable enclosed spaces which provide privacy for employees who are frequently engaged in work activities of a confidential nature.



**Standard Workstations:** Open plan workstations can offer an opportunity for a stronger connection between staff. Walls can be medium or high divider walls or panels configured into 'neighborhoods' or 'suites'.



**Benching Workstation:** Open plan workstations with a single straight work surface and medium to low divider walls or panels between stations. This can be utilized for Patrol Report Writing.



**Unassigned / Jump Workstation:** The practice of allocating either standard workstations or benching desks to workers only when they are in use or on a rotating system, rather than giving each worker a dedicated work space. This model works well for highly mobile positions, cadets or part-time employees.

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# Facility Tours



## FACILITY TOUR 1: GLADSTONE POLICE DEPARTMENT

### Location

- 18505 Portland Ave, Gladstone, OR 97027

### Size of Department (Current)

- 16 Sworn Officers

### Station Size

- 12,800 SF PD (22,500 SF Building)

### Construction Cost

- \$12.637M

### Construction Cost per SF

- \$561.64/SF

### Completed

- 2020





Shared Public Lobby & Vestibule



Situation/Small Conference Room



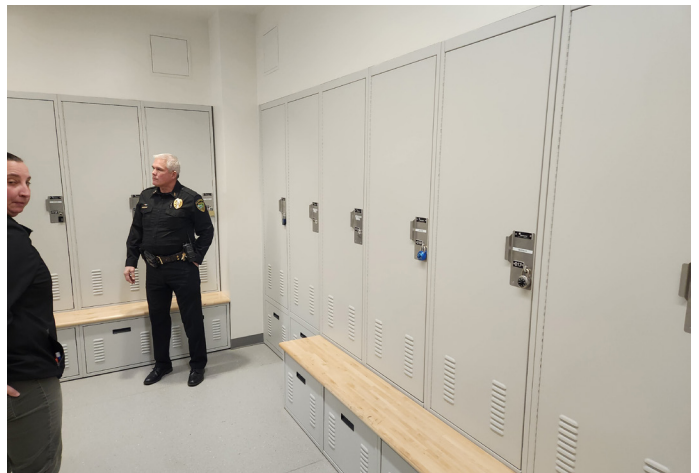
Central Corridor w/ Dedicated Patrol Workstations



Secure Lot w/ Detached Covered Parking



High Capacity Evidence Storage



Full Height Lockers w/ Integrated Bench





## FACILITY TOUR 2: WEST LINN POLICE DEPARTMENT

### Location

- 1800 8th Ave, West Linn, OR 97068

### Size of Department (Current)

- 29 Sworn Officers

### Station Size

- 19,900 SF PD

### Construction Cost

- \$5.4M

### Construction Cost per SF

- \$271.36/SF

### Completed

- 2014





Community/Multipurpose Room



Soft Interview Room



Fitness & Training Space



Briefing Room w/ Visibility to Patrol Operations



Compact Evidence Processing



Covered Secure Lot Parking





## FACILITY TOUR 3: LAKE OSWEGO POLICE DEPARTMENT

### Location

- 380 A Ave, Lake Oswego, OR 97304

### Size of Department (Current)

- 43 Sworn Officers

### Station Size

- 22,500 SF PD (70,000 SF Building)

### Construction Cost

- \$36.9M

### Construction Cost per SF

- \$527.14/SF

### Completed

- 2021





Public Lobby and Records Counter



Briefing Room w/ Privacy Film



Open Report Writing Space w/ Shared Workstations



Dispatch Area w/ Dedicated Support Spaces



Breakroom w/ Access from PD & Dispatch



Mudroom Cubbies and Automated Tormax Door

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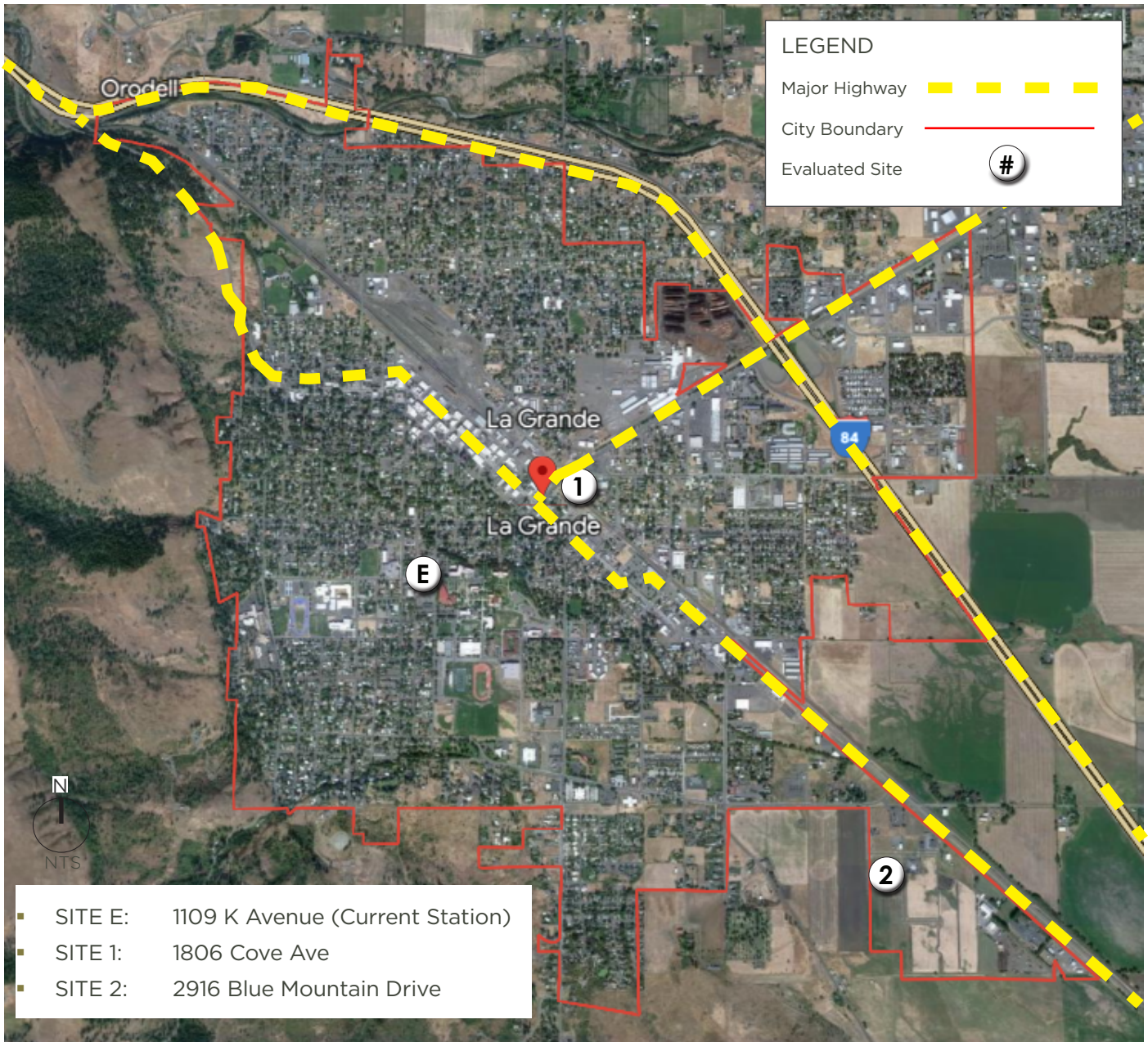
# Fatal Flaw Test Fits

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# MAP OF POTENTIAL SITES

After finalizing the space-needs programs for the La Grande Police Department and touring comparable facilities Mackenzie prepared a series of site test fit diagrams based on the approved program square footage. This was a high level suitability evaluation that principally considered site space in comparison to projected needs, existing zoning requirements and the anticipated challenges and opportunities of developing a facility at each of these locations.

This process also helped the team further evaluate the operational flow and larger programmatic adjacencies of the site and building. Initially the Department was only interested in evaluating the property of the existing fire station at 1806 Cove Ave, through this exercise it was determined that a second potential site at 2916 Blue Mountain Drive should also be reviewed.

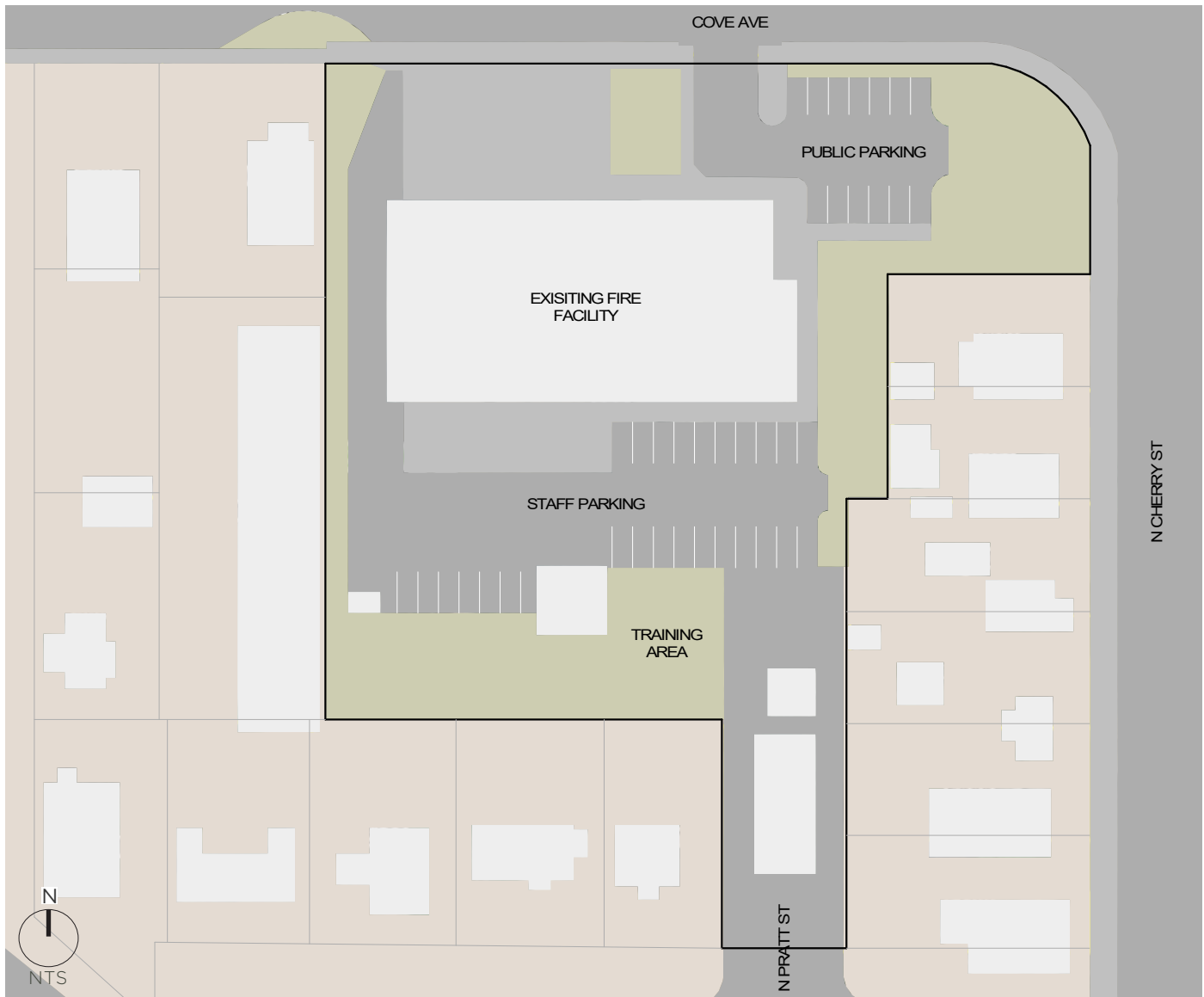


# ZONING & DEVELOPMENT REQUIREMENTS

	<b>SITE E: La Grande Police Department (Current)</b>
<b>PROPERTY ADDRESS:</b>	1109 K Avenue
<b>SITE AREA</b>	2.37 Acres (Inclusive of existing Courthouse and vacated K Ave)
<b>TAX LOT(S)</b>	O3S38E08BC/Tax Lot 600
<b>OWNER</b>	Union County
<b>ZONE &amp; JURISDICTION</b>	Residential Professional (RP), City of La Grande
<b>ALLOWED USE</b>	Law Enforcement permitted outright, Jail under Conditional Use
<b>MIN. LANDSCAPE REQUIREMENTS</b>	10% of developed site area
<b>MAX. LOT COVERAGE</b>	Not Applicable
<b>MIN/MAX PARKING RATIO</b>	No Maximum. Minimum parking per LDC Section 5.7.009.
<b>MAX BUILDING HEIGHT</b>	35' plus 1' additional height for each 10' of building setback from a residential zone. Max height may not exceed 60'
<b>MAX. BUILDING SETBACKS</b>	No Minimum.
<b>SLOPE/TREES</b>	1 Parking lot tree per 6 spaces; right-of-way trees required where there is adequate space
<b>TRAFFIC IMPACT</b>	Required per LDC Section 6.2.020(D)
<b>PROPERTY AVAILABILITY</b>	County Owned
<b>WETLANDS/SENSITIVE AREAS</b>	None
<b>FRONTAGE IMPROVEMENTS</b>	No comprehensive overlay zone reported.
<b>TREE REQUIREMENTS</b>	No additional requirements provided.

<p><b>SITE 1: La Grande Fire Department</b></p>	<p><b>SITE 2: La Grande Business &amp; Technology Park</b></p>
1806 Cove Ave	2916 Blue Mountain Drive
2.14 Acres (Inclusive of existing Fire Station and associated outbuildings)	.93 Acres (Currently undeveloped)
036S3808AB/Tax Lot 1500	T3SR38E16BA/ Tax Lot 700
City of La Grande	City of La Grande (Urban Renewal Agency)
Public Facilities (PF), City of La Grande	Business Park (BP), City of La Grande
Public Safety Building permitted	Public Safety Building & Police Station are Permitted Use per Land Use Code Ordinance 3266, Series 2023, Section 2.2.014(B) (10)
10% of developed site area	5% of developed site area
Not Applicable	Not Applicable
No Maximum. Minimum parking per LDC Section 5.7.009.	No Maximum. Minimum parking per LDC Section 5.7.009.
35' plus 1' additional height for each 10' of building setback from a residential zone. Max height may not exceed 60'	60', no FAR standard
No Minimum.	No Minimum.
1 Parking lot tree per 6 spaces; right-of-way trees required where there is adequate space, trees shall be planted in all landscape areas with adequate space	No slope reported. 1 Parking lot tree per 6 spaces; street trees are required
TBD, required if the project is projected to generate >400 ADT or where known traffic conflicts exist	No traffic impact analysis or review required for this scale of development at this location.
City Owned	City Owned
None reported	No wetlands, property is currently within the AE 100-yr floodplain. The floodplain is in the process of being remapped and this property is anticipated to be removed from the floodplain by mid-late 2025.
No comprehensive overlay zone reported.	Property is located within a subdivision inclusive of CC&R's and specific design standards. Property is located with the City of La Grande Urban Renewal District.
No additional requirements provided.	No additional requirements provided.

\*Land use zoning regulation information provided by the City of La Grande



## SITE 1: LA GRANDE FIRE DEPARTMENT

### Location

- 1806 Cove Avenue  
La Grande, OR
- Tax Lot: 036S3808AB /  
Lot 1500

### Size

- 2.14 Acres

### Zoning

- Public Facility (PF), City of La Grande

### Site Information

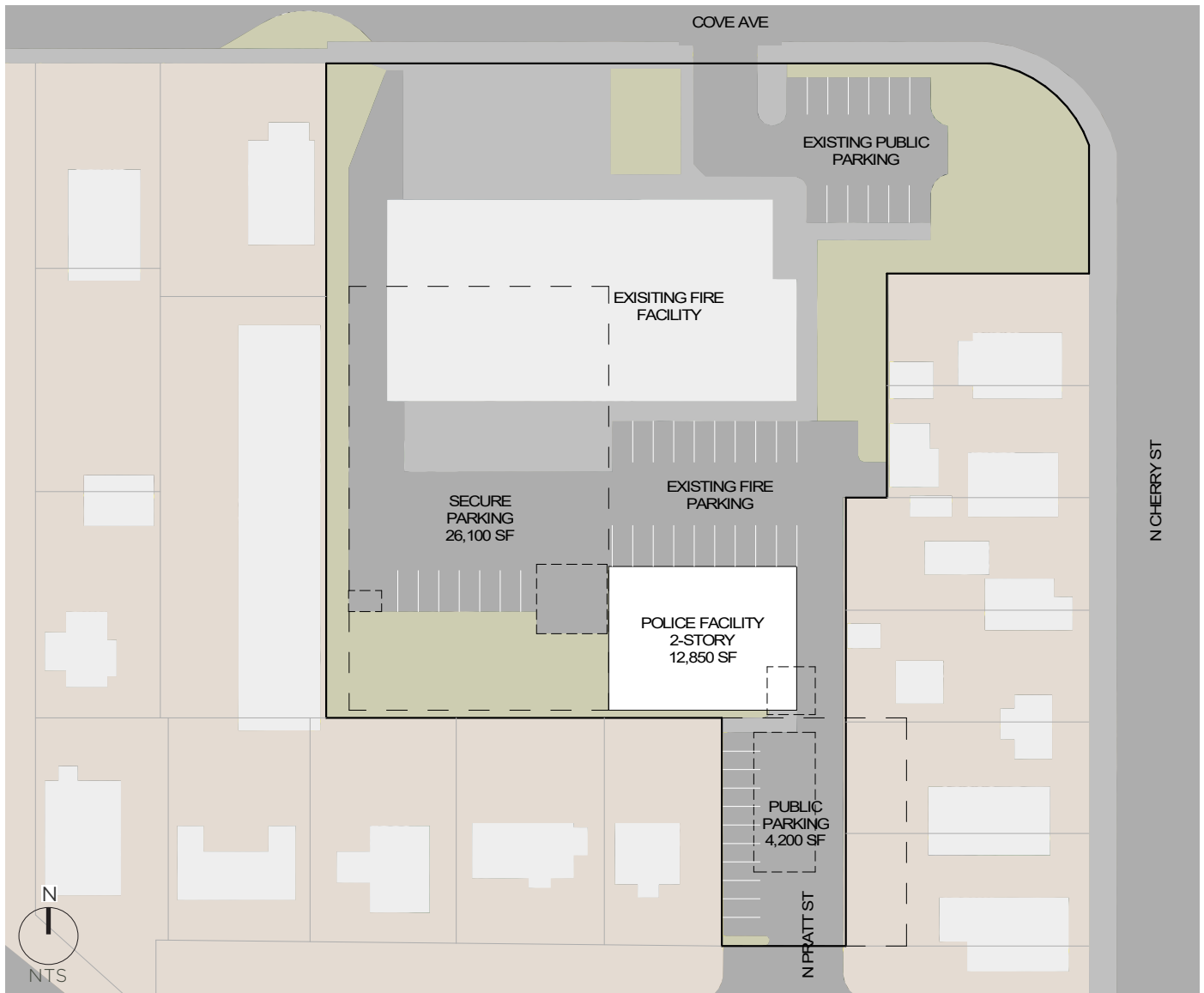
- Building Setbacks: Maximum front yard of zero
- Maximum Building Coverage: 90%
- Max. Building Height: 35 feet 1' additional height for each 10' of setback from adjacent Residential Zone, maximum of 60' total
- Minimum Parking Ratio: No maximum. Minimum per LDC Section 5.7.009.

### Opportunities

- Current City property.
- Possibility to share program and resources with Fire Department.
- Centrally located.

### Challenges

- Limited space to develop around existing Fire Department programming.
- All adjacent property is already developed adding cost to acquire & redevelop.



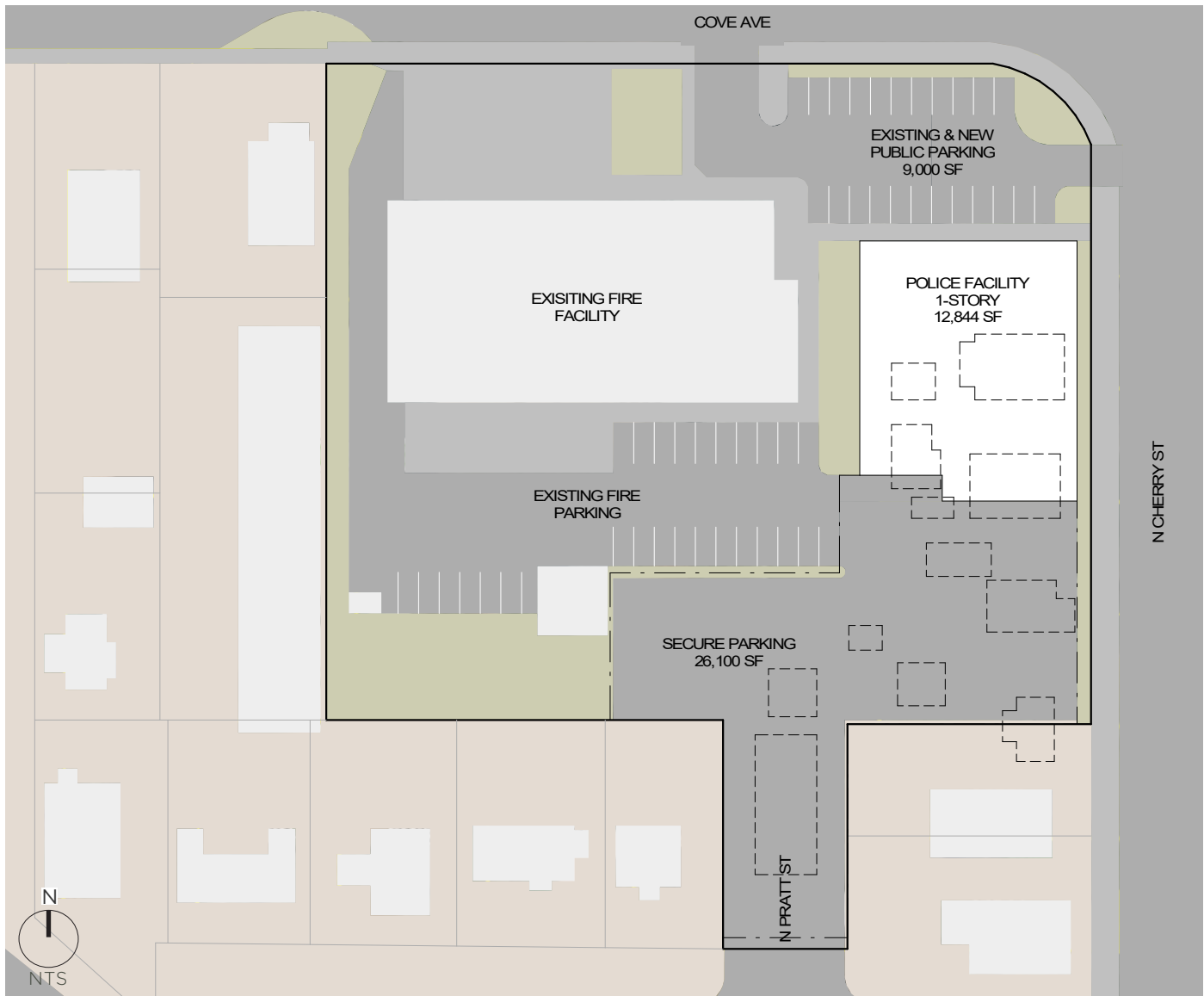
## SITE 1: TEST FIT A

Site 1 was selected by the La Grande Police Department due to it being a city owned property that was centrally located within La Grande. The existing Fire Station is occupied and operated by the La Grande Fire Department. La Grande PD's initial goal was that the use of the existing property would allow the new police facility to share public facing resources with the existing station and potentially be developed as an addition to the existing building. Mackenzie reviewed the zoning and development requirements of the site as well as building plans of the existing Fire Station with these goals in mind. Unfortunately, it was determined that the currently developed condition of the site was insufficient to accommodate the approved program of the new building and exterior elements. Even without a conceptual level design for the future police facility

several issues were apparent:

- The Fire Station's existing program locations made it difficult to expand with an addition and the building proximity to the property lines severely limited the size of an immediately adjacent stand-alone building.
- The exterior program (large dashed rectangles) did not have sufficient space without overlapping existing parking and building footprint.
- Even minimizing the footprint of the police facility with a two-story structure still resulted in demolition of existing Fire Station program (smaller dashed rectangles).





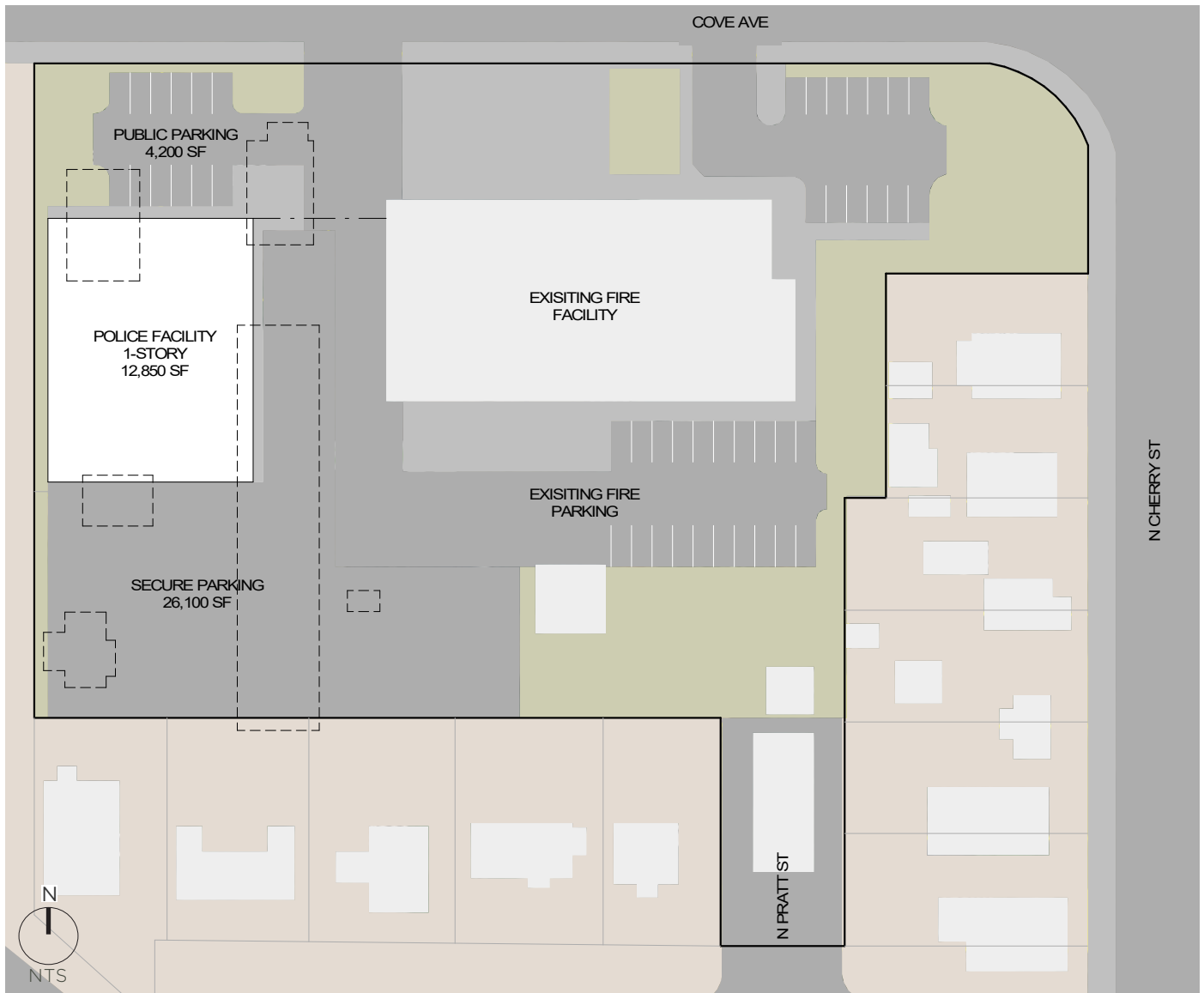
## SITE 1: TEST FIT B

Although the initial test fit determined that 1806 Cove Ave was not a viable site for approved police facility program the design team wanted to provide further investigation of potential alternative for achieving the Department's goals. Test Fit B explored the option of the City potentially acquiring a number of adjacent residential lots to the east of the property in order to expand the developable area of the site. This resulted in several opportunities and challenges. The new police facility could be planned as a more cost-efficient single-story building and located prominently in public view at the corner of the lot. This would allow for the needed public parking to become an expansion of the existing lot rather than a separate area on site and provided sufficient proximity to the Fire Station for the sharing of programmatic elements

to be reasonable. The secure lot, though irregularly shaped, did not interrupt the existing Fire Station parking and could be accessed from Pratt St, Cherry St and potentially the existing parking if desired.

The limitations of this approach, in addition to the property acquisition and associated rezoning, would be the demolition of twelve existing small buildings (dashed lines). Two of these structures are currently used by the Fire Station in a storage capacity and the exterior training area would also be eliminated by the new secure parking. Some of this Fire Station programming could potentially be relocated to undeveloped space at the southwest corner of the site.



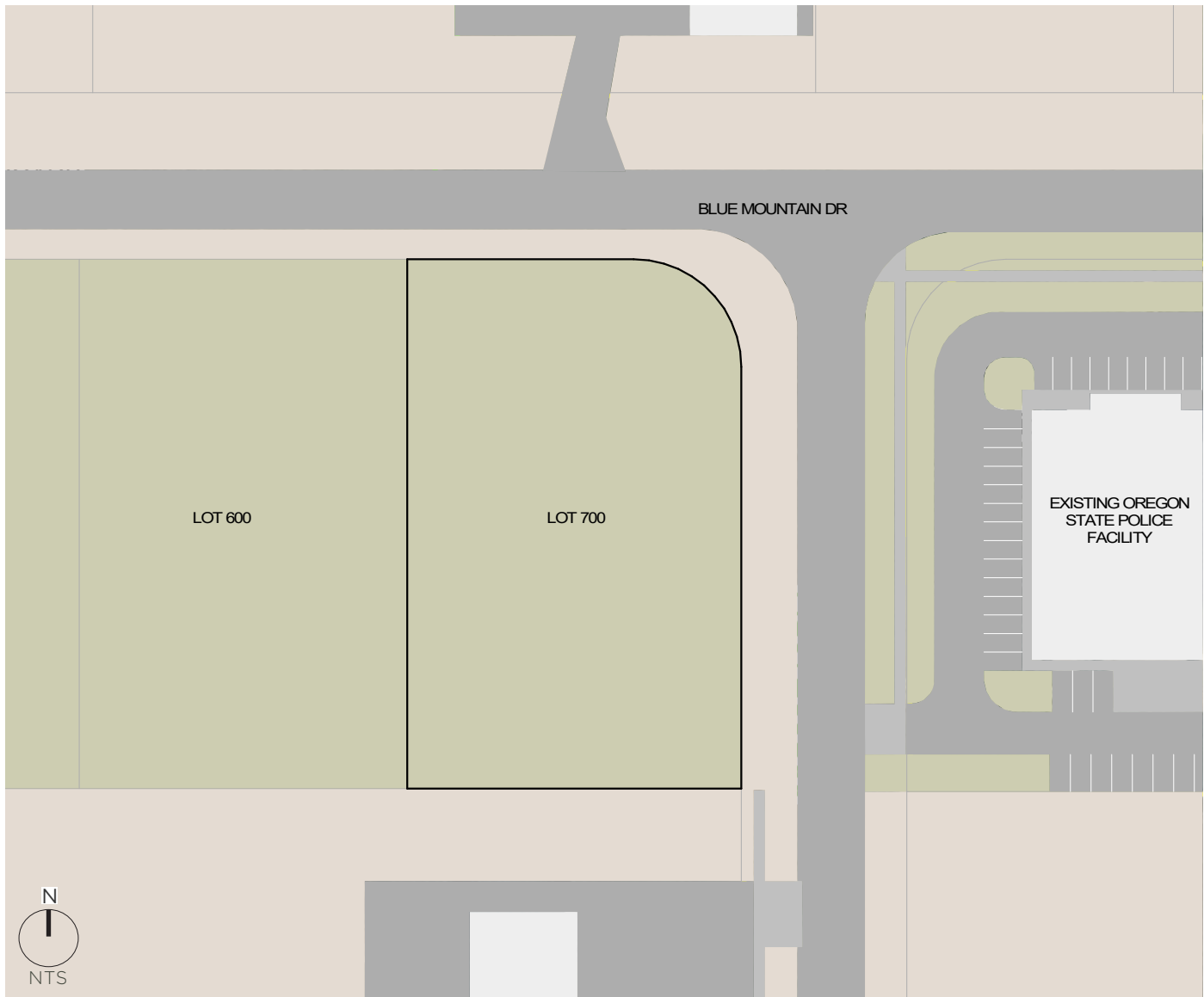


## SITE 1: TEST FIT C

Similar to the impetus for Test Fit B, Test Fit C was an exploration of how to develop the new police facility at the 1806 Cove Ave site without impacting the existing Fire Station operation. This test fit looked at the City potentially acquiring a number of lots to the immediate west of the existing property.

As before, there were a number of positives and negatives to this approach. Again the added space allows for the police facility to be planned as an efficient single-level design but the distance from the existing public parking means it would require its own dedicated public parking area. The proximity of the new building to the existing Fire Station is inhibited by the need to preserve vehicle access to the lot interior. The secure lot becomes more efficient for parking layout due to its rectangular

shape and there is flexibility in where the secure wall occurs based on collaboration between the Police and Fire Department's needs. This layout entails the demolition of six buildings of various sizes (dashed lines), though the smallest of these is the trash enclosure for the fire station which could potentially be relocated for use by both facilities. The existing Fire Station building and site programming are largely preserved though there would be some reconfiguration of a portion of the station parking.



## SITE 2: LA GRANDE BUSINESS & TECHNOLOGY PARK

### Location

- 2916 Blue Mountain Drive  
La Grande, OR
- Tax Lot: T3SR38E16BA/  
Lot 700

### Size

- 0.93 Acres

### Zoning

- Business Park (BP), City of La Grande

### Site Information

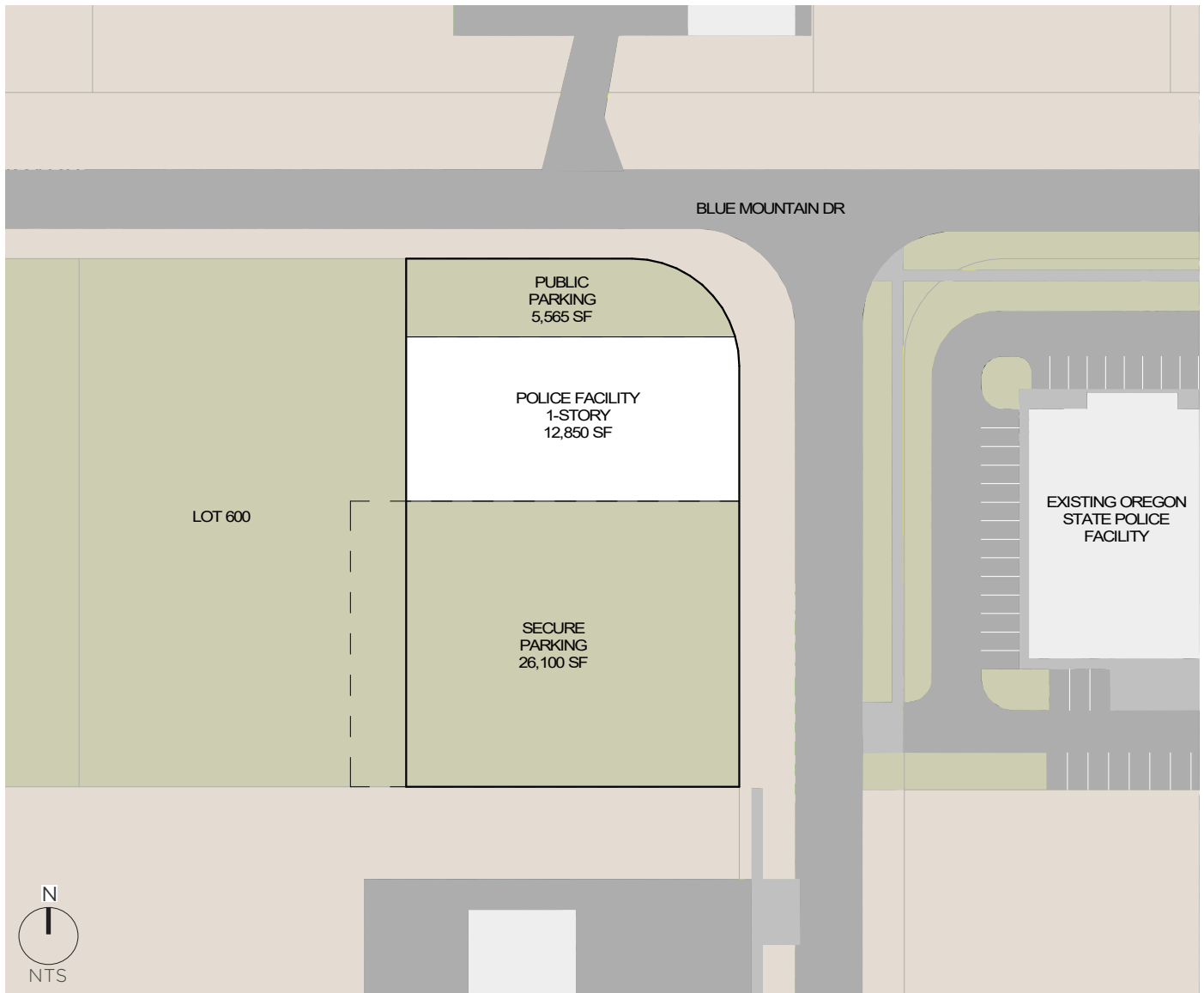
- Building Setbacks: Maximum front yard of zero
- Maximum Building Coverage: 95%
- Max. Building Height: 60 feet, no FAR standard
- Minimum Parking Ratio: No maximum. Minimum per LDC Section 5.7.009.

### Opportunities

- City owned property.
- Site is undeveloped greenfield with minimal slope or other reported development impacts.
- Adjacent to existing Oregon State Police facility.

### Challenges

- Lot size is inadequate for proposed program.
- Site is more remote from central La Grande than Site 1 or existing station locations.



## SITE 2: TEST FIT

Site 2 was selected by the La Grande Police Department based on the reported challenges in developing Site 1. The existing Lot 700 is an undeveloped greenfield, located immediately proximate to the Oregon State Police facility. As before, Mackenzie reviewed the zoning and development requirements of the site for suitability of the approved program. This preliminary exercise resulted in the following outcomes:

- The existing lot has few reported development limitations but the proposed site program exceeds the overall lot size.
- Although Lot 700 would entail frontage improvements along two sides, this location does provide the most options for lot access and public visibility.
- The secure site parking program did not have sufficient space without overlapping the adjacent lot. The public parking is oversized from the approved program, but this size is based on minimum parking stall and drive aisle dimensions, further the rounded corner of the property limits parking use.
- If this site is pursued, Mackenzie recommends developing both Lots 700 and 600 to provide greater flexibility for building/parking layout, site access, future expansion and means to account for unforeseen site conditions without compromising outlined Department needs.

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# Project Cost Development

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# COST SUMMARY

Following finalization of the programming phase Mackenzie evaluated cost impacts of the new police facility to meet the Department's needs for the next 30 years.

**Development costs** of a project are not limited to construction costs alone and require consideration of other variables. These variables differ between new construction and renovation or expansion, and invariably change from one project to the next depending on site conditions, existing building conditions, building codes, seismic zones and the environment of the construction industry. Differences between estimates arise depending on the design approach, construction costs, and design and engineering costs. Owner costs for furniture, fixtures and equipment are often constant, based on a predetermined budget set by the Department. New construction can often differ substantially due to the single variable of land acquisition. This cost, coupled with higher construction costs, often leads to this being a more expensive option. In the case of the two sites evaluated as part of the test fit exercise, there will not be land acquisition costs lowering the overall costs for a new station. However as Mackenzie was not directed to price for a specific site, some cost is assumed as part of the overall project budget.

**Construction costs** reflect the raw costs incurred by a general contractor for overhead and profit, bonding and insurance, securing of materials, and general construction of the site and building. In addition to the identified construction costs, an owner's contingency is recommended to ensure dollars are carried through construction for owner changes, design omissions, unforeseen conditions or jurisdictional requirements, among others.

**Consultant costs** reflect the costs incurred for project management and design of the project from conceptual design through construction administration. Though design fee can vary, costs included in this report reflect standard A/E fee based on a percentage of construction cost that are in the range typical for this type of facility. In addition to architectural and engineering services, costs include marketing materials and required services, such as geotechnical inspections and special inspections. A contingency is provided for this category for any unforeseen or additionally requested design services throughout the project.

**Owner costs** reflect the costs generally incurred directly by the owner throughout the project. This includes all items the owner may wish to contract separately from the general construction of the project. Some additional owner-related costs include relocation into the new facility, jurisdictional fees and furniture and equipment. A contingency is provided in this category for any unforeseen or undefined costs not currently represented.

# COST SUMMARY

SYSTEM DESCRIPTION		QUANTITY	UNIT OF MEASURE	UNIT COST	TOTAL ESTIMATED COST	NOTES
<b>BUILDING HARDCOSTS</b>						
A10	Substructure - Foundations	12,844	BGSF	\$ 32.41	\$ 416,274.04	
B10	Superstructure	12,844	BGSF	\$ 66.46	\$ 853,612.24	
B20	Exterior Enclosure (Includes Canopies)	12,844	BGSF	\$ 71.14	\$ 913,722.16	
B30	Roofing	12,844	BGSF	\$ 34.09	\$ 437,851.96	
C10	Interior Construction	12,844	BGSF	\$ 62.00	\$ 796,328.00	
C30	Interior Finishes	12,844	BGSF	\$ 30.78	\$ 395,338.32	
D20	Plumbing	12,844	BGSF	\$ 29.43	\$ 377,998.92	
D30	HVAC	12,844	BGSF	\$ 59.00	\$ 757,796.00	
D40	Fire Protection	12,844	BGSF	\$ 10.38	\$ 133,320.72	
D50	Electrical	12,844	BGSF	\$ 71.00	\$ 911,924.00	
E10	Equipment	12,844	BGSF	\$ 1.02	\$ 13,100.88	
E20	Casework & Finishings	12,844	BGSF	\$ 16.22	\$ 208,329.68	
F10	Special Construction	12,844	BGSF	\$ 12.47	\$ 160,164.68	
<b>BUILDING HARDCOST SUBTOTAL</b>		<b>12,844</b>	<b>BGSF</b>	<b>\$ 496.40</b>	<b>\$ 6,375,761.60</b>	
<b>ON-SITE SITEWORK HARDCOSTS</b>						
G10	Site Preparation	43,104	SGA	\$ 6.02	\$ 259,486.08	
G20	Site Improvements	30,260	SGA	\$ 18.50	\$ 559,810.00	
G30	Site Civil / Mech Utilities	30,260	SGA	\$ 3.71	\$ 112,264.60	
G40	Site Electrical utilities	30,260	SGA	\$ 3.75	\$ 113,475.00	
<b>ON SITE SITEWORK HARDCOST SUBTOTAL:</b>		<b>43,104</b>	<b>SGA</b>	<b>\$ 24.24</b>	<b>\$ 1,045,035.68</b>	
<b>OFF-SITE SITEWORK HARDCOSTS</b>						
G10	Site Preparation	23,707	SGA	\$ 7.22	\$ 171,259.37	Improvement on two sides.
G20	Site Improvements	23,707	SGA	\$ 12.95	\$ 307,005.65	
G30	Site Civil / Mech Utilities	23,707	SGA	\$ 2.97	\$ 70,362.38	
G40	Site Electrical utilities	23,707	SGA	\$ 3.00	\$ 71,121.00	
<b>OFF SITE SITEWORK HARDCOST SUBTOTAL:</b>		<b>23,707</b>	<b>SGA</b>	<b>\$ 26.14</b>	<b>\$ 619,748.39</b>	
<b>BUILDING &amp; SITEWORK HARDCOST SUBTOTAL</b>					<b>\$ 8,040,545.67</b>	
<b>MARKUPS</b>						
<b>Markups Based on Hardcost Total</b>						
	Design & Estimate Contingency			20.00%	\$ 1,608,109.13	
	General Conditions			7.00%	\$ 675,405.84	
<b>Markups Based on Project Overall Costs</b>						
	Overhead, Profit, Insurance, Bonds			8.50%	\$ 1,140,706.04	
	Escalation to Midpoint (2026 - Qtr 4 - 5% Per yr)			12.50%	\$ 1,677,508.88	
	OR Gross Receipts Tax			0.57%	\$ 76,494.40	
	OR - 1.5% Renewal Energy Requirement			1.50%	\$ 201,301.07	
					\$ 5,379,525.36	
<b>BASE BID TOTAL:</b>					<b>\$ 13,420,071.03</b>	
<b>BASE BID COST / SQ FT</b>		<b>43,104</b>	<b>GSF</b>		<b>\$ 311.34</b>	



	PHASE	Comments
<b>Construction Cost of Facility</b>		
Building Hardcost	\$6,375,762	\$496.40
On-Site Hardcost	\$1,045,036	\$81.36
Off-Site Hardcost	\$619,748	\$48.25
<b>Subtotal</b>	<b>\$8,040,546</b>	
<b>Margins</b>		
Design & Estimate Contingency	\$1,608,109	20.0% Allowance
General Conditions	\$675,406	7.0%
Contractor Mark Up (Overhead, Profit, Insurance, Bonds)	\$1,140,706	8.5%
Escalation to Midpoint (Q4, 2026)	\$1,677,509	5.0% Per YR
OR Gross Receipts Tax	\$76,494	0.57%
OR - 1.5% Renewal Energy Requirement	\$201,301	1.5%
<b>Subtotal</b>	<b>\$5,379,525</b>	
<b>Total Construction Costs</b>	<b>\$13,420,071</b>	<b>\$1,044.85 per sf</b>

<b>Consultants Costs</b>		
A/E Design and Contract Administration - Base		
Reimbursables		
Owner's Project Manager		
Marketing Materials		
Topo and Boundary Survey		
Geotechnical Investigations		
Special Inspections		
Geotechnical Field Inspections		
Environmental Services		
Transportation Engineering		
Haz. Material Survey/Testing/Mitigation Specs		
Commissioning		
Arborist		
<b>Subtotal - Consultants</b>	<b>\$2,684,014</b>	20.0% of Construction Costs
Consultants Contingency	\$134,201	5.0% of Consultant Costs
<b>Total Consultants Costs</b>	<b>\$2,818,215</b>	<b>\$219.42 per sf</b>

<b>Owner Costs</b>		
Land Acquisition		Contingent on site selection
Fixtures, Furniture & Equipment (FF&E)		
Telephone/Data/AV/Security Equipment		
Sustainability Registration (i.e. LEED)		
Moving Allowance		
Temporary Facilities		
Permit Fees		
BOLI Fees	\$1,342	0.1% of Construction Costs (\$7,500 Max)
<b>Subtotal - Owner Costs</b>	<b>\$2,013,011</b>	15.0% of Construction Costs
Owner Contingency	\$100,651	5.0% of Owner Costs
<b>Total Owner Costs</b>	<b>\$2,113,661</b>	<b>\$164.56 per sf</b>

<b>Total Project Cost</b>	<b>\$18,351,947</b>	<b>\$1,428.83 per sf</b>
---------------------------	---------------------	--------------------------

Building Size (SF):	12,844
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# FACILITY & COST COMPARISON

<u>PROJECT</u>	Molalla PD	St Helens PD	County Insurance Services (of Oregon)
LOCATION	Molalla, OR	St Helens, OR	Wilsonville, OR
YEAR COMPLETE	-	-	-
<b>TOTAL SQ. FT.</b>	18,500 SF	22,900 SF	15,000 SF
PROGRAM	Police	Police, Court	Business
STATUS	New Building, In Development	New Building, In Development	New Building, In Development
TOTAL CONSTRUCTION ESTIMATE/BID COST (NOT NORMALIZED FOR INFLATION)	\$17.6M	\$18.5M	\$13.5M
FINAL CONSTRUCTION COST ESTIMATE PER SF OF BUILDING	\$951.35 PER SF OF BUILDING	\$807.86 PER SF OF BUILDING	\$900 PER SF OF BUILDING

\* Costs reflect estimates/bids at time of project and are not inclusive of inflation to present values.

Kalama PD	Lake Oswego City Hall	Lynnwood Justice Center	Silverton Civic Center	Avg.
Kalama, WA	Lake Oswego, OR	Lynnwood, WA	Silverton, OR	
2018	2021	2024	2025	
4,000 SF	50,000 SF / 70,814 SF (garage)	91,000 SF	26,217 SF	
Police	City Hall, Police, Dispatch, Garage	Police, Court, Jail, Garage, K9	City Hall, Police	
New Building, Complete	New Building, Complete	Renovation, In Construction	New Building, In Construction	
\$2.73M	\$36.9M	\$56M	\$15.5M	
\$682.5 PER SF OF BUILDING	\$738 / \$521.08 PER SF OF BUILDING	\$615.38 PER SF OF BUILDING	\$591.22 PER SF OF BUILDING	\$755.19 PER SF OF BUILDING

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# Financial Analysis

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# FINANCIAL ANALYSIS

Following finalization of the project cost estimate Mackenzie collaborated with FCS Group to review potential funding options available to the City of La Grande to meet the development needs for a new facility. FCS Group was established in 1988 and provides utility rate and fee consulting, utility management consulting, financial planning and analysis, and economic services to public sector clients inclusive of city and county governments, municipal corporations, ports, special purpose districts, and state agencies. As an independent and objective firm, FCS GROUP has delivered high-quality, cost-effective consulting services in over 3,500 engagements and served more than 650 clients.

The Financial Analysis focused five discrete funding options:

## Full Faith and Credit Bonds

A Full Faith and Credit Bond or Council enacted bond is repaid from any available City resources, including taxes. This is an immediate revenue source that can be passed without a public vote and entails a low administrative burden. This would entail an ongoing debt service payment with no dedicated funding source.

## General Obligation Bond

This is a voter authorized bond limited to supporting capital construction and capital improvements with debt service being repaid from property taxes. The main benefit of this approach is it provides an immediate revenue source with a low administrative burden and no impact on City finances. However as noted this bond is reliant on approval through a public voting process.

## Public Safety Fee

This entails a flat fee charged to each 'developed' property typically as an add-on to water utility bills. The Public Safety Fee approach provides reliable revenue with relatively little administrative work beyond initial setup and is a financial low-risk for the City. Drawbacks to this option include less overall potential revenue, political unpopularity and being better suited for the maintenance of ongoing operations rather than large development costs.

## Urban Renewal District

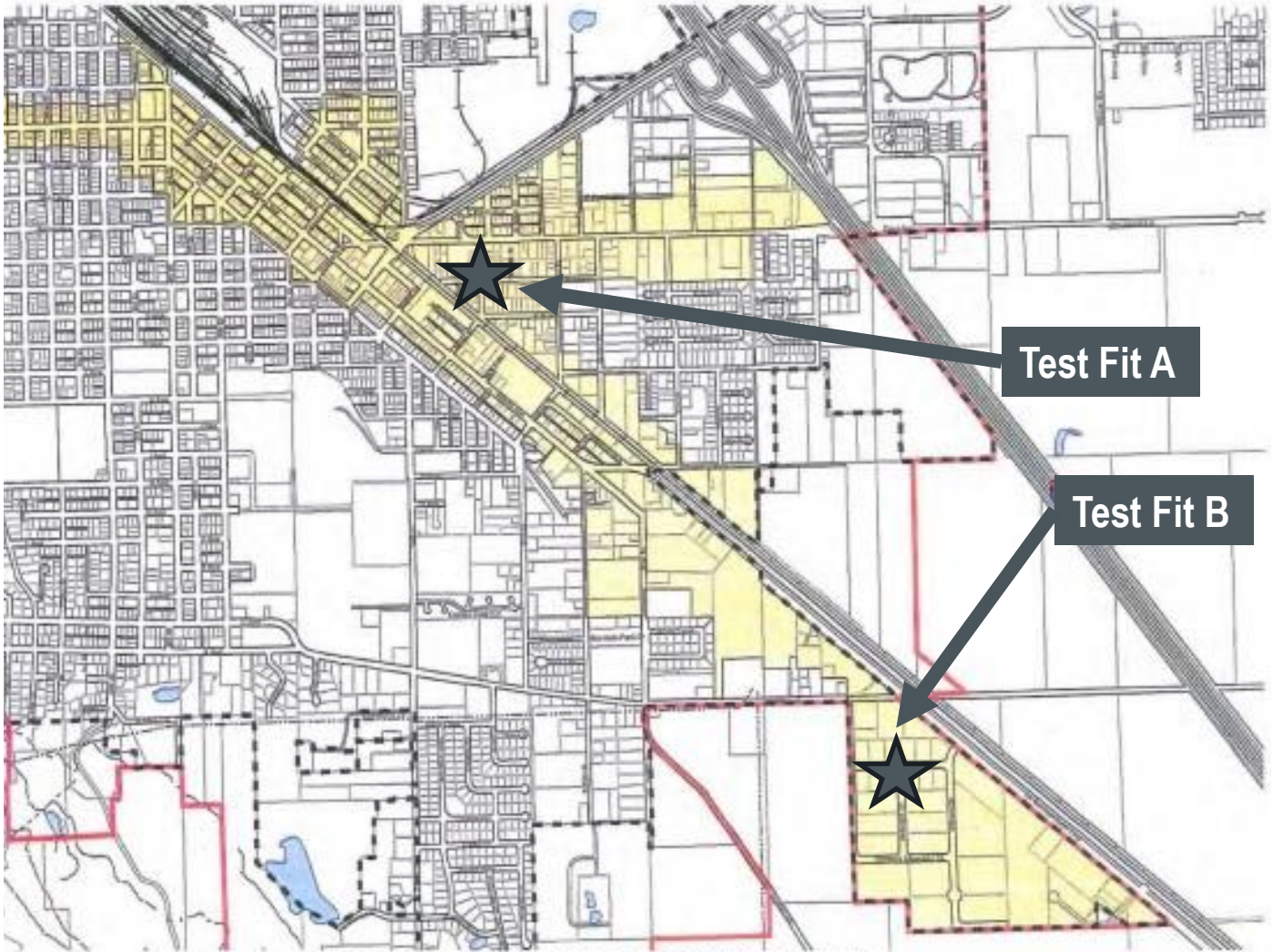
La Grande established the current Urban Renewal district in 1999 encompassing an overall area of 526 acres. The URA maximum indebtedness was established at \$22 million of which \$8.7 million currently remains. This has the benefit of providing reliable revenue for needed infrastructure projects, results in higher assessed values and is a potential catalyst for private-sector investment. Conversely it can be burdensome to set up and administer and may result in a temporary reduction in revenue to other taxing districts, though as noted La Grande already has an established district.

## Local Improvement District

LID is a funding mechanism in which property owners in a designated 'benefit district' are assessed a portion of the cost of a new capital improvement that benefits that area. This results in reliable revenue generation with minimal risk to city finances because private equity shares in the project cost. The difficulties with this approach is it is burdensome to setup and administer and requires initial buy-in from most property owners within the benefit district and it can be challenging to define a direct nexus to benefitting properties within the LID.

Utilizing these funding options FCS' analysis focused on three potential funding scenarios to meet the projected project cost:

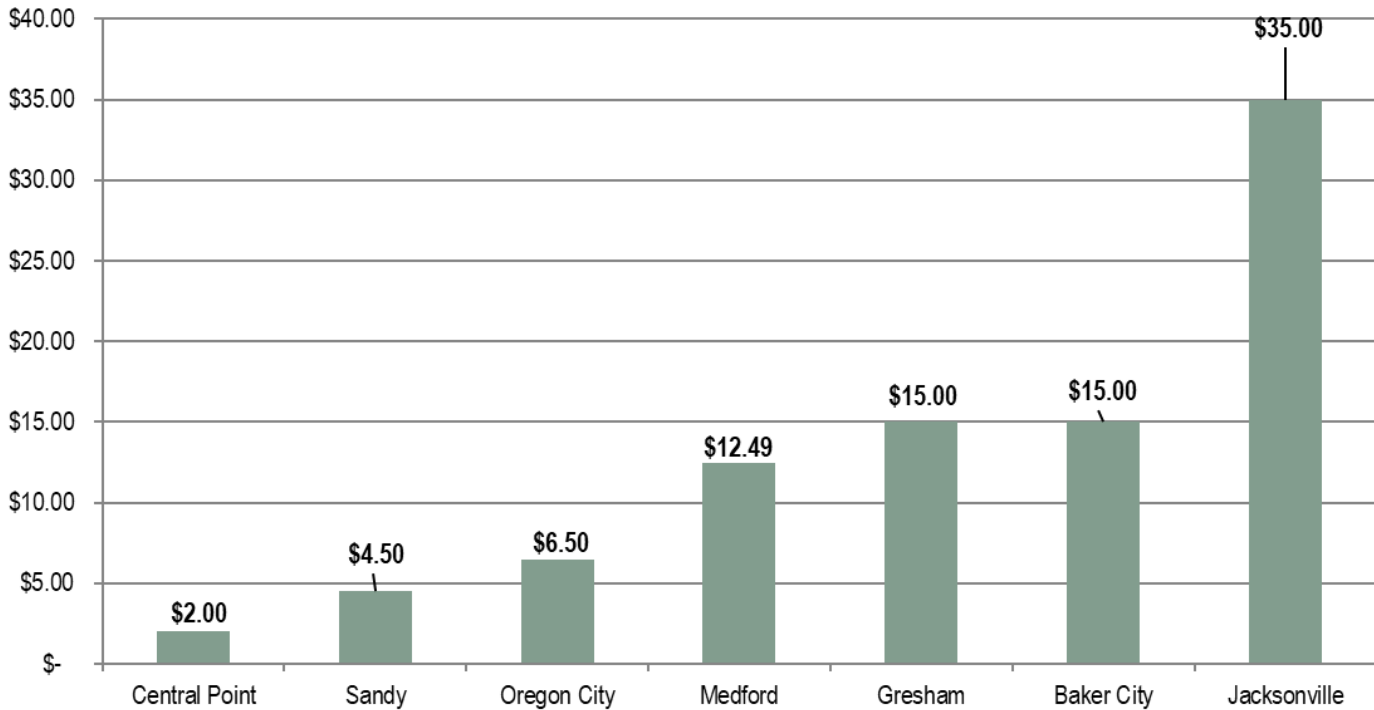
1. 100% Full Faith and Credit Bond, issue \$18.4 million in FFC bonds at prevailing terms, assumed to include 20-year repayment with annual interest of 5.0%.
2. 100% General Obligation Bond, issue \$18.4 million in GO bonds at prevailing terms, assumed to include 20-year repayment with annual interest of 5.0%.
3. Hybrid Option. Public Safety Fee of \$8/month per water utility account (4,500 city accounts), assumes no increase in the fee raising \$4.32 million over 10 years. Urban Renewal District borrow \$2 million in new debt. Full Faith and Credit Bond to fund remainder, assumed to include 20-year repayment with annual interest of 5.0%.



Existing Urban Renewal District

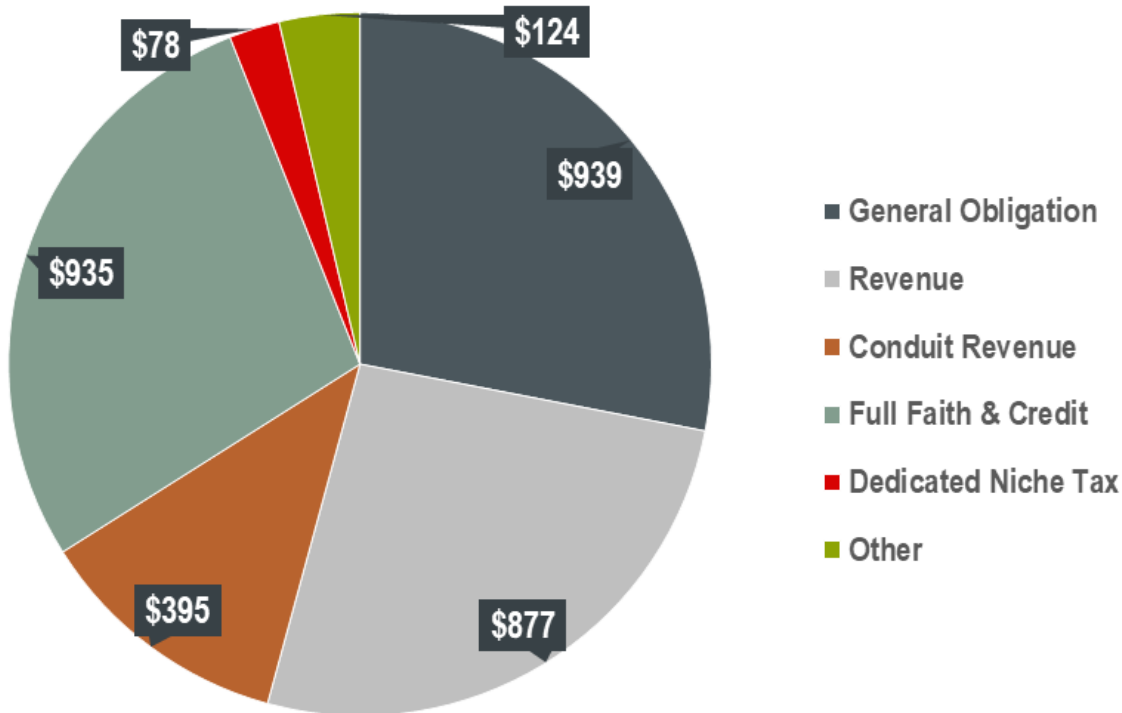


**Public Safety Fee Per Account, Select Oregon Cities, 2023**



















Source: City Websites

**Local Government Issuance by Type, (\$ Millions) Oregon, 2022**



Source: Oregon Municipal Debt Advisory Commission Annual Report, 2022

Policy Consideration	Existing URA	Public Safety Fee
Ongoing Admin. Cost		
Political Feasibility		
Revenue Potential		
Revenue Reliability		
Implementation Cost		
Financial Risk to City		
Nexus to Project		
<b>Overall Score</b>		

FF&C Bonds	GO Bonds	LID

- Most positive or least negative effect
- Positive or low to moderately negative effect
- Neutral or moderate effect
- Moderately high negative effect
- Most negative effect

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# Appendix A: FCS Group Financial Analysis Memorandum

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# Memorandum

**To:** Robert Strobe, City of La Grande                      **Date:** February 16, 2024  
**From:** Tim Wood and Martin Chaw [FCS GROUP]  
**CC:** Todd Chase [FCS GROUP], Austin Zeitz [Mackenzie Architecture]  
**RE** City of La Grande – Police Facilities Financing Strategies

This memorandum summarizes FCS GROUP’s analysis of funding options for the City of La Grande’s police facilities master plan.

## Project Understanding

The City’s Police Department currently share a building with the Union County Sheriffs office and is considering constructing their own building. The estimated cost of construction is \$18.4 million (2024 dollars).

The City, through Mackenzie Architecture, engaged with FCS GROUP to prepare funding options. These options included the following strategies, as summarized in Table 1.

**Table 1. City of La Grande Police Facilities  
Funding Strategies**

Funding Option	Description
1. Full Faith and Credit Bonds	Authorized by ORS 271 and 287, cities are authorized to issue bonds that are backed by the ‘full faith and credit’ of the jurisdiction. Repayment would occur from any available City resource, including taxes, subject to the limitations of Oregon Measures 5 and 50, which establishes tax limits and permanent rate limits. FFC bonds can be issued without a public vote.
2. General Obligation Bonds	In contrast to FFC bonds, General Obligation Bonds requires a public vote. Debt service repayment would occur from property taxes.
3. Public Safety Fee	A separate fee charged to each developed property. Charges are typically provided as an add-on to water utility bills.
4. Urban Renewal Area	ORS 457 authorizes cities to activate an urban renewal agency. This program freezes assessed value within an URA, with property taxes collected above the frozen base used to fund infrastructure projects within the URA. The City’s existing URA includes a maximum indebtedness of \$22 million, of which \$8.7 million is remaining. Based on discussions with City staff, creating a new URA is not a feasible alternative.
5. Local Improvement District	ORS 223 authorizes cities to enact a local improvement district. The LID provides for the assessment of capital costs to property owners that receive direct benefits from capital improvements made within the district.
5. Hybrid Option utilizing a combination of the options	This option utilizes a combination of the above financial tools.

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## Funding Scenarios

Based on discussions with the City, FCS GROUP’s analysis focused on the following three funding scenarios, as shown in Table 2.

**Table 2. Selected Funding Scenarios**

Funding Scenario	Assumptions
1. Full Faith and Credit Bonds.	Issue \$18.4 million in FFC bonds at prevailing terms. Terms assumed include 20-year repayment, annual interest of 5.0%.
2. General Obligation Bonds.	Issue \$18.4 million in GO bonds at prevailing terms. Terms assumed include 20-year repayment, annual interest of 5.0%.
3. Hybrid option – includes Public Safety Fee, URA, and FFC Bonds.	Public Safety Fee: \$8/month, per water utility account (4,500 city accounts). Assumes no increase in the fee, raising \$4.32 million over 10 years. URA: Borrow \$2.0 million in new debt. FFC Bonds: Terms assumed include 20-years, annual interest of 5.0%

## Analytic Results

Utilizing the above funding options, FCS GROUP prepared a financial analysis to determine the total financial impact to the City; results are presented in the following Table 3.

**Table 3. Summary of Financial Impact by Funding Scenario**

Funding Scenario	Financial Impact – City
1. Full Faith and Credit Bonds.	Under this scenario, the City would incur new annual debt service of <b>\$1.457 million</b> , payable annually over <b>20 years</b> . Debt service payment can be made from any governmental revenue source, subject to the limitations of Oregon Measures 5 and 50. Annual debt service payments of \$1.457 million are approximately equal to 6.6% of 2024 General Fund revenues. Total payments, including interest, are <b>\$29.2 million</b> .
2. General Obligation Bonds.	Under this scenario, the City would incur new annual debt service of <b>\$1.457 million</b> , payable annually over <b>20 years</b> . Total payments, including interest, is <b>\$29.2 million</b> . Assuming property taxes are used to support annual debt service, the required property tax levy mill rate would be <b>\$1.64 per thousand dollars</b> of assessed value, based on a citywide AV of \$891M. For a <b>\$100,000</b> home, the additional property tax burden totals <b>\$163.59 annually, or \$13.63 per month</b> .



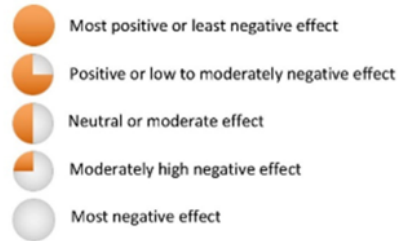
**Table 3. Summary of Financial Impact by Funding Scenario (continued)**

Funding Scenario	Financial Impact – City
<p>3. Hybrid option – includes Public Safety Fee, URA, and FFC Bonds.</p>	<p>Under this scenario, the City would utilize three funding strategies: Public Safety Fee, Urban Renewal debt, and Full Faith and Credit Bonds.</p> <p>The Public Safety Fee assumes a fee of <b>\$8/mo</b> per utility account, collected monthly over <b>10 years</b>. Assuming <b>4,500 utility accounts</b>, this revenue source would raise <b>\$4.32M</b>.</p> <p>The Urban Renewal debt assumes the city would draw <b>\$2.0M</b> against the remaining URA indebtedness (\$8.7M remaining).</p> <p>Using Full Faith and Credit bonds, the City would borrow the remaining \$12.08M. New annual debt service of <b>\$957,000</b>, payable annually over <b>20 years</b>.</p> <p>Total payments, including interest, are <b>\$19.1 million</b>. Assuming property taxes are used to support annual debt service, the required property tax levy mill rate would be <b>\$1.07 per thousand dollars</b> of assessed value, based on a citywide AV of \$891M.</p> <p>For a <b>\$100,000</b> home, the additional property tax burden totals <b>\$107.40 annually, or \$8.95 per month</b>.</p>

### Comparative Assessment

To assist the City in comparing and contrasting each funding option, the following matrix is provided to summarize the pros and cons of each option.

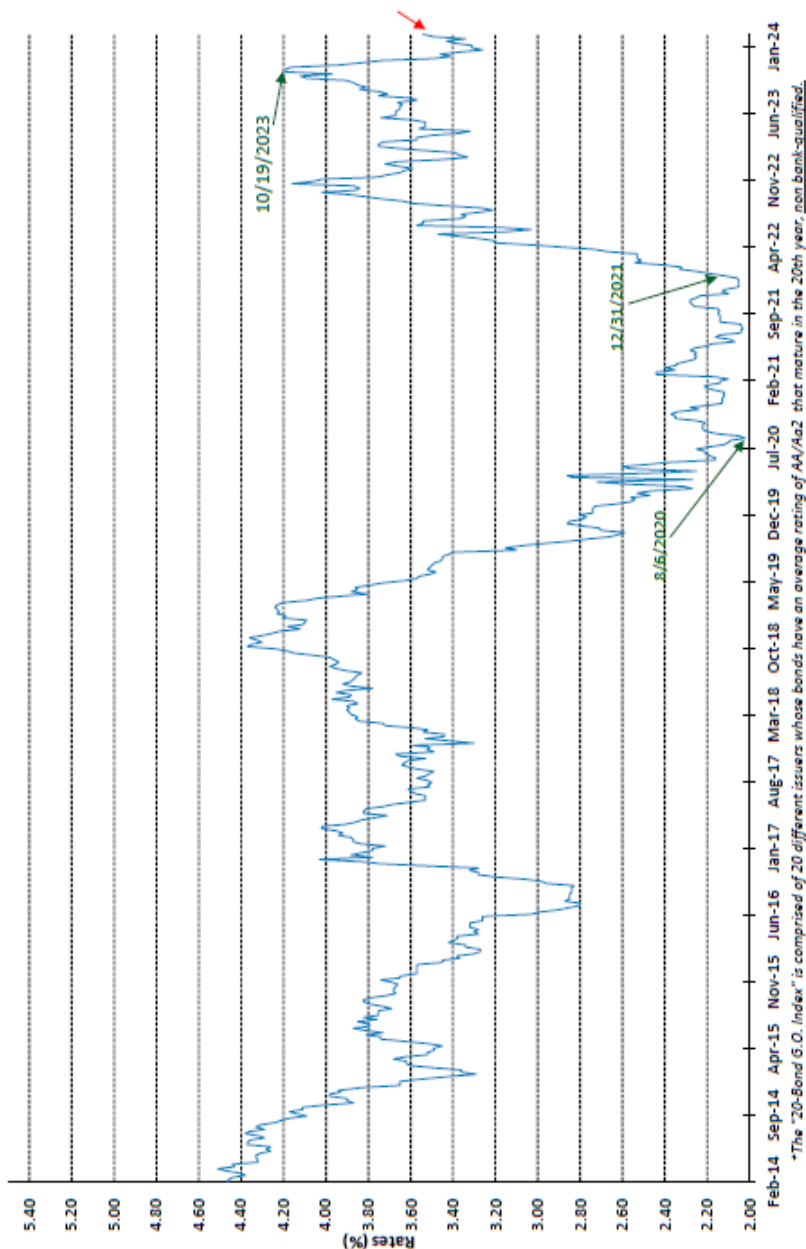
Policy Consideration	Existing URA	Public Safety Fee	FF&C Bonds	GO Bonds	LID
Ongoing Admin. Cost					
Political Feasibility					
Revenue Potential					
Revenue Reliability					
Implementation Cost					
Financial Risk to City					
Nexus to Project					
<b>Overall Score</b>					



10-Year Bond Buyer Index 2-16-2024

### Bond Buyer 20-Year General Obligation Index\* (10 year history) As of 2/16/2024

Source: The Bond Buyer



\*The "20-Bond G.O. Index" is comprised of 20 different issuers whose bonds have an average rating of AA/Aa2 that mature in the 20th year, non bank-qualified.

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