

~~DAVE~~ SMITH

San Luis Obispo City Facilities Master Plan

1988 to 2010
OVERVIEW & OPTIONS

HTM2 - 3041

CITY FACILITIES MASTER PLAN

CITY OF SAN LUIS OBISPO, CALIFORNIA
OCTOBER 1, 1988

ACKNOWLEDGEMENTS

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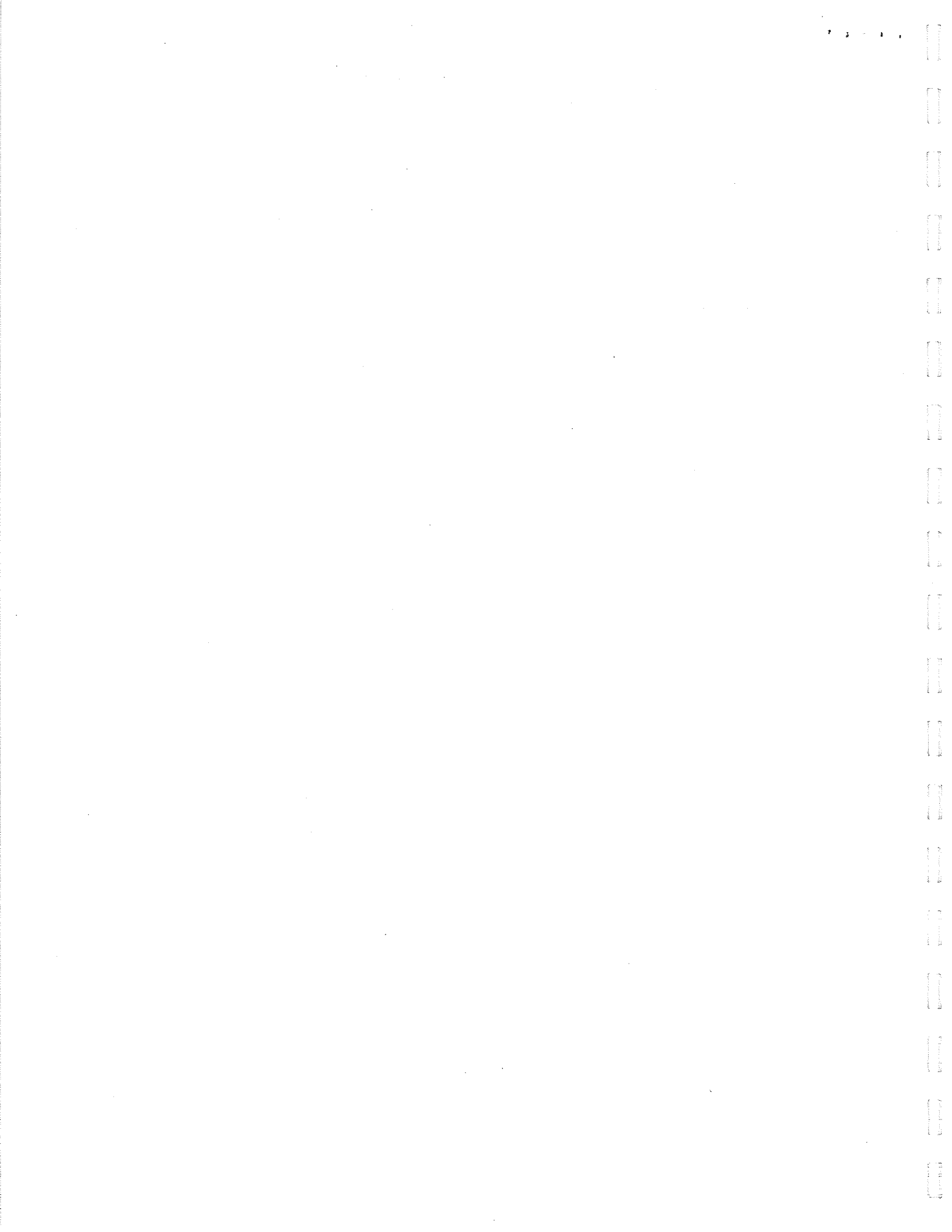
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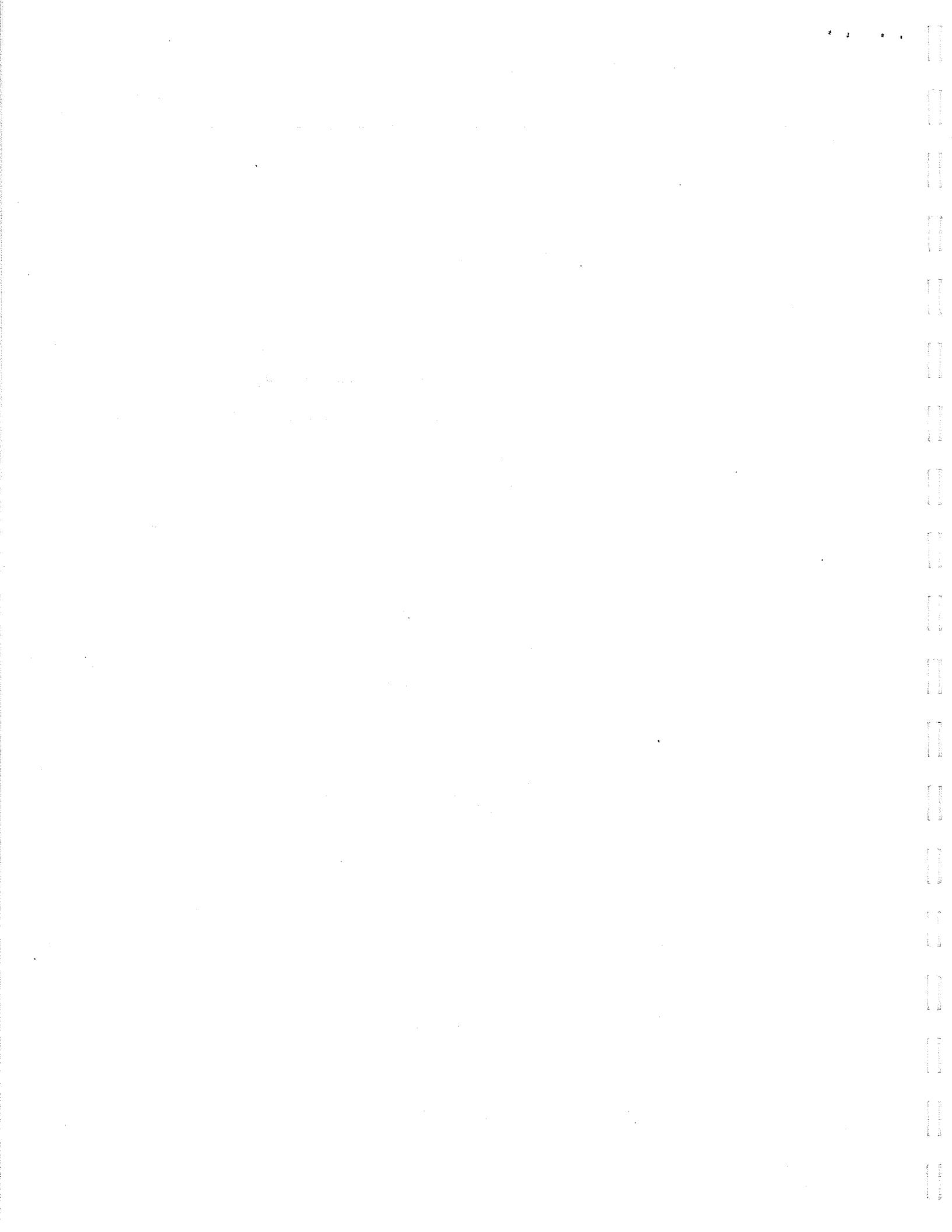
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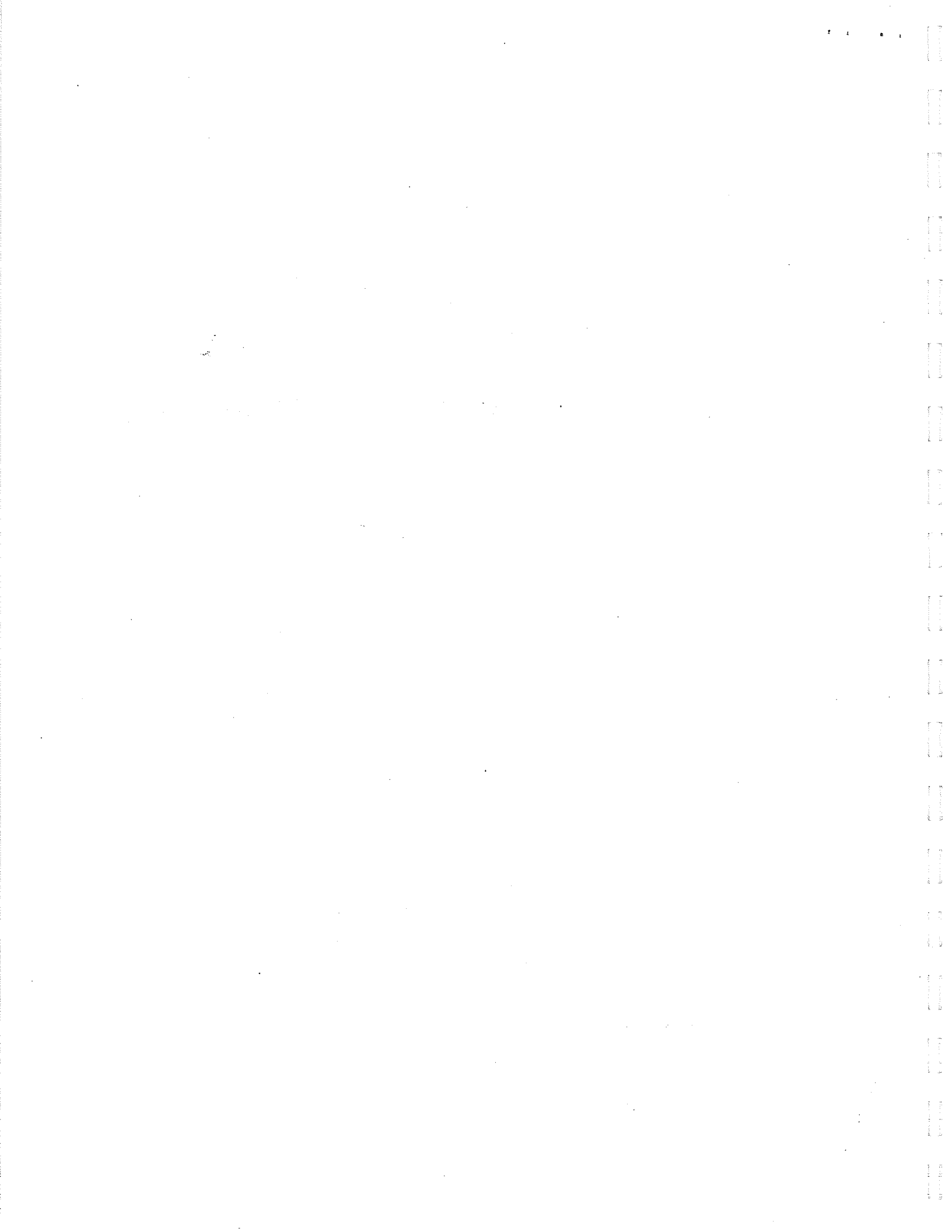
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SUMMARY AND RECOMMENDATIONS



SUMMARY AND RECOMMENDATIONS

PURPOSE

The city of San Luis Obispo is facing immediate decisions about many of its existing facilities:¹

- Fire Station No. 1 has documented structural, plumbing and electrical deficiencies. The site plan and work spaces are cramped and inefficient.
- City Hall is currently overcrowded and does not effectively accommodate necessary programs and activities.
- The Recreation Department is located temporarily in a converted residence which may not be available for long-term use.
- The Corporation Yard needs additional facilities for bulk storage and covered areas for field crew equipment.

The city has previously dealt with such issues on an individual basis without considering shared solutions or the benefit of long-term goals.

During budget hearings in 1987, the San Luis Obispo City Council requested that no projects proceed without further study of the city's overall space needs and available facilities. A staff committee discussed the need for a master plan and drafted a request for proposals to prepare the plan and to confirm evaluations of the four projects cited above. As a result of an interview process, West + Doubledee Architects was selected to prepare the master plan and a contract was executed February 2, 1988.

The purpose of the Facilities Master Plan is to provide a logical and reliable planning tool that will assist city officials in making immediate and long-term facility decisions.

ORGANIZATION

This report incorporates the findings of previously prepared consultant reports, staff reports, census and economic data, field investigations, staff interviews and data from city-wide office workspace questionnaires.

1 City of San Luis Obispo, Request for Proposals to Prepare a Master Plan for City Facilities, December 1987.

Preparation of the Facilities Master Plan will occur in four phases which are summarized below. This document is the product of the first two phases.

I. OVERVIEW

Research and analysis of existing organization, staffing and evaluation of existing facilities. Projection of future program demands, staffing patterns, space requirements and anticipated facility needs.

II. OPTIONS

Graphic illustration, analysis and economic evaluation of alternative solutions to identified facility needs along with consultant recommendations.

III. MASTER PLANNING

Development of specific implementation plans, priorities and guidelines for immediate and future facilities development.

IV. ARCHITECTURAL PROGRAMMING

A detailed program of functional, spatial requirements for projects identified in the master planning phase.

The planning methods required to resolve existing and potential facility/function conflicts are guided by the initial determination of one of the following basic strategies:

- A. Adjust facilities by replacement, modification and/or expansion to satisfy operational needs.
- B. Adjust services, personnel and/or management strategies to conform to existing facilities.

This report is limited to the examination of solutions to facility needs within the context of existing city policies and practices (A). Examination of alternative organizational techniques, personnel practices and management strategies (B) is not included in this report.

POLICIES

The Overview section identifies existing city policies that guide facility planning and land development. These policies are summarized below:

Adequate Facilities:

The city will plan and program for facilities as needed to provide and support all city services and programs.

Economic Land Use:

The city will make economic use of land and buildings. When possible, the city will own (rather than rent) the facilities required for its ongoing operations.

Convenient Access:

The city will provide for convenient public access to facilities.

Architectural and Historic Sensitivity:

New and remodeled city facilities will be designed to protect historic and architectural values and to be compatible with existing development.

Civic Center:

City Hall will remain downtown and the city will reinforce the Civic Center as the primary location for public facilities.

City Hall Improvements:

The city will improve information records management, meeting space and storage space at City Hall.

Building Goals:

- a. productive work environments
- b. safe, energy efficient and easily maintained buildings
- c. positive image for the city
- d. maximum building service lives
- e. attractive recreation facilities

ORGANIZATION INTERRELATIONSHIPS

This study investigates and documents departmental interrelationships and linkages. Four interrelated and overlapping groups are identified. Group One includes the City Council, City Attorney, and the City Administrative Officer. It is important for Group One to have a high degree of privacy in an area that provides convenient, inter-departmental access. Group Two consists of the City Council, City Clerk, Finance, Personnel and the City Administrative Officer. This group should also have adjacency to facilitate constant daily contact between departments. Group Three consists of Community Development, a portion of Public Works and the City Administrative Officer. This group needs to be closely linked for frequent contact. Groups One, Two and Three should be located in City Hall. Group Four includes: most of the Public Works Department (primarily located at the Corporation Yard); and the Police, Fire and Recreation Departments (each located in separate facilities). It is not necessary for these departments to be located in City Hall.

FACILITY INVENTORY

The city owns more than 100 properties. Of these, 21 facilities contain most of the city's programs and employees. This study specifically addresses these 21 facilities in detail. Each facility is evaluated for its physical condition, use of space and development potential.

Fire Station No. 1, City Hall, the "old" City/County Library and the Recreation Department offices are rated deficient in condition and space use categories. The Corporation Yard and the City Hall site are rated high for their development potential.

PERSONNEL INVENTORY AND PROJECTIONS

The city has permanent, temporary and contract employees as well as contracts with private industry for services that might be otherwise provided by city employees. Currently, the city has more than 300 permanent employees, more than 100 temporary employees during the seasonal peak and a variety of service contracts with private industry including reproduction, mailing and building maintenance. Since 1980, temporary employees and contracted services have increased significantly while permanent staff has increased at a slower rate. In 1988 the city established procedures to manage the growth of the workforce and staff costs. These procedures are expected to slow growth of temporary staff, convert

some long-standing temporary positions to permanent positions, and increase the use of private industry to provide public service.

The permanent city workforce has increased at a rate of 3.0 percent per year for the last ten years. This compares with a 1.3 percent annual rate of population increase, a 5.4 percent annual rate of county-wide employment growth and a 6.2 percent annual rate of retail sales growth in the city.

Future growth in the workforce depends on the types and levels of service provided, how the services are provided and the overall growth of the community and county. Based on expected community growth, existing service trends and anticipated programs, growth of the workforce is expected to be between two and three percent per year. This would mean that the city would have a workforce of 450 to 575 permanent employees and that City Hall would have 150 to 200 total employees by the year 2010.

SPACE PROJECTIONS

Analysis indicates that only 55 to 65 employees can be efficiently housed in the 20,134 square foot City Hall in the current configuration, including occupancy of areas of the basement that are less than desirable for use as office space. There are currently more than 80 employees working in the building. Approximately 18,000 additional square feet will be required to comfortably and efficiently house existing employees and public functions at this location. By the year 2010, an additional 10,000 to 20,000 square feet may be required.

The Corporation Yard facilities were planned to provide for a staff of 91 to serve a city population of 55,000 to 60,000. Projections, however, indicate that the Operations and Maintenance buildings may reach design capacity as soon as the year 1995 at a city population of 45,000 to 48,000. Planned warehouse and toxic storage buildings have not been constructed. The continuing need at the Corporation Yard is for storage facilities and shelter for vehicles and equipment.

The labyrinth of corridors in the Police Station contribute to the high (40%) percentage of support area. A support area of 30 percent is more typical of this type of facility. Additional space may

be needed before 1995 and up to 10,000 square feet of additional space, needed by 2010.

Fire Station No. 1 has a very low percentage of support area due to the poor circulation pattern. Internal circulation through office areas is disruptive and inefficient. This two bay facility is operating as a four bay fire station and the 9,600 square foot building has an existing space deficiency of between 5,000 and 7,000 square feet.

The Recreation Department has historically been the fastest growing department. The existing 2,700 square foot office space in the converted residence at 860 Pacific is inefficient and slightly deficient for current needs. A need for an area of 3,500 to 4,000 square feet is projected by 1995 and up to 6,500 square feet by 2010. This office area would be best located within a large recreation center. It is anticipated that the community will be inclined to support construction of a new, large recreation facility before 2010. Such a facility should include the administrative and office areas.

RECOMMENDATIONS

The Options section examines potential solutions to existing and projected facility needs which are identified in the Overview Section. Of the 21 facilities examined, five facilities have been identified which have significant spatial, functional, environmental or structural deficiencies; or are expected to experience deficiencies in the future.

Fire Station No. 1 is an inefficient building that has serious structural and environmental deficiencies which present potential safety hazards to occupants and threaten response capability. The potential failure of this structure during a seismic event would seriously restrict the emergency response capability of the city.

City Hall currently has more than 80 employees working in spaces which can efficiently accommodate only 55 to 65. If this facility is not expanded, the city will be required to continue relocating portions of staff to remote locations.

The Corporation Yard is nearing capacity earlier than anticipated and has a continuing need for storage facilities and vehicle shelter.

The Recreation Department offices, at capacity in a converted residence, should be relocated to facilities consistent with city policies.

The Police Station facilities are adequate for current needs but will require expansion or relocation after 1995.

The greatest opportunity for shared or common facility solutions may be in the planning of future cultural and recreation facilities. Existing and future needs for senior activities, recreational programs, branch library, Recreation Department offices, etc. could potentially be combined into a central cultural/ recreational center which may provide opportunity for shared parking, toilet facilities, meeting rooms, multi-use rooms, etc.

The chart on the following page illustrates a summary of the major issues, recommendations and associated projected costs for the five facilities identified to have significant deficiencies. A complete examination of the issues, options, cost comparisons and recommendations for all city facilities is included in the Options Section, beginning on page 48.

SUMMARY OF MAJOR RECOMMENDATIONS

Facility & Issues	Recommendations	Est. Cost*
<p>FIRE STATION NO. 1</p> <ul style="list-style-type: none"> Existing facilities have many functional, environmental & structural deficiencies. Existing space deficiency of 5,000 SF to 7,000 SF. 	<ul style="list-style-type: none"> Construct new Fire Station on adjacent site. Remove or retrofit existing structure depending on historical findings. 	\$1,750,000. to \$2,750,000.
<p>CITY HALL</p> <ul style="list-style-type: none"> Existing facility has functional & environmental deficiencies. Existing space deficiency of 18,000 SF may increase to 23,000 SF by 1995 and to 38,000 by 2010. 	<ul style="list-style-type: none"> Expand City Hall on old library site. Provide full or phased expansion as indicated by market analysis to determine feasibility of leasing surplus space. Renovate existing structure to mitigate major functional & environmental deficiencies. 	\$2,300,000. to \$5,700,000.
<p>CORPORATION YARD</p> <ul style="list-style-type: none"> Existing facilities are nearing maximum capacity in advance of original projections. Existing need for enclosed storage & covered parking. Existing storage need of 18,000 SF may increase to between 25,000 & 30,000 SF by 2010. Maintenance & Operations Buildings are currently adequate, but may require expansion between 1995 & 2000. 	<ul style="list-style-type: none"> Construct 18,000 SF warehouse & ten-stall covered parking with provision for expansion. Revise Corporation Yard Development Plan. 	\$1,500,000. to \$2,000,000.
<p>860 PACIFIC (RECREATION OFFICE)</p> <ul style="list-style-type: none"> Existing facilities inefficient & inappropriate for city agency. Existing space requirement of 2,800 SF may increase to 4,000 by 1995 and to 6,500 SF by 2010. 	<ul style="list-style-type: none"> No immediate action required. Reserve space in future Chorro St. parking structure as interim location. Plan for permanent location in future major recreation facility. 	nominal
<p>POLICE STATION</p> <ul style="list-style-type: none"> Adequate for current needs. Some internal environmental & functional deficiencies. Internal inflexibility & site limitations inhibit modification & expansion. Facility will reach maximum capacity between 1995 & 2000. 	<ul style="list-style-type: none"> No immediate facility mitigation required. Detailed evaluation of departmental needs will be necessary as facility approaches capacity. Acquire adjacent parcels for parking expansion. 	nominal

TOTAL EST. COST

\$5,550,000. to \$10,450,000.

* Estimated total project cost for initial recommendation including renovation, construction & design. Does not include site acquisition costs.

OVERVIEW

This section documents city policies affecting facilities and development; examines program and departmental interrelationships; projects future city staff levels; provides an inventory and evaluation of city facilities; projects future facility space needs and identifies major issues.

Existing temporary and permanent staff levels are based upon personnel department data as of March 1988. Personnel projections are based upon historic data from 1979 to 1988, adjusted by factors that include economic trends and external influences. Future facility needs and space projections are based upon assumed continuity of current policies, organizational relationships and management strategies.

POLICIES

EXISTING POLICIES

The city of San Luis Obispo has more than a dozen documents that affect the planning and development of city facilities. Eight contain most of the policy and goal statements guiding facility planning. This section summarizes the essence of relevant policy statements which are dispersed throughout city documents.

POLICY STATEMENTS

Documents containing major policies and goals affecting city facilities planning include:

1. 1987-89 Financial Plan & Approved 1987-88 Budget.
2. San Luis Obispo Council and Management Policies and Procedures, 1987.
3. 1977 General Plan; Urban Land Use Element.
4. Parking Management Plan, October 20, 1987.
5. Goals for Downtown, October 1979.
6. Zoning Regulations, April 1987.
7. Historical Preservation Program Guidelines, February 1987.
8. Property Management Manual, March 1986.
9. Architectural Review in San Luis Obispo, 1983.

POLICY IMPACTS

Policies affecting facility planning fall into seven main categories: Facility; Employment; Energy; Safety; Programs; Service; and Economic policies. The following matrix shows the relationship of documents to policies.

DOCUMENT	POLICIES	FACILITY							EMPLOYMENT		ENERGY	SAFETY	PROGRAMS	SERVICE	ECONOMIC
		Location	Quality	Quantity	Access	Parking	Historic	Circulation	Personnel Description	Personnel Growth					
1. BUDGET		•	•	•					•	•			•	•	•
2. CITY COUNCIL POLICIES															•
3. GENERAL PLAN		•	•		•	•	•			•	•				
4. PARKING MANAGEMENT PLAN						•	•								
5. GOALS FOR DOWNTOWN		•	•		•	•	•								•
6. ZONING REGULATIONS		•	•	•	•	•	•			•	•				
7. HISTORIC PRESERVATION GUIDELINES		•	•				•								
8. PROPERTY MANAGEMENT MANUAL		•													•
9. ARCHITECTURAL REVIEW GUIDELINES		•	•	•	•	•	•			•	•				

POLICY SUMMARY

Policies relevant to facility planning, listed on the previous page, can be summarized as follows:

Adequate Facilities

The city will plan and program for facilities as needed to provide and support all city services and programs. (1,2) *

Economic Land Use

The city will make economic use of land already owned. (2)*

Convenient Access

The city will provide for convenient public access to facilities. (1,2,3)*

Historic Sensitivity

City facilities will be consistent with Historic Preservation Guidelines which preserve historic structures and require remodeled or new buildings to be compatible and in context with adjacent historic structures. (3,5,6,7,9)*

Architectural Sensitivity

City facilities will be consistent with ARC guidelines concerning the use of materials, finishes, colors, textures, etc. Facilities will be in harmony with the environmental context. (9)*

Civic Center

City Hall will remain downtown and the city will foster further development of the "Civic Center" concept. (2,3,5)*

City Hall Improvements

The city will improve information records management, meeting space and storage space at City Hall. (1,2)*

Building Goals

- a. productive work environments
- b. safe, energy efficient and easily maintained buildings
- c. positive image for the city
- d. maximum building service lives
- e. attractive recreation facilities (1,2,3)*

* See policy listing, previous page

ORGANIZATIONAL INTERRELATIONSHIPS

INTERRELATIONSHIPS

Ease of communication and interaction between departments and programs contributes to effective government operation. Physical proximity is important to departments and programs where frequent personal and physical communication is necessary. The following matrix of department to department relationships illustrates interaction patterns.¹

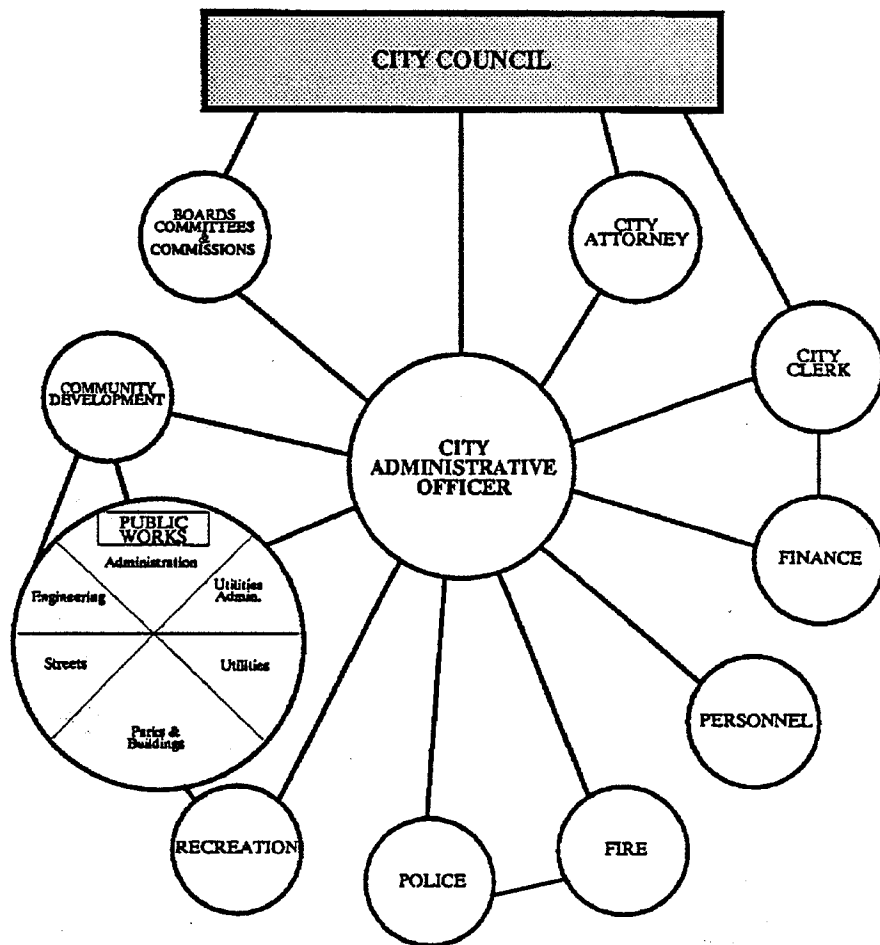
DEPARTMENT	DEPARTMENT														
	CITY COUNCIL	ADMINISTRATION	CITY ATTORNEY	CITY CLERK	FINANCE	PERSONNEL	FIRE	POLICE	RECREATION	COMMUNITY DEV.	PUBLIC WKS. Admin.	Engineering	Streets	Utilities	Parks & Buildings
CITY COUNCIL		●	●	○	-	-	-	-	-	-	-	-	-	-	-
ADMINISTRATION	●		●	●	●	○	○	○	○	○	○	○	-	○	-
CITY ATTORNEY	●	●		●	-	●	-	○	-	○	-	-	-	-	-
CITY CLERK	○	●	●		-	-	-	-	-	○	-	-	-	-	-
FINANCE	-	●	-	-		●	-	-	-	-	○	-	-	○	-
PERSONNEL	-	●	●	-	●		○	○	-	-	-	-	-	-	-
FIRE	-	○	-	-	-	○		●	-	○	-	-	-	-	-
POLICE	-	○	○	-	-	○	●		-	-	○	-	-	-	-
RECREATION	-	○	-	-	-	-	-	-		-	-	-	-	-	●
COMMUNITY DEV.	-	○	○	○	-	-	○	-	-		●	-	-	-	○
PUBLIC WORKS/ Admin.	-	○	-	-	○	-	-	-	-	-		●	●	●	●
Engineering	-	○	-	-	-	-	-	○	-	●	●		●	●	●
Streets	-	-	-	-	-	-	-	-	-	-	●	●		●	●
Utilities	-	○	-	-	○	-	-	-	-	-	●	●	●		○
Parks & Buildings	-	-	-	-	-	-	-	-	●	○	●	●	●	○	

1 Information developed from interviews with city department directors and administrators.

The following organizational diagram was developed from the previous interrelationship matrix. It graphically illustrates "ideal" department linkages of all city departments, the City Council and various boards and commissions.

The City Administrative Officer is the "hub" of the city communications linking all departments. The CAO is also the liason between the council and city departments. Lines on this diagram between departments indicate primary departmental linkages and communications.¹

ORGANIZATIONAL LINKAGES



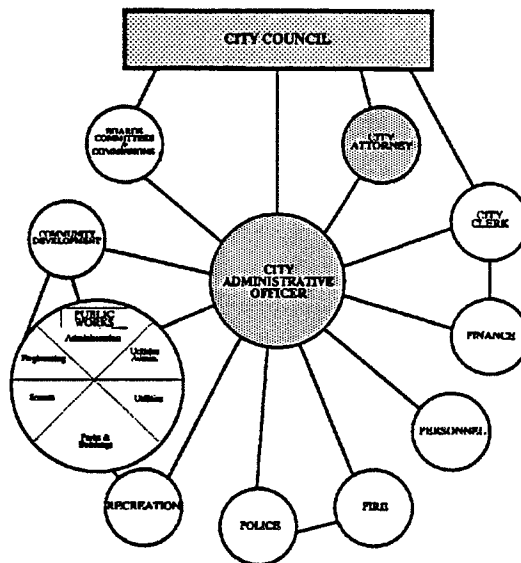
1 Utilities, shown here as a Public Works division, is actually a separate city department created at the time of publication. This change in organizational status has no affect upon the illustrated linkages and groupings, nor does it alter the conclusions of this study.

ORGANIZATION GROUPINGS

The departmental linkages diagram on the previous page can be divided into four groups reflecting frequency and level of interaction.

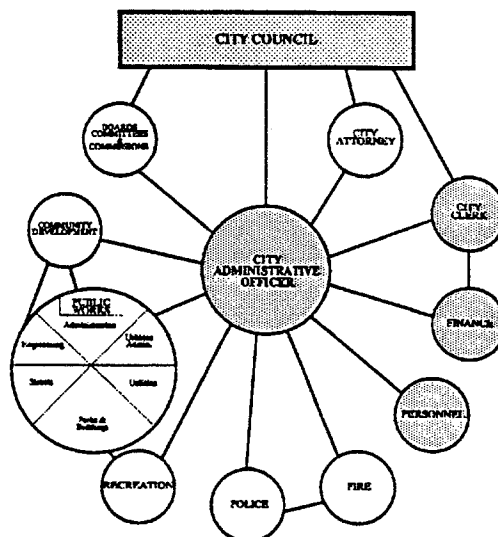
GROUP ONE

The City Council and the City Administrative Officer must be able to interact conveniently and with a high degree of privacy with the City Attorney.



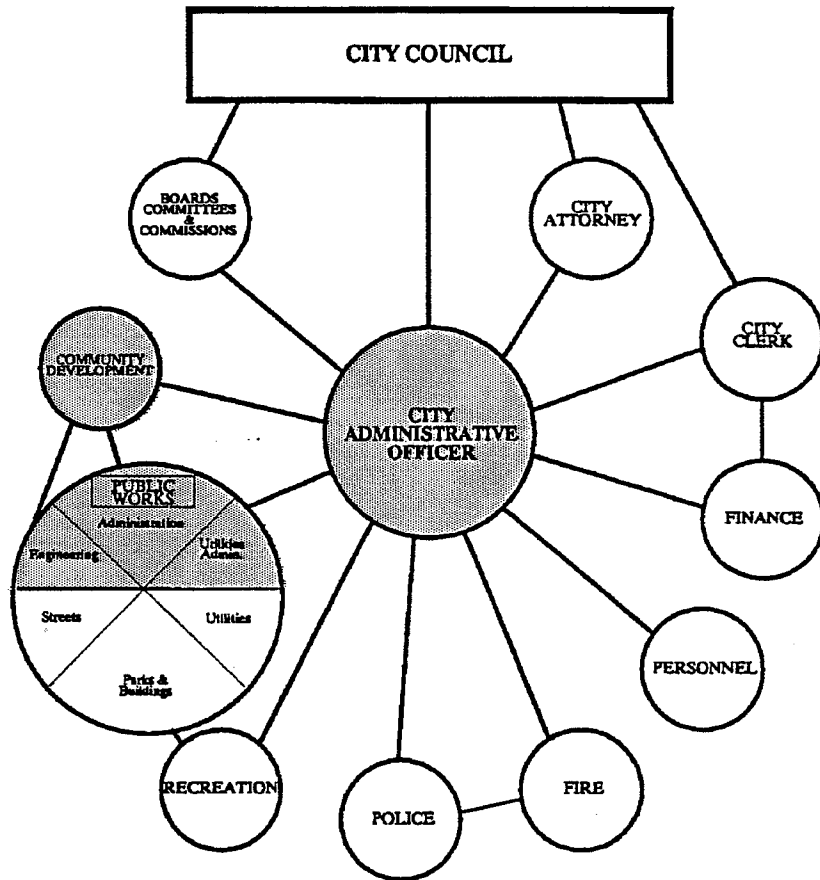
GROUP TWO

While the City Administrative Officer (CAO) is the hub of department interrelations and communications, the City Clerk's office maintains all records for the City Council and also has a direct link with the council. The CAO, City Council, City Clerk, Finance and Personnel Department must work closely together on a daily basis and should be adjacent.



GROUP THREE

Employees from the administrative divisions of the Public Works Department, Utilities division, Community Development Department and a portion of the Engineering division interact frequently on planning issues. This group also interacts frequently with the CAO and Groups One and Two.



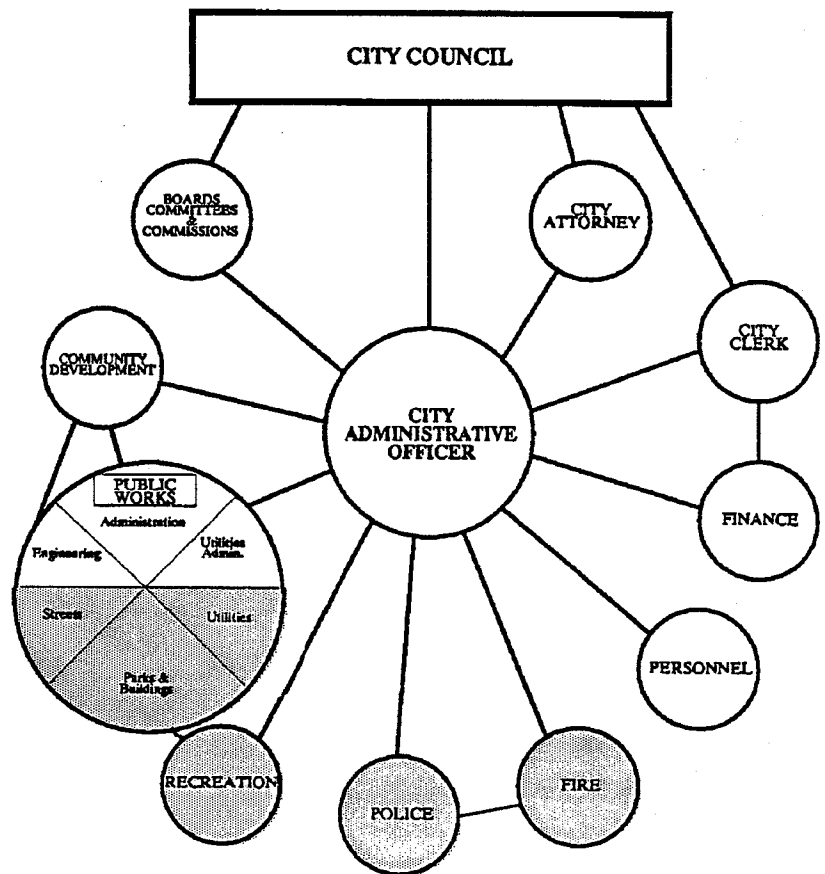
GROUP FOUR

The remaining departments are "line" departments and require convenient access to the CAO, however, not as frequently as Groups Two and Three. These departments may be located in separate facilities without adversely affecting communications.

The police chief and fire chief are required for emergency response. Their offices are preferred to remain within their departments. This helps maintain the communications in their departments and is viewed as good for morale.

The Police Department could be relocated to a site in the Civic Center without significant adverse effects on response time. Recent studies show that Fire Station No. 1 could not be moved to the Civic Center without negative impacts on response time and overlaps or gaps in the response areas.¹

The Recreation Department has a high degree of public contact. Moving this department back to City Hall would significantly impact parking and circulation requirements at the site. Although this department is ideally located in the recreation facility, it is currently functioning satisfactorily at its existing location.



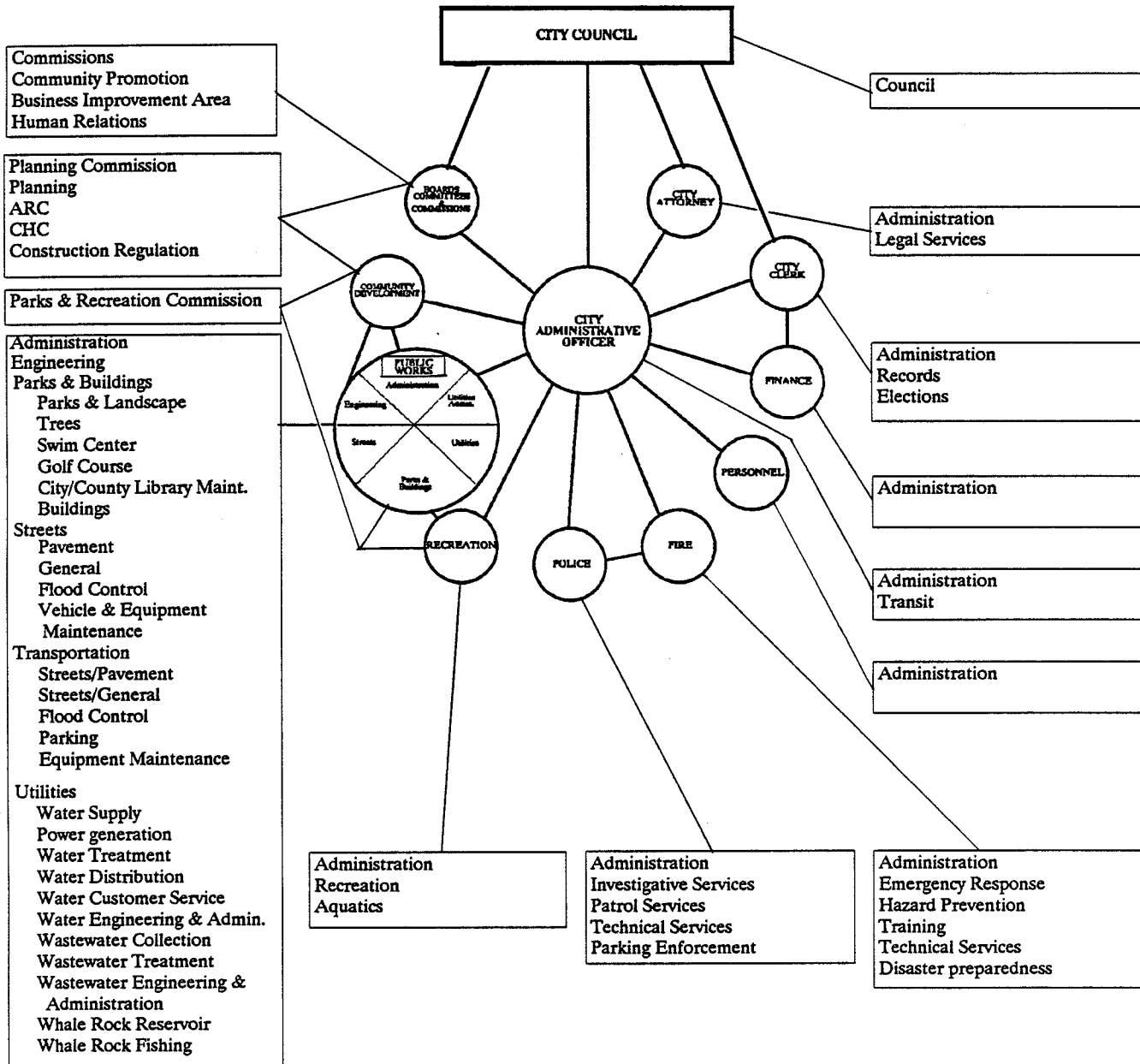
1 City of San Luis Obispo, *Fire Location Study*, 1986.

FIGURE 1

PROGRAMS

The city has 46 operating programs designed to deliver essential services to citizens. Each program is assigned to a "lead" department. These are shown in Figure 1 below.

PROGRAM/DEPARTMENT LINKAGES



PERSONNEL INVENTORY AND PROJECTIONS

STAFF COMPOSITION

The city work force currently consists of more than 400 employees, approximately 70 percent permanent and 30 percent temporary. The city also uses a variety of service contracts with private industry.

Permanent employees are the core work force and are the preferred means of staffing ongoing, year-round program activities. Permanent status can include part-time as well as full-time employees.

Temporary employees include all employees other than permanent employees and City Council members. Temporary employees augment permanent city staffing as extra-help employees, seasonal employees, contract employees and work-study assistants. Most work part-time or seasonally; others work full-time for a short duration (usually no more than six months). Occasionally a temporary employee may work full-time for a period of up to two years to complete a specific project or on a trial program.

The city also has contract employees who are classified as temporary employees. These employees have written contracts and may receive approved benefits depending on hourly requirements and length of contract. Contract employees are used for medium-term (generally between six months and two years), special or seasonal projects or for workload increases that require specialized staffing.

Independent contractors are not considered city employees. They usually do not require city work space and their duties are performed with less supervision than city staff.

TRENDS

The city permanent workforce has increased at a rate of 3.0 percent per year for the past ten years. This compares with an average 1.3 percent annual population increase for the city¹ and 5.2 percent countywide rate of growth.²

1 City of San Luis Obispo Planning Department, "City Population & Housing Analysis," May 6, 1987.

2 San Luis Obispo Chamber of Commerce, Economic Profile, June 1987.

The city economic indicators are increasing at a greater rate than the population. Retail sales are experiencing an annual growth rate of 6.2 percent and transient occupancy tax revenues have increased over 300 percent during the last ten years.¹

Services provided by the city have also increased at a greater rate than the city population. Police service calls have increased a total of 26 percent over the last six years and Fire Department responses have increased 54 percent during the same period.²

The number of temporary employees has increased at a higher rate than permanent staff during the past six years. This trend reflects an attempt to limit permanent staff growth and hire temporary employees for specific tasks, special projects and seasonal work as needed.

Human resource management policies adopted in 1987 established procedures which will help to slow the growth of the workforce and stabilize the permanent staff costs. These new procedures are expected to slow growth of temporary staff, convert some long-standing temporary positions to permanent positions, and increase the use of contracts with private industry to provide public services.

PROJECTIONS

Current city policy will limit the population increase of San Luis Obispo to one percent per year during the 1990's. The lack of adequate water could further limit future growth. The city is currently in the process of updating the General Plan. The updated plan will establish new growth and service policies that could affect population size through the year 2010.³ This policy may have some effect on the projected growth of the city work force. The graph on the following page illustrates three possible growth scenarios. The trends indicate there will be an increased demand for city services disproportionate to the city population growth. This demand will be generated by two factors: economic growth within the city and the growing county population utilizing commercial and county government facilities within the city.

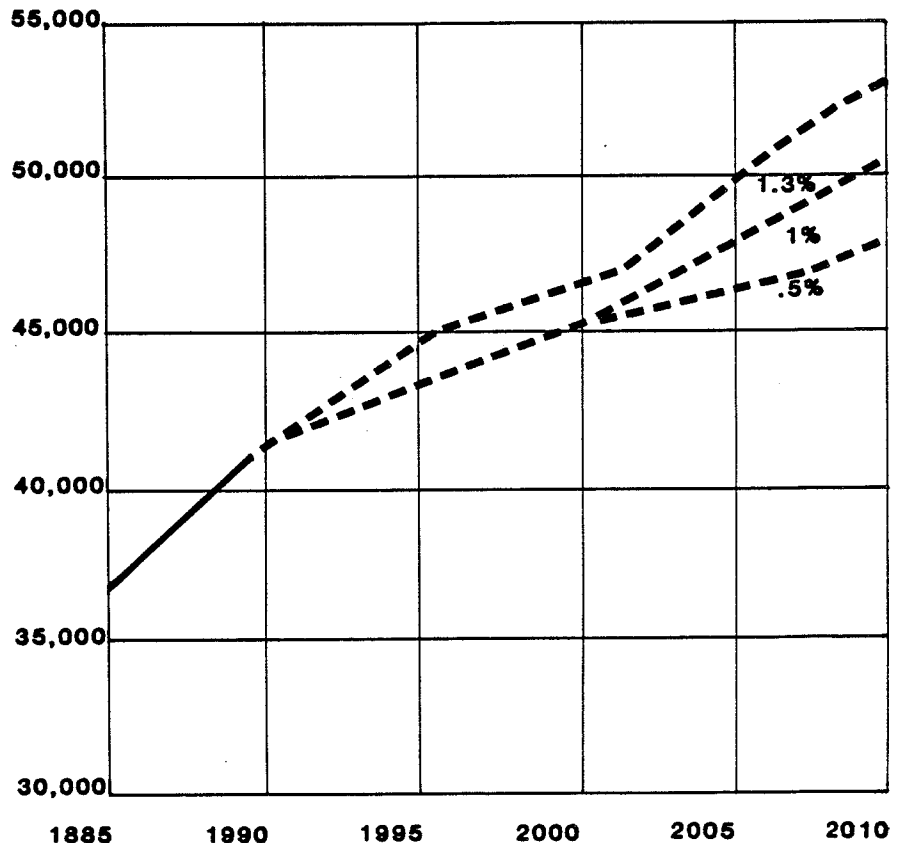
- 1 City of San Luis Obispo, "Transient Occupancy Tax Returns," March 1, 1988.
- 2 City of San Luis Obispo, 1987-89 Financial Plan & Approved 1987-88 Budget, 1987.
- 3 City of San Luis Obispo, City Council Policies & Procedures, November 1987.

Historically, some city program functions have maintained a relatively stable staff size. Other program functions such as Leisure, Cultural and Social Services, Public Safety and Community Development have experienced spurts of growth and are expected to experience fairly rapid growth in response to the anticipated increased demand for services.

Employee growth patterns are influenced by the quantity and quality of facilities available. Staff can be most productive in an efficient work environment. Productivity of staff, communications between departments and general quality of services provided have been affected by recent facility limitations. These space limitations have also reduced options available for expanding services and meeting increased workloads.

In some situations, new facilities will directly affect the size of the workforce. For example, when an additional fire station is constructed (anticipated to be needed in the late 1990's), more employees will be needed to staff the new facility.

CITY POPULATION PROJECTION



Future growth in the workforce will depend upon the types and levels of services provided, how the services are provided and the overall growth of the city and county. Based upon expected growth, existing service trends and anticipated programs, city staff growth is anticipated to be between two and three percent per year. The following graph illustrates anticipated permanent and temporary staff levels at five year increments through the year 2010.

CITY STAFF PROJECTION

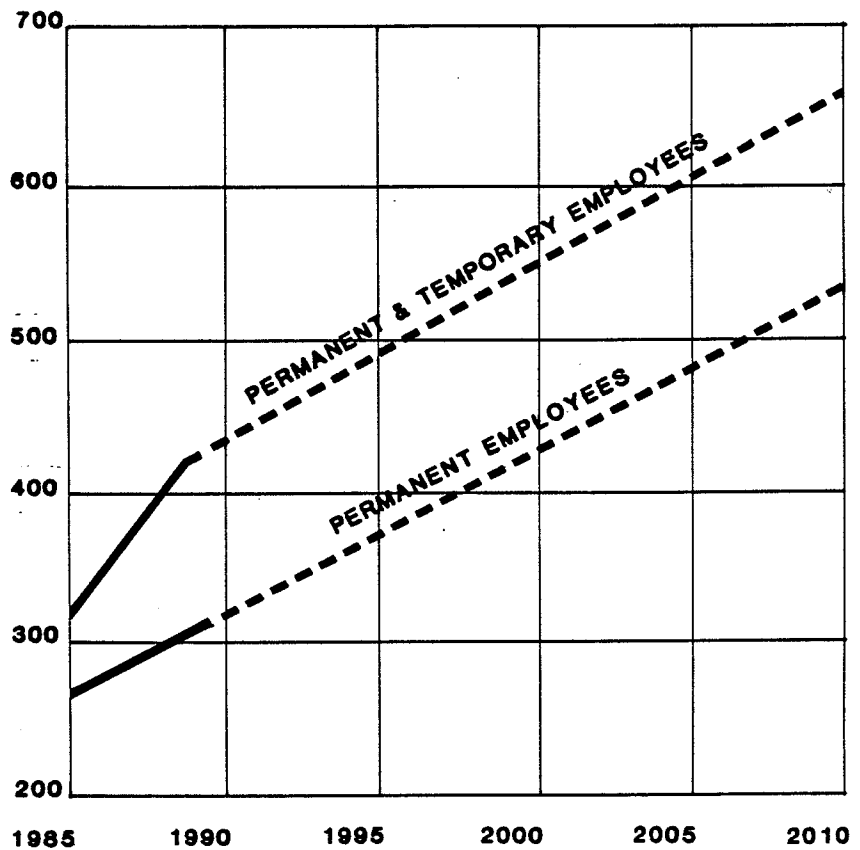


Figure 2, on the following page, illustrates the number of city employees to 1995 and 2010 for departments located in City Hall, the Police and Fire Departments, and Public Works divisions remote from City Hall. The approximate number of existing employees is also shown here for reference.

These projections are based upon historical growth trends adjusted to include: city population projections, economic trends and influences of population growth outside the city. These projections are conservative and intended to provide an average estimate of city growth through 2010.

The contingency range shown in Figure 2 is intended to illustrate the probable upper and lower limits of city employment.

Many factors including political, social, economic and environmental influences could have significant impacts on city employment numbers. This study assumes future continuity of existing city policies, organizational relationships and operational methods.

Projections are only an estimate. The city should monitor future growth, update the projections and adjust the facility master plan periodically.

FIGURE 2

EMPLOYEE PROJECTIONS

DEPARTMENT	EXISTING			PROJECTED					
	1988/89			1995			2010		
	PERM.	TEMP.	TOTAL	PERM.	TEMP.	TOTAL	PERM.	TEMP.	TOTAL
CITY HALL (All Departments)	83	37	120	107	25	132	144	36	180
RECREATION	10	17*	27	12	20*	32	20	32*	52
POLICE	81	21	102	90	20	110	125	24	149
FIRE	54	9	63	66	9	75	84	11	95
PUBLIC WORKS/ Streets	20	9	29	23	9	32	32	12	44
PUBLIC WORKS/ Utilities	37	5	42	40	4	44	56	6	62
PUBLIC WORKS/ Parks & Buildings	26	24	50	28	24	52	46	32	78
PUBLIC WORKS/ Parking	1	2	1	2	2	2	4	4	5
GRAND TOTAL	312	124	434	368	113	479	511	158	665
CONTINGENCY RANGE			Low	332	105	437	467	150	617
			High	407	122	529	571	185	753

* Includes temporary administrative personnel at 860 Pacific only. Does not include temporary or part-time employees connected with "field" activities or programs.

INVENTORY OF FACILITIES

INTRODUCTION

This section provides an inventory and evaluation of city owned facilities and documents the current condition, space utilization and development potential of each.

The city owns 110 properties. Of these, 25 properties are vacant or open space, 12 are used for parking, 23 are miscellaneous satellite facilities (used for utilities operations) and 25 are parks, a swimming pool, golf course and playgrounds. The remaining 22 properties contain the primary 21 buildings that house office spaces, public safety and recreation programs. These are the facilities addressed by this chapter.

Figure 3 on the following page lists the 21 facilities specifically addressed in this inventory. The matrix also includes the square footage and "Program Functions" of each building.

Five facilities warrant special attention because they house most of the city's employees or because of previously identified issues. These five facilities are City Hall, Fire Station No. 1, Police Station, Recreation Department offices and the Corporation Yard.¹

FACILITY LOCATIONS

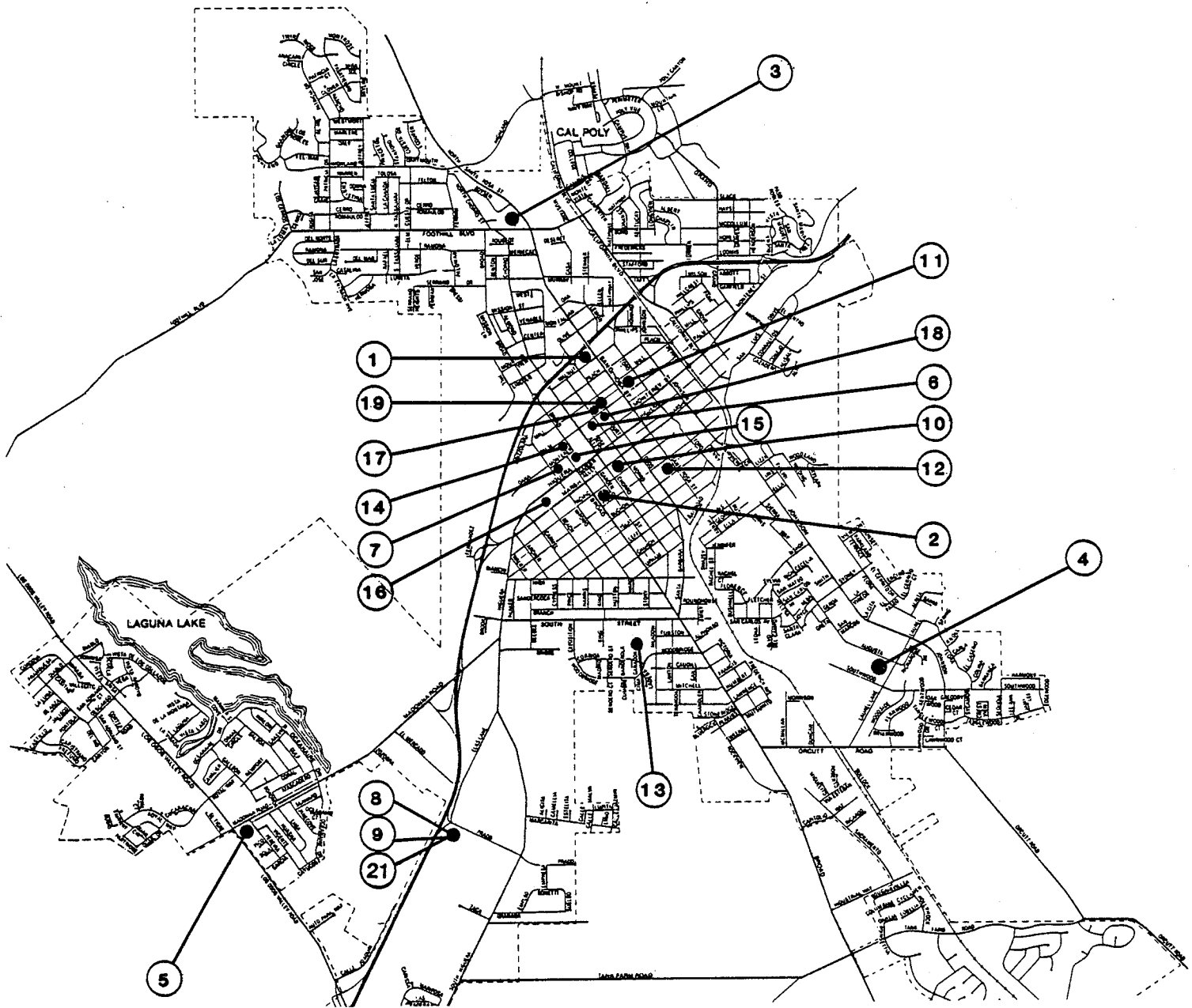
Figure 4 illustrates the location of the 21 primary city facilities. Thirteen of these facilities are located in the general downtown vicinity. City Hall, the old and new public libraries and the 955 Morro building are located in a section of downtown designated as the Civic Center. A new parking structure is also located in the Civic Center area. Figure 5 illustrates the location of all city facilities in the downtown area.

1 City of San Luis Obispo, Request for Proposals to Prepare a Master Plan for City Facilities, December 1987.

FIGURE 3

FACILITIES/ PROGRAMS

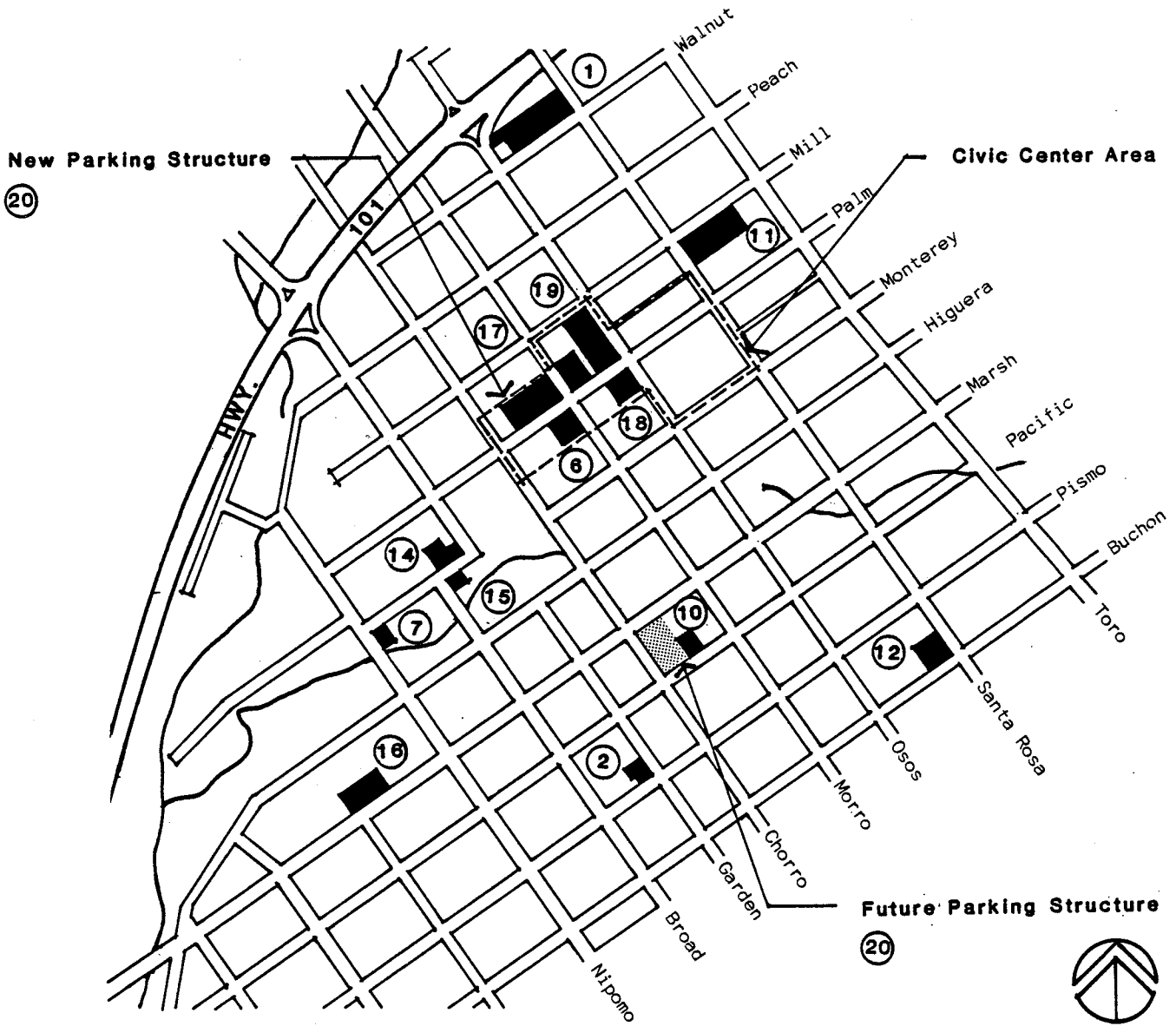
FACILITIES	PROGRAM FUNCTIONS						
	EXISTING BUILDING AREA	Public Safety	Public Works/ Utilities	Transportation	Leisure, Cultural Social	General Admin.	Community Development
✓ 1. POLICE STATION	16,640	•				•	
2. FIRE STATION #1	9,683	•				•	
3. FIRE STATION #2	2,954	•					
4. FIRE STATION #3	3,480	•					
5. FIRE STATION #4	3,180	•					
✓ 6. 955 MORRO	5,531		•	•		•	
7. 1010 NIPOMO	2,500		•				
✓ 8. CORP. YARD (Operations)	9,176		•	•		•	
9. CORP. YARD (Maintenance)	24,948		•	•			
✓ 10. 860 PACIFIC	2,778				•	•	
11. RECREATION CENTER	14,000				•		
12. SENIOR CENTER	5,800				•		
13. MEADOW PARK	1,500				•		
14. HISTORICAL MUSEUM	5,600				•		
15. ART CENTER	4,600				•		
16. JACK HOUSE	2,200				•		
17. NEW LIBRARY	31,455				•		
18. OLD LIBRARY	11,300				•		
✓ 19. CITY HALL	20,134		•	•		•	•
20. PALM ST. PARKING	138,000		•	•			
21. BUS YARD	5640			•			



1	POLICE STATION	8,9	CORP. YARD	16	JACK RESIDENCE
2	FIRE STATION #1	10	860 PACIFIC	17	OLD LIBRARY
3	FIRE STATION #2	11	RECREATION CENTER	18	NEW LIBRARY
4	FIRE STATION #3	12	SENIOR CENTER	19	CITY HALL
5	FIRE STATION #4	13	MEADOW PARK CENTER	20	PARKING STRUCTURES
6	955 MORRO	14	HISTORICAL MUSEUM	21	BUS YARD
7	1010 NIPOMO	15	ART CENTER		

FIGURE 5

DOWNTOWN CITY FACILITIES



- | | | | |
|----|-------------------|----|--------------------|
| 1 | POLICE STATION | 15 | ART CENTER |
| 2 | FIRE STATION #1 | 16 | JACK RESIDENCE |
| 6 | 955 MORRO | 17 | OLD LIBRARY |
| 7 | 1010 NIPOMO | 18 | NEW LIBRARY |
| 10 | 860 PACIFIC | 19 | CITY HALL |
| 11 | RECREATION CENTER | 20 | PARKING STRUCTURES |
| 12 | SENIOR CENTER | | |

FACILITY CATEGORIES

The following categories have been established for city facilities: Public Safety; Public Works; Recreation; and General Office/Administration. Several buildings fit more than one category. The following presumptions maintain consistency with the Organization Interrelationships chapter.

- A. All Public Safety administrative functions are included in the Public Safety category.**
- B. Some of the Public Works administrative and office functions, presently located at 955 Morro and City Hall, are included in the General Office/Administrative category**
- C. All Recreation Department administrative personnel are included in the Recreation category.**

PUBLIC SAFETY FACILITIES

The Public Safety category includes all Police Department and Fire Department related properties.

1. POLICE STATION

The Police Station is located at the corner of Walnut and Santa Rosa Streets. The original building was built in 1969. A major addition and remodeling was completed in 1983.

The site is a partial city block enclosed on all sides by roadways (Santa Rosa Street to the east, Walnut to the south, US 101 to the north and Osos Street to the west). A small portion of the block is privately owned and contains two small offices in converted residences. The rear of the site is devoted to parking which is deficient, especially when shift changes occur and two shifts are present simultaneously. Visitor and public parking is very limited. There have been noise conflicts in the past with tenants of the apartments across the street. The emergency generator and vehicle noise have evoked complaints, however, a new masonry wall around the generator and courtesy rules for personnel entering and leaving the station seem to have mitigated these problems.

The building is adequate for current needs, however, deficiencies and functional problems exist. Flexibility is limited due to fire walls, narrow fire rated corridors and fire doors which were constructed in lieu of providing fire sprinklers.

The upper floor of the Police Station has a very large entry and waiting area with an inadequately small public counter recessed between electronic fire doors. Clerical office space behind the counter is crowded and inefficient. Several offices are completely encompassed by corridors and have no exterior windows. Inter-connected heating ducts breach acoustical privacy in several locations. The interior space is entirely compartmentalized with limited natural light and ventilation. A very small employee lounge and patio is located on the northeast corner of the station. The patio is small, lacks sun exposure and has no privacy from Santa Rosa Street.

The lower floor has little natural light or ventilation. The dispatcher, squad room, locker and exercise rooms are on this lower floor. The locker rooms are too small, requiring placement of lockers in the narrow hallways which restricts circulation. The exercise room, partially completed with donated material and labor, is unfinished.

The internal inflexibility and site limitations make future expansion at this site difficult. Ongoing minor renovations will be required to accommodate short-term growth. The facility is projected to reach maximum capacity by 1995.

FIRE STATIONS

Fire Station No. 1 is located in the downtown area, five blocks south of the Civic Center in the geometric center of the city. Fire Station No. 2 is located in north central San Luis Obispo. Station No. 4 is on Madonna Road in the city's southwest corner (Laguna Lake area), and Station No. 3 is located on Laurel Lane in the southeast area of the city.

A recent Fire Department study examined facility locations, standards and anticipated future needs.¹ It indicated a need for a future additional facility in the Edna Valley area of south San Luis Obispo if annexation occurred. The city may require this fifth station by 2000. All stations are currently staffed at an average of four firefighters per bay. The Fire Insurance Services Office (I.S.O.) has standards that recommend an average of 6.5 firefighters per bay.

If the number of firefighters were increased to meet I.S.O. standards, all stations would require alterations to efficiently accommodate them. Modifications will be necessary to satisfactorily accommodate female firefighters at all stations.

The city Fire Department, some county Fire Departments and several outside organizations, including Cal Poly and the California Department of Forestry, are involved in planning a multi-faceted training facility at a site north of the city on Highway One. This will not assist with emergency response, but may reduce the requirements for training space at other stations.

2. FIRE STATION NO. 1

Station No. 1, constructed in 1940-41, is located on the corner of Pismo and Garden Street. The original station consisted of two buildings, one for Police and one for a City Hall and Fire Station. Many additions and modification over the years have contributed to its current inefficient and crowded arrangement. Current circulation patterns are awkward and inefficient. Termite damage and infestation are evident. Recent reports indicate that the building is structurally unsound. The building also has inadequate heating, plumbing and electrical systems; poor ventilation; inferior lighting; and a leaky roof.²

1 City of San Luis Obispo, Fire Station Location Study, May 1986.

2 "Fire Station No. 1 Occupancy File," Fire Chief Michael Dolder.

The station has two equipment bays which house four new, larger pieces of equipment. The arrangement of the equipment bays forces fire vehicles to exit the station into oncoming, one-way traffic. Returning vehicles must be backed into the bays.

The location of Station No. 1 is ideal for emergency response.¹ The existing building may have historical value due to the unique exterior masonry pattern and unique truss system.

There is development potential at this site because of a parking lot on the north side and residential properties to the north and west that may be available for development.

3. FIRE STATION NO. 2

Fire Station No. 2 was constructed in 1953. It is located on Chorro Street, adjacent to the "University Square" shopping center and bordered by apartments on the north side.

New, larger equipment cannot be accommodated in the small bays. The outdated design requires returning vehicles to back into the bays. Ventilation is not adequate to remove diesel exhaust from the bays. Storage space, office space and bunk spaces are inadequate and no facilities exist for female firefighters.

This wood frame building has been well maintained. With no program changes and adequate maintenance, this facility could remain in use for another 20 years.

4. FIRE STATION NO. 3

Fire Station No. 3, constructed in 1963, is located on the corner of Laurel Lane and Augusta Street. The city owns a vacant parcel adjacent to the station that is currently used as a community garden. Remodeling has been recently completed including new ceilings, paint, other miscellaneous finishes and plumbing. It is a wood frame building and has been well maintained. The facility is in good condition and appears to have adequate space. It is one of

¹ City of San Luis Obispo, Fire Station Location Study, May 1986.

the two facilities with the preferable drive-through bay configuration.

The building could remain in use for 20 additional years with no program changes and normal maintenance. However, supplemental recreation and storage space is desired at this station as well as adequate facilities for female firefighters.

5. FIRE STATION NO. 4

Fire Station No. 4 is the city's newest fire facility which was built in 1977. It is located on Madonna Road at Los Osos Valley Road. The station has a drive-through bay, but curved drives make egress awkward. It is a masonry building with wood door and window frames. All openings in masonry walls have infiltration problems. The building has several functional deficiencies including circulation through bunk areas, lack of entry area, inadequate bunk and lounge spaces.

New, larger fire apparatus cannot be accommodated in the small bay openings and no facilities exist for female firefighters.

This facility is anticipated to require remodeling to accommodate larger equipment and to experience continuing maintenance problems. With proper maintenance and functional remodeling, this facility may be usable for an additional 20 years.

PUBLIC WORKS FACILITIES

Most city properties and buildings are in the Public Works category and primarily consist of support facilities for Utilities, Transportation, Parks and Building programs.

The Corporation Yard, on Prado Road in south San Luis Obispo, is the largest of these facilities and is used for storage and maintenance. The operations building at the Corporation Yard houses a large portion of the office related functions of the Public Works Department.

The engineering division, Public Works and the utilities administration sections of Public Works, previously located at City Hall, have been moved temporarily to 955 Morro to help relieve

overcrowding. Their ideal location, however, is at City Hall to facilitate intra-departmental communication and public accessibility.

6. 955 MORRO

This facility, formerly the Premier Music Building, is located on the corner of Palm and Morro Street. The building has been remodeled to house the engineering and administration functions of Public Works. This relocation is anticipated to be temporary.

The building is very old and constructed of masonry and wood. Renovation work incorporated flexible, open office furniture systems. This will allow for many future uses with minimal remodeling. The adjacent building provides covered parking for city vehicles. This renovated space in the building is flexible and the site is close to City Hall.

7. 1010 NIPOMO

Acquired by the city in 1984, this facility was formerly a transmission repair shop. It is located on the corner of Nipomo and Broad Street adjacent to the creek and near Mission Plaza.

The building is an old structure used to store equipment and accessories for Mission Plaza activities and other miscellaneous storage. The site is underdeveloped with a wild grass and dirt parking area in the rear. The windows have been boarded up for security giving the building a vacant look undesirable for the city. This property was acquired for future expansion of Mission Plaza.

CORPORATION YARD

The City Corporation Yard is located on Prado Road in southwest San Luis Obispo adjacent to Highway 101. It consists of several industrial metal buildings including a large maintenance building, a small maintenance building, an operations building (for offices, lockers and meeting space), a fueling station and a small material storage building. The six acre yard area is expandable southward an additional two acres toward the bus yard. The Corporation Yard was originally planned to include a warehouse and a toxic

chemical storage building, which were not constructed due to funding constraints.

The facility was originally planned to serve a city population of 55,000 to 60,000 and a total of 91 permanent employees.¹ The yard currently accommodates 61 permanent, 38 temporary employees and two to three additional work crews provided by the Men's Colony and the California Conservation Corps. The primary identified need is for warehousing, material storage, toxic storage and vehicle shelter. There are reported corrosive elements in the air from the adjacent treatment plant. Marine air and high winds from Los Osos Valley also contribute to equipment maintenance problems.

8. CORPORATION YARD/ Operations Building

The Operations Building is a 9,176 square foot industrial metal building. It houses the administrative and office functions necessary at the Corporation Yard. Included are offices, reception area, conference rooms, lockers, showers, toilets and employee lounge areas.

The building contains sufficient gross area to accommodate future growth, but the existing plan configuration lacks the flexibility necessary to accommodate anticipated staff increase without modification.

With the exception of some minor exterior finish and HVAC problems, the structure is new and in excellent condition. Except for modifications that may be necessary to provide additional work spaces for personnel growth, the building should serve the city well beyond 2010.

1 SUA Incorporated, Corporation Yard Master Plan, City of San Luis Obispo, California, 1977.

9. CORPORATION YARD/ Maintenance Building

The Maintenance Building is a two-story 24,948 square foot industrial metal building. The lower floor contains various workshops and vehicle maintenance bays where city maintenance crews maintain vehicles, equipment and fabricate minor items needed at other facilities. Half of the building has a mezzanine that is used for storage. This building is being partially used for storage of materials originally intended to be housed in a separate warehouse facility.

Additional storage space is needed to free space planned for workshop functions. The structure is fairly new, in excellent condition and should serve the city well beyond 2010.

RECREATION

Recreation facilities are located throughout San Luis Obispo in neighborhood areas. The main facility is the "Rec Center" on Santa Rosa Street near the Civic Center. The Art Center and County Historical Museum are adjacent to Mission Plaza. The Jack House, a historic residence and garden, is located downtown on Marsh Street. Additional recreation facilities include the Senior Center in Mitchell Park and the community building in Meadow Park.

The city will require more activity and meeting spaces since the demand for these uses exceeds available space. Continuing residential growth in the southern portion of the city is generating a demand for recreation programs convenient to this area. An increasing demand for additional facilities to house programs in this area can be anticipated.

10. 860 PACIFIC (Recreation Office)

The Recreation Department administration office has been moved several times recently and is now located downtown in a converted house on Pacific Street. This older tudor-style residence was probably constructed in the 1940's or earlier, but it is not a designated historical building.

Although the department has adapted well to the space, the configuration is crowded and inefficient. To improve the efficiency and accommodate future growth, substantial remodeling would be

required. Removal of several walls, remodel of rest rooms, upgrade of plumbing, HVAC and electrical systems is desirable if the Department is to remain at this location.

11. RECREATION CENTER

The Recreation Center is an old U.S.O. club built during World War II by the Army. Several small additions have been incorporated over the years.

Age and insufficient maintenance have resulted in major deficiencies which include code nonconformance, mechanical, electrical and structural deterioration, roof leaks, weathered and worn out interior and exterior finishes. A significant amount of asbestos requires abatement before renovation can be accomplished. A partial renovation of the building financed through a state grant is planned. Significant additional work is needed beyond the grant funded project to complete the upgrade of all interior spaces and site work. Supplemental program space is desirable, but limited parking at the site will prevent expansion unless additional adjacent land is acquired.¹

12. SENIOR CENTER

The Senior Center, originally built in 1917 as a small kindergarten, is located in Mitchell Park. It is a small residential scale wood frame building in the "bungalow style" similar to many of the homes in the area. It is an architecturally significant building registered with the State of California in June of 1983.² An architecturally compatible addition was completed in 1973 that added about 3,000 square feet.

The older portion of the facility has many inadequacies including deteriorated structure, plumbing, HVAC and finishes. The space configuration is awkward and inefficient. Plans are in progress to mitigate many of these deficiencies and improve interior function through a special grant.

- 1 West + Doubledee Architects, Architectural Program for Rehabilitation of the San Luis Obispo Recreation Center, 1987.
- 2 City of San Luis Obispo, Completion Report: Historic Resources Survey, Vol. 1,2,3 July 1983.

Feasibility of an addition for meeting and activity space is currently being studied as a part of the grant funded project.¹

13. MEADOW PARK COMMUNITY BUILDING

The community building at Meadow Park is a small, multi-purpose recreation facility. The building is used for recreation programs, community gatherings and private group activities.

The structure is wood frame and concrete with exposed trusses and ductwork in the ceilings. The building is in good condition. With proper maintenance it should adequately serve the same functions for another 20 years.

14. HISTORICAL MUSEUM

The County Historical Museum (formerly the County Library), owned by the city since 1956, is an historic structure located on the corner of Monterey and Broad Streets across from Mission Plaza.

Constructed in 1905 as a Carnegie Library, this masonry and wood frame building features a base of granite blocks that were locally quarried. The basement is filled with boxes of historical documents and artifacts.

Recent water intrusion in the basement has caused damage to contents. Subsequent repairs have been made.

The building needs significant maintenance work including restoration of wood windows, doors and many interior finishes. Basement storage is not appropriate for storage of valuable archive materials. Additional display area is desirable.

1 West + Doubledee Architects, Architectural Program for Rehabilitation of the San Luis Obispo Senior Center, 1988.

15. ART CENTER

The Art Center is an art gallery located on Broad Street adjacent to the creek at Mission Plaza . It was constructed in several phases by the San Luis Obispo Art Association on land leased from the city.

Four single-story additions have been built onto the original two-story masonry portion built in the 1960's. The most recent was completed in 1987.

Additional display and storage spaces are desirable, however, the current size and configuration are sufficient. The structure is in excellent condition and with proper maintenance should be adequate for 20 more years.

16. JACK HOUSE

The Jack House is an historical building located at 536 Marsh Street. It is a two-story Italianate, Victorian-style residence constructed between 1876 and 1880 and is registered with the State of California in June 1983.¹ Donated to the city in 1974, it is used for weddings, receptions and miscellaneous social gatherings.

A collaboration of local designers and the Jack House Committee recently restored the house's interior and gardens. A project to restore the exterior is currently being planned.

GENERAL ADMINISTRATION/ OFFICE FACILITIES

Most city administrative and office employees are located in City Hall with the exception of Public Works staff temporarily located at 955 Morro and HRC staff located in the small rented office space across Osos Street from City Hall.

The proposed parking structure to be built on Chorro at Marsh Street is planned to have office space available for the parking program.

1 City of San Luis Obispo, Completion Report: Historic Resources Survey, Vol. 1,2,3 July 1983.

17. OLD CITY/COUNTY LIBRARY

The old library building will become vacant in the spring of 1989. It has long been inadequate for library functions. A primary focus of the master planning study is to address its potential for use as city offices. The library location, adjacent to City Hall, prompted a study of the feasibility for remodeling and connection to City Hall as expansion office space to relieve overcrowding.¹ Despite its large volume, this building has limited floor area. A number of problems with the building include structural, mechanical and building envelope deficiencies. The building is a two-story structure with a mezzanine or loft space. The open two-story space is inefficient, violates current fire codes and the second floor was not engineered to support the loads of office functions. The building does not meet handicapped or energy code standards.² The space is difficult to utilize efficiently and is insufficient to house current needs. Even with major remodeling, the functional relationship of the library to City Hall would be awkward.

18. NEW CITY/COUNTY LIBRARY

The new library is currently under construction across from City Hall on the corner of Palm and Chorro Street. It is expected to be completed in early 1989. Designed to be visually compatible with the existing City Hall and the old Courthouse, this substantial new 32,500 square foot steel frame and steel stud building reinforces the emerging Civic Center image. The building, limited by funding and available land, will be at full capacity when opened. Demand for additional space or a branch library can be expected by 1995.

19. CITY HALL

City Hall was constructed in 1950 at the corner of Palm and Chorro Streets. This Art Deco/ Spanish style building is an architecturally significant part of the Civic Center.

In 1975 the basement was remodeled to house the Community Development Department and the space is now very crowded.

1 Ventura Group Architects, An Analysis of Municipal Facilities for City of San Luis Obispo, 1986.

2 Ibid.

Portions of the Public Works Department, formerly located in City Hall, have been moved to 955 Morro. This temporary relocation has separated Engineering and Community Development and interrupted the "one stop" building permit counter concept.

The space vacated by the Engineering division is now occupied by the Community Development and Finance Departments with storage and conference space that will be shared by several departments.

The basement has little natural light and inadequate ventilation, resulting in an environment that is not conducive to high morale and productivity. Consequently, most employees dislike working in the basement area. The upper floor of City Hall is also crowded, inefficient and lacks adequate storage space. The City Council, City Administrator and City Clerks' offices are the most impacted. The existing City Council Chamber is currently adequate for most meetings. The configuration could be improved and lacks modern presentation facilities and overflow space for larger gatherings.

Only an estimated 55 to 65 employees should be efficiently housed at City Hall in the current configuration. This includes areas of the basement that are less than desirable for use as office space. There are now more than 80 employees working in the building. Most complaints about the building (aside from the basement) involve the limited amount of conference and lounge spaces, poor heating and inadequate ventilation. Asbestos materials in the building will require abatement before remodeling can be accomplished. The building has been well maintained, is in good condition and should continue to serve the city for many more years.

20. PARKING STRUCTURES

A new 422 space parking structure has recently been completed on the corner of Palm Street and Mill Street. This 138,000 square foot structure is another strong reinforcement of the Civic Center.

An additional structure is planned for the near future at the corner of Chorro and Marsh Streets. This 110,000 square foot, 277 space structure will include 15,000 square feet of leasable commercial space and 5,000 square feet of office space at street level. This

design is planned to help integrate the facility into the downtown commercial area and provide space for parking program offices.

21. BUS YARD

The Bus Yard is a recently completed maintenance facility for the city's transit system. It was partially funded with federal money and is therefore limited to serving as support of the transit operation. Currently no city employees work at the facility. It was designed to be expandable and should serve the city for many years.

FACILITY INVENTORY

Figures (6 and 7, on pages 41 & 42) provide an evaluation of current condition, space utilization, development potential, size and number of personnel at each facility. The charts rate each on a one to five scale. The higher the score, the more desirable the existing conditions. An average assessment is provided for each facility. **No attempt was made to weight these factors or provide priority ranking among these facilities. Each is ranked on an individual basis not relative to other facilities.**

FACILITY POTENTIAL AND INVENTORY

Figure 6, on page 41, evaluates the development potential for each building. Potential for remodeling, additions, possible additional site area and overall potential for successful development are examined. The assessment on a scale of one to five is described on the figure key. The figure incorporates a summary of evaluations, current area and personnel at each building.

FACILITY EVALUATION

The Facility Evaluation (Figure 7, page 42) evaluates the condition of site, structure, finishes, systems and accessibility for each building. The adequacy and efficiency of space is also evaluated. Each item is evaluated on a scale of one to five. Five (5) is adequate and one (1) is very inadequate as described on the figure key.

FACILITY POTENTIAL & INVENTORY

FIGURE 6

FACILITY	DEVELOPMENT POTENTIAL					AREA (SF)	EXISTING PERSONNEL			REMARKS
	Remodel ^a	Addition ^b	Site Addition ^c	Development ^d	AVERAGE		Permanent	Temporary	TOTAL	
1. POLICE STATION	2	2	3	3	2.5	16640	81	21	102	
2. FIRE STATION #1	3	4	5	5	4.2	9,683	54	9	63	
3. FIRE STATION #2	4	2	1	2	2.3	2,954				
4. FIRE STATION #3	4	2	1	2	2.3	3,480				
5. FIRE STATION #4	4	2	1	2	2.3	3,180				
6. 955 MORRO	1	4	2	4	2.8	5,531	-	-	-	personnel included in City Hall
7. 1010 NIPOMO	3	1	3	5	3.0	2,500	-	-	-	
8. CORP. YARD (Maintenance)	4	4	4	5	4.7	24,948	61	38	99	
9. CORP. YARD (Operations)	4	4	4	5	4.7	9,176				
10. 860 PACIFIC	4	2	1	3	2.5	2,778	26	17	50	
11. RECREATION CENTER	5	5	4	5	4.8	14,000				project in planning
12. SENIOR CENTER	5	4	2	3	3.5	5,800				project in planning
13. MEADOW PARK CENTER	3	4	1	3	2.8	1,500				
14. COUNTY MUSEUM	2	4	2	3	2.8	5,600				
15. ART CENTER	1	5	1	3	2.5	4,600				
16. JACK HOUSE	-	-	-	-	-	2,200				project in planning
17. OLD LIBRARY	2	2	1	4	2.3	11,300	-	-	-	
18. NEW LIBRARY	-	-	-	-	-	31,455	-	-	-	under construction
19. CITY HALL	5	4	4	5	4.5	20,134	83	37	120	
20. PALM ST. PARKING	1	1	1	1	1.0	138,000	-	-	-	
21. BUS YARD	4	5	3	4	4.0	5,640	-	-	-	

- a. Potential for remodeling to mitigate existing deficiencies
- b. Potential for addition to mitigate existing deficiencies
- c. Potential for expansion of existing site
- d. Potential for development beyond current use

FIGURE 7

FACILITY EVALUATION

FACILITY	CONDITION											SPACE			SPACE & CONDITION AVERAGE	
	Site	Structural	Interior Finishes	Exterior Finishes	Handicap Access	Mechanical	Plumbing	Electrical	Circulation	Parking	Site Utilization	AVERAGE	Adequacy	Efficiency		AVERAGE
1. POLICE STATION	4	5	4	5	4	4	5	4	3	2	4	4.0	4	3	3.5	3.7
2. FIRE STATION #1	3	2	2	3	2	1	2	1	1	3	3	2.0	1	1	1.0	1.5
3. FIRE STATION #2	3	5	4	4	2	3	4	4	2	2	3	3.2	3	3	3.0	3.1
4. FIRE STATION #3	4	4	4	4	2	4	4	4	3	4	4	3.7	4	4	4.0	3.8
5. FIRE STATION #4	4	5	3	3	5	5	4	5	4	4	4	4.1	4	3	3.5	3.8
6. 955 MORRO	4	5	5	5	5	5	5	5	4	4	4	4.2	5	5	5.0	4.6
7. 1010 NIPOMO	1	3	2	2	4	5	5	3	4	4	3	3.2	4	4	4.0	3.6
8. CORP. YARD (Maintenance)	4	5	5	5	5	5	5	5	5	5	5	4.9	3	3	3.0	3.9
9. CORP. YARD (Operations)	4	5	5	5	5	5	5	5	5	5	5	4.9	3	4	3.5	4.2
10. 860 PACIFIC	3	4	3	3	1	2	2	3	3	5	4	3.0	3	3	3.0	3.0
11. RECREATION CENTER *	2	4	4	5	3	4	5	5	3	2	3	3.6	2	3	2.5	3.0
12. SENIOR CENTER *	2	4	4	5	5	4	5	5	5	1	4	4.0	3	3	3.0	3.5
13. MEADOW PARK CENTER	5	5	4	4	5	3	4	5	5	5	5	4.5	3	4	3.5	4.0
14. COUNTY MUSEUM	4	4	4	4	2	2	3	4	4	4	4	3.5	4	4	4.0	3.7
15. ART CENTER	4	4	4	4	4	5	5	5	5	3	5	4.3	4	4	4.0	4.1
16. JACK HOUSE	5	4	4	3	2	4	5	5	4	2	4	4.2	5	5	5.0	4.6
17. OLD LIBRARY	3	3	3	2	3	2	2	3	3	2	3	2.6	2	2	2.0	2.3
18. NEW LIBRARY *	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4.5	4.8
19. CITY HALL	4	5	4	4	4	2	3	3	3	3	4	3.5	1	2	1.5	2.5
20. PALM ST. PARKING	5	5	5	5	5	-	-	5	5	5	5	5.0	5	5	5.0	5.0
21. BUS YARD	5	5	5	5	5	5	5	5	5	5	5	5.0	5	5	5.0	5.0

* assumes project in progress is completed

SPACE PROJECTIONS

PROJECTIONS

Space projections developed in this chapter include five facilities that are a primary focus of the master plan study; City Hall, Fire Station No. 1, the Police Station, Recreation Department offices (860 Pacific) and the Corporation Yard. Space projections are based on the employee projections made in the Personnel Inventory & Projections chapter.

Recommended square footages per employee are based on the average needs of both permanent and temporary employees. The space requirements of temporary employees differ from those of permanent employees. Many temporary employees work in field maintenance or recreation programs and require less space than office workers. Some temporary employees substitute for permanent employees and use the same space. Some temporary employees are part-time and share work space, while others require the same space and equipment as permanent employees to be equally productive. Some temporary and part-time employees may tolerate less than ideal space conditions because their work time span is limited in duration. Space for both permanent or temporary employees should be designed to suit the task for optimum efficiency.

The space requirements and projections in this chapter make several assumptions as follows:

- A. City Hall space projections incorporate functions currently housed at 955 Morro Street.
- B. The old City/County Library area is not included in space projections.
- C. It may be possible to increase the space per employee at some facilities with remodeling, however, for the Overview projections existing ratios are used for the existing areas and more efficient ratios are used for projected new spaces.
- D. Fire Insurance Services Office (I.S.O.) standards are assumed appropriate for the city fire facilities.

CURRENT NEEDS

Personnel projections and facility evaluations have identified existing overcrowded and less than adequate conditions in several facilities. This section translates these conditions into area needs.

An estimate of the amount of area required to meet current staff and program needs is included for each facility.

FUTURE NEEDS

Personnel projections delineated the permanent and temporary staff levels that the city could anticipate for the years 1995 and 2010. If current growth trends continue, the city could have as many as 755 employees by 2010, almost twice the current work force. The following material translates personnel projections into ranges of square footage that may be required to accommodate these employees.

SPACE REQUIREMENTS

Each facility has been evaluated individually in response to different space requirements. For example, some additional Fire Department personnel may be added in shifts and may need little additional space, whereas an additional planner in Community Development will require an office. Further, each facility may have available existing spaces. Some existing spaces may require remodeling to improve efficiency. It is expected that new facilities may be planned more efficiently than existing spaces. Area projections are summarized in Figure 8 (page 47).

Projected area requirements are generalized calculations intended for advanced planning purposes and do not necessarily reflect precise program needs.

CITY HALL

Analysis of the existing space indicates that only 55 to 65 employees can be efficiently housed with the current configuration of City Hall. Support area to gross area ratios are inefficient due to the large corridors. This existing inefficiency cannot be significantly improved without major remodeling. There are currently over 100 permanent and temporary employees housed at City Hall and 955 Morro Street. These numbers translate into a deficiency of 18,000 square feet. 955 Morro Street's 5,500 square feet of area has reduced the current deficiency to about 12,500 square feet.

A need for additional space of between 10,000 and 20,000 square feet is projected for the year 2010.

CORPORATION YARD

The greatest need at the Corporation Yard is for covered storage. An estimated 18,000 to 22,000 square feet of storage may be needed by 1995 and 25,000 to 30,000 square feet by 2010. Construction of covered storage will relieve some space in the Maintenance Building. A projected 3,000 to 8,000 square feet of additional shop space may be needed by 2010.

While currently adequate, minor remodeling will be required to increase administrative capacity in the Operations Building. Based on the employee projections additional office space of between 1,500 and 3,000 square feet may be needed by 2010.

POLICE STATION

The Police Department also has high ratios for support area to gross area and square feet per employee. A very inefficient space configuration utilizing a maze of long corridors for circulation is the primary reason.

With remodeling, this building could perhaps become efficient enough to accommodate projected growth up to 1995. Additional space (between 5,000 and 10,000 square feet) may be needed by 2010.

FIRE STATION NO. 1

The space configuration at Fire Station No. 1 is very poor. Circulation patterns through office areas are disruptive and contribute to inefficiency. The ratio of support area to gross area is very low due to the absence of corridors. This condition is the extreme opposite of the Police Station's problem of excessive corridors.

Although this facility contains only two equipment bays, it is actually operated as a four-bay station. Based upon ISO recommended space standards this facility has an existing space deficiency of 5,000 to 7,000 square feet.

RECREATION OFFICES/ 860 PACIFIC

The Employee Inventory and Projections for the Recreation Department documents the recent high growth rate of this department. This rate is assumed to decline somewhat during the next few years. While the existing space could be remodeled to house current needs adequately, additional space of between 1,000 and 1,500 square feet by 1995 and between 3,000 and 4,000 square feet by 2010 is projected.

AREA PROJECTIONS

Figure 8 on the following page analyzes existing areas, provides current recommended areas and projects a range of space requirements to house staff and programs for the years 1995 and 2010.

Projections assume continuity of existing policies, organizational relationships and operational methods.

AREA PROJECTIONS

FIGURE 8

FACILITY		EXISTING			RECOMMENDED		PROJECTED			
		AREAS	% OF GROSS AREA	SF/EMP.	SF/EMP.	AREAS	1995		2010	
							LOW	HIGH	LOW	HIGH
RECREATION OFFICE (860 PACIFIC)	NET	1,590	57%	159	175	1750	2,300	2,500	3,900	4,550
	SUPPORT*	1,188	43%	119	75	750	1,200	1,500	1,600	1,950
	GROSS	2,778	100%	278	250	2,500	3,500	4,000	5,500	6,500
FIRE STATION #1	NET	6,960	72%	348	399	7,965 **	10,500	11,700	10,500	11,700
	SUPPORT	2,723	28%	136	213	4262 **	4,000	4,800	4,000	4,800
	GROSS	9,683	100%	484	612	12,227 **	14,500	16,500	14,500	16,500
POLICE STATION	NET	10,096	60%	224	225	10,096	10,800	12,000	13,100	16,000
	SUPPORT	6,544	40%	145	100	6,544	7,000	7,600	8,600	10,500
	GROSS	16,640	100%	369	325	16,640	17,800	19,600	21,700	26,500
CORPORATION YARD OPERATIONS BUILDING	NET	5,181	56%	215	215	5,181	5,400	6,000	6,800	8,300
	SUPPORT*	3,995	44%	166	166	3,995	4,100	4,500	5,200	6,400
	GROSS	9,176	100%	382	382	9,176	9,500	10,500	10,700	12,200
CORPORATION YARD MAINTENANCE BUILDING	NET	15,814	64%	163	163	15,814	17,000	18,700	20,800	25,500
	SUPPORT*	9,134	36%	97	97	9,134	9,000	9,900	12,000	14,700
	GROSS	24,948	100%	257	257	24,948	25,000	27,000	28,000	32,000
CORPORATION YARD STORAGE/ WAREHOUSE	NET	-0-	-0-	-0-	N/A	N/A	N/A	N/A	N/A	N/A
	SUPPORT	-0-	-0-	-0-	N/A	N/A	N/A	N/A	N/A	N/A
	GROSS	-0-	-0-	-0-	N/A	18,000	18,000	22,000	25,000	30,000
CITY HALL	NET	12,287	61%	102	175	22,552	20,900	25,300	28,400	34,600
	SUPPORT*	7,847	39%	65	75	15,786	14,600	17,700	19,900	24,200
	GROSS	20,134	100%	168	250	38,338	35,500	43,000	48,300	58,000

N/A = Not applicable.

* Projections include provision for operational storage needs only.

** Reflects space requirements for two-bay station, 1995 projections reflect current area requirement as a four-bay station.

OPTIONS

This section examines potential solutions to existing and projected facility needs which have been identified in the preceding Overview section.

For each major facility the issues are summarized and potential options for meeting current and future facility needs are compared. Numerous options and combinations of options are possible for each facility. Evaluations are limited to those options considered most representative of the range of solutions available to mitigate identified issues and needs.

The estimated cost of each option is a conservative estimate of current construction costs for comparable facilities. Included are related site improvements and professional design fees. Not included are site acquisition costs and project management costs.

A recommendation is provided for each major facility and a summary of recommendations is listed on page 7.

This section is limited to the examination of solutions to facility needs within the context of existing city policies and practices. The potential effect of alternative organizational techniques, personnel practices and management strategies on facility requirements are not addressed in this report.

ISSUES

The Overview section identified a space deficiency of approximately 18,000 square feet in the existing building and potential future deficiencies of 23,000 square feet by 1995 and 38,000 square feet by the year 2010.

In addition to spatial deficiencies, environmental problems have been identified which are predominately related to inadequate heating and ventilation systems as well as the quality of workspaces in the basement area.

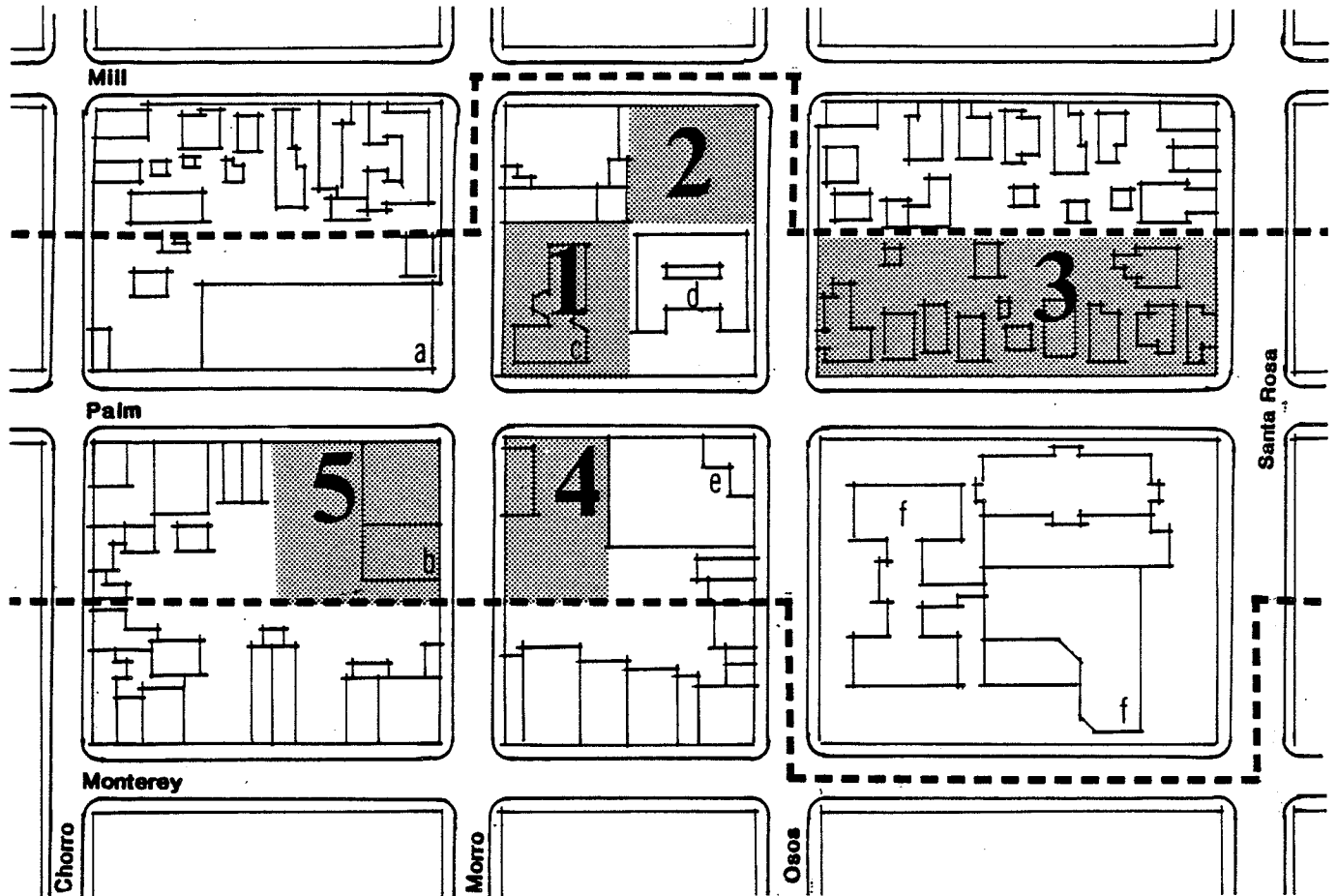
Although parking is not presently a major issue, future facility expansion may generate a parking demand of 112 additional spaces by 1995 and 145 by the year 2010.

Alternative sites under consideration for a new bus transfer facility may impact planning of the Civic Center area. Any proposed solution for this facility should be carefully coordinated with plans for City Hall expansion and future development of the Civic Center corridor.

In conformance with city policies fostering development of the civic center concept and maintaining City Hall in the downtown area, the following material examines the suitability of City Hall expansion options and alternative expansion sites within the civic center area.

CITY HALL EXPANSION/ ALTERNATIVE SITE ANALYSIS

Site	Description	Advantages	Disadvantages	Area
1.	144' x 150' rectangular site currently occupied by the City/County Library. Site slopes moderately to Palm Street.	<ul style="list-style-type: none"> ● Contiguous with existing City Hall site. ● Owned by city. ● Adjacent to parking structure. ● High visibility. ● Potential reinforcement of Civic Center corridor. 	<ul style="list-style-type: none"> ● Requires demolition of existing structure. ● Possible archeological site. ● Proximity of AT&T building may impact available light & views. 	Approx. 21,500 SF
2.	144' x 150' rectangular site currently used for City Hall employee and public parking. Site slopes moderately from Mill Street.	<ul style="list-style-type: none"> ● Contiguous with existing City Hall site. ● Owned by city. ● Within Civic Center area. 	<ul style="list-style-type: none"> ● May require displacement of parking. ● Not visible on Civic Center corridor. ● Proximity of AT&T building may impact available light & views. 	Approx. 21,500 SF
3.	All or a portion of the half block fronting Palm Street between Santa Rosa and Osos Streets. Occupied by mixed residential and office uses within predominately residential structures.	<ul style="list-style-type: none"> ● Highly visible within Civic Center corridor. ● Equal accessibility from city and county facilities. 	<ul style="list-style-type: none"> ● Requires acquisition & demolition of existing structures (including historic Carpenter Building on corner of Osos & Palm). ● Discontiguous with the City Hall site. 	Up to 43,200 SF
4.	An approximately 100' x 210' rectangular site facing Palm & Morro Streets, west of the new City/County Library. Currently occupied by parking & a commercial office building.	<ul style="list-style-type: none"> ● Highly visible within Civic Center corridor. ● Near parking structure. ● Requires minimal demolition. 	<ul style="list-style-type: none"> ● Requires acquisition. ● Discontiguous with existing City Hall. ● May displace public parking. 	Approx. 21,000 SF
5.	A portion of the block fronting Palm Street between Morro & Chorro Streets. This area is presently occupied by public parking lots #18 & #3 and the Premier Music Building which houses a portion of city staff.	<ul style="list-style-type: none"> ● Within Civic Center corridor. ● Owned by city. ● Adjacent to public parking. 	<ul style="list-style-type: none"> ● Requires demolition of existing structure. ● Displaces public parking. ● Displaces city staff. ● Remote from existing City Hall. 	Approx. 35,000 SF



LEGEND

- a. PARKING STRUCTURE
- b. 955 MORRO
- c. OLD LIBRARY
- d. CITY HALL
- e. NEW CITY/COUNTY LIBRARY
- f. COUNTY GOVERNMENT CENTER

----- CIVIC CENTER BOUNDARY

OPTIONS/ CITY HALL

Description	Advantages	Disadvantages	Est. Cost**
<p>A.</p> <ul style="list-style-type: none"> ● Renovate existing structure to mitigate major functional & environmental deficiencies. ● Renovate existing library as City Hall annex. ● Maintain 955 Morro as City Hall annex. ● Provide future City Hall expansion on Site 2 to meet projected space needs. ● Provide all future parking off-site. 	<ul style="list-style-type: none"> ● Does not require demolition. ● Does not require site acquisition. ● Does not impact other facilities. 	<ul style="list-style-type: none"> ● Does not provide optimum functional relationships. ● Does not reinforce Civic Center. ● Renovations may not mitigate all space needs. ● Does not provide centralized City Hall facility. ● High cost for limited space. 	<p>\$1,200,000. to \$1,600,000.</p>
<p>B.</p> <ul style="list-style-type: none"> ● Renovate existing structure to mitigate major functional & environmental deficiencies. ● Construct City Hall annex on Sites 3,4, or 5.* ● Maintain limited parking on adjacent sites 1 & 2.* 	<ul style="list-style-type: none"> ● May provide opportunity for expanded facility, joint venture with county or other public agency. ● May reinforce Civic Center concept. 	<ul style="list-style-type: none"> ● May require site acquisition (Sites 3&4). ● Requires demolition of existing structures. ● May displace existing city functions (Site 5). ● May displace existing public parking (Sites 4&5). ● Does not provide centralized City Hall facility. 	<p>\$3,800,000. to \$6,500,000.</p>
<p>C.</p> <ul style="list-style-type: none"> ● Renovate existing structure to mitigate major functional & environmental deficiencies. ● Provide expansion on Site 1* to meet initial space needs. ● Provide future expansion on Site 2 with underground parking. 	<ul style="list-style-type: none"> ● Does not require site acquisition. ● Does not impact other facilities. ● Maintains contiguous City Hall facilities. ● Provides planning flexibility. ● Reinforces Civic Center. 	<ul style="list-style-type: none"> ● Requires demolition of library structure. ● May not provide optimal functional relationships. ● High cost. ● Provides no future expansion site. 	<p>\$4,800,000. to \$7,500,000.</p>
<p>D.</p> <ul style="list-style-type: none"> ● Renovate existing structure to mitigate major functional & environmental deficiencies. ● Expand City Hall to meet initial needs on Site 1 or 2 * with provision for facility expansion to meet future needs. ● Maintain limited parking on Site 1 or 2,* provide balance of parking requirement off-site. 	<ul style="list-style-type: none"> ● Provides contiguous City Hall facility. ● Provides opportunity for optimum functional relationships. ● Does not require site acquisition. ● Does not impact other facilities. ● Reinforces Civic Center. ● Maintains adjacent parking area for potential expansion. 	<ul style="list-style-type: none"> ● Requires demolition of library structure. ● Site limitation may dictate multi-story construction. 	<p>\$3,800,000. to \$6,500,000.</p>

OPTIONS/ CITY HALL

	Description	Advantages	Disadvantages	Est. Cost**
E.	<ul style="list-style-type: none"> ● Provide City Hall annex on Site 1* to meet current and future needs. ● Lease surplus spaces to public or other government agencies. ● Renovate existing City Hall as necessary to accommodate staff growth. ● Maintain Site 2 for future building expansion. 	<ul style="list-style-type: none"> ● Does not require site acquisition. ● Does not impact other facilities. ● Maintains contiguous City Hall facilities. ● Provides maximum planning flexibility. ● Reinforces Civic Center. ● Most cost effective. ● Provides for future expansion. 	<ul style="list-style-type: none"> ● Requires demolition of library structure. ● May result in initial surplus space. 	\$3,100,000. to \$5,700,000.
F.	<ul style="list-style-type: none"> ● Renovate existing structure to mitigate major functional & environmental deficiencies. ● Expand City Hall to meet projected needs on sites 1 & 2* incorporating Police Dept., Recreation Dept. & Fire Dept. admin. ● Provide all parking off-site except for Police operations. ● Liquidate existing Police facility. 	<ul style="list-style-type: none"> ● Provides contiguous City Hall facility. ● Does not require site acquisition. ● Reinforces Civic Center. ● Minimizes facility requirements for Police, Recreation & Fire Departments. 	<ul style="list-style-type: none"> ● Requires demolition of library structure. ● Site limitation may dictate multi-story structure. ● Incorporation of Police functions may limit planning of flexible facility. ● May seriously increase automobile traffic & parking demand in Civic Center area. ● Does not provide for future expansion. ● May not be conducive to optimal functional relationships. 	\$8,000,000. to \$10,500,000.

* See alternative sites, Figure 9, page 50

**Total initial & future project cost, including design, renovation and construction - not including site acquisition

CONCLUSIONS

OPTION A

Providing for future City Hall expansion by utilizing the existing library building and 955 Morro annex is not recommended for the following reasons:

- will not provide optimal functional relationships
- may not provide sufficient space
- does not conform to city policies concerning productive work environments, convenient public access, Civic Center development and positive city image
- not cost effective

OPTION B

Providing for future expansion by construction of a City Hall annex on remote Sites 3,4 or 5 is not recommended for the following reasons.

- will not provide optimal functional relationships
- does not conform to city policies concerning use of city owned land and convenient public access
- may displace existing public parking and city functions

OPTIONS C,D & E

Examination of the relative merits of these options suggest that full or phased City Hall expansion on the old library site (Site 1) is the preferred solution for the following reasons.

- provides for optimum functional relationships
- provides maximum reinforcement of Civic Center
- Retains existing parking lot (Site 2) for contingency expansion
- most cost effective
- consistent with city policies concerning economic land use, public access and positive city image

OPTION F

Centralization of major non-City Hall departments is not recommended for the following reasons.

- presents substantial impact upon Civic Center corridor
- does not provide operational benefit to "centralized" departments
- limits facility flexibility
- increases construction cost
- does not provide for expansion

PHASING OPTIONS

The Phasing Option Analysis illustration on the opposite page examines the relative costs of expanding City Hall in one or two phases as well as the relative cost of constructing an expansion in a two, three or four floor configuration.

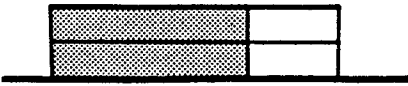
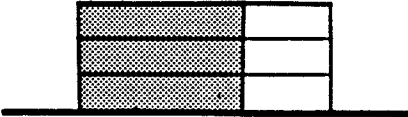
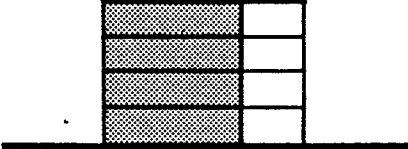
The building area requirements incorporated in this analysis are extracted from the Overview Area Projection chart (Fig. 8, pg. 47).

The approximate construction costs include all building, site and design costs. Not included are costs of existing building renovation, demolition or site acquisition.

CITY HALL EXPANSION/ PHASING OPTION ANALYSIS

PHASING OPTION	Build initial phase to meet 1995 needs with provision for future expansion.	BUILDING AREA REQUIREMENT
1		Initial 16,000 to 24,000 Future 12,000 to 15,000 TOTAL 28,000 to 39,000 SF

ALTERNATIVE BUILDING CONFIGURATIONS


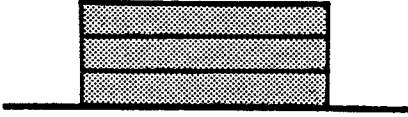
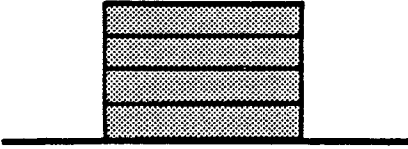
1 a TWO FLOORS	1 b THREE FLOORS	1 c FOUR FLOORS
		

APPROXIMATE CONSTRUCTION COST*

Initial 1,800,000 to 2,800,000 Future 1,500,000 to 1,800,000 TOTAL \$3,300,000 to 4,600,000	Initial 2,200,000 to 3,200,000 Future 1,800,000 to 2,200,000 TOTAL \$4,000,000 to 5,400,000	Initial 2,400,000 to 3,500,000 Future 2,000,000 to 2,500,000 TOTAL \$4,400,000 to 6,000,000
---------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------

PHASING OPTION	Build complete facility in one phase to meet 2010 needs.	BUILDING AREA REQUIREMENT
2		Initial 28,000 to 39,000 Future -0- Total 28,000 to 39,000 SF

ALTERNATIVE BUILDING CONFIGURATIONS

2 a TWO FLOORS	2 b THREE FLOORS	2 c FOUR FLOORS
		

APPROXIMATE CONSTRUCTION COST*

Initial 2,600,000 to 4,500,000 Future -0- TOTAL \$2,600,000 to 4,500,000	Initial 3,500,000 to 4,800,000 Future -0- TOTAL \$3,500,000 to 4,800,000	Initial 3,900,000 to 5,200,000 Future -0- TOTAL \$3,900,000 to 5,200,000
--------------------------------------------------------------------------------	--------------------------------------------------------------------------------	--------------------------------------------------------------------------------

*Total design & new construction cost. Does not include renovations or site acquisition.

CENTRALIZATION CONCLUSIONS

The incorporation of portions of remote department administrative staff (Fire Department, Recreation Department, etc.) into a centralized City Hall will not have a significant impact upon City Hall space requirements or function. The area projections included in the Overview section (Figure 8, page 47) provide sufficient contingency to expand or contract administrative staff levels in response to adjusted management strategies.

Integration of complete departments, such as Police or Recreation, would have a substantial impact upon the facility and site requirements for City Hall. The negative effect of major "centralization" of these departments upon the Civic Center is not justified by the negligible economic benefit to the city and would provide no substantial benefit to the "centralized" departments (see Option F, pg. 53).

PHASING CONCLUSIONS

Examination of the Site Analysis and Phasing Options indicates that Site 1 has sufficient area to accommodate any of the alternative building configurations. A two-story expansion will be the most economical, but will provide limited residual space for site amenity. A three or four-level addition may be desirable to provide planning flexibility and avoid excessive site impact. A three-story development would be consistent in scale with the new City/County Library and the County Government Center.

The potential benefit of building a total City Hall annex, in lieu of phased expansion, is substantial. If financing is available and a market exists for leasing initial surplus space, the city may realize considerable long-term cost benefit from the construction of all immediate and projected facility needs (option E).

**RECOMMENDATIONS
(OPTION D)**

Renovate City Hall to mitigate existing environmental and functional deficiencies.

Provide for City Hall expansion on the site of the old library building (Site 1).

Construct full or phased City Hall expansion as indicated by market analysis to determine feasibility of leasing initial surplus space.

Explore planning and design opportunities to determine which building configuration alternative will provide the optimum balance of efficiency, amenity and cost.

Reserve the existing parking lot (Site 2) as a contingency for future City Hall expansion.

FIRE STATION NO. 1

ISSUES

Fire Station No. 1 currently suffers from deficiencies in areas which are critical to an essential service building. Included are:

- overcrowded and inefficient work spaces
- termite infestation
- roof leaks
- inadequate heating, plumbing and electrical systems
- inadequate equipment bays
- structural deficiencies

Although the station is well located within its response area and general proximity to major response routes, the site arrangement is awkward and forces equipment to maneuver into one-way traffic.

This two-bay facility is being operated as a four-bay station. Current recommended standards indicate that Fire Station No. 1 has a space deficiency of between 5,000 and 7,000 square feet.

The existing facility is within the old town historic district and although not listed in the Historic Resources Survey, may contain elements of historical value to the community.

The following material evaluates potential options for mitigating existing deficiencies and meeting space requirements.

OPTIONS/ FIRE STATION NO.1

	Description	Advantages	Disadvantages	Est. Cost*
A.	<ul style="list-style-type: none"> ● Mitigate structural, mechanical, electrical & plumbing deficiencies in existing building. ● Relocate non-response functions & staff to City Hall to relieve overcrowding. ● Reorganize & upgrade existing workspaces. 	<ul style="list-style-type: none"> ● Maintains existing location within response zone. ● Maintains existing historical value. ● Partially relieves overcrowding. ● Will not require land acquisition. 	<ul style="list-style-type: none"> ● Does not solve equipment & circulation problems. ● May not provide optimum efficiency. ● Does not provide for future expansion. ● May interrupt vital services. ● Requires engineering studies to determine economic feasibility. 	\$500,000. to \$1,000,000.
B.	<ul style="list-style-type: none"> ● Mitigate structural, mechanical, electrical & plumbing deficiencies in existing building. ● Expand building to meet existing & future space needs. ● Reorganize & upgrade existing workspaces. 	<ul style="list-style-type: none"> ● Maintains existing location within response zone. ● Maintains existing historical value. ● Relieves overcrowding. 	<ul style="list-style-type: none"> ● May not solve all equipment & circulation problems. ● May not provide optimum efficiency. ● Requires expansion into Parking Lot #5. ● May interrupt vital services. ● Requires engineering studies to determine economic feasibility. 	\$1,500,000. to \$2,250,000.
C.	<ul style="list-style-type: none"> ● Demolish existing facility, retaining historical elements (Pismo St. facade & equipment bay). ● Construct new facility to meet 1995 needs with provision for future expansion. 	<ul style="list-style-type: none"> ● Retains major historic features. ● Solves functional, spatial & expansion needs. ● Maintains existing location within response area. 	<ul style="list-style-type: none"> ● Requires utilization of Parking Lot #5. ● May interrupt critical services. ● Displaces permit parking. ● Retention of historic features may inhibit optimal planning & increase costs. 	\$2,200,000. to \$3,000,000.
D.	<ul style="list-style-type: none"> ● Construct new facility on adjacent site to meet 1995 needs with provision for future expansion. ● Demolish, abandon or retrofit existing facility for alternate use. 	<ul style="list-style-type: none"> ● Solves functional, spatial & expansion needs. ● Maintains continuity of vital services. ● Maintains existing location within response area. 	<ul style="list-style-type: none"> ● May eliminate possible historic resource. ● May displace existing permit parking. ● May require site acquisition in addition to Parking Lot #5. 	\$1,750,000. to \$2,750,000.
E.	<ul style="list-style-type: none"> ● Construct new facility on remote site to meet 1995 needs with provision for future expansion. ● Demolish, abandon or retrofit existing facility for alternate use. 	<ul style="list-style-type: none"> ● Solves functional, spatial & expansion needs. ● Maintains continuity of vital services. 	<ul style="list-style-type: none"> ● May eliminate possible historic resource. ● May require site acquisition. 	\$1,750,000. to \$2,750,000.

* Total project cost including renovation, construction & design. Does not include site acquisition costs.

CONCLUSIONS

OPTION A&B

Renovating and maintaining all, or part of, the existing structure as a fire station is not recommended for the following reasons.

- not cost effective
- not conducive to optimal planning
- interrupts vital services
- inconsistent with city policies concerning economic use of existing property and productive work environments.

OPTIONS C & D

Construction of a new Fire Station at the existing location and retrofitting or removing the existing structure will mitigate existing deficiencies, maintain continuity of vital services and location within the response area.

Acquisition of adjacent property and retention of existing structure as historical resource may be necessary.

OPTION E

Construction of a new fire station at an alternate location provides no strategic or functional benefit to the city. Site acquisition costs and/or public parking displacement relating to alternate locations would increase total project costs.

RECOMMENDATION OPTION C OR D

Construction of a new facility on Parking Lot #5 to meet 1995 needs with provision for future expansion is recommended. Acquisition of adjacent lot may be required.

If the existing structure is determined to have historic value, studies should be performed to explore the feasibility of rehabilitation for alternative occupancies (i.e. office, commercial, residential, etc.).

FIRE STATION #1 RESPONSE ZONE

FIGURE 10

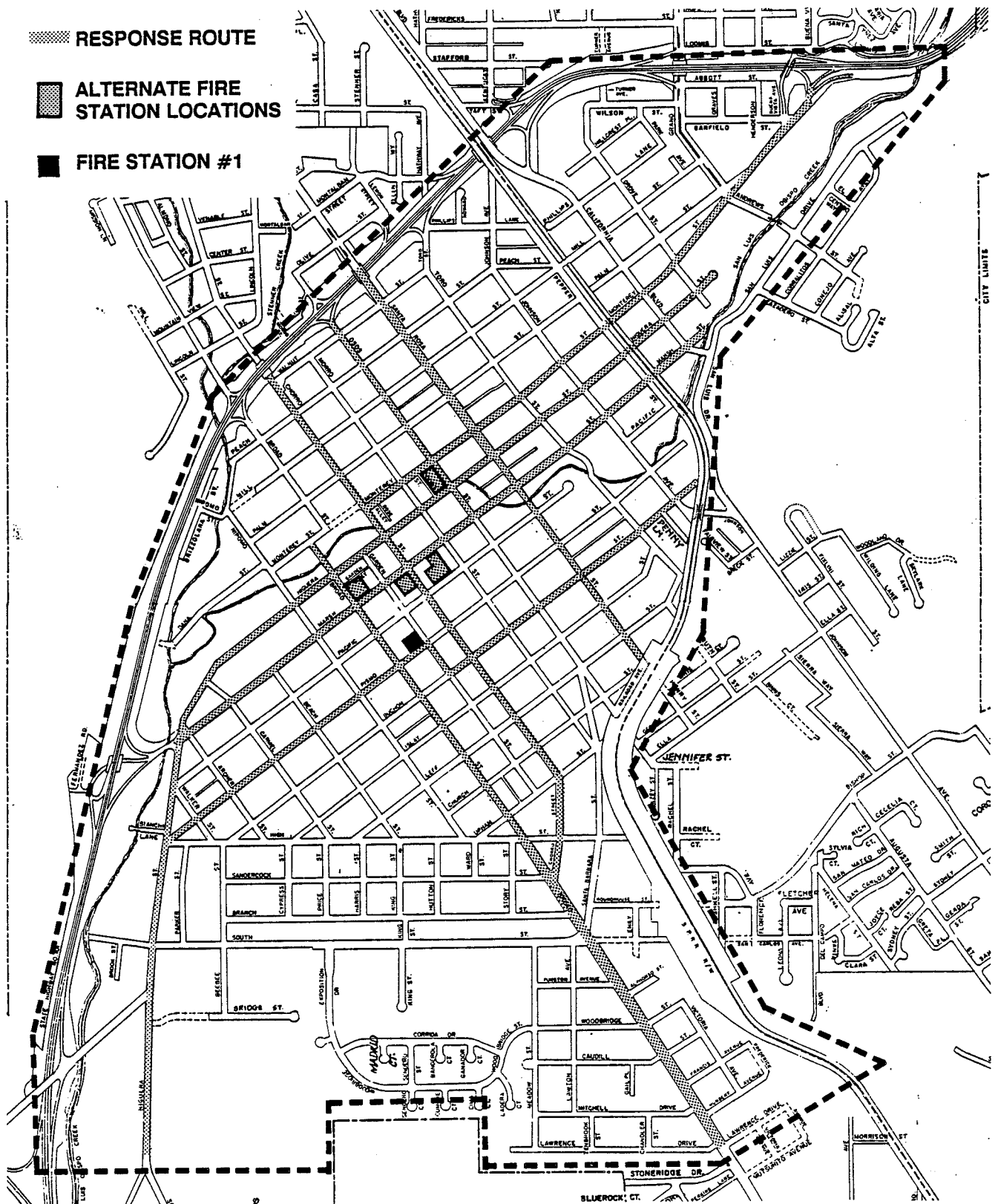
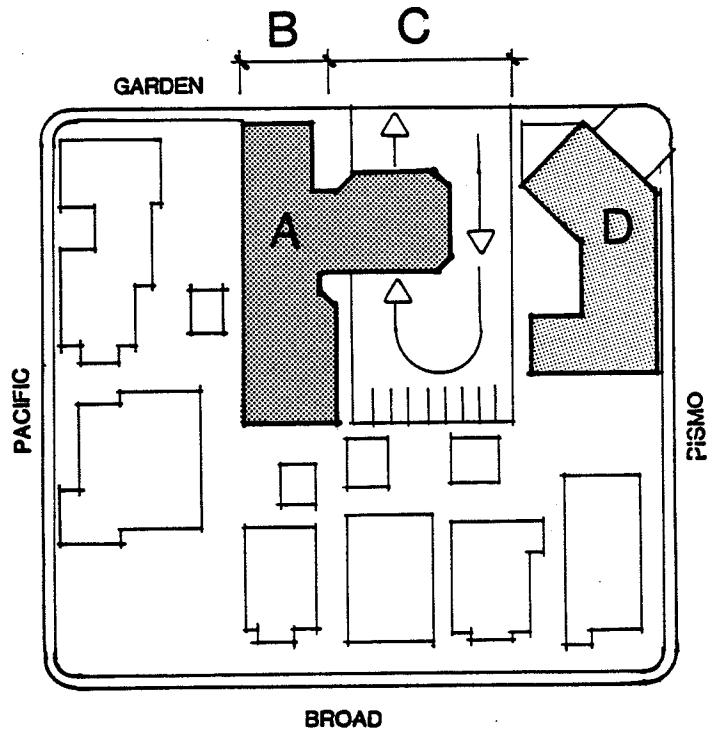


FIGURE 11

FIRE STATION NO. 1/ SITE ANALYSIS

Option D

(retaining existing structure)

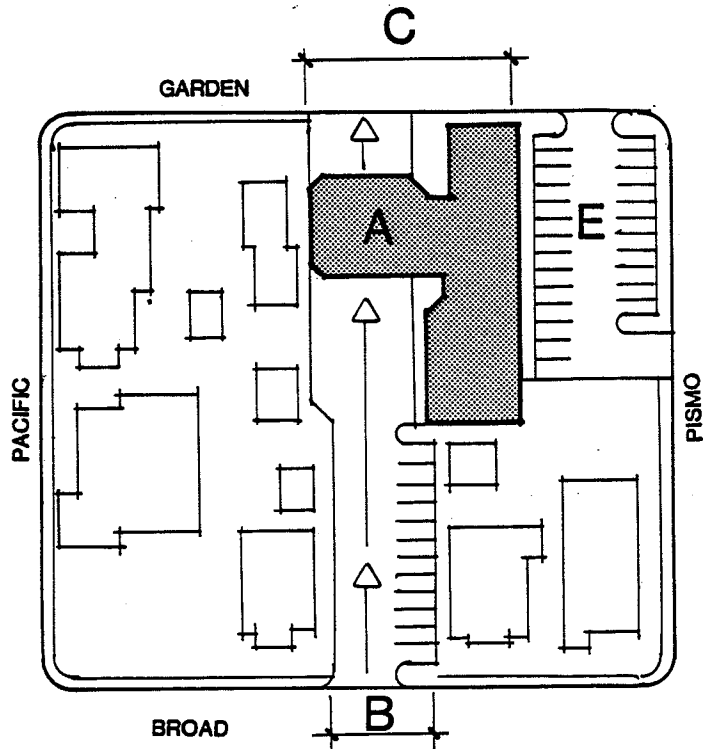


Legend

- A. Future Fire Station
- B. Site Acquisition
- C. Parking Lot No. 5
- D. Existing Fire Station
- E. Future Parking

Option D

(removing existing structure)



860 PACIFIC (RECREATION OFFICE)

ISSUES

The Recreation Department administration office is located downtown in an old converted house on Pacific Street.

Although the Department has adapted well to the space, the configuration is crowded and inefficient. To improve the efficiency and accommodate immediate growth at this location, substantial remodeling and construction of an addition will be required.

The facility experiences a large volume of traffic composed of public participants in recreation programs, temporary employees and volunteer workers. This activity and related automobile traffic suggests that the Recreation offices would be best located apart from the general city administrative functions, easily accessible and near ample public parking.

Continued use of this facility is inconsistent with established policies relating to productive work environments, energy efficient buildings and positive image for the city.

The following material examines alternatives for meeting facility needs to the year 2010.

OPTIONS/ RECREATION OFFICE (860 PACIFIC)

	Description	Advantages	Disadvantages	Est. Cost*
A.	<ul style="list-style-type: none"> ● Remain in existing facility. ● Renovate to mitigate major internal deficiencies. ● Provide future expansion to meet 1995 needs. 	<ul style="list-style-type: none"> ● Requires moderate initial expense. ● Does not impact other facilities. 	<ul style="list-style-type: none"> ● Will not provide optimum efficiency. ● Does not conform to city policies concerning energy efficiency, positive city image & maximum building service life. ● Residential structure inappropriate for existing function and location. 	<p style="text-align: center;">\$250,000. to \$350,000.</p>
B.	<ul style="list-style-type: none"> ● Relocate to portion of future Chorro St. parking structure designated for city administrative use or commercial lease space. ● Convert existing structure to public parking. 	<ul style="list-style-type: none"> ● Requires minimal expenditure. ● Vacates existing building & site for removal or alternate use. ● Maintains maximum access for public. ● Provides efficient workspace. 	<ul style="list-style-type: none"> ● May impact space available for alternative administrative functions or commercial lease. 	<p style="text-align: center;">nominal</p>
C.	<ul style="list-style-type: none"> ● Continue at existing location temporarily. ● Relocate to 955 Morro after engineering functions are relocated to future expanded City Hall facility. 	<ul style="list-style-type: none"> ● Requires minimal expenditure. ● Maintains city administrative function in newly improved facility. ● Morro St. facility will easily adapt to alternative functions. ● Maintains easy public access. 	<ul style="list-style-type: none"> ● Facility may not become available in time to satisfy need. ● Extends use of existing "sub-standard" facilities. 	<p style="text-align: center;">nominal</p>
D.	<ul style="list-style-type: none"> ● Continue at existing location temporarily. ● Relocate to future expanded City Hall facility. 	<ul style="list-style-type: none"> ● Requires minimal initial expenditure. ● Aids centralization of all city administrative functions. ● Reinforces Civic Center concept. 	<ul style="list-style-type: none"> ● Location may not provide optimal access by public. ● Major increase in space demand at City Hall. ● Major increase in public parking demand at City Hall. ● Extends use of existing "sub-standard" facilities. 	<p style="text-align: center;">\$475,000. ** to \$575,000.</p>

	Description	Advantages	Disadvantages	Est. Cost*
E.	<ul style="list-style-type: none"> Expand Santa Rosa St. Recreation Center to incorporate administrative offices. 	<ul style="list-style-type: none"> Locates administration in an "activity center." Does not impact other facilities. 	<ul style="list-style-type: none"> Requires acquisition of adjacent property to provide adequate parking. Existing building may not provide for optimal expansion configuration. 	\$550,000. to \$625,000.
F.	<ul style="list-style-type: none"> Continue at existing location temporarily. Provide interim location at Chorro St. parking facility or 955 Morro as space becomes available. Plan for permanent location at future recreation facility. 	<ul style="list-style-type: none"> Locates administration in an "activity center." Does not impact other facilities. Provides for optimal configuration. 	<ul style="list-style-type: none"> Requires interim relocation. Temporarily impacts lease space available at Chorro St. parking structure. 	nominal (immediate)

*Total projected cost including construction & design. Not including land acquisition.

**Contributory construction cost of City Hall addition.

CONCLUSIONS & RECOMMENDATIONS

OPTION A

Maintaining the Recreation Department at its present location will require immediate renovation to mitigate existing deficiencies and building addition to accommodate projected staff growth.

Continued use of this facility is inconsistent with city policies and the cost of improving this structure will not prove to be cost effective if other viable options are available.

OPTIONS B & C

These options examine the viability of relocating the Recreation Department to alternate city-owned facilities that may be available at future dates. Both 955 Morro and the Chorro Street parking structure would be satisfactory locations, and either would be more efficient and consistent with city policies than the existing facility.

OPTION D

This option examines the alternative of incorporating the Recreation Department into an expanded City Hall facility. The potential impact upon City Hall, inconvenience to department clients and potential costs are not justified by the nominal benefits that may be derived by "centralization" of this department.

OPTION E

Incorporation of the Recreation Department administration into an "activity center" is a logical tactic. However, the Santa Rosa Street Recreation Center is not conducive to major expansion and parking demand cannot be satisfied at this location without substantial site addition.

RECOMMENDATION

The Recreation Department administration would function most effectively as an integral element of a major activity center. The recommended interim solution is to relocate the Recreation Department to the Chorro Street parking structure scheduled for completion in late 1989.

CORPORATION YARD

ISSUES

The Corporation Yard, constructed in 1986, consists of a Maintenance Building, Operations Building, Fueling Station, Flammable Material Storage Building and storage yards. The development plan included warehouse and toxic chemical storage buildings which have not been constructed.

The primary need at this facility is for a variety of storage facilities for materials presently housed in the Maintenance Building, stored in the open or at remote locations. The current need of approximately 18,000 square feet of enclosed storage may increase to between 25,000 and 30,000 square feet by 2010. A need for covered vehicle storage, covered material storage and bulk storage bins has also been identified.

The Maintenance Building should continue to be adequate through 1995 if some stored materials are transferred to a warehouse facility. By the year 2010 maintenance shop space needs may increase from the current 16,000 square feet to between 19,000 and 23,000 square feet.

The Operations Building, except for minor storage deficiencies, is adequate to serve immediate needs. The locker, toilet, conference and lounge areas are sufficient to meet needs for the foreseeable future. The administrative area, in its present configuration, is at maximum capacity. Projected growth through 1995 may be accommodated by reorganization of interior spaces to utilize modular office systems (similar to 955 Morro). Further expansion of administrative staff may require a building addition or displacement of employee support area.

The following material examines alternatives for meeting facility needs to the year 2010.

OPTIONS/ CORPORATION YARD

Description	Advantages	Disadvantages	Est. Cost*
A. <ul style="list-style-type: none"> ● Construct 18,000 SF of warehouse & toxic storage with provision for future expansion. ● Renovate administration area to increase capacity. ● Construct shelter for 10 vehicles with provision for future expansion. ● Revise development plan to provide for additions to buildings & site expansion. 	<ul style="list-style-type: none"> ● Mitigates immediate needs. ● Provides plan for future needs. 	<ul style="list-style-type: none"> ● Substantial initial cost. 	<p style="text-align: center;">\$1,500,000. to \$2,000,000.</p>
B. <ul style="list-style-type: none"> ● Construct roof structure (only) for 25,000 SF warehouse, plan for incremental future enclosure. ● Provide plan for future covered parking, administration rehabilitation or expansion & maintenance shop expansion. 	<ul style="list-style-type: none"> ● Moderate initial cost. ● Provides partial storage solution. ● Provides plan for future needs. 	<ul style="list-style-type: none"> ● Does not meet all existing needs. 	<p style="text-align: center;">\$850,000. to \$1,200,000.</p>
C. <ul style="list-style-type: none"> ● Construct 12,000 SF enclosed warehouse with provision for future expansion. ● Provide plan for future covered parking, administration rehabilitation/expansion & Maintenance Shop expansion. 	<ul style="list-style-type: none"> ● Provides partial storage solution. ● Moderate initial cost. ● Provides plan for future needs. 	<ul style="list-style-type: none"> ● Partial solution to immediate needs. ● Does not meet total storage needs. 	<p style="text-align: center;">\$750,000. to \$1,000,000.</p>
D. <ul style="list-style-type: none"> ● Contract for temporary warehouse storage off-site. ● Revise Development Plan to accommodate other projected needs. 	<ul style="list-style-type: none"> ● Provides immediate storage. 	<ul style="list-style-type: none"> ● Undetermined cost effectiveness. ● May not provide for efficient operation. ● May be inconsistent with city policy relating to economic use of city property. 	<p style="text-align: center;">nominal</p>

*Total project cost including planning, design & construction.

CONCLUSIONS

OPTION A

This mitigates immediate deficiencies and provide a plan for projected future growth. This option also requires substantial initial expenditure.

OPTIONS B&C

These options explore alternative compromise solutions to immediate storage needs. Option B provides for substantial covered area but no immediate secure storage. Option C provides sufficient enclosed area to satisfy immediate critical storage needs only. Both solutions require future additions to mitigate all storage needs.

OPTION D

Contracting for off-site warehouse space may be an inefficient and expensive solution and is recommended as a last resort only.

RECOMMENDATIONS

OPTION A

The most efficient and cost effective option is to provide all facilities required to meet operational needs to 1995 with provision for future expansion.

Existing facilities are reaching maximum capacity ahead of original estimates. Existing and planned facilities may require expansion to meet projected needs. It is recommended that the existing development plan be revised as part of the study phase for any building construction or addition.

POLICE STATION

ISSUES

The Police Station, located at the corner of Walnut and Santa Rosa Streets, was built in 1969 with a major addition and remodeling completed in 1983.

Two adjacent sites on this block are privately owned and contain offices in converted residences. The rear of the site is devoted to parking which is deficient during shift changes. Visitor and public parking is limited.

The building is adequate for current needs, however, existing deficiencies and functional problems include:

- limited flexibility
- poor acoustical privacy
- undersized employee lounge
- inadequate locker rooms
- inefficient clerical space

The internal inflexibility and site limitations make expansion at this site difficult. Ongoing renovations will be required to accommodate short term growth. The facility is projected to reach maximum capacity between 1995 and 2000.

The following material examines alternatives for meeting facility needs to the year 2010.

OPTIONS/ POLICE STATION

	Description	Advantages	Disadvantages	Est. Cost*
A.	<ul style="list-style-type: none"> ● Remain at existing facility. ● Renovate to mitigate major internal deficiencies. ● Expand parking capacity by acquiring parcels at southwest corner of block (Approx. 30 cars). ● Expand upper floor to provide future space needs. ● Provide secure covered parking under upper floor expansion (15-20 cars). 	<ul style="list-style-type: none"> ● May not interrupt vital services. ● Maintains strategic facility location. ● Does not impact other facilities. 	<ul style="list-style-type: none"> ● May not mitigate all deficiencies related to the inherent inflexibility of the existing structure. ● May interrupt vital services. 	\$1,300,000. to \$2,200,000.
B.	<ul style="list-style-type: none"> ● Remain at existing facility. ● Rehabilitate to mitigate major internal deficiencies. ● Expand parking capacity by acquiring parcels at southwest corner of block (Approx. 30 cars). ● Construct two-story addition to meet future space needs. ● Construct two-story parking structure to meet future general & secure parking needs. 	<ul style="list-style-type: none"> ● May not interrupt vital services. ● Maintains strategic facility location. ● Does not impact other facilities. 	<ul style="list-style-type: none"> ● May not mitigate all deficiencies related to the inherent inflexibility of the existing structure. ● May interrupt vital services. 	\$1,300,000. to \$2,200,000.
C.	<ul style="list-style-type: none"> ● Relocate to new facility at alternate location after reaching capacity. ● Liquidate existing property to assist funding of new facility. 	<ul style="list-style-type: none"> ● Mitigates all inherent deficiencies of existing facility. ● Will not impact other facilities. ● Does not interrupt vital services. 	<ul style="list-style-type: none"> ● Requires land acquisition. ● Strategically located site may not be available. 	\$2,800,000. to \$4,000,000.
D.	<ul style="list-style-type: none"> ● Incorporate police facilities in City Hall expansion. ● Liquidate existing property to assist funding of new facility. 	<ul style="list-style-type: none"> ● Aids centralization of all city administrative functions. ● Mitigates all deficiencies inherent with existing facility. 	<ul style="list-style-type: none"> ● Increases projected City Hall space requirement by 50%. ● Increases parking demand at City Hall. ● Increases site area requirements at City Hall. ● Increases traffic congestion in Civic Center. ● May restrict optimum access to City Hall. ● Poor location for police facility. 	\$3,500,000. to \$4,500,000.

*Total project cost including design, renovation & new construction.
Not including land acquisition or demolition.

CONCLUSIONS

OPTIONS A&B

These options explore alternatives for providing future expansion at the present site. These solutions provide the benefit of maintaining the existing strategic location, and are the most economical of the options examined. However, some disruption of vital services may be experienced.

The inherent functional problems with the existing structure may not justify the expense of additional major construction.

OPTION C

Construction of a new Police Station in lieu of remodeling and constructing an addition may present the most effective means of providing long-term facility needs, if an alternative strategic site can be acquired.

OPTION D

Examination of this option indicates that the disadvantages of incorporating the Police Station in a City Hall expansion greatly override any potential benefit to the city. This option is not recommended.

RECOMMENDATION

Since this facility is adequate for the near future, no immediate action is recommended. As this facility approaches maximum capacity (1995 to 2000), a detailed analysis of current departmental needs will be necessary to determine the most effective option for providing future facility needs. It is recommended that the city acquire the two remaining adjacent parcels to increase parking capacity.

MISCELLANEOUS FACILITIES

ISSUES

FIRE STATIONS

Except for Fire Station No. 1, discussed elsewhere, the remaining fire stations present no immediate impact on the overall planning of city facilities.

Station No. 2 is an older facility that does not function in accordance with modern fire station design standards. The 1986 "Fire Station Location Study" recommends this facility continue serving in its present location.

Fire Station No. 3 should continue to serve the city well with only minor maintenance required. Fire Station No. 4 may require modification to accommodate upgraded equipment. The "Fire Station Location Study" also recommends a future station to be located in the southern area of the city if annexation occurs.

RECREATION FACILITIES

The Senior Center and the Recreation Center have projects in progress to mitigate major existing structural and functional deficiencies. The Recreation Center requires additional interior renovation and site improvements.

These facilities and the Meadow Park Community Building are experiencing demands for activities and programs that exceed existing capacity.

Site limitation at the Recreation Center restricts expansion unless additional site area is acquired. Expansion of the Senior Center and Meadow Park Community Building would substantially impact existing park areas.

LIBRARIES

The existing library building will be vacated upon completion of the new City/County Library in early 1989. An earlier analysis concluded that the facility is insufficient in size and cannot be efficiently or cost-effectively utilized for expansion office space, therefore should be removed to provide for potential expansion

of City Hall.¹ The new City/County Library building has no definite provision for future expansion. The demand on this facility will eventually exceed the initial capacity. Additional library services may be accommodated by acquisition of adjacent property for expansion or construction of a branch library at another location within the city.

CULTURAL FACILITIES

The cultural facilities have very little impact upon other city facilities nor provide opportunities for shared solutions.

The current project for exterior restoration of the Jack House will complete the major work on this historic building, requiring only routine maintenance in the future.

The storage building at 1010 Nipomo is strategically located for its present use as a support facility for Mission Plaza activities, and the site's intended future use as an extension of Mission Plaza. The grounds and exterior of this property should be improved to a condition appropriate for city facilities.

The Historic Museum and Art Center are facilities which have some ongoing storage and maintenance needs, and may experience some need for future expansion. Future plans for extension of Mission Plaza should specifically address the requirements of these facilities.

955 MORRO

This facility is located strategically in the Civic Center. The building has been recently remodeled to temporarily house engineering, utilities management and administration functions of Public Works.

This older building is of masonry and timber construction. Recent renovation work has incorporated open office areas and furniture

1 Ventura Group Architects, An Analysis of Municipal Facilities for City of San Luis Obispo, California, 1986.

systems which allow flexibility for future uses with minimal remodeling. The adjacent building provides covered parking for city vehicles.

This facility should be maintained by the city, its flexibility and strategic location will continue to provide the city with a valuable resource for temporary staff assignments, special projects and special events.

BUS TRANSFER FACILITY

The existing bus transfer facility on Osos Street creates auto/bus conflicts which require mitigation. An environmental impact report, completed in 1984, studied alternative locations for this facility. Some of these locations have been preempted by subsequent development. Any consideration of this facility in the Civic Center area should be coordinated with planning of the City Hall expansion and improvements to the Civic Center corridor.

CONCLUSIONS

The Miscellaneous facilities in this section present little impact on other city facilities and provide limited opportunity for shared solutions with the principal facilities addressed in this report.

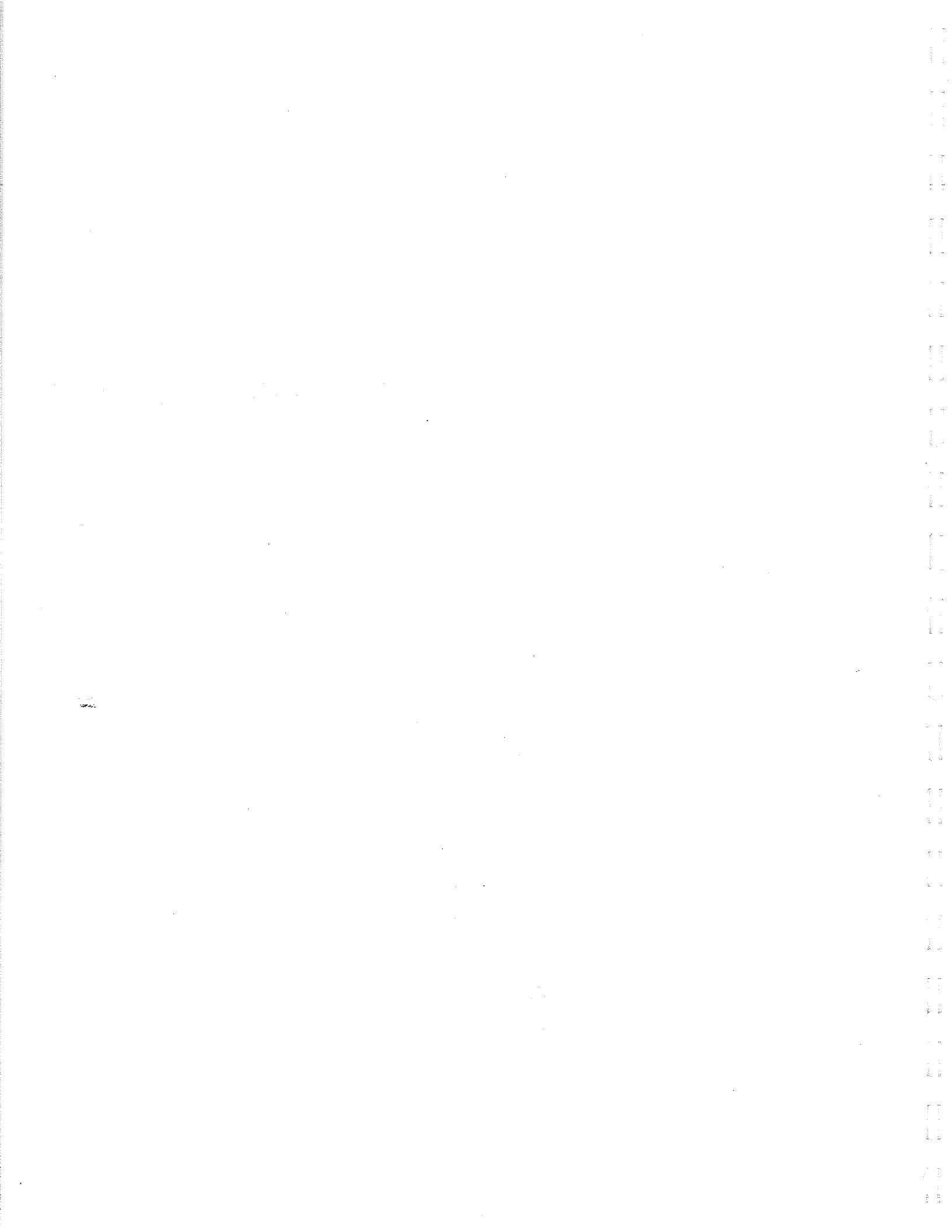
Future growth in the community will create increasing demands for recreation and cultural facilities. The city is participating in a joint venture with Cal Poly for a multi-event performing arts center and projecting potential acquisition of the Fremont Theatre for a performing arts center.

RECOMMENDATIONS

The greatest opportunity for shared or common facility solutions may be in the planning of future cultural and recreation facilities. Existing and future needs for senior activities, recreational programs, branch library, Recreation Department offices, etc. could potentially be combined into a central cultural/recreational center which may provide opportunity for shared parking, toilet facilities, meeting rooms, multi-use rooms, etc.

It is recommended that future plans for parks development examine the feasibility of incorporating a city cultural/recreation center.

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