



# Willamette Activity Center: Operational and Expense Framework

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PPPM 638 AND PPPM 639 MPA CAPSTONE APPLIED RESEARCH PROJECT I & II | SCHOOL OF PLANNING, PUBLIC POLICY AND MANAGEMENT



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**Guen DiGioia**, Community & Climate Resiliency Coordinator, South Willamette Solutions

**Curt Wilson**, Architect, Wilson Architecture

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This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Oakridge. Text and images contained in this report may not be used without permission from the University of Oregon.

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## About SCI

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The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

**1. Our Sustainable City Year Program (SCYP)**, a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

**2. Our Urbanism Next Center**, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

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The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches

to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

Community partnerships are possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending.

# About City of Oakridge

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The City of Oakridge, Oregon, is a vibrant community nestled in the foothills of the Western Cascade Mountains, with a population of approximately 3,500 residents within city limits (nearly 5,000 when including nearby Westfir and surrounding areas). Surrounded by the extensive Willamette National Forest, the city provides ample opportunities for activities such as hiking and mountain biking, with nearly 500 miles of trails and five rivers in its vicinity. Oakridge's elevation (1,200-1,700 ft.) results in a favorable climate, characterized by over 300 sunny days annually, while avoiding the fog of the valley and the heavy snowfalls of higher elevations.



Governed by a council-manager system since 1972, Oakridge residents benefit from a robust and supportive municipal administration. The City offers a comprehensive range of services, including street maintenance, water, wastewater, and park utilities, as well as police, fire, and emergency

medical services. Additional municipal services include library access, economic development, planning and zoning, and general administrative support. Funding for city operations is derived from property taxes, franchise fees, and other revenue sources, with special projects financed through grants and loans.

In the past decade, Oakridge has secured nearly \$11 million in grants and loans for community projects and maintains an annual budget of approximately \$10 million.

The citizens of Oakridge cherish their history and cultural heritage, celebrating it through a variety of events and activities throughout the year. The long-standing Tree Planting Festival pays homage to Oakridge's timber town roots, while the Concerts in the Park series offers free performances at the Banner Bank Amphitheater in Greenwaters Park. Additionally, Oakridge features four art galleries, three nearby hot springs, and is conveniently located just 25 miles from Willamette Pass Ski Resort. The Eugene-Springfield metropolitan area, approximately 35 miles away, further enriches the community's cultural

offerings with its vibrant arts scene, including music, theater, and access to the University of Oregon.

The City of Oakridge is committed to fostering a safe, livable, and sustainable environment for its residents while promoting economic development and community engagement. As part of its ongoing planning initiatives, Oakridge is exploring various strategies to enhance its sustainability and growth, ensuring that the community continues to thrive for generations to come. The partnership between the Sustainable City Year Program and the City of Oakridge is supported by local stakeholders, enabling University of Oregon students and faculty to collaborate on projects and provide recommendations to address city-identified challenges and opportunities.

## About IPRE

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The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality

of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

# Course Participants

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## **MASTER IN PUBLIC ADMINISTRATION (MPA) GRADUATE STUDENTS:**

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# Course Description

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## **PPPM 638 AND PPPM 639 MPA CAPSTONE APPLIED RESEARCH PROJECT I & II**

Graduate student teams prepare applied research projects for client organizations using analytical and managerial skills to solve problems in public policy analysis or public management.

# Executive Summary

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## Purpose of Report

In Fall 2024, the City of Oakridge partnered with the University of Oregon's Sustainable City Year Program (SCYP) and the Institute for Policy Research and Engagement (IPRE) to reimagine the future of the Willamette Activity Center (WAC). This collaborative initiative emerged in response to the WAC's closure in 2022 due to deferred maintenance issues, including a failing roof and outdated electrical systems. Once a cornerstone of community life, the WAC is now poised for a new chapter as a designated Resilience Hub, one of six regional hubs in Lane County's disaster response network.

To support this transition, a Capstone team of graduate students from the University of Oregon was tasked with a six-month applied research project to inform the WAC's long-term reopening and financial sustainability. The team's deliverables included:

- A User Needs Assessment based on stakeholder interviews
- An Operational Expense Model and Budget informed by case studies and site visits
- A Fundraising Strategy designed to support phased redevelopment and ensure future viability

The WAC, originally constructed as an elementary school, spans approximately 26,610 sq. ft. and consists of a gymnasium, multiple classrooms, offices, a courtroom/conference room, and shared common spaces. These spaces historically hosted social service providers such as the Oakridge Food Box, Women's Space, and Senior and Disabled Services; government agencies such as the Lane County Circuit Court, Department of Motor Vehicles, and City of Oakridge Council meeting; and youth services such as Head Start and Latch Key. Notably, the WAC Fundraising Group and the City of Oakridge have been awarded \$6.4 million in federal, state, and philanthropic funding to support current and future renovation phases, with goals to reopen the facility in 2028.

## Methodology

Beginning in January 2025, the University of Oregon Capstone team undertook a multi-phase research effort to guide the WAC's redevelopment. The team initiated the process with a comprehensive site visit involving the Oakridge City staff and other key stakeholders, followed by interviews with community-based organizations and case studies of comparable facilities throughout Oregon. The site visit identified core renovation priorities, such as a new roof with a solar array and battery backup, asbestos abatement, ADA compliance, and reconfiguration of interior walls to create flexible spaces. These findings laid the groundwork for subsequent user



needs and space-planning activities, ensuring that recommendations remain aligned with practical realities. It is important to note that the Capstone team made no binding commitments regarding the facility's final design or use, other than those supported by existing grant funding. All project recommendations and plans are subject to change based on evolving conditions and stakeholder input.

## Key Findings

### User Needs Assessment

Interviews with eight representative nonprofit organizations outlined their needs and requirements for rented space. Their input coalesces around five critical themes:

#### Physical Space

- Flexible classrooms and office suites
- A/V equipped performance areas (gym, stage, or playground)
- Commercial-grade kitchen for instructional and community-meal programs
- Private rooms for counseling or small-group meetings
- Secure storage for program materials and equipment

#### Technology & Infrastructure

- Reliable, campus-wide Wi-Fi
- Shared projectors and printing stations
- Access-control systems that protect users and sensitive data

#### Accessibility & Equity

- ADA-compliant entrances, restrooms, and interior routes
- High-contrast, way-finding signage throughout the facility

#### Financial & Leasing Parameters

- Hourly classroom or event rentals: \$75–\$150
- Full-facility leases: up to \$2,500 per month
- Preferred lease horizon: 3–5 years to align with typical grant cycles

#### Implementation Priorities

- Offer a tiered leasing structure (hourly, short-term, and multi-year) to match varied budgets
- Use a modular floor plan so rooms can be reconfigured as tenant needs evolve
- Build a robust technology backbone up front to minimize tenant costs
- Address ADA improvements early to ensure inclusive community access

Incorporating these requirements from the outset will position the WAC to attract tenants, support diverse programming, and sustain long-term community value.

## Operational Model and Budget Recommendations

The WAC will remain a city-owned and managed facility. This structure ensures legal, fiscal, and operational accountability while maintaining access, transparency, and alignment with public values.

The City of Oakridge's ownership also fulfills state funding requirements and enables future eligibility for resilience-related grants. Key municipal roles include:

- Maintenance Technician (part-time)
- Building Coordinator (full-time)

These roles are essential for daily operations, supporting facility maintenance, and tenant coordination. Staff salaries will be funded through tenant rental income, which directly links occupancy to operational sustainability.

To ensure long-term viability, the WAC's operational strategy includes clear systems for space allocation. Anchor tenants, hourly rentals, and short-term creative uses foster flexible access for nonprofits and community groups, while revenue from these uses supports staffing and facility upkeep. Ultimately, the WAC model demonstrates how stable public stewardship, intentional staffing, and mission-aligned leasing can deliver vital community services, foster equity, and reinforce Oakridge's resilience and livability.

## Financial Sustainability and Fundraising Strategy

In collaboration with Guen DiGioia, Community & Climate Resiliency Coordinator for South Willamette Solutions, the Capstone team developed grassroots approaches to reduce the WAC's budget gap by drawing on community pride and volunteer involvement:

- **Community Sports Concession Donations**
  - Operate concession stands at local sports events (e.g., Little League, high school games)
  - Staffed by volunteers with proceeds benefit WAC nonprofit partners
- **Monthly "Give What You Can" Campaign**
  - Monthly flexible donation drives led by WAC nonprofits
  - Partner with local businesses to donate a portion of proceeds
- **Community Legacy Wall**
  - Community members purchase bricks/tiles for a commemorative WAC walkway
  - "Pay-what-you-can" model with donor names displayed inside the WAC

These grassroots methods encourage steady community ownership and inclusive funding for the sustainability of the WAC's future.

## Conclusion

This report serves as a planning resource for City of Oakridge leaders, project stakeholders, and future tenants. Developed by a student-led Capstone team, it offers research-based recommendations without making implementation commitments on behalf of the City or its partners. The report includes chapters on user needs assessments, operational models, budget scenarios, and fundraising strategies to guide the WAC's reopening and long-term sustainability. Its purpose is to support informed decision-making and inspire collaborative efforts that ensure the WAC becomes a resilient, inclusive, and community-centered space for generations to come.

# Chapter One: Project Introduction

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The Willamette Activity Center (WAC) has long been a cornerstone of the City of Oakridge's community life. Initially built in 1952, the WAC operated as an elementary school until 1977. The facility was acquired by the city and reopened in 1980 as a hub for social services, youth engagement, and public gatherings to support Oakridge residents of all ages.

In 2022, the WAC became uninsurable due to critical infrastructure failures, including roof deterioration and electrical hazards. Since then, significant progress has been made toward its restoration. The City of Oakridge first secured an initial \$1.5 million in state funding for a new roof. Building on that momentum, the WAC Fundraising Group has been awarded \$6.4 M total to date. Unfortunately, \$3.4 M of that total was through an EPA Community Change Grant awarded to Lane County, which has since been canceled. This unexpected reversal, while disappointing, will not stop the City from replacing the roof and reopening the WAC.

Figure 1: Current condition of one of the classrooms, 2025

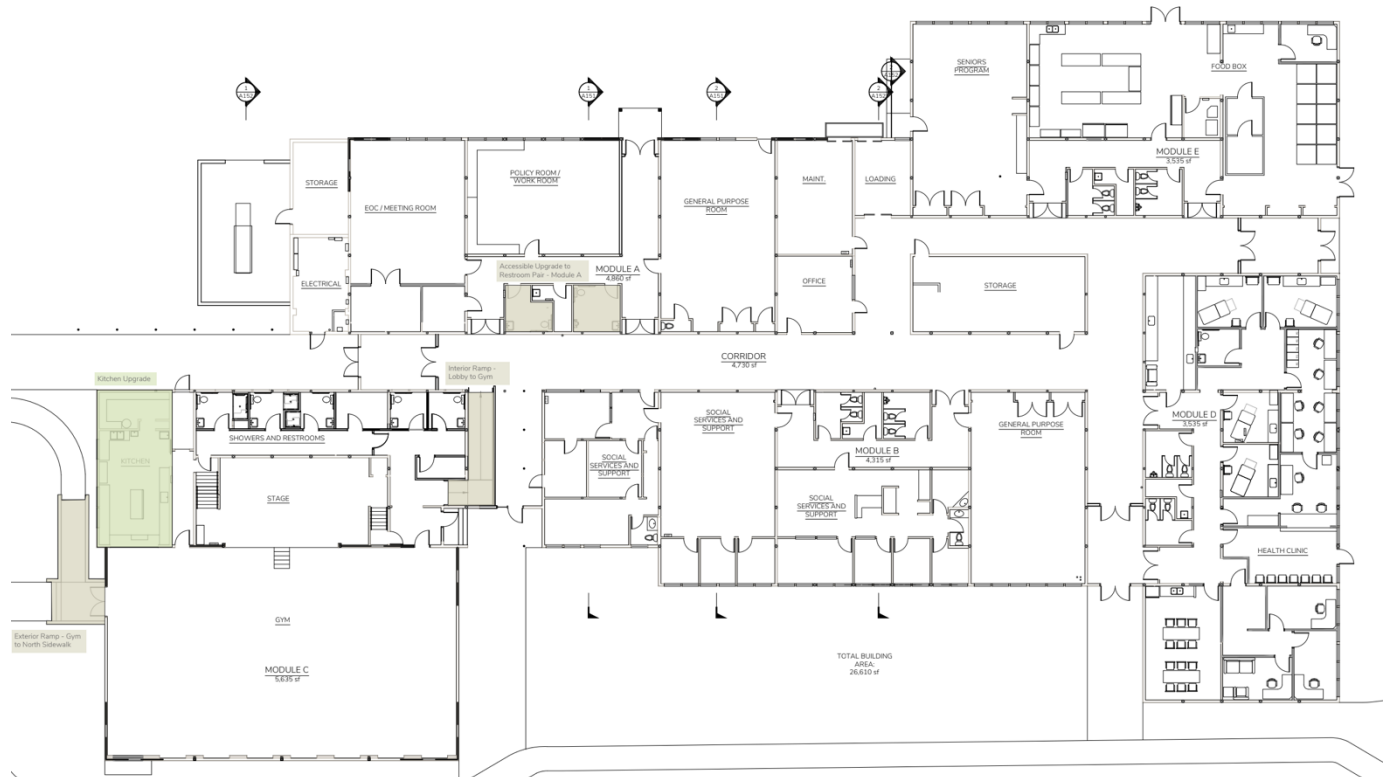


Figure 2: Current Condition of the outer east side of the WAC, 2025



The WAC offers 26,610 square feet of versatile space designed to support a wide range of community needs. Its layout includes a full-size gym ideal for recreational programs, fitness classes, and large public events. An adjacent stage provides a dedicated area for performances, assemblies, or community theater. The planned commercial kitchen can support culinary education, community meals, or emergency food services. The conference rooms presents opportunities for civic meetings, workshops, or private group events. Classrooms can host educational programming, youth enrichment, or small group training, while the office suites offer flexible space for nonprofit or city staff. The facility's layout, organized along a central hallway with multiple access points and clear zoning, enhances both functionality and flow for simultaneous multi-use activities. See below for a visual of the proposed WAC layout.

Figure 3: Proposed WAC Layout (2025)



Source: Wilson Architecture

The vision for the WAC is to reopen in 2028 as a Community Resilience Hub, one of six designated facilities in Lane County's Transformation for Resiliency through Equity and Engagement (TREE) Network. The revitalized WAC will once again serve as a trusted space for wellness programs, economic development efforts, social services, and educational initiatives, supporting equitable access to critical resources for Oakridge residents.

## Project Context and Scope

This project focuses on envisioning the *future use and sustainability* of the WAC, which is anticipated to reopen in 2028. While the City of Oakridge is currently leading efforts to renovate the facility, supported by roughly \$6.4 million in funding for construction and repair, this project is distinct from those efforts. Instead, it looks beyond physical renovations to ask: *How can the WAC serve the community in the long term?* To support this forward-looking vision, the City partnered with the University of Oregon's Sustainable City Year Program (SCYP) and the Institute for Policy Research and Engagement (IPRE). Together, they launched a six-month Capstone project, conducted by graduate students in the Master of Public Administration program—to assess emerging community needs, explore sustainable operational models, and develop strategies for long-term success. This work took place from January to June 2025 and complements current renovation and fundraising activities.

The Capstone team was tasked with three key objectives:

1. Conducting a **User Needs Assessment** to understand what amenities and features potential tenant organizations would want to locate in the future renovated, re-opened WAC.
2. Developing a scalable **Operational Model and Budget** to outline future staffing needs and estimate low, medium, and high revenue and expenditure scenarios for the building.
3. Creating a **Fundraising Strategy** to address possible shortfalls in the WAC's budget following the WAC's reopening (for scenarios where the building's revenue doesn't cover its operational costs).

This report represents the culmination of that work and is intended to inform ongoing decision-making by City staff, community partners, and future funders.

The WAC will actively pursue funding and partnerships to support wellness initiatives, economic development programs, and other community-driven efforts. These initiatives are part of a long-term strategy to ensure sustained impact and help shape a resilient and thriving future for the WAC. As the WAC moves forward, City of Oakridge officials and committees are working tirelessly to anticipate a reopening in 2028.

## Methodology

The Capstone team used a mixed-methods approach to assess community needs, develop an operational model and budget, and identify sustainable funding strategies for the WAC. By combining a site visit, stakeholder interviews, case studies, and research analysis, the team developed a well-rounded understanding of the WAC's potential. This multifaceted approach helped identify future operational needs, funding strategies, and community-driven priorities essential for the building's long-term success.

## Site Visit

In collaboration with James Cleavenger, City Administrator, City of Oakridge, Curt Wilson, Architect, Wilson Architecture, Guen DiGioia, Community and Climate Resilience Coordinator, South Willamette Solutions, and other stakeholders (see Appendix A), the team toured the WAC to assess its current condition and gain a broader understanding of the facility. The visit provided valuable context on the building's layout, condition, and planned renovations—such as roof replacement, flooring upgrades, and wall reconstruction for improved accessibility. This firsthand understanding helped the team prepare meaningful conversations with potential tenants during the User Needs Assessment process.

## Interviews

The Capstone team reached out to 25 organizations who were identified as potential users of the WAC (see Appendix C). Of those 25 contacted, student were able to secure interviews with eight organizations:

- Oakridge Food Box
- Zero Clearance Theater
- WeRSharp
- H.O.N.E.Y (Honoring Our New Ethnic Youth)
- Workforce Lane County
- Arc of Lane County
- Lane Workforce Partnership
- Head Start

The interviews were designed to help the team understand how the WAC could best serve community organizations and residents in the years ahead. Students asked potential tenants about their programmatic needs, ideal space types (e.g., classrooms, performance areas, offices), technology and accessibility requirements, and preferred leasing or rental arrangements. These conversations were critical to identifying shared priorities and practical considerations, ensuring that future planning for the WAC aligns with actual community demand and supports a sustainable, multi-use facility model.

## Precedent Research

The Capstone team contacted facilities that operated similarly to the WAC to understand possible operating models that lead to sustainable operations and maintenance of a community center (Appendix D). Students sought to understand details about other facilities' operations, including: (1) how they operate, (2) building maintenance expectations, (3) the financial revenue, and (4) how these facilities manage rental agreements. The contacted facilities included in this analysis are:

- Deschutes Children's Foundation
- La Pine Community Center
- Cottage Grove Armory
- Community Arts Stabilization Trust (CAST)

These four facilities helped inform the recommended leasing, maintenance, and nonprofit partnerships recommendations.

## Fundraising Research

The Capstone team worked alongside two groups:

1. The City of Oakridge WAC Subcommittee— These stakeholders are committed to overseeing the WAC's future uses, tenants, and operations.



2. The WAC Fundraising Group— This group is facilitated by South Willamette Solutions and exists in the short term to find grants and raise money for the WAC renovation. The team conducted a fundraising capacity assessment to better understand the City of Oakridge’s approach to funding for WAC, particularly around local, grassroots fundraising. This included a review of past fundraising strategies used before the facility closed, an analysis of current fundraising practices, and the development of future opportunities the City could pursue to support the WAC’s financial sustainability following its planned grand opening in 2028.

## Using the Report

This report is designed to serve as a planning tool for City leaders, project stakeholders, and future WAC tenants. While the Capstone team does not speak on behalf of the City or make implementation commitments, students hope their findings will provide a foundation for informed decision-making and inspire continued collaboration. The following chapters present student’s work in detail:

- Chapter 2: Community Needs and Stakeholder Input
- Chapter 3: Operational Models and Budget Scenarios
- Chapter 4: Fundraising Strategy and Recommendations

Together, these sections offer a roadmap for bringing the Willamette Activity Center back to life, and for ensuring that it remains a resilient, inclusive, and community-centered space for generations to come.

While the team developed recommendations and resources to support the reopening of the WAC, students recognized the importance of maintaining clear boundaries around their role. As a MPA Capstone project, students cannot make commitments on behalf of the City of Oakridge, local organizations, or project stakeholders. The project intent is to inform, support, and inspire future planning efforts, without making promises or setting expectations for implementation. The need for ongoing planning, fundraising, and collaborations with various stakeholders and community members ensures there is priority focused on ensuring that the WAC remains financially sustainable and accessible to everyone in the City of Oakridge.

# Chapter Two: User Needs Assessment

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The Willamette Activity Center (WAC) is being renovated to serve as a community center and resilience hub. To ensure the space meets actual user demand, the Capstone team conducted a user needs assessment, gathering input from eight prospective tenant organizations. These organizations represent a wide range of sectors, including youth services, senior wellness programs, arts education, job training, and community development.

A wide range of spatial requirements emerged across the eight stakeholder interviews. Most organizations indicated a need for classroom and office space, while others required specialized facilities such as computer labs, commercial kitchens, or performance areas. These spaces are designed to accommodate programs that range from educational workshops and theatrical productions to administrative functions and meal services.

Each group serves distinct populations with tailored programming, yet many share similar needs for accessible, flexible, and well-supported space. This chapter documents what these stakeholders said they would need from the WAC to carry out their work effectively. Their input was organized into four key categories: Space Needs, Operational Needs, Rent Structure, and Future Considerations. A final section outlines recommendations for continued tenant outreach.

## Space Needs

Most organizations reported needing spaces that support activities like after-school tutoring, theater rehearsals, exercise classes, job skills training, and administrative work.

In addition to designated spaces, organizations frequently requested:

- **ADA-compliant restrooms and entrances** to serve clients with mobility challenges
- **Wi-Fi access** throughout the facility to support digital programs and communications
- **Secure, private entrances and loading zones** to ensure confidentiality and manage equipment
- **Shared-use amenities** like a kitchen, conference rooms, a performance stage, and a gymnasium with secure lockers and showers

Many organizations stressed that their ability to deliver services hinges on access to appropriately tailored spaces. For example, a youth-focused nonprofit needs classrooms for workshops and storage for supplies, while a senior wellness program emphasizes the need for a large, flexible room that could accommodate both meals and low-impact fitness classes. Several groups explicitly noted that accessibility features, such as ADA accommodations, are non-negotiable for the populations they serve.

## Operational Needs

Beyond physical infrastructure, interviewees identified several operational priorities that included:

- **High-Speed Wi-Fi**
  - Needed to support communication, digital programming, and administrative tasks
- **Coordinated Logistics**
  - Shared calendars for room scheduling
  - Maintenance support
  - Accessible custodial services
- **Flexible Storage**
  - Space to securely store equipment and materials on-site
  - Reduces the need for daily transport of supplies
- **Functional Amenities**
  - Access to printing stations, whiteboards, and A/V equipment in shared meeting and classroom spaces
- **Accessibility & Inclusion**
  - ADA-compliant infrastructure, signage, and communication systems

These needs reflect the importance of proactive management and organized coordination. For the WAC to fulfill its purpose, it must operate as a dependable, well-supported space where organizations can carry out their programs with professionalism, dignity, and efficiency.

## Rent Structure

Interviewee preferences regarding rent structure varied due to capacities and program models. Rental structure interests included:

- **Short-Term and Flexible Use Options**
  - Some groups seek affordable, low-commitment access
  - Interest in hourly or daily rental rates for spaces like classrooms and kitchen
  - Estimated rates range from \$75 to \$150 per hour
- **Full-Time Access at Higher Rates**
  - A few organizations are prepared to pay up to \$2,500 per month for 24/7 access to a particular section of the facility
  - These organizations would like their renting contracts to be a year-to-year lease
- **Long-Term Leases**
  - Several organizations prefer or require lease commitments of five years or more
  - Long-term stability supports funding eligibility and continuity of operations

These varying needs point to the value of offering a range of lease options and space types, specifically the three rent categories used in the City of Oakridge budget scenarios for the WAC: long-term commercial rates, long-term nonprofit rates, and hourly/daily rates. By maintaining

flexible terms and accommodating these different usage models, the WAC can better serve the diverse financial capacities and program goals of its future tenants.

## Tenant Outreach Recommendations

The User Needs Assessment confirmed interest in renting space from **8 organizations that completed interviews**, yet **17 additional groups remain uncontacted or have not yet scheduled time with the city**.

To strengthen the future tenant roster and ensure that renovation plans align with actual occupier needs, the city can adopt the following outreach steps:

Action	Purpose	Timing
Reconnect with non-responders using the contact information in the <i>Stakeholder and Entity List</i> (Appendix C)	Capture the needs of the 17 stakeholders who expressed initial interest but did not interview. Offer multiple scheduling options (in-person, Zoom, phone).	Over the next six months
Send a concise “What WAC Offers” factsheet that outlines space types, sliding scale rent ranges mentioned in the budget, and the expected 2028 reopening date.	Removes uncertainty about pricing and timeline—common barriers cited during completed interviews.	Concurrent with interview invites
<b>Host a facility walk-through/open house</b> after Phase 1 safety renovations (roof, asbestos, ADA restrooms) are finished.	Let’s prospective tenants visualize room layouts and confirm infrastructure requirements (Wi-Fi, secure access, kitchen).	6–9 months before leases begin
<b>Create a rolling “expression of interest” form</b> on the city website.	Maintains an up-to-date pipeline of potential users beyond the initial contact list.	Launch within 60 days

Implementing these targeted efforts will help fill remaining vacancies, refine space allocations ahead of construction, and accelerate progress toward a fully occupied, community-serving facility.

# Chapter Three: Operational Model

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## Facility Operations Framework

This section outlines the foundational components of the WAC’s operational model, including staffing roles, oversight mechanisms, and logistical systems. Together, these elements establish a management structure to support daily functionality, long-term sustainability, and alignment with public values.

## Ownership and Public Stewardship of the Willamette Activity Center

The City of Oakridge owns the WAC. Legal title and fiscal responsibility are held by the Oakridge City Council and managed by the City Administrator. This public ownership structure ensures that the WAC remains a community-serving asset, accountable to both local government and residents.

By maintaining the WAC as a municipal asset, the City of Oakridge retains control of risk management, liability coverage, and code compliance. This includes responsibility for insurance, safety standards, and legal obligations associated with lease agreements. The City Administrator serves as the accountable authority for all records of operation and revenue use, reinforcing both legal integrity and operational continuity.

This structure strengthens community trust by keeping oversight local, safeguards public investment through accountability measures, and allows the City of Oakridge to coordinate tenant relationships, manage shared spaces, and ensure consistency in how the building is used and maintained. For tenants, this means a clear and stable point of contact. For residents, it preserves the WAC as a public good.

Together, these elements illustrate why the City of Oakridge ownership is more than administrative—it’s foundational to the WAC’s long-term function, funding, and credibility.

## Daily Management and Key Staff

### Staffing Model and Rationale

Drawing from comparable rural community hubs like the Armory in Cottage Grove and the La Pine Community Center, it’s clear that municipally owned facilities require reliable, on-site

staffing to effectively operate. At the WAC, the recommended staffing model includes two key municipal positions: a 0.25 FTE Maintenance Technician and a 1.0 FTE Building Coordinator.

The Maintenance Technician ensures the facility remains clean, safe, and functional, handling routine custodial duties, minor repairs, and safety checks. This role helps maintain tenant satisfaction while ensuring the facility meets public and safety codes, standards that are critical for insurance, compliance, and resilience hub eligibility.

The Building Coordinator is the central point of the contract for tenants and the City. This position oversees space scheduling, volunteer coordination, internal reporting, and day-to-day tenant relations. It also plays a vital role in maintaining the financial and operational records required for grants and other external accountability needs. Together, these roles reflect a staffing structure that matches the scale and complexity of the WAC without overextending public resources.

## Funding and Oversight

Importantly, both staff positions are funded through rental income generated by lease bookings, creating a direct link between their work and the overall sustainability of the WAC. Their ability to manage operations effectively contributes to tenant satisfaction, lease renewals, and reduced vacancy risk. Both positions report to the City Administrator, who provides oversight on compliance with City policies, including financial management and reporting.

## Operational Limits and Growth Considerations

As tenant demand increases, the limits of the current staffing model become more apparent. The Building Coordinator alone cannot sustainably manage a growing number of lease agreements, each with unique scheduling and space-sharing needs. Similarly, a quarter-time Maintenance Technician cannot adequately meet the rising maintenance and custodial demands that come with greater facility use. These gaps risk service delays, maintenance backlogs, and reduced tenant satisfaction.

Given these constraints, the City of Oakridge will eventually need to either cap the number of active tenants based on staffing capacity or pursue a structured plan to expand staff support. This plan should include workload benchmarks to determine how many tenants and services can be reliably supported. Without these adjustments, staff overextension could compromise both operational reliability and the long-term financial health of the WAC.

## Cost Overview

- Maintenance Technician (0.25 FTE): \$29,246-\$38,678 annually
- Building Coordinator (1.0 FTE): \$57,262-\$75,728 annually

While volunteers and interns may help with public-facing tasks like event support or front-desk coverage, these roles cannot replace the accountability or operational authority of the core municipal staff. The ongoing presence of these two roles ensures the WAC remains a safe, organized, and community-centered space.

## Facility Comparison

Four rural facilities—**Deschutes Children’s Foundation**, **CAST** in Cottage Grove, **La Pine Community Center**, and the **Cottage Grove Armory**—offer insight into how city-owned properties can effectively balance revenue generation with public benefit. While some have nonprofit governance structures, each retains strong municipal involvement through funding, policy-setting, or management contracts. These examples show:

- **Fiscal Resilience:** Blending user fees, city support, and small-scale fundraising.
- **Community Access:** Sliding-scale leases and hourly rates to accommodate nonprofit and public use.
- **Operational Clarity:** A defined point of contact or staff member accountable for daily logistics.

The WAC’s public-facility approach follows these lessons, focusing on stable ownership, efficient staffing, and flexible rental schedules to sustain mission-driven programming.

## Monitoring & Evaluation

To ensure the long-term success of the WAC, monitoring and evaluation must be built into the core operations. As a public facility serving diverse tenants and community functions, the WAC needs to track financial performance, usage trends, community impact, and operational effectiveness. These metrics are essential for decision-making, adapting to evolving needs, and maintaining public trust.

Data gathered through performance tracking should be reviewed regularly by City staff and used to guide future planning, from adjusting rent structures to targeting outreach to refining staffing levels. Evaluation should not be treated as a static checklist but as part of an active feedback loop that supports responsiveness and continuous improvement.

### Performance Metrics:

- **Facility usage rates**—broken down by tenant type, space, and frequency of use
- **Revenue diversification**—tracking the balance between earned income (e.g., rental fees) and contributed income (e.g., grants or donations)
- **Community impact**—measured through attendance data, event participation, and engagements surveys
- **Cost efficiency and maintenance**—assessing whether operational costs are stable and predictable and whether maintenance is timely and preventative

### Feedback Loops:

Beyond data, qualitative feedback is equally important. Operators should establish:

- **Annual community input forums**—open to residents, service users, and partners to share ideas and concerns

- **Regular tenant feedback reports**—structured updates to understand tenant satisfaction, operational challenges, and programmatic needs

Together, these tools create a system where facility operators are not just collecting data but actively using it to shape a facility that remains accessible, responsive, and accountable to the community it serves.

## Facility and Operational Logistics

A reliable multi-tenant community facility depends on clear systems for managing space, ensuring safety, and supporting long-term operations. Following the earlier discussions on staffing structure and user needs, this section outlines the core logistical elements necessary to keep the WAC functional and responsive to both tenants and the broader community. These responsibilities fall largely under the oversight of the Building Coordinator and Maintenance Technician, whose day-to-day work sustains a reliable and welcoming environment.

Facility and operational logistics are grouped into three main areas—space allocation, maintenance and operations, and security and risk management. Each area contributes to a setting that is not only safe and code-compliant but also accessible and adaptable for a wide range of community activities.

Space allocation is categorized into:

- **Anchor Tenants:** Commercial or government tenants are actual anchor tenants; nonprofits with long-term leases are anchors by definition, but not by pay structure.
- **Shared Rooms:** Flexible-use spaces rented hourly or daily for meetings, events, and gatherings.
- **Creative Spaces:** Short-term rentals for workshops, classes, and projects that foster learning, innovation, and arts engagement.
- **Maintenance and Operations:** Funded through a combination of tenant revenue, City contributions, and grants, these financial resources support routine upkeep, custodial care, repairs, and adherence to regulatory requirements—ensuring the facility remains clean, functional, and insurable.
- **Security & Risk Management:** Includes liability coverage, occupancy tracking, and emergency protocols. Collaborations with local police and fire departments to help establish a coordinated approach to risk prevention and response.

Together, these systems ensure that the WAC can meet the expectations of its users, comply with regulatory requirements, and maintain the public trust essential to its long-term success.

## Financial Sustainability of the WAC Operational Model

The WAC will reopen on a solid financial footing because its revenue structure, expenditure plan, and oversight practices reinforce one another. At the heart of the model is tenant-driven income: five modular blocks, Modules A through E, carry square footage and hourly rates calibrated to recover the costs of utilities and the recommended two core staff positions. Rates



vary by user type—commercial, nonprofit, or hourly—which lets mission-aligned organizations such as the Oakridge Food Box and the future health clinic lease space at affordable levels while higher event fees in the gym and stage cover the difference. Because payroll is paid directly from rent receipts, personnel costs scale naturally with occupancy, keeping fixed overhead low.

A three-tier budget (Low, Medium, and High) translates this rent schedule into conservative, moderate, and optimistic occupancy scenarios for FY 2028-29. Break-even projections are broken down by low, medium, and high scenario projections. Low break-even calls for approximately \$126,000 in requirements, medium for \$144,000, and high for \$166,600. Utility and maintenance assumptions draw on the WAC's historical spending, but anticipated rooftop solar offsets and rigorous monitoring of consumption position those costs to decline over time. Monthly variance reports will let City staff adjust rents or staffing hours long before the operating margin erodes.

Financial resilience does not rely on rent alone. The City and its partners have already secured \$6.4 million in federal, state, and philanthropic capital commitments, covering reopen-ready items such as the new roof, asbestos abatement, and ADA upgrades. Once the building is operational, a grassroots fundraising plan—concession stand revenue at local sports events, a “Give What You Can” monthly donor campaign, and a pay-what-you-can Community Legacy Wall—creates flexible, unrestricted dollars that can close any year-end gap, underwrite scholarships for hourly users, or seed future capital reserves.

Municipal ownership further protects long-term solvency. Because the City of Oakridge holds the title, it negotiates all leases, controls risk management, and maintains eligibility for resilience-hub and disaster-response grants that private owners could not pursue. Regular tenant feedback, usage metrics, and annual community forums form a data loop that lets the Building Coordinator refine pricing, marketing, and space allocation to match transparent public stewardship support the WAC meeting its community mission without drawing on the City's general fund—and can adapt quickly as needs, tenants, or economic conditions evolve.

# Chapter Four: Operational Budget

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This operational budget outlines projected financial requirements for the WAC for FY 2028-2029. It is structured to inform strategic planning, support resource stewardship, and ensure fiscal resilience. Budget projections are presented across three tiers (Low, Medium, and High) to reflect variable assumptions regarding costs and revenue. This framework acknowledges both anticipated obligations and the dynamic funding landscape facing the WAC as a government-owned building.

In addition to serving as a financial planning instrument, the budget acts as a guiding tool to evaluate whether the WAC is likely to operate at a surplus or deficit under varying scenarios. It also functions as a practical reference point for rental negotiations, enabling the WAC administrators to assess whether proposed tenant agreements will adequately support operational needs and align with long-term financial sustainability goals.

## Budget Scenario Approach

This operational budget is grounded in a multi-source, evidence-informed methodology designed to reflect both fiscal realities and strategic goals of the WAC. Historical budget data from the WAC spanning FY 2014-2022 provided the foundation for baseline cost estimates. However, adjustments were made to account for the building's closure in 2022 due to inadequate maintenance funding and health and safety concerns stemming from the COVID-19 pandemic. To preserve the accuracy of projections, the team excluded this anomaly from trend analysis.

**Table 1: WAC General Requirements Budget (low, medium, and high) Scenarios**

Estimated Budget FY 2028-2029			
General Fund Budget Summary			
Resource Description	Budget FY		
REQUIREMENTS	Low	Medium	High
<b>PERSONNEL SERVICES</b>			
Public Works - Maintenance Staff FTE	0.25	0.25	0.25
Public Works - Maintenance Staff Wages	\$29,246.30	\$33,633.25	\$38,678.23
Building Coordinator - FTE	1	1	1
Building Coordinator - Wages	\$57,261.54	\$65,850.77	\$75,728.39
<b>TOTAL PERSONNEL SERVICES</b>	<b>\$86,507.84</b>	<b>\$99,484.02</b>	<b>\$114,406.62</b>
<b>MATERIALS &amp; SERVICES</b>			
Materials and Supplies	\$3,500.00	\$4,025.00	\$4,628.75
Utilities	\$22,500.00	\$25,875.00	\$29,756.25
Seasonal Workers	\$8,500.00	\$9,775.00	\$11,241.25
Building Maintenance	\$5,000.00	\$5,750.00	\$6,612.50
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$39,500.00</b>	<b>\$45,425.00</b>	<b>\$52,238.75</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$126,007.84</b>	<b>\$139,734.02</b>	<b>\$166,645.37</b>

## Staffing Cost

To calculate staffing costs, students analyzed comparable municipal models. The team used wage and position data from Oakridge Parks to estimate Public Works staffing expenses, based on projections of similar programmatic responsibilities. Building oversight costs were modeled after the Oakridge Library, selecting this facility as an analog due to its size.

## Tenant Input and Needs Assessment

Input from the User Needs Assessment, conducted through interviews with prospective and legacy tenants, also shaped revenue assumptions by revealing likely space usage patterns and organizational capacity for rent. This qualitative feedback helped validate projected occupancy rates and informed the stratification of rental tiers.

## Expenditures Overview

On the expenditure side, two principal cost domains were identified: Personnel Services, estimated on the Oakridge Library due to a similar staffing model, and Materials & Services. Personnel Services encompasses part-time maintenance staff (0.25 FTE) and a full-time Building Coordinator (1.0 FTE). Materials & Services include general operations, custodial support, and utilities. While most service costs follow historical growth trends, utility expenses are expected to decrease modestly due to the installation of rooftop solar panels. Exact offsets will be clarified in partnership with Lane Electric, the local utility provider.

### Summary and Application

Overall, this methodology balances conservative estimation with strategic flexibility, ensuring the budget can serve as both a planning tool and a financial barometer for WAC leadership as they approach rental agreements and operational decision-making.

## Revenue Assumptions

### Rental Rate Methodology

The team developed revenue projections using a structured rental framework that organizes tenants into four categories: Nonprofit, Commercial High and Low Amenity, and Hourly. Rental rates were estimated using different approaches for weekly and hourly tenants. For nonprofit and commercial tenants, rates are based on standardized square footage allocation and reflect typical monthly lease structures. While there is no formal subsidy mechanism, nonprofit tenants are assumed to pay lower rates in keeping with the WAC's mission to support community-based services.

In contrast, hourly rental rates were developed with more flexible, short-term usage in mind, aligning with the needs of organizations or individuals requiring periodic access to space. These rates account for more limited usage and are applied per hour.

### Core Revenue Model

Rental Income is the primary revenue stream in the WAC's operational model, supporting the recovery of core expenditures. Assumptions around tenant types and leasing structures are reflected in the revenue tiers outlined above, which account for a mix of hourly and long-term usage across nonprofit and commercial renters.

### Rental Rate Structure

Rental rates are based on square footage per room, given by the WAC architect, and scaled according to tenant type/wants and needs based on information collected from the User Needs Assessment. Nonprofit organizations are charged lower rates to reflect the WAC's community-centered mission, while commercial entities are assessed higher rates to help subsidize operating costs. While each room has a defined square footage value, the model permits tenants to lease multiple rooms, if necessary, with costs accruing accordingly.

**Tiered Revenue Scenarios**

The revenue tiers – Low, Medium, and High – do not rely solely on static assumptions about tenant composition but are dynamically scaled on variable occupancy projections. Tiers are derived by applying a 15% incremental increase between scenarios in alignment with city-adopted planning standards. For the rental income, it is based on a Low, Medium, and High expectation according to the estimated rented weeks per year (Table 2). This method mirrors the strategy used on the expenditure side and allows for a consistent growth model across both sides of the ledger. In practical terms, the low scenario represents a conservative estimate of space usage and tenant interest, while the high scenario assumes optimal occupancy and leasing activity across rentable areas. Hourly rental rates are not dynamically scaled and stay uniform across all revenue tiers.

**Table 2: Nonprofit Occupancy Rate Assumptions**

	<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>Hours/Week</b>	15	15	15
<b>Weeks/Year</b>	10	20	30
<b>Total Hours</b>	150	300	450

Because there are many variables that could impact revenue, this report does not present revenue estimates. Instead, staff can use a "calculator" in Excel that will enable different assumptions to be entered to produce different possible revenue projections.

The accompanying Excel sheet provides formulas to estimate annual revenue based on the rental methodology and occupancy rates for each type of rental (Nonprofit, Commercial, and Hourly). The annual revenue is automatically populated by subtracting the cost requirements from the revenue. As the modules are rented out and the Excel is updated with weeks occupied, the table will populate with the revenue. After the revenue breaks even with expenses, the red-highlighted break-even projections will show positive values highlighted in green.

**Table 3: Example of Annual Revenue with No Inputs**

	<b>Annual Revenue</b>				<b>Total</b>	<b>Break Even Projections</b>		
	Non-profit	Commercial (Low Amenity)	Commercial (High Amenity)	Hourly Rentals		Low	Medium	High
Low	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$126,007.85	-\$144,909.03	-\$166,645.38
Medium	\$0.00	\$0.00	\$0.00		\$0.00	-\$126,007.85	-\$144,909.03	-\$166,645.38
High	\$0.00	\$0.00	\$0.00		\$0.00	-\$126,007.85	-\$144,909.03	-\$166,645.38

## Strategic Observations

- **Personnel Cost Dominance:** Personnel Services comprise approximately 83% of total budgetary requirements, underscoring the labor-intensive nature of the WAC's operations.
- **Revenue Offset Strategy:** Commercial tenancy represents the strongest opportunity for offsetting these costs. Additional efforts may be warranted to secure another values-aligned commercial tenant to enhance fiscal sustainability.
- **Stable Core Costs:** Building maintenance is increased by 15% for each tier, which looks to provide some more predictable increase in expenditure forecasting.

## Supplemental Revenue Planning

Importantly, while the budget is currently weighted toward rental revenue, it is not presumed to be self-sustaining in all scenarios. Recognizing potential shortfalls, the WAC has developed a supplemental fundraising strategy to secure grant and community-based financial support as needed. This dual-revenue approach ensures operational resilience and reduces over-reliance on any single funding source. Additionally, as space commitments are finalized and rental agreements are negotiated, revenue projections will be recalibrated to reflect actualized usage and market response. In sum, the revenue methodology reflects both strategic foresight and operational pragmatism, balancing community accessibility with financial sustainability in a post pandemic fiscal environment.

## Conclusion

This preliminary budget offers a flexible framework for financial planning, allowing the WAC and the City to adapt as revenue streams and community needs evolve. Rather than making definitive claims about the budget's conservativeness, the focus is on the utility of the spreadsheet model developed, providing a tool that can be continuously updated as tenant commitments and contractual details are finalized. Consistent with WAC's role as a resilience hub, the approach prioritizes service equity, community access, and long-term financial stewardship over profit maximization.

# Chapter Five: Fundraising Recommendations

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The City of Oakridge's population consists of approximately 64% low-income and 57% identifying below the poverty line. Though the community has very little to give, its members have hearts full of love for Oakridge. The community thrives on participation and giving back to the City of Oakridge, whether that be volunteering or participating in city events.

Based on the City of Oakridge alignment in community-based approaches, grassroots fundraising is the most effective approach to address the funding gap for financial sustainability. The Capstone team collaborated with the South Willamette Solutions, Community & Climate Resiliency Coordinator, Guen DiGioia, to develop fundraising strategies for the ongoing operations of WAC once it reopens, to address potential budget gaps that might arise from different future occupancy scenarios.

## Grassroots Fundraising Strategies

Grassroots fundraising refers to a community-centered approach to raising funds, where the emphasis is on broad participation from residents and supporters, rather than relying primarily on large grants or institutional donors. It's based on the idea that small contributions from many people are often accompanied by volunteer support and local engagement that can collectively sustain a meaningful community initiative.

For the WAC, which aims to serve as a hub for wellness, education, recreation, and social services in Oakridge, grassroots fundraising is a revenue strategy and a tool for community ownership, visibility, and empowerment.

A community-focused plan integrates volunteer energy, local pride, and shared responsibility. Grassroots fundraising allows the WAC to:

- Build early community engagement before the building opens
- Raise unrestricted funds for critical needs like utilities, staffing, and supplies
- Demonstrate to large funders (foundations, state agencies) that the project has strong local buy-in
- Support civic pride and reduce dependency on outside funding

Three main grassroots fundraising recommendations focusing on community participation and integration are as follows:

1. Community Sports Concession Stand
2. "Give What You Can" Monthly Donor Campaign
3. Community-Built Legacy Wall

## Community Sports Concession Stand

The City of Oakridge offers numerous sports, both at the high school and club levels. As sports start to kick off, a few tenants have offered to volunteer and give their time to help support the WAC's funding needs. Concession stands run by volunteers and nonprofit partners would direct profits from food and beverage sales to renovation efforts and then the WAC's nonprofit tenants. By connecting with the high turnout at these games, this recurring revenue model can increase visibility for the WAC's programs and encourage local involvement. The following sports could potentially offer concession stands for the community that watches these games.

### Fall Season (August – September)

- Football- Boys (Oakridge High School)
- Volleyball- Girls (Oakridge High School)
- Cross Country -Boys/Girls (Oakridge High School)
- Soccer- Boys/Girls (Youth Recreation League)

### Winter Season (November – December)

- Basketball- Boys/Girls (Oakridge High School)
- Wrestling- Boys/Girls (Oakridge High School)
- Oakridge Mat Club- Boys/Girls (Youth Recreation League)

### Spring Season (February – March)

- Baseball and Softball (Oakridge High School)
- Track and Field- Boys/Girls (Oakridge High School)
- Golf- Boys/Girls (Oakridge High School)
- Oakridge Youth Baseball (Youth Recreation League)

The pictures below are some examples of what this concession stand could look like. The picture on the left shows a wrestling team from Tippecanoe Valley High School volunteering to help. The picture on the right shows a concession stand in Pettysburg on a Friday night during a football ball game.





Providing an opportunity for all WAC partners to sign up and volunteer for a concession stand shift will raise awareness of that specific organization and attract more attention to the WAC. The proceeds would go to the organization volunteering for that specific game and/or renovation projects.

Some key components are as follows:

- Create an advertisement for volunteer opportunities to help raise funds for WAC renovations & tenants' organizations.
- Nonprofit tenants focus on selling items with a comfortable buffer between the cost of goods and the selling price. This allows them to maximize their return on investment even with moderate waste.
- Nonprofit tenants set prices that are affordable for customers while still being profitable. This may involve offering a mix of popular and higher-margin items.
- Set up an information meeting to talk about what this concession stand will entail and all the requirements, like permits, handler's cards, and operations of the concession stand/regulations.
- Partnering with the schools (PTA, Student Clubs, and Student Government who may need to hit a specific number of volunteer hours) to get more help.
- Set up a calendar with the game days and times and assign the games to the organizations and any necessary permits needed.
- Prep for the concession set-up and ensure that the volunteers have all their food handlers' cards and other requirements.

Some examples of other nonprofit organizations who have participated in this kind of fundraising recommendations are as follows:

#### **Boys & Girls Clubs of America (Various Chapters)**

- **Example:** The Boys & Girls Club of Springfield, Missouri, partners with local high schools during football season to run concession stands. Volunteers include parents, board members, and teens earning service hours.
- **Result:** Proceeds from each game go directly to specific club programs, such as after-school tutoring or summer camp scholarships. They rotate volunteer groups to showcase different programs.

#### **Habitat for Humanity (Local Affiliates)**

- **Example:** In communities like Corvallis, Oregon, Habitat volunteers sell concessions at local high school sports events to fund home repair projects.
- **Result:** It builds strong local recognition and connects the nonprofit's mission to the broader community while supporting youth sports.

### YMCA Community Programs

- **Example:** In Eugene, Oregon, the YMCA works with community sports leagues to run snack stands. YMCA staff and volunteers organize and promote the stands to support their scholarship fund.
- **Result:** The effort doubles as marketing for YMCA programs while creating a low-barrier way for locals to contribute.

The Community Sports Concession Stand Initiative offers a grassroots fundraising model that generates meaningful revenue for WAC tenants and fosters strong community engagement. By aligning with the rhythm of Oakridge’s local sports seasons, this effort capitalizes on high-visibility, high-attendance events that naturally unite residents of all ages. Nonprofit organizations benefit from a rotating spotlight, each having the opportunity to earn funds while raising public awareness of their programs and services. Simultaneously, community members attending games are provided with a simple, tangible way to support causes they care about through everyday purchases. Volunteers enhance their connection to the WAC and the broader community, reinforcing a culture of civic participation. This strategy builds momentum for WAC’s long-term sustainability while emphasizing that its success is rooted in local action, partnership, and pride.

## “Give What You Can” Monthly Donor Campaign

The "Give What You Can" campaign is a flexible, equity-centered monthly giving initiative that encourages residents to make recurring contributions, at any level, to support the operations and tenant services provided through the WAC. This approach is particularly well-suited for the City of Oakridge, where a significant portion of the population lives on a fixed or low income. Instead of setting a minimum donation, the model emphasizes collective participation and solidarity.

Local businesses and restaurants could contribute and partner with the organizations within the WAC by designating days or weeks where a portion of their revenue supports a WAC tenant. This consistent giving format strengthens financial stability for participating nonprofits and creates a broad-based way for residents of varying income levels to invest in the services they value. The nonprofit tenants participating each month will work with the building manager to help set up this campaign for their organization to ensure donations are going towards the nonprofit of the month.

Key components of the campaign could include:

- Tiered Giving
  - \$3/\$5/\$10/\$25 a month with a custom option
  - Emphasizing that every contribution is meaningful, big or small
  - Small gifts from many people can help normalize giving and develop a culture of inclusion
- Rotating Nonprofit Spotlights
  - Each month, a different WAC tenant or program is highlighted with stories, videos, or impact stats

- This will increase the level of transparency and build donor trust
- Local Business partnerships
  - Designate days called “Community Contribution Days” or “Give Tuesdays” where local cafes/restaurants/ retail stores would donate a portion of sales to a WAC tenant that is being sponsored that week
  - Participating businesses receive recognition in the city newsletter or are featured online on the City’s website as “WAC Community Champions of the Week”
- Multi-Channel Outreach
  - Flyers posted at the library or other major buildings within the City of Oakridge
  - Develop a paper pledge form for those without internet
  - QR code on posters with an accessible link to an online donation portal for each WAC tenant
- Community Incentives
  - Donors will receive quarterly updates and small thank-you
  - Occasional donor raffles

Every nonprofit organization does their campaigns differently. Below are a few examples on how the organizations could take this approach by. The picture on the left is a graphic showing donors what they could give up for a month in support of the organization. The picture on the right is a graphic by the Chesapeake Climate Action Network (CCAN) on their monthly giving campaign.



The “Give What You Can” Monthly Donor Campaign has the potential to generate a lasting impact by cultivating a sustainable base of roughly 100 donors within its first year, laying the foundation for long-term financial resilience for the WAC and its partner organizations. This model empowers all Oakridge residents to participate in sustaining vital community services by removing barriers to engagement and encouraging contributions at any level. It reinforces the idea that civic ownership is not exclusively for the wealthy, but instead built through collective, consistent action.

Some examples of other nonprofit organizations who have participated in this kind of fundraising recommendations are as follows:

### **Chesapeake Climate Action Network (CCAN) – "Climate Guardians"**

- **Model:** Flexible monthly donation tiers starting as low as \$5/month.
- **Strategy:** Includes a “give up a coffee” message (as shown in your graphic example), emphasizing that small sacrifices add up.
- **Key Feature:** Clear storytelling about how each level of giving supports climate advocacy. Their graphics focus on community and accessibility rather than high dollar asks.

### **Seattle Neighborhood Greenways – “Give What You Can to Keep Streets Safe”**

- **Model:** Sliding-scale monthly donations with suggested tiers and a “custom amount” option.
- **Campaign Tactic:** Tied giving levels to tangible neighborhood outcomes (e.g., \$5/month helps fund community walk audits).
- **Community Buy-In:** Local business partners provided free giveaways or small incentives for donors, and all were featured in neighborhood newsletters.

### **Mutual Aid Networks – Various Local Campaigns**

- **Example:** The **Portland COVID-19 Mutual Aid Network** used a “give what you can / take what you need” model.
- **Platform:** Hosted on Venmo and Google Forms at first—no formal CRM or donation platform required.
- **Key Message:** Centered on solidarity, not charity. Emphasized collective responsibility for the health and well-being of all residents, regardless of income.

For local nonprofits operating within the WAC, this recurring revenue stream provides more predictable support for programming, allowing them to focus more energy on service delivery and collaboration instead of crisis fundraising. For the community, the campaign normalizes small, regular giving as a form of local investment, deepens trust in local institutions, and affirms that the WAC belongs to everyone, not just in name, but in practice.

## **Community-Built Legacy Wall**

The Community Legacy Wall allow residents, families, and organizations to make a long-term contribution to the WAC. Supporters can purchase commemorative bricks or tiles for installation along a walkway to the facility. Offered under a “pay-what-you-can” model, donors’ names would appear on a permanent display inside the WAC to symbolize the collective effort behind the WAC’s development and longevity. This would be overseen by the building manager to ensure safety and logistics are being carried out for this project. The initiative honors the generosity of Oakridge residents and underscores the idea that the WAC is built and sustained through community participation.

Some key components are as follows:

- Sliding-Scale Purchase Model
  - Suggested donation tiers: \$20/\$50/\$100/ or more, with a pay what you can give option to be inclusive
  - Each participant will need to purchase a tile or brick for roughly ~\$10 or provide a donation of some sort to cover the costs of the bricks or tiles and other supplies
- Customization Options
  - Short personalized messages
  - Option for hand-painted tiles in collaboration with local artists or students
- Installation and Visibility
  - Installed along the main entrance walkway or in another specific entrance
  - Unveiled at a community dedication ceremony which would create a powerful moment of unity
- Educational and Emotional Impact
  - Signage at the site will explain the impact and community-driven nature of the wall
  - Brings visibility to grassroots philanthropy and portrays pride in a shared ownership of space
- Partnerships with schools and local artists
  - Students could participate in decorating legacy tiles or bricks as part of an integrative arts program
  - Artists could come out and volunteer their time to teach an art session on brick or tile art with best practices and tips

Below are some examples of a legacy wall and brick walkway. The picture on the left is an example of the Habitat for Humanity legacy wall with all their community members, donors, and stakeholders involved with their organization. The photo on the right is an example of a possible brick walkway that community members and donors could help build/put together in front of the WAC entrance.



Some examples of other nonprofit organizations who have participated in this kind of fundraising recommendations are as follows:

### **Habitat for Humanity (Nationwide) – Legacy Brick Campaigns**

- **Example:** Many Habitat affiliates (e.g., Atlanta, Eugene, and Sonoma County) offer engraved bricks or pavers as part of capital campaigns.
- **Model:** Donors give at suggested tiers (e.g., \$50–\$250), but some locations offer “pay what you can” or in-kind service in exchange.
- **Community Impact:** Bricks are placed in front of new homes or along walking paths in housing developments, symbolizing shared investment in affordable housing.

### **Public Libraries – “Path to Literacy” Brick Walkways**

- **Example:** The Los Angeles Public Library Foundation ran a campaign where donors could purchase bricks engraved with names or dedications to line walkways.
- **Sliding Scale Options:** Some libraries offer donation tiers with the option for community partners or Friends of the Library groups to subsidize bricks for low-income participants.
- **Educational Tie-In:** Many use this as a teaching moment in local schools about civic engagement, inviting students to decorate or design tile art.

### **Community Centers – Legacy Walls to Celebrate Reopening or Renovations**

- **Example:** Willamalane Park & Recreation District offered personalized tiles for their expanded Bob Keefer Center, highlighting supporters and civic partners.
- **Community Artists:** Local art teachers led sessions for youth to paint their own tiles, creating a colorful display along the facility’s hallway.
- **Dedication Ceremony:** Culminated in a community ribbon-cutting with special recognition for contributors and tile creators.

The Community-Built Legacy Wall offers more than just a fundraising opportunity; it creates a powerful symbol of collective ownership and shared pride. By raising between \$10,000 and \$20,000 in its first year (an initial target goal for the year), this initiative will provide critical support for the WAC’s capital improvements or operational reserves, ensuring that the facility can continue to serve as a hub for education, wellness, and community life. More importantly, the campaign is designed to engage a potential goal of 200 residents, families, and organizations from across Oakridge’s diverse economic spectrum. The sliding-scale, pay-what-you-can model with a floor to ensure that everyone can participate, reinforcing the belief that the WAC is for everyone and built by everyone. As names and messages are etched into commemorative bricks or tiles, the Legacy Wall will serve as a lasting testament to the community’s generosity and vision. It transforms individual contributions into a permanent and visible celebration of unity, reminding all who enter that the WAC stands as a result of grassroots action, collaboration, and deep local commitment.

# Appendix A

Site Visit Notes

On January 22, 2025, Aniko Drlik-Muehleck, Liz Quintanilla-Loftis, Gavin Grant, Beatriz Naranjo, James Cleavenger, Guen DiGioia, and Bev McCulley conducted a site visit at the WAC. The WAC team reviewed current readiness, operational goals, and immediate steps necessary to make the facility operational. The primary focus was preparing an operational budget aligned with immediate tenant occupancy, clarifying tenant usage of existing infrastructure, and addressing key accessibility and security considerations. The team outlined the necessity of conducting comparative research on similar facilities, such the community center in La Pine, to understand tenant agreements, fee structures, and operational costs effectively.

The following are pictures of the current conditions of the WAC:

Figure 1: Small Office Space



Figure 2: Large Classroom

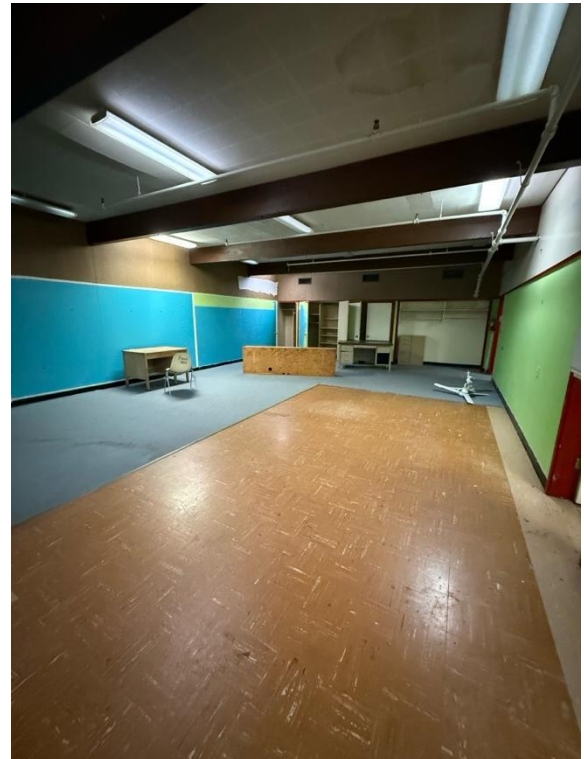




Figure 3: Smaller Classroom



Figure 4: Smaller Classroom



During the visit, the team discussed strategies for setting up a reasonable rental fee structure and proposed a sliding scale for smaller or nonprofit tenants. The team recommended creating a survey to engage nonprofits and small businesses directly and to gather data on affordability, amenity requirements, intended usage, and security needs. Survey results will shape rental pricing and set operational priorities.

The team emphasized the need to conduct a rent-reasonability assessment by comparing market rates with local demographics and scrutinizing operating costs such as utilities and insurance. The discussion also highlighted the value of developing a case study on comparable facilities to guide tenant agreements and operational budgeting.

The group examined the facility layout in detail. The building offers multifunctional space, including classrooms, community-service areas, a gym that can convert to post-disaster shelter space, an attached kitchen, designated areas for the Oakridge Food Box, and a PacificSource-supported health clinic. Infrastructure needs include upgrading restrooms to full ADA compliance, installing a new heating system, completing asbestos abatement, repairing the roof, and replacing windows with energy-efficient models. Exterior improvements in focus include establishing a clear main entrance and investigating photovoltaic installations to boost energy efficiency.

Finally, discussions covered funding strategies emphasizing modular or pod-based development approaches, leasing revenue models, and the necessity of pursuing partnerships and incentives to enhance financial sustainability. Immediate next steps involve prioritizing restroom accessibility and asbestos removal, exploring renewable energy incentives, and clarifying uses for unplanned spaces. The visit set out a clear roadmap for adaptive, phased development aimed at effectively meeting the diverse needs of tenants and the Oakridge community.

# Appendix B

WAC Model Plans

The below floor plan, prepared by Wilson Architecture (Sheet A112), presents a partial layout of the WAC. This diagram illustrates existing rooms, proposed configurations, and key facility features intended to guide renovation planning and tenant allocation (note all room labels, dimensions, and design elements remain subject to future revisions).

The highlighted sections in purple are renovations that were funded by the Lane County Resiliency Hub grant; the City of Oakridge is one of six to be awarded this grant. However, due to funding challenges, this funding is temporarily paused. Though, as funding becomes scarce, there is a possibility that the funding could fall through.

Figure 5: Resilience Hub Grant Renovation Sections

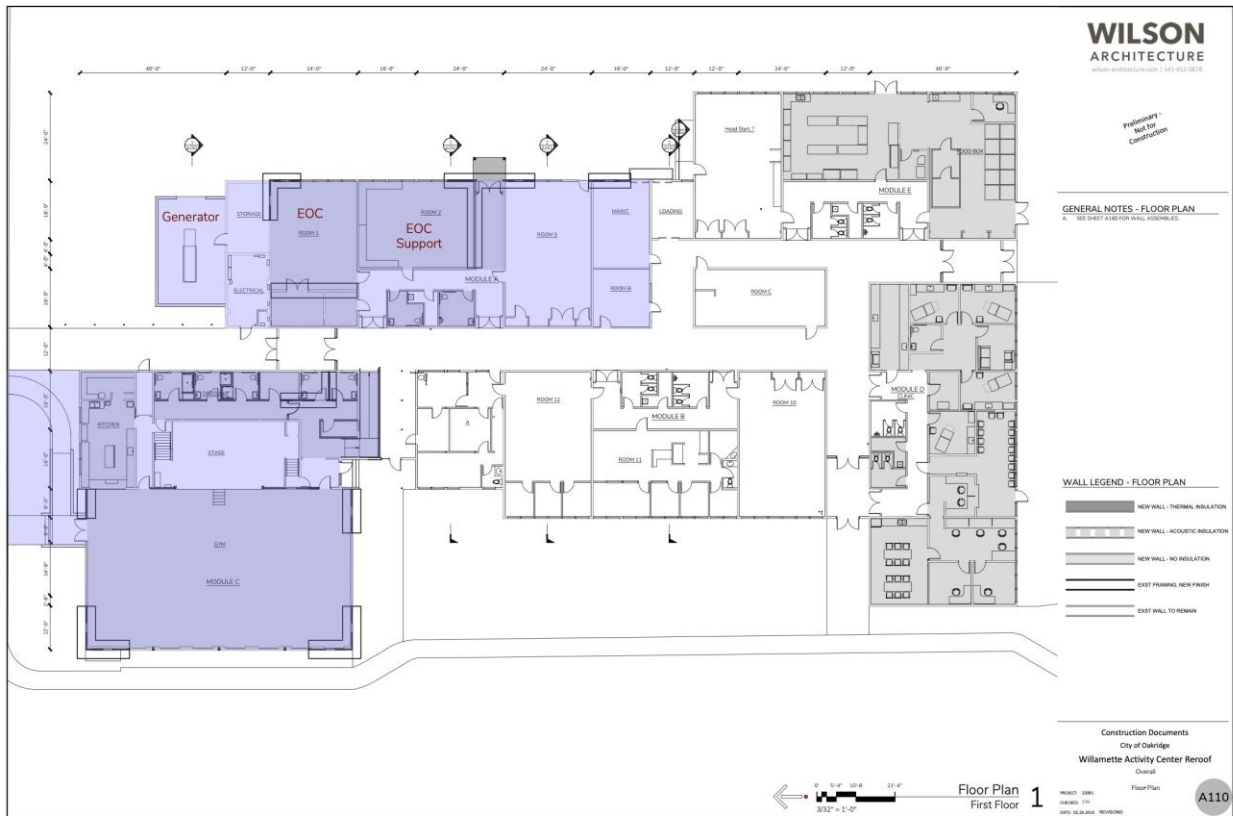
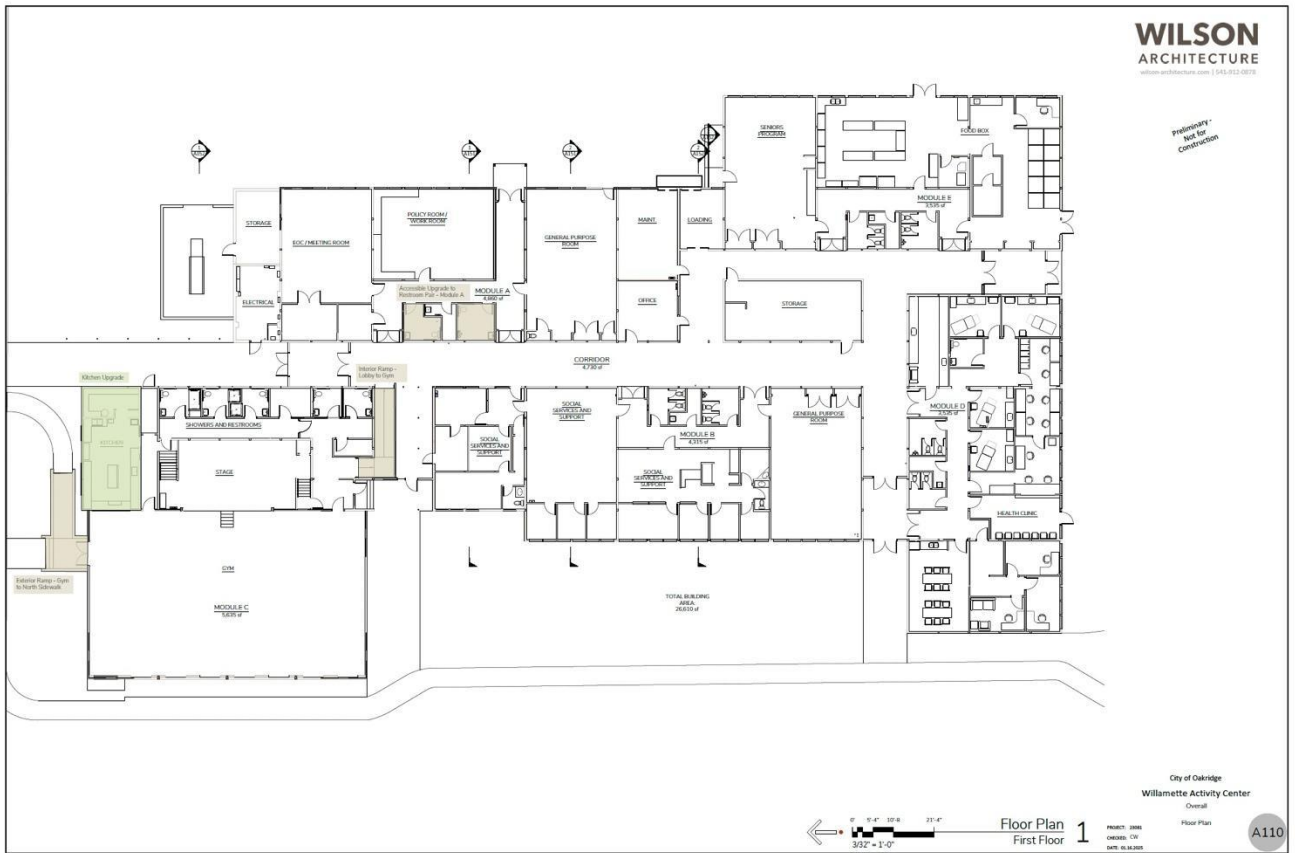


Figure 6: Current layout of the WAC Facility



# Appendix C

## User Needs Assessment

## Overview of the Purpose of the Interview Process

The student team created a list of 26 different stakeholders and entities; out of those, 15 responded to an interview request, resulting in eight official interviews conducted via Zoom, Teams, and phone. The notes below were written based on the responses to the questions. Each interview lasted 30 minutes, with a few extending beyond 10 minutes. The interviews included a list of questions organized into the following categories:

- Organization Information
- Space and Facility Wants
- Operational Needs
- Financial Needs/Wants

The detailed notes for each organization provide insight into potential operational needs. As the WAC continues renovations this summer, the City of Oakridge can utilize the stakeholder interview notes to better understand how the upgrades of the facilities can effectively benefit the organizations that will be working out of the WAC both part-time and full-time.

## Stakeholder and Entity List

The WAC presented the student team with a diverse list of stakeholders and organizations, both local and non-local. The list included past tenants and potential future ones to ensure growth and accessibility for the community's growing needs. The User Needs Assessment consisted of interviews and a review of the community survey the City of Oakridge sent out to the community. The stakeholder list included:

Number	Entity	FirstName	LastName	Contact Info
1	Oakridge Food Box	Bev	McCulley	bmcculley1@hotmail.com
2	Lane Council of Governments (LCOG)	N/A	N/A	541-782-4726
3	Head Start	Alissa	Gjerde	agjerde@hsolc.org

4	Hope Alliance AKA Women's Space	N/A	N/A	N/A
5	Zero Clearance Theater	Loren	Michaels	541-914-2913
6	Department of Human Services	N/A	N/A	N/A
7	Senior Lounge	N/A	N/A	N/A
8	Senior and Disabled Services	Bobbie	Whitney	bwhitney@lcog.org
9	Low Income Heating Assistance Program (LIHEAP)	N/A	N/A	N/A
10	Women Infant Children	N/A	N/A	N/A
11	Temporary Aid for Needy Families	N/A	N/A	N/A
12	St. Vincent De Paul: Veterans support services	Andrew (Andy)	Hellman	andrew.hellman@svdp.us
13	Lane Workforce Partnership	Jesse	Quin	jesse@laneworkforce.org
14	Lane County Workforce Development	Jason	Harris	jason.harris@lanecountyor.gov
15	Planned Parenthood	N/A	N/A	N/A
16	OSU Extension	Craig	Marcus	craig.marcus@oregonstate.edu
17	WeRSharp	Tink	Blankenship	<a href="mailto:WeRSharp2018@gmail.com">WeRSharp2018@gmail.com</a>
18	Catholic Community Services	Bob	Fitten	<a href="mailto:rfittin@ccslc.org">rfittin@ccslc.org</a>
19	The Arc of Lane County	Nancy	Berge	<a href="mailto:nancy.berge@arclane.org">nancy.berge@arclane.org</a>
20	Senior Meals	Sandy	Norton	<a href="mailto:snorton@lcog.org">snorton@lcog.org</a>
21	Looking Glass	Scott	Chaney	N/A
22	Whitebird outpatient program-- Chrysalis	N/A	N/A	N/A
23	Honoring Our New Ethnic Youth (HONEY)	Niyah	Ross	honeynonprofit@gmail.com

24	Black Culture Initiative (BCI)	Talicia	Brown	taliciabrown@yahoo.com
25	Black Early Learners (BEL)	Ayanna	Moriguchi	amoriguchi@unitedwaylane.org

## Interview Questions

### General Organization

1. Please tell us a little bit about your organization and what your organization's role within the WAC was in the past.
2. Do you work collaboratively with other entities or organizations? (This will tell us if they will be wanting to hold meetings in their space = bigger room)
3. Do you know if you provide direct services to clients on-site?

### Space and Facility

1. Could you describe or explain the size of the space you are needing?
2. Square footage, if possible? (If you do not know that is okay)
3. Open-concept-style room?
4. Shared office workspace?
5. Private office space?
6. What kind of privacy level do you need? (this will tell us where they need to be in the building)
7. How do you handle confidential or sensitive client/organization information?
8. Will you need access to conference rooms or other private space?
9. Will you need to make any modifications to the space? (Cabinets, Wi-Fi specifics, dedicated workstations)

### Operational Needs

1. What are your organization's operating hours?
2. Will you need 24/7 access?
3. Will you need a separate entrance or specific type of entry? (Key card, key code,
4. How many people do you plan on having in the space?

### Financial Needs/Wants

1. What type of lease are you looking for or aiming for?
2. Monthly, 6 months, Annually
3. What is your ideal budget for renting a monthly space?
4. Do you have examples of what you paid in the past?
5. Is there a limitation on rent caps?
6. Would you be able to provide us with an overview of your budget and any financial constraints or specific funding requirements you have for renting a space in this facility?
7. Only if they seem interested in actually renting the space.



## Other

1. Any other questions that may come up?

## Organizational Needs and Wants Coding Table

Key Findings	Number of Users	Organization Names
<b><i>Space and Facility Needs</i></b>		
<b>Dedicated office space</b>	5	Head Start of Lane County; Lane Workforce Partnership; Oakridge Food Box; WeRSharp; Zero Clearance Theater Company
<b>Open office space</b>	1	Lane Workforce Partnership
<b>Private offices for confidential services</b>	5	Head Start of Lane County; WeRSharp; Lane Workforce Partnership; Zero Clearance Theater Company; H.O.N.E.Y.
<b>Multiple offices</b>	2	Head Start of Lane County; Lane Workforce Partnership
<b>Classroom space</b>	5	Head Start of Lane County; WeRSharp; Lane Workforce Partnership; Zero Clearance Theater Company; H.O.N.E.Y.
<b>Private entrance</b>	2	WeRSharp; Zero Clearance Theater Company
<b>Lobby space</b>	1	Zero Clearance Theater Company
<b>24/7 access to building</b>	2	WeRSharp; Zero Clearance Theater Company
<b>Storage space</b>	4	WeRSharp; Zero Clearance Theater Company; Oakridge Food Box; Head Start of Lane County
<b>Gymnasium</b>	2	Zero Clearance Theater Company; H.O.N.E.Y.
<b>Kitchen</b>	4	Head Start of Lane County; WeRSharp; Zero Clearance Theater Company; H.O.N.E.Y.
<b>Conference/meeting room space</b>	2	WeRSharp; Lane Workforce Partnership
<b>Private bathrooms, showers, and changing rooms</b>	2	Zero Clearance Theater Company; WeRSharp
<b>Lockable doors</b>	2	WeRSharp; Zero Clearance Theater Company

<b>Computer lab</b>	1	Lane Workforce Partnership
<b>Dedicated playground space</b>	1	Head Start of Lane County
<b>Large workspace other than gym</b>	2	Oakridge Food Box; Zero Clearance Theater Company
<b><i>Infrastructure &amp; Utility Needs</i></b>		
<b>High-speed internet/Wi-Fi</b>	6	Head Start of Lane County; Lane Workforce Partnership; Oakridge Food Box; WeRSharp; Zero Clearance Theater Company; H.O.N.E.Y.
<b>Needs to be provided Wi-Fi</b>	5	WeRSharp; Lane Workforce Partnership; Oakridge Food Box; H.O.N.E.Y.; Head Start of Lane County
<b>Secure building access</b>	3	Head Start of Lane County; Zero Clearance Theater Company; Oakridge Food Box
<b>HVAC system</b>	1	Zero Clearance Theater Company
<b>Child-friendly toilets</b>	1	Head Start of Lane County
<b>Handwashing sinks ADA/child-friendly</b>	1	Head Start of Lane County
<b>Additional power outlets</b>	1	Oakridge Food Box
<b>Walk-in freezer</b>	1	Oakridge Food Box
<b>Loading dock/wide entrance</b>	2	Oakridge Food Box; Zero Clearance Theater Company
<b><i>Financial Considerations</i></b>		
<b>Five or more-year lease</b>	3	Oakridge Food Box; Zero Clearance Theater Company; Head Start of Lane County
<b>Annual lease</b>	2	WeRSharp; Lane Workforce Partnership
<b>Six-month lease</b>	1	WeRSharp
<b>Month to month lease</b>	1	WeRSharp
<b>Monthly rent for 400-600 dollars</b>	3	H.O.N.E.Y.; Oakridge Food Box; WeRSharp
<b>Monthly rent for 2500 dollars</b>	2	Head Start of Lane County; WeRSharp
<b>Monthly rent for free</b>	1	Zero Clearance Theater Company

# Interview Notes

## Zero Clearance Notes

### Summary:

Zero Clearance Theater Company, under Friends of Theater and Arts, has a clear and structured plan for using WAC. They prioritize securing a permanent theater space with exclusive access, necessary storage, and climate control. Their operations depend on volunteers and community funding, making affordability essential. A long-term lease agreement would prevent disruptions, ensuring stability for community theater in Oakridge.

### Organization Brief Description

- Name of the Organization:
  - Zero Clearance Theater Company (ZCTC) under Friends of Theater and Arts (FOTA)
- Year Established: 1994
- Mission Statement:
  - To bring culture and theater to the community through educational, community-driven, and professional productions. FOTA supports the performing and visual arts through theatrical plays, concerts, and other productions.
- Primary Focus Areas:
  - Performing Arts, Community Engagement, Cultural Enrichment
- Target Population Served:
  - The entire population of Oakridge, Westfir, and greater Lane County.
- Key Programs and Initiatives:
  - Live theatrical performances
  - Community-based theater productions
  - Educational theater workshops
  - Annual fundraiser to support operations
  - Volunteer driven productions

### Collaborative Work with Other Entities or Organizations

- Partner Organizations:
  - Friends of Theater and Arts (oversees ZCTC)
  - Local businesses (e.g., Lion Mountain Bakery, Sweetvine Café & Bake Shop)

### City of Oakridge (past WAC involvement)

- Type of Collaboration:
  - Venue sharing with other nonprofits
  - Fundraising partnerships
  - Community engagement in performing arts
- Notable Partnerships and Impact:

- Worked with local businesses to maintain theater operations
- Contributed to cultural enrichment and arts education in the region
- Current or Upcoming Collaborative Projects:
  - Exploring a permanent home at WAC with input from a theater consultant

## Direct Services to Clients Onsite

- Services Provided:
  - Live theatrical performances
  - Arts education and community programming
  - Cultural enrichment through theater
- Eligibility Requirements for Services:
- Open to the general public
- Appointment or Walk-in Basis?
  - Ticketed events and scheduled performances
- Staffing and Roles Involved in Service Delivery:
  - All volunteer-staffed
  - 4-6 board members overseeing operations
- Frequency and Availability of Services:
  - Ongoing rehearsals, set builds, and performances
  - Events fluctuate between periodic use and continuous operation

## Space and Facility

- Total Square Footage Needed:
  - [Exact square footage not specified]
- Layout and Style of Workspace:
  - Exclusive use of theater space within WAC
  - Green room for performers
  - Storage areas for props and costumes
  - Office space for administration
  - Dedicated Spaces for Clients:
    - Lobby area with ticket booth for audience admittance
    - Secure, locked ticket sales office
    - Audience restrooms separate from performer restrooms
    - Private restrooms for production volunteers
    - Public entrance via a lobby
    - Separate performer entrance/exit
    - Loading entrance for props and equipment
- Additional Notes on Facility:
  - Requires controlled heating and cooling for stage area due to lighting equipment
  - Needs stage wings on both sides
  - Requires access to the kitchen for refreshment service
- Security requirements:
  - All storage spaces and offices must be locked separately

## Privacy Level Needed

- Level of Confidentiality Required:
  - Moderate (secure storage for equipment, restricted backstage access)
- Security Measures in Place:
  - Locked ticket sales office
  - Restricted access to prop and costume storage
  - Controlled access to performance and backstage areas
- Any Additional Privacy Considerations:
  - Performers require a separate entrance from audience members
  - Access to Conference Rooms and Other Private Space
- Availability of Conference Rooms or Meeting Areas:
  - Not required

## Reservation Process and Usage Policy:

- N/A

## Other Private Spaces Available for Staff and Clients:

- Dedicated green room for performers
- Private office space for administrative work
- Modifications to the Space

## Changes Needed for Optimal Functionality:

- Installation of stage wings
- Separate performer and audience entrances
- Additional locked storage for props and costumes
- Climate control for stage area

## Plans for Renovation or Customization:

- Consultant evaluating long-term design for theater
- Budget and Timeline for Modifications:
  - Dependent on funding and city approval

## Operational Needs

- Staffing Requirements:
  - Volunteer-driven with 4-6 board members
- Equipment and Technology Needs:
  - Stage lighting and sound equipment
  - Climate control system for the performance area
- Utilities and Infrastructure Requirements:
  - Secure internet access (Not specified)
  - Electricity for lighting and technical equipment
  - Kitchen facilities for refreshment sales

## Financial Needs/Wants

- Current Financial Standing:
  - Revenue from ticket sales, annual fundraiser, and donations
  - Previously paid \$10 per performance for leased space
- Funding Sources and Grants:
  - Annual Fundraiser
  - Community donations
- Additional Financial Support Needed:
  - Seeking a long-term lease agreement at no cost as long as FOTA remains a 501(c)3 nonprofit
- Future Budget Goals and Financial Planning:
  - Sustain operations through ticket sales, fundraisers, and donations

## Other Considerations

- Any Additional Information or Special Considerations:
  - Organization cannot share space with other groups
  - Needs priority access to the theater space
  - Open to sharing gym space in case of Oakridge emergency
  - Needs a formal lease contract to prevent sudden displacement

## Identified Gaps Between Interview & Template

- The exact square footage needed for operations is not specified.
- Financial details beyond ticket sales, donations, and fundraisers are not provided.
- Long-term operational cost projections and sustainability strategies are not mentioned.
- Accessibility needs are not mentioned (ADA accommodations)
- Do not know if internet access is needed

## WeRSharp

### Summary

WeRSharp is a highly service-oriented organization that requires significant space for food distribution, emergency support, and rehoming services. Its 24/7 operational needs, privacy concerns, and security requirements require a dedicated private space. The organization's budget flexibility depends on the services provided, making it crucial to define what aspects of its operation WAC can accommodate. A long-term lease would provide stability for its headquarters and service delivery.

### Organization Brief Description

- Mission Statement:

- To provide essential services such as food, housing referrals, emergency services, rehoming, and community outreach, including domestic violence support and referrals for drug and alcohol rehabilitation.
- Primary Focus Areas:
  - Food distribution, housing assistance, emergency support, community outreach
- Target Population Served:
  - Individuals need food, shelter, emergency services, and community support.
- Key Programs and Initiatives:
  - Food boxes
  - Housing/housing referrals
  - Emergency services (food, clothing, basic need supplies)
  - Rehoming services
  - Community outreach services (domestic violence support, rehab referrals)
  - Warming center
  - Collaborative Work with Other Entities or Organizations
- Partner Organizations:
  - Methodist Church (assistance with food box distribution)
- Type of Collaboration:
  - Food box assistance
- Notable Partnerships and Impact:
  - Strong collaboration with the Methodist Church in food distribution
- Current or Upcoming Collaborative Projects:
  - None specified; prefers not to collaborate with additional entities

## Direct Services to Clients Onsite

- Services Provided:
  - Onsite and offsite support for food, shelter, rehoming, and community outreach
  - Eligibility Requirements for Services: Not specified
  - Appointment or Walk-in Basis? Both, depending on the service
- Staffing and Roles Involved in Service Delivery:
  - 13-14 for food box services
  - 6 for the warming center
  - 34 for office administration
- Frequency and Availability of Services:
  - 24/7 operation with different programs running at different times

## Space and Facility

- Total Square Footage Needed:
  - Not specified, but requires a large amount of space
- Layout and Style of Workspace:
  - Office space to hold documents and files
  - Separate spaces for men and women in the warming center
  - Storage for clothing, shoes, and basic needs
  - Private showers, bathrooms, and changing rooms

- Classroom/open rooms for programming
- Dedicated Spaces for Clients:
  - Warming center with separate spaces for men and women
  - Showers and laundry services for unhoused and low-income communities
- Accessibility Features:
  - Open to an open concept space in WAC
  - Requires high speed Wi-Fi for programming and tech use
  - Needs outlets for fridges and freezers for food pantry operations
- Additional Notes on Facility:
  - Prefers private office space and will not share
  - Requires secure storage for clothing and documents
  - Would like separate conference rooms for meetings
  - Space needs dependent on available services

## Privacy Level Needed

- Level of Confidentiality Required:
  - High (due to domestic violence support and HIPAA compliance)
- Security Measures in Place:
  - Follows HIPAA policies for client confidentiality
  - Requires private spaces for client discussions
- Any Additional Privacy Considerations:
  - If Hope and Safety Alliance were also housed in WAC, privacy needs would be reduced
  - Access to Conference Rooms and Other Private Space (Desired)
- Reservation Process and Usage Policy:
  - Would like access to private and staff meetings
- Other Private Spaces Available for Staff and Clients:
  - Secure office for administrative work
  - Separate client meeting spaces

## Modifications to the Space

- Changes Needed for Optimal Functionality:
  - Accessibility modifications for food pantry (shelves, cabinets, outlets for refrigeration)
  - High Speed WIFI and multiple outlets for office operations
  - Private showers, bathrooms, and changing areas
  - Secure storage for clothing and supplies
- Plans for Renovation or Customization:
  - Dependent on services being offered
- Budget and Timeline for Modifications:
  - Not specified



## Operational Needs

- Staffing Requirements:
  - 24/7 operation with different services requiring different staff levels
- Equipment and Technology Needs:
  - Computers, laptops, and tech access for programming
  - Secure internet access for administrative work
- Utilities and Infrastructure Requirements:
  - Electricity for refrigeration and technology
  - Private bathroom and laundry facilities

## Financial Needs/Wants

- Current Financial Standing:
  - Previously paid ~\$2500/month to provide all services
- Funding Sources and Grants:
  - Operates through community funding and donations
- Additional Financial Support Needed:
  - Willing to pay up to \$2500/month if all services are provided
  - Would prefer \$500/month or less if only using WAC as the headquarters
- Future Budget Goals and Financial Planning:
  - Annual lease preferred; willing to do a six-month lease
  - Will provide financial documents for rental history if needed

## Other Considerations

- Any Additional Information or Special Considerations:
  - Interested in having a headquarters/office space at WAC
  - Emphasized the growing need for housing and essential services in the area
  - Would like laundry services available for unhoused and low-income residents
  - Open to adjusting space usage based on what services they can offer at WAC

## Identified Gaps Between Interview & Template

- The exact square footage needed is unspecified
- It does not provide details on long-term funding sustainability
- Clarification required on entrance/security requirements

## Head Start of Lane County

### Summary

Head Start of Lane County seeks classroom and office space in the WAC to provide preschool education, meal services, and family support for children aged 2-5. Due to federal and state regulations, they require a long-term lease (a minimum of 5 years). Their operational needs include dedicated classroom space, child-friendly restrooms, secure access, classroom hand washing sinks, and kitchen use. Their willingness to pay up to \$2500/month makes them

financially viable tenants, contingent on facility modifications, meeting state licensing requirements, and addressing security concerns.

## Organization Brief Description

- Mission Statement:
  - Head Start of Lane County provides a comprehensive preschool program that works with the entire family to support their needs. The program was initially limited to low-income families but has expanded to include children in foster care, children with disabilities under an Individualized Education Plan (IEP), and children with incarcerated parents.
- Primary Focus Areas:
  - Preschool Education, Family Support, Nutritional Services
- Target Population Served:
  - Children aged 2-5 in preschool programs
  - Families who meet eligibility criteria, including low-income, foster care, disability (i.e., IEP, and incarcerated parent(s))
- Key Programs and Initiatives:
  - Preschool education
  - Meal and snack program
  - Family support services
  - Partnerships with dental, medical, and school district services
  - Year-round program for 2-year-olds
  - September through June program for 3–5-year-olds

## Collaborative Work with Other Entities or Organizations

- Partner Organizations:
  - Local school districts
  - Dental and medical providers
- Type of Collaboration:
  - Education and health services
  - Family assistance and outreach
- Partnerships and Impact with WAC:
  - Previously operated a preschool program at WAC
  - Built the playground outside WAC

## Direct Services to Clients Onsite

- Services Provided:
  - Preschool education
  - Meal and snack provision
  - Family support services
- Eligibility Requirements for Services:
  - Low-income families with children aged 2-5
  - 2-5 aged children in foster care

- 2-5 aged children with an IEP for a disability
- 2-5 aged children with incarcerated parents
- Appointment or Walk-in Basis?
  - Scheduled class-based service
- Staffing and Roles Involved in Service Delivery:
  - 9 staff members present daily
  - Typical work shifts from 7 AM to 3:30/4 PM
- Frequency and Availability of Services:
  - Monday-Friday:
    - One class schedule
  - Monday-Thursday:
  - Two classes scheduled

## Space and Facility

- Total Square Footage Needed:
  - Minimum of 850 square feet per classroom (required for state licensing)
  - Additional space may be needed to serve more children
- Layout and Style of Workspace:
  - Two classrooms, each at least 850 square feet
  - Private office space
  - Wash sinks in both classrooms (ADA & child accessible)
  - Cabinet space for classroom materials
  - Preferably child-sized toilets in classrooms (ADA accessible)
  - If necessary, access to hallway restrooms with child-sized toilets
- Dedicated Spaces for Clients:
  - Full continual kitchen use and weekday kitchen access for meal and snack preparation
  - Playground for outdoor activities
- Accessibility Features:
  - Child-friendly facilities (sinks, toilets)
  - Secure building access to prevent transient persons from walking into the building
  - ADA accessible into the building, and all spaces used
- Additional Notes on Facility:
  - Security concerns due to transient populations in Oakridge
  - Head Start will provide its furniture
  - Can provide its internet through its IT team

## Privacy Level Needed

- Level of Confidentiality Required:
  - High due to working with children
- Security Measures in Place:
  - Secure entrances (does not need a private entrance)
  - Child safety precautions
  - Controlled access to classrooms

- Any Additional Privacy Considerations:
  - Private office space required for confidential work
  - Access to Conference Rooms and Other Private Space
- Availability of Conference Rooms or Meeting Areas:
  - Not required
- Other Private Spaces Available for Staff and Clients:
  - Office space for administrative work

## Modifications to the Space

- Changes Needed for Compliance:
  - Installation of child-friendly toilets in classrooms
  - Wash sinks in both classrooms
  - Cabinet space for educational materials
- Plans for Renovation or Customization:
  - Space modifications are required for compliance with licensing regulations

## Operational Needs

- Staffing Requirements:
  - 9 staff members at a time
- Equipment and Technology Needs:
  - Internet access (provided by Head Start)
  - Age-appropriate educational materials
- Utilities and Infrastructure Requirements:
  - Electricity for classroom and kitchen use
  - Secure indoor and outdoor spaces

## Financial Needs/Wants

- Current Financial Standing:
  - Willing to pay \$1500/month for office space
  - Willing to pay up to \$2500/month for full facility use
- Funding Sources and Grants:
  - Federally and state-funded program
  - Additional Financial Support Needed:
    - Requires a minimum 5-year lease agreement per federal/state funding rules
- Future Budget Goals and Financial Planning:
  - Can provide rental history if needed

## Identified Gaps & Conclusion

- Gaps in the Interview Information:
  - Exact square footage requirements beyond classrooms not specified
  - Specific security measures for building access are not detailed
  - Modifications and estimated timeline for required changes not clarified

## H.O.N.E.Y. Organization

### Summary

H.O.N.E.Y. is a culturally responsive organization serving communities of color and low-income allies through holistic programs focused on wellness, identity, and cultural enrichment. It offers youth and family services such as academic support, behavioral health, and cultural programming. While new to the Willamette Activity Center (WAC), H.O.N.E.Y. hopes to establish a presence with flexible, affordable space for tutoring, youth programs, and community activities. The organization values relationship-building, nature-based and low-tech approaches, and seeks adaptable spaces to support its weekend and holiday operations, staff expansion, and long-term engagement in Oakridge.

### Mission & Services

- Supports multi-ethnic, Black/African American, African Diaspora, Indigenous, and people of color from all backgrounds, genders, and abilities.
- Inclusive of low-income allies, recognizing that poverty knows no color.
- Programs serve youth, adults, and families, fostering connection, relationship-building, and positive community experiences.
- Holistic approach to wellness, identity, and cultural richness.
- Past Role with WAC:
  - No past role in the WAC.
  - Previously served a few youth and families in Oakridge but has not done much intentional outreach in recent years.
- Collaboration with Other Organizations
  - No explicit mention of collaborative partnerships.
  - Prioritizes cultural representation in service navigation (e.g., at Catholic Services).
- Direct Services On-Site - Yes, intends to provide:
  - Youth academic support.
  - Behavioral health services.
  - Cultural programming.
  - One-on-one tutoring or homework nook.

### Space and Facility Needs

- Needs space for an array of programming.
- Envisions a holistic space supporting wellness, identity, and cultural enrichment.
- Potential spaces:
  - Homework nook.
  - Space for tutoring and youth programs.
- Privacy Level
  - Not explicitly mentioned.
  - Activities suggest a need for both open and private spaces.
- Classroom

- Open to renting space for:
  - Homework club (\$75-\$150 per hour).
  - Cultural programming days (\$25-\$50 per hour).
- Facility Modifications
  - Not explicitly mentioned.
  - Needs for tutoring, youth programming, and cultural activities may require modifications.

## Operational Needs

- Operating Hours vary
- Busy on weekends and holidays.
- Staffing Needs
- Needs to hire 4-6 more staff members.
- Hiring contract tutors to support academic programs.
- Entry & Access
- No explicit mention of separate entrance needs or key access preferences.
- Number of People in Space
- Not clearly stated but expects a rotating shift of staff and youth participants.

## Financial Needs/Wants

- Lease Type & Rent: month to month
- Open to renting space at WAC.
- Pays \$450/month for a small office and community room with kitchen access.
- Budget Considerations
- Homework club rental costs: \$75-\$150 per hour.
- Day use rental costs: \$25-\$50 per hour.
- Suggests WAC should not be profit-driven; it recommends discounted rates for nonprofits.
- Other Considerations

## Special Programmatic Needs

- Strong emphasis on removing financial barriers to success.
- Prefers an anti-electronics approach in programming.
- Supports representation in service navigation (e.g., guiding people through Catholic Services).
- Promotes nature-based activities (e.g., exploring trails).
- Values building trust and relationships within the community.

## Identified Gaps / Follow-Up Questions

- Collaboration with Other Organizations—Does H.O.N.E.Y. actively collaborate with other entities?
- Privacy Needs – What level of privacy is required for tutoring, counseling, and other services?

- Facility Modifications – Any specific needs for cabinets, dedicated workstations, Wi-Fi, or other modifications?
- Entry Access – Does the organization require a separate entrance or specific key/card access?
- Number of People in Space – What is the expected number of people using the space simultaneously?

## Lane County Work Force

### Summary

Jesse Quin represents Lane Workforce Partnership (LWP), which handles workforce development strategy through state and federal funding. LWP focuses on employment opportunities, career pathways, and skill development across Lane County, emphasizing high-wage jobs and rural partnerships.

### General Organization Information

- Role & Services:
  - LWP acts as a broker, analyst, contractor, and funder in the workforce development space.
  - Supports youth (Connected Lane County) and adult (WorkSource Oregon) workforce initiatives.
  - Provides employment and career development services in partnership with local schools and businesses.
  - Actively serves underrepresented communities.
- Collaboration & Partnerships:
  - Collaborates with 26 community partners, including:
    - Bridge Lane
    - Education Service District (ESD)
    - Oakridge High School
  - Participates in Team Oregon Build, providing career and technical education where middle and high school students build emergency shelters using provided kits (122 kits in Lane County).
  - Partners with WorkSource Oregon (commonly called the “employment office”), which oversees career fairs statewide.
  - Hosts resource fairs, including an event at Oakridge High School.
- Client Interaction:
  - Serves clients remotely, in person, and through hybrid models.
  - Typical clients are 14 years and older.

### Space and Facility Needs

- Required Space Setup:
  - WIFI access.
  - 3-4 computer stations.

- Two (2) 10x10 rooms (if possible).
- One (1) private office space.
- One (1) open office space.
- Meeting/conference room availability.
- Privacy & Security:
  - LWP may need confidentiality considerations for client interactions.
  - Potential need for private spaces to handle sensitive information.

## Operational Needs

- Staffing & Accessibility:
- Ideally, two (2) to four (4) staff members would be based at WAC.
- Needs regular access to space.
- No indication of 24/7 access requirements currently.

## Financial Needs/Wants

- Lease Considerations:
- Interested in an annual lease.
- State funds are available to cover rent.
- Awaiting confirmation from a colleague regarding any minimum or maximum rent limitations.

## Gaps & Follow-ups

- Budget Information:
  - No specific budget or past rental cost details were provided.
  - Need confirmation regarding rent caps.
- Operational Hours & Access Needs:
  - No clear response on whether 24/7 access is required.
  - Any security or entry preferences (key card, key code, separate entrance) were not discussed in detail.
- Additional Facility Modifications:
  - No mention of whether additional modifications (e.g., dedicated workstations, cabinets) are needed.

## Oakridge Food Box

### Summary

Oakridge Food Box is well-prepared for its transition to WAC. Their primary focus is ensuring efficient food distribution, maintaining operational stability, and securing long-term affordability. The collaboration with the City of Oakridge, Food for Lane County, and St. Vincent de Paul strengthens their financial and logistical stability.



## Organization Brief Description

- Name of the Organization: Oakridge Food Box
- Year Established: Approximately 30-33 years ago
- Mission Statement: [To be confirmed]
- Primary Focus Areas: Food Distribution, Addressing Food Insecurity
- Target Population Served: Families in Oakridge and surrounding areas, including culturally diverse communities (e.g., Haitian families with specific dietary needs)
- Key Programs and Initiatives:
  - Drive-through food distribution service
  - Specialized food preparation based on dietary needs (gluten-free, vegetarian, vegan, diabetic, keto)
  - Weekly food deliveries and mobile service at St. Vincent de Paul (Saint Vinnie's)

## Collaborative Work with Other Entities or Organizations

- Partner Organizations:
  - Food for Lane County (provides food supplies)
  - City of Oakridge (collaborating on WAC project, grant support)
  - Oakridge School District (current location at Westridge)
  - St. Vincent de Paul (Saint Vinnie's) (distribution site for mobile service)
  - Refrigeration specialist (for moving and maintaining walk-in freezer)
- Type of Collaboration:
  - Food sourcing and distribution
  - Space and facility support
  - Grant funding and budgeting assistance
- Notable Partnerships and Impact:
  - Facilitated food distribution for 1,377 individuals in 655 households over the last fiscal year
  - Successfully relocated and continued operations despite multiple relocations
- Current or Upcoming Collaborative Projects:
  - Working with architect Kurt on space design at WAC
  - Relocating walk-in freezer to WAC

## Direct Services to Clients On-Site

- Food distribution (prepared food boxes with fresh produce, dairy, and proteins)
- Nutritional support tailored to clients' dietary restrictions
- Mobile food distribution (weekly service at Saint Vinnie's)
- Appointment or Walk-in Basis? Walk-in model with check-in system
- Staffing and Roles Involved in Service Delivery:
  - 1 part-time paid pantry manager
  - 25 active volunteers
- Frequency and Availability of Services:
  - Monday: Morning delivery from Food for Lane County (7 AM - 11 AM)
  - Tuesday & Wednesday: Drive-through food service (9 AM - 1 PM)

- Thursday: Mobile food distribution at St. Vincent de Paul (9 AM - 1 PM, once at WAC)

## Space and Facility

- Total Square Footage Needed: ~2000 sq. ft.
- Layout and Style of Workspace:
- Large open workspace for food storage and distribution
- Small 8x8 or 8x10 office partitioned within the space
- Dedicated Spaces for Clients:
- Drive-through service setup
- Indoor storage for specialized food preparation
- Accessibility Features:
- Central location within WAC for walkability and bike accessibility
- New doors to be installed for forklift access
- Additional Notes on Facility:
- Moving a walk-in freezer/cooler from current location to WAC
- Requires high-power electrical outlets for refrigeration units

## Privacy Level Needed

- Level of Confidentiality Required: Minimal, since operations involve food distribution
- Security Measures in Place:
- Standard security for food storage
- Any Additional Privacy Considerations: None mentioned

## Access to Conference Rooms and Other Private Space

- Availability of Conference Rooms or Meeting Areas: Not needed
- Reservation Process and Usage Policy: N/A
- Other Private Spaces Available for Staff and Clients:
- Small office partitioned within the 2000 sq. ft. workspace

## Modifications to the Space

- Changes Needed for Optimal Functionality:
- Additional power outlets for commercial refrigerators and freezers
- Water and garbage service
- Internet access
- Plans for Renovation or Customization:
- Adding doors on the south and west sides for easier loading/unloading
- Budget and Timeline for Modifications:
- Working with architect Kurt and a refrigeration expert for cost estimates
- Grant funding allocated for WAC improvements

## Operational Needs

- Staffing Requirements:

- 1 part-time paid pantry manager
- 7-8 volunteers per shift
- Equipment and Technology Needs:
- Commercial refrigerators and freezers
- Walk-in freezer/cooler
- Internet access for administrative tasks
- Utilities and Infrastructure Requirements:
- Electricity (high-capacity outlets)
- Water and garbage services

## Financial Needs/Wants

- Current Financial Standing:
  - Pays \$400/month in rent at Westridge
  - Pays \$150/month for garbage services
- Funding Sources and Grants:
  - Grant funding allocated for WAC improvements
  - Actively seeking additional grants
  - Collaborating with the City of Oakridge for funding
- Additional Financial Support Needed:
  - Aiming to keep rent costs similar to current expenses (~\$550/month)
- Future Budget Goals and Financial Planning:
  - Seeking a long-term lease (5 years)
  - Grant support expected to help offset operational costs

## Other Considerations

- Any Additional Information or Special Considerations:
  - The WAC location is ideal for accessibility (walkable and bike-friendly).
  - Transitioning from mobile distribution to a more permanent base at WAC
  - The City of Oakridge has benefited from Oakridge Food Box's presence, as it has helped secure grants for WAC

## Identified Gaps Between Interview & Template

- Mission Statement: Not explicitly stated—needs clarification.
- Eligibility Requirements: No clear mention of who qualifies for food distribution services.
- Privacy and Security Needs: No major concerns were mentioned, but it's unclear if sensitive client data is stored.
- Future Budget Planning: While some grants are in place, a more detailed financial strategy would be useful.

# Appendix D

Case Study Summary and Notes

## Overview

The case study analysis supports the development of an operational strategy for the WAC, a public facility designed to provide affordable, flexible space for mission-aligned community organizations. The selected case study organizations share the WAC's commitment to supporting nonprofit tenants while maintaining long-term financial and logistical viability.

The goal of this review is to surface best practices in facility management, financial planning, staffing structures, and space allocation that can be adapted to WAC's context. The findings inform WAC's approach to tenant engagement, revenue diversification, and service delivery.

## Organization Case Studies

- Deschutes Children's Foundation
  - <https://deschuteschildrensfoundation.org>
- La Pine Community Center
  - <https://www.lapineparks.org/la-pine-community-center>
- Cottage Grove Armory
  - <https://www.cottagegroveor.gov/community/page/armory>
- CAST (Community Arts Stabilization Trust)
  - <https://cast-sf.org>

Each of these facilities provides operational insights relevant to the WAC's dual goals of maximizing public service and maintaining cost-effective, resilient operations.

## Applications

### Usage Model

The facility will host a mix of short- and long-term tenants. Flexible event-based use of the gymnasium, stage, and kitchen will provide supplemental revenue and community engagement opportunities. This approach mirrors the hybrid-use strategy employed by the Cottage Grove Armory, which leverages its multi-function space for both leased tenancy and episodic rentals.

## Financial Sustainability Strategy

WAC's primary income will derive from rental agreements. While no fixed occupancy target has been set, leadership aims to maximize tenant engagement to support operational self-sufficiency. If rental income falls short, supplementary funding will be pursued through grants and public sector sources. This layered model parallels that of CAST and Deschutes Children's Foundation, both of which use mission-driven occupancy as the core of their financial structure, supported by philanthropic and public grants when necessary.

CAST's use of tiered rental pricing based on space and usage intensity provides a relevant model for WAC's planned fee structure. Sliding-scale rent enables accessibility for smaller organizations while maintaining necessary revenue flow.

## Staffing and Volunteer Integration

WAC will operate with one full-time building coordinator and one quarter-time public works staff member. This lean model prioritizes cost efficiency while maintaining daily oversight and facility upkeep. Although volunteer participation is anticipated, its structure is still in development. Case studies suggest that formalized volunteer roles (as seen in La Pine Community Center) can significantly extend operational capacity without increasing payroll expenses.

## Tenant Composition and Alignment

WAC is committed to housing primary nonprofit tenants' whole mission to align with its community-centered objectives. While commercial tenancy is not categorically excluded, it will be minimized to preserve the facility's service orientation. This selective tenant model is consistent with CAST and Deschutes, both of which emphasize organizational fit over commercial value.

## Methodology

Data were collected through:

- Interviews/phone calls/emails with operations managers and facility directors from each case study organization to understand site layout and document review of financial reports, rental agreements, and usage schedules

The analysis was grounded in comparative assessment of facility function, space allocation, staffing practices, and revenue streams.

## Case Study Profiles

### Deschutes Children's Foundation

| Phone Number: (541) 388-3101 | Email: [info@deschuteschildrensfoundation.org](mailto:info@deschuteschildrensfoundation.org) |

- Offers subsidized leases for nonprofits
- Emphasizes long-term tenant relationships

- Combines grant funding with earned income for financial balance

#### La Pine Community Center

| Phone Number: (541) 536-2223 | Email: info@lapineparks.org |

- Operates with volunteer support alongside core staff
- Engages deeply with local stakeholders to ensure facility relevance
- Uses local government contributions to stabilize its funding base

#### Cottage Grove Armory

| Phone Number: (541) 767-9717 | Email: jklarr@cottagegrove.org

- Blends fixed leases with flexible space rentals for events
- Prioritizes upkeep and regulatory compliance
- Diversifies funding through grant-writing and community sponsorships

#### CAST (Community Arts Stabilization Trust)

| Phone Number: (415) 556-9888 | Email: kiked@cast-sf.org

- Provides long-term affordable space for arts and culture organizations
- Uses innovative lease-to-own models and tiered rent structures
- Sustains operations through foundation partnerships and public-private funding

## Conclusion

This case study analysis affirms the viability of WAC's operational model while identifying specific practices to support successful implementation. Flexible space use, mission-driven tenancy, layered revenue strategies, and pragmatic staffing are shared characteristics among peer facilities. These findings offer both a strategic foundation and actionable guidance for WAC as it enters its next phase of development.

# Appendix E

Budget and Variable Approach



This appendix describes the methodology used to build the preliminary WAC operating budget, with a particular focus on how rental revenue was estimated across different tenant types and use scenarios. The intent was to create a budget model that is both structured and adaptable, able to respond to new information over time while aligning with WAC’s broader mission as a community-serving resilience hub.

## Scalable Budgeting Through Revenue Tiers

Rather than relying on static occupancy assumptions, the revenue projections use a three-tiered model: Low, Medium, and High. Each tier reflects growth based on a week-used-per-year model that is about 1.5x-2x more than the previous one, which allows for a consistent plan for all rental and tenant types. This approach allows the City and WAC to update revenue expectations as tenant commitments are finalized, or space usage patterns change.

## Categorizing Tenant Use: Full-Time vs. Hourly

Tenants were grouped into four categories based on how they are expected to use the space:

- Nonprofit
- Commercial Low Amenity
- Commercial High Amenity
- Hourly Users (Short-Term Use)

Each category required a distinct approach, reflecting the different ways tenants would engage with the facility.

## Square Footage-Based Pricing for Long-Term Leases

For full-time tenants, those who lease space consistently throughout the year, rent was calculated using square footage.

**Table 4: Rental Rate Assumptions for Long-Term Leases**

	Low (sq. ft)	Medium (sq. ft)	High (sq. ft)
<b>Nonprofit</b>	\$1.80	\$2.12	\$2.44
<b>Commercial (Low Amenity)</b>	\$11.63	\$13.68	\$15.73
<b>Commercial (High Amenity)</b>	\$15.30	\$18.00	\$21.18

While there is not a formal subsidy system, the lower nonprofit rate aligns with WAC’s mission to support service equity and community-centered organizations.

These rates were applied to specific modules within the building and the resulting rent totals were scaled by tier to project total potential revenue from full-time leasing.

## Short-Term Use Modeling via Hourly Rates

Hourly rentals were modeled separately to account for the flexible, short-term nature use. For each hourly rentable room, the model:

- Assigned an hourly rate
- Estimated the number of weeks per year the space would be rented
- Multiplied the number of weeks by the number of hours per week to calculate annual revenue

This method allowed for the budget to account for rooms that may only be used occasionally – for example, for events, workshops, or after-hours programming – while still contributing meaningfully to the revenue model.

**Table 5: Rental Rate Assumptions for Hourly Rental Spaces**

	Dressing Room + Showers	Kitchen	Gym + Stage
Hourly	\$16.00	\$15.00	\$50.00

## Baseline Operating Costs and Future Adjustments

Operational costs such as utilities, custodial services, and general building maintenance were based on historical expenditure from FY 2021-2022. These figures serve as a baseline, but certain assumptions (such as projected utility savings from solar infrastructure) will need to be revisited once updated data is available from Lane Electric. This underscores the importance of keeping the budget model as a living tool, one that can be refined over time with actual usage data and finalized tenant agreements.

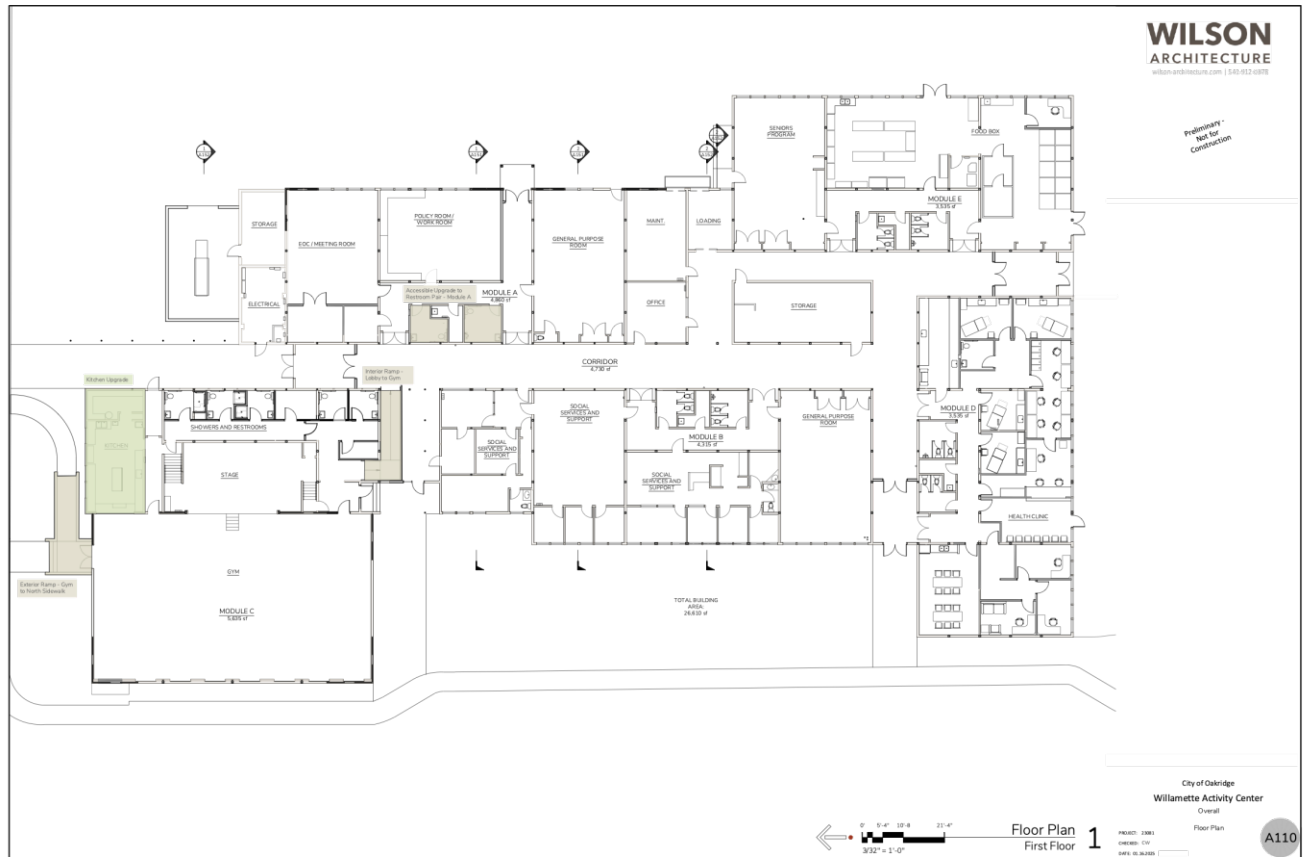
**Table 6: WAC Operational Budget**

Low	Medium	High
\$126,007.84	\$139,734.02	\$166,645.37

## Using the Model as a Living Planning Tool

Ultimately, the Rent Methodology spreadsheet model is designed not just to estimate costs and revenues, but to serve as a decision-making tool. As the City gathers more information—such as confirmed lease terms, actual rental demand, and updated utility pricing, it can adjust key inputs without rebuilding the structure from scratch. The goal is to create a transparent, scalable budget that reflects real-world complexity while supporting long-term financial stewardship.

Figure 1: WAC Module Layout



WAC divides its 21,880 square feet of rentable area into five clearly defined modules, enabling flexible lease terms that align with proposed sliding-scale rates:

- Module A: 4,860 sq ft
- Module B: 4,315 sq ft
- Module C: 5,635 sq ft
- Module D: 3,535 sq ft (designated for Health Clinic)
- Module E: 3,535 sq ft (designated for the Food Box)

This modular framework lets prospective tenants match their space requirements to an appropriately sized block, simplifies rent-reasonability assessments, and supports efficient scheduling of facility upgrades and operating budgets.

# Appendix F

WAC Budget

Estimated Budget FY 2028-2029			
General Fund Budget Summary			
Resource Description	Budget FY		
	Low	Medium	High
<b>RESOURCES</b>			
<b>WAC Room Rent</b>			
Module A (Short Term/Hourly)	\$9,396.00	\$18,792.00	\$28,188.00
Module A (Long Term Nonprofit)	\$9,034.85	\$10,390.08	\$11,948.59
Module B (Short Term/Hourly)	\$14,688.00	\$34,272.00	\$51,408.00
Module B (Long Term Nonprofit)	\$8,717.17	\$10,024.74	\$11,528.45
Module C (Monthly Package)	\$15,598.60	\$17,938.39	\$20,629.15
Module C (Kitchen Hourly)	\$3,300.00	\$6,600.00	\$9,600.00
Module C (Gym/Stage Hourly)	\$8,750.00	\$17,500.00	\$25,000.00
Module D (Long Term Commercial)	\$74,871.30	\$86,102.00	\$99,017.29
Module E (Long Term Nonprofit)	\$7,486.68	\$8,609.69	\$9,901.14
<b>TOTAL RESOURCES</b>	\$151,842.60	\$210,228.89	\$267,220.62
<b>REQUIREMENTS</b>			
<b>PERSONNEL SERVICES</b>			
Public Works - Maintenance Staff Wages	\$29,246.31	\$33,633.26	\$38,678.25
Public Works - Maintenance Staff FTE	0.25	0.25	0.25
Building Coordinator Wages	\$57,261.54	\$65,850.77	\$75,728.38
Building Coordinator - FTE	1	1	1
<b>TOTAL PERSONNEL SERVICES</b>	\$86,507.85	\$99,484.03	\$114,406.63
<b>MATERIALS &amp; SERVICES</b>			
Materials and Supplies	\$3,500.00	\$4,025.00	\$4,628.75
Utilities	\$22,500.00	\$25,875.00	\$29,756.25
Seasonal Workers	\$8,500.00	\$9,775.00	\$11,241.25
Building Maintenance	\$5,000.00	\$5,750.00	\$6,612.50
<b>TOTAL MATERIALS &amp; SERVICES</b>	\$39,500.00	\$45,425.00	\$52,238.75
<b>TOTAL REQUIREMENTS</b>	\$126,007.85	\$144,909.03	\$166,645.38
<b>BALANCE</b>	<b>\$25,834.75</b>	<b>\$65,319.86</b>	<b>\$100,575.24</b>

*\*This estimated budget is based on a certain set of assumptions for Resource projections and could change greatly based on changes to those assumptions. Instead of relying on this static Resource estimate, staff were provided an Excel sheet calculator to input various assumptions as information changes.*

# Appendix G

Final Presentation

# Willamette Activity Center (WAC)

Presented to: City of Oakridge Council's Office

Presented by: Beatriz Naranjo , Elizabeth Quintanilla, Gavin Grant

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# 01

## Project Scope and Approach

### OBJECTIVES



#### OUR AIM

- Identify operational pathways and financial stability



#### OUR GOAL

- User Needs Assessment
- Operational Model and Budget Scenarios
- Fundraising Strategies



## Methodology Approach



### Site Visit

- The visit provided valuable understanding of the building's layout, planned renovations
- Helped the team prepare for informed User Needs Assessment interviews with potential future occupants.



### Interviews

- Interviewed 8 of 25 potential users that got back to us.
- To gather input on space, accessibility, and program needs.
- Identified shared priorities and barriers to guide a sustainable, multi-use WAC model.



### Precedent Research

- Studied four comparable facilities to understand operations, maintenance, finances, and rental models.
- Findings shaped proposals for leasing structures, maintenance planning, and nonprofit partnerships in the WAC.

02

## WAC History

## The WAC Transitions



Opened as an Elementary School around the 1952

## The WAC Transitions



The WAC operating as a social service hub for the community (1980 - 2020)

## The WAC Transitions



Current condition of the WAC (2025)

03

## User Needs Assessment

## Key Findings



### Space Needs

- Classroom or office
- Kitchen
- ADA accessible restrooms
- Storage room



### Operational Needs

- Safety & security measures
- Coordinated logistics
- Wi-Fi provided



### Rent Allocations

- Short-term and flexible leases
- Long-term lease
- Full-time access at higher rates



## Tenant Outreach Recommendations



Reconnect with non-responders



E-mail a "WAC Offerings" factsheet



Host an open house after Phase 1 safety upgrades



Launch an online "expression of interest" form

# 04

## Operational Model

### Public-Facility Management



**Owned and  
Operated by  
the city**



**Leverages public  
infrastructure for  
community benefit**



**Align with WAC's  
mission as a  
Resilience Hub**

## How the Public Model Operates

- Staffing**
  - 1.0 FTE Building Coordinator
  - 0.25 FTE Maintenance Technician
- Ongoing Monitoring & Feedback**
  - Tracks usage, costs, and revenue
  - Incorporates tenant and community feedback
- Operational Tools**
  - Sliding-scale
  - Space flexibility for short- and long-term needs
  - Budget model updates with real-time data

# 05

## Budget

## Rent Methodology Overview



Total Budget

Revenue  
Personnel Services  
Materials & Services



Rent Methodology to give  
plan/layout for future

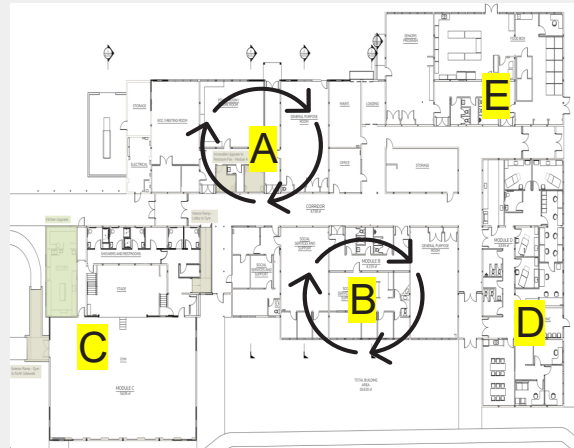


Wanting to find total balance  
of each tier




## Revenue Assumptions – Space Considerations


- Module A/B separated into short/long term
- Module C
  - Gym/Stage
  - Kitchen
  - Showers/Restrooms
- Module D
  - Health Clinic
- Module E
  - Food Box



## Revenue Assumption – Rent Models

Rent Assumptions 

<b>Commercial Full-Time</b>	\$21/sq ft per year
<b>Nonprofit Full-Time</b>	\$2/sq ft per year
<b>Nonprofit Hourly</b>	\$16-\$30/sq ft per hour

Hourly Occupancy Assumption 

<b>Low</b>	10-16 wks per year (15-25 hrs per wk)
<b>Medium</b>	17-23 wks per year (15-25 hrs per wk)
<b>High</b>	24-30 wks per year (15-25 hrs per wk)

## Expenditures Overview



### Personnel Services

1.0 FTE Building Coordinator

0.25 FTE Public Works Maintenance Staff

15% increase between budget tiers



### Materials & Services

Utilities

Custodial services and cleaning contracts

Operational supplies and building maintenance

15% increase between budget tiers



## Total Budget

### Rental Income

Estimate	Total Rental Income
Low	\$152,000
Medium	\$208,000
High	\$261,000

### Expenditures

Estimate	Total Expenditures
Low	\$126,000
Medium	\$140,000
High	\$167,000

### Balance

Estimate	Total Balance
Low	\$26,000
Medium	\$68,000
High	\$95,000

## Using the Budget as a Planning Tool

Adjusts with real-time occupancy data

Informs rent negotiations and tenant recruitment

Aligns financial sustainability with mission delivery

Forecasts if WAC will break even or need support

06

## Fundraising

### Fundraising Approach

- Projected revenues rely on ideal conditions
- Fundraising is needed to ensure financial stability amid economic uncertainty.
- Grassroots fundraising aligns with Oakridge's values
  - leverages strong local engagement despite limited financial resources.

## Grassroots Recommendations

### Community sports concession stand

- High visibility platform
- Brings awareness to the different programs offered
- Rotating support
  - Building sustainable momentum for long term success

### "Give what you can" donor campaign

- Provides inclusive giving
- Equity-centered and made for all levels of contribution
- Sustainable local investments

### Community Built Legacy wall

- Accessible and community-driven
- Celebrates local generosity
- Honors the City of Oakridge's collective investment



07

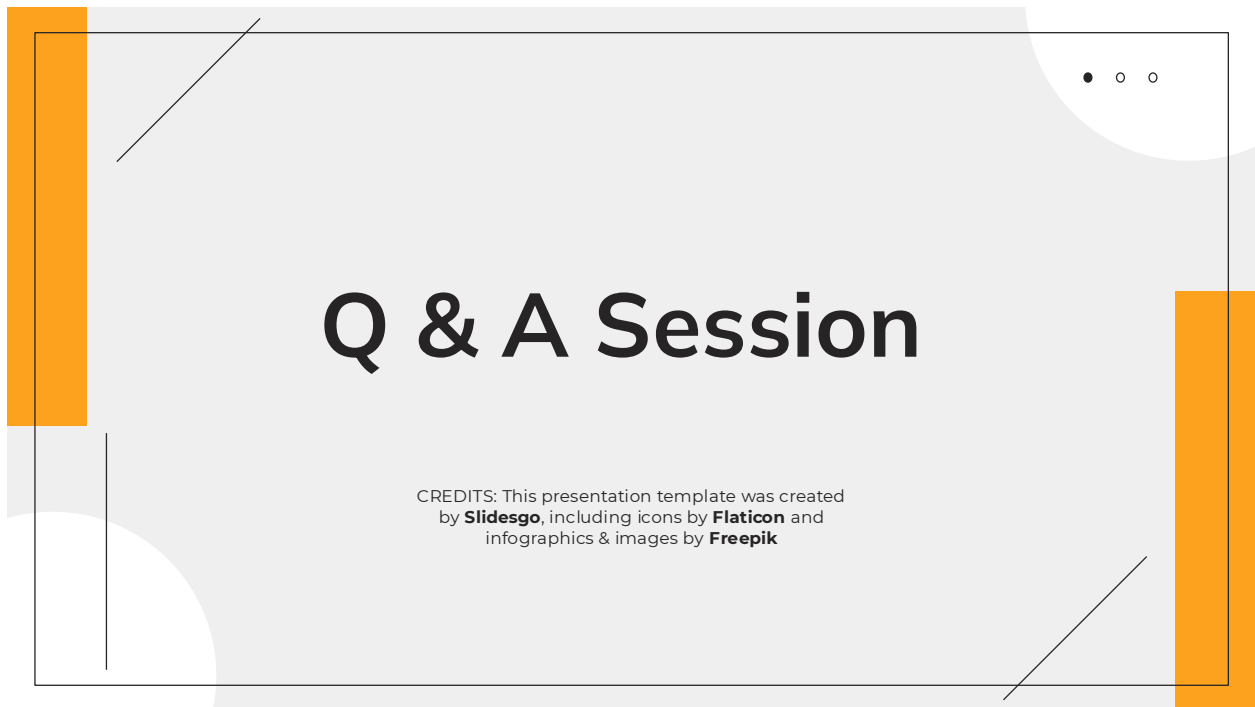
## Moving Forward

## Moving Forward

- Solidify Governance and Staffing
- Advance Fundraising Strategies
- Continue Community Engagement
- Prepare for Renovation and Launch

# THANK YOU!

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The slide features a light gray background with a white rounded rectangle in the center. The title "Q & A Session" is centered in a large, bold, black font. Below the title, the credits are listed in a smaller, black font. The slide is decorated with orange vertical bars on the left and right sides, and thin black lines forming a frame. In the top right corner, there is a navigation menu consisting of three circles: a solid black circle followed by two hollow white circles.

# Q & A Session

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