



SCOPE OF WORK

COBURG PUBLIC FACILITY STRATEGIC USE PLAN

PURPOSE

This document gives a draft scope for the Local Solutions Studio: Coburg Public Facility Strategic Use Plan (Strategic Use Plan) research project that will be taking place in Fall Term 2026. Included in this scope are background and context for the project as well as guiding themes, research objectives, and a preliminary project timeline. This scope also provides an overview of the methodology and questions for a Coburg Strategic Use focus group and individual stakeholder interviews. The Local Solutions Studio student team (student team) will use this scope as a framework for developing recommendations for improved use of the Coburg City Hall and the IOOF building in Fall of 2026.

PROJECT BACKGROUND

The City of Coburg owns and operates a City Hall building on N. Willamette Street, which contains city administration, planning, finance, municipal court and police departments. A large portion of the lower floor is used for City Council, Municipal Court and Planning Commission meetings; however, it is not ideally set up for these uses. The City also leases the first floor of the IOOF Building, a historic building across the street from City Hall. The IOOF building is currently subleased to the Coburg Main Street organization; the lease includes use of the IOOF parking lot to provide free public parking. The City would like to investigate how to improve the utilization these two spaces to maximize the value of the facilities, energize the downtown core and continue to provide essential services to the community.

Project Elements

This project will include background research, public engagement, analysis of existing and proposed building use based upon findings, and development of strategic use plan options for each building.

Background research will include site visits to understand the spaces, create existing floor and site plans, and perform visual condition analysis, research into the history and construction of each building, identification and analysis of two case studies of similar buildings converted for public use, and an initial identification of potential community uses for the public spaces.

Public engagement will include interviews with City staff and other users of City Hall to better understand how the building is used and its needs and issues. It will also include the formation of a focus group of potential community users of the IOOF building. Findings from the focus group and interviews will be combined with background research to develop recommendation options for the future use of each building.

The final document will be 2 part. The City Hall Plan will define the “next life” of this building. This plan will address current and future uses, public agency needs, accessibility, and potential modifications that could be made to the building to meet those needs, including but not limited to revised floor plans or relocation plans. The IOOF Plan will explore the best way(s) to use this rental space to meet community

needs. This plan will address community needs, historic preservation, accessibility, and potential management of the rental space.

Demographics¹

Coburg is small bedroom community located approximately eight miles north of Eugene. The city differs from the rest of the state in several key housing and income characteristics. Homeownership is substantially higher in the city (80.9%) than statewide (63.3%). Detached single-family homes also make up a larger share of housing in the city (79.3%) compared to the state overall (62.7%). In addition, the city's median household income (\$98,000) exceeds the state median (\$83,011). Coburg is predominately white and is generally an older community with an emerging subset of young families as reflected by the growing number of the Under 17 population. There is a single K-8 charter school (Coburg Community Charter School) servicing the city.

ROLES AND RESPONSIBILITIES

This section defines how student teams lead and execute the work, how the client provides vision, access, and timely feedback, and how instructors coach process and quality—aligning expectations, communication, and deliverables from kickoff through final presentations.

Student Consultants and Student Teams

Overview: Student consultants form into student teams and function as a team unit when working with the clients/project partners. The student team has the ultimate responsibility for the project deliverables. They perform the tasks needed to answer the project's guiding questions and synthesize their work into final deliverables for the clients.

Responsibilities:

- **Project Management:** Turn the project scope into a work breakdown schedule that is regularly updated and used to keep the project on track
- **Client Communication:** Work with client/project partners to schedule and hold regular meetings that keep the team and the clients on the same page; use written communication to provide updates and request feedback as necessary
- **Project Work:** Complete all tasks (see below) associated with completing the project scope
- **Learning:** Identify personal learning goals related to the course learning objectives and skills; work towards both personal goals and learning outcomes by acting on feedback and taking initiative to experiment with new (and possibly uncomfortable) things
- **Final Deliverables:**
 - Synthesize all project work into the deliverables outlined in the project scope and any class-specific deliverables
 - Produce a final version of all project deliverables and share digital copies with clients in their preferred format
 - Present project findings to a group organized by the client (*during week 10 or finals week*)
 - Present project findings in a showcase for clients and others (*during finals week, date, exact date to be determined*)

Client/Project Partner

Overview: The client, also called the project partner, holds the vision for the project and communicates needs to the student team so that their needs are met. Clients have already agreed on a general project scope through conversations with faculty prior to the class, but clients can work with the student team and the course instructor to modify aspects of the project as needed so long as modifications fit within the capacity of the student team.

Minimum Responsibilities:

- **Meetings:** Be available to meet with the student team on the dates and times highlighted in timeline; additional availability outside of these times as the student team is getting started (*early-mid October*) and as the student team is winding down the final deliverables (*mid-late November*) may be necessary
- **Feedback:** Provide timely feedback and connections to the student team so they can move the project forward
- **Final Deliverables**
 - Help organize a final presentation where the students can present their findings to relevant partners and stakeholders (*City Leadership, December 8*)
 - Provide timely written feedback on final written deliverables *by November 25 at minimum with possible additional comments later* so that students can finalize their product by *December 4*

Course Instructors & Team Coach

Overview: The course instructor and coaches provide regular, structured feedback to student teams on assignments they turn in to meet class requirements.

The instructors also serve as “team coaches” once the term begins to support student teams in the completion of their project work. The team coach does not complete any of the work themselves but meets regularly with student teams to provide feedback on deliverables and suggestions about overall project process and direction.

Responsibilities:

- **Project Scoping:** Ensure scopes of work are complete prior to student team onboarding
- **Team Meetings:** Meet at least once per week with the student team to provide feedback and suggestions about project direction; maintain about 5 hours of availability outside of team meetings each week to meet with students and student teams as needed
- **Feedback:** Provide timely feedback to students about both class-related assignments and project-related work to ensure the student team can keep moving the project forward
- **Final Deliverables:** Provide feedback on drafts of project deliverables to coach students towards success

Tasks

The student team will focus on the following four tasks. Included with each entry is a task timeline and any associated deliverables for each task. This information is grouped by type of work – for a full project timeline see [Project Schedule](#).

Task 0: Project Kickoff and Community Orientation (Weeks 1-2)

This task will align the team and client on scope, roles, success criteria, and communication norms; ground the work in local context by touring Coburg City Hall and the IOOF building and meeting employees and community members so insights directly inform interviews, focus groups, and research.

Activities:

- Prepare kickoff agenda and materials
- Hold client kickoff meeting with Coburg city staff
- Plan and conduct a Week 2 community visit

Timeline

- September 30: Client kickoff meeting with Coburg city staff (in class)
- Week 2: Community visit — Tour IOOF and City Hall, and get to know the community

Deliverables

- Kickoff agenda and meeting notes
- Stakeholder contact list and communication plan
- Community visit memo (floor plans, observations, photos) and next-step recommendations

Task 1: Background Research (Weeks 2-4)

This task focuses on collecting information on existing facility condition and use, identifying potential users from the community, and reviewing case studies for ideas on facility study content and potential civic uses of public spaces.

Activities:

- Site Visit
- Building History and Condition Analysis
- Community User identification
- Case Study identification and analysis

Timeline

- Week 2: Site Visit and conditions analysis with city staff, identify possible case studies
- Weeks 3-4: Case studies

Deliverables

- Case Study memo
- Floor plans (existing uses) for each building
- Conditions Analysis for each building

Task 2: Public Engagement (Weeks 4-7)

This task focuses on collecting qualitative insights to better understand community perspectives and identify needs related to the project.

Activities

- Interview current users of facilities to determine needs/issues

- Conduct a focus group with potential users of facilities
 - Focus discussion on current unmet needs, potential modifications to buildings to meet those needs, potential use of buildings to activate community, and potential management structure of mixed-use buildings

Timeline

- Week 4: Interviews with City staff and Main Street, organize Focus group
- Week 5: Complete interviews, design focus group questions with project partner
- Week 6: Focus Group with proposed users

Deliverables

- Polished, synthesized notes summarizing community views and identified needs/issues/potential uses for both buildings (by Week 6 or 7)

Task 3: Plan Development (Weeks 7-10)

This task focuses on synthesizing engagement responses to identify community priorities, preferences, and needs for these public facilities.

Activities

- Separate findings of research and engagement into plans for each building.
- Each plan should:
 - Detail the existing uses and conditions of the building
 - Describe limitations and potential of the building
 - Identify needs/issues of current occupants
 - Identify needs of community in relation to the building
 - Include recommendations for future use of building, needed modifications to meet proposed uses, and potential management structure(s)

Timeline

- Week 7-8: Develop draft plans and recommendations, including illustrations and graphic display
- Week 9-10: Refine final deliverables
- Week 10-11: Present final deliverables to City Council and Main Street Coburg

Deliverables

- 2 part final memo summarizing key findings and conclusions (due in Week 11)
- Individually formatted proposed use visualizations derived from the recommendations (due Week 11)

Schedule and Budget

IPRE will initiate scoping on the project starting July 2026. The fall LSS student team will onboard in late September and begin to execute the scope. The fall LSS team will have 3-5 student members working approximately 10 hours/week each on the project from September 30, 2026 – December 11, 2026. This project is covered under the Master Agreement between the IPRE and Lane County for the Lane County Policy Lab. This agreement covers the cost of providing advising and coaching to the student team and any necessary travel in Lane County.