



**AGENDA FOR REGULAR BUSINESS MEETING  
ASHLAND PARKS & RECREATION COMMISSION  
November 18, 2020  
Electronic Meeting – 6:30 p.m.**

This meeting will be held electronically. The public can view on Channel 9 or Channels 180 and 181 (for Charter Communications customers) or live stream via [rvtv.sou.edu](http://rvtv.sou.edu) - select RVTV Prime.

Written testimony will be accepted via email sent to [sean.sullivan@ashland.or.us](mailto:sean.sullivan@ashland.or.us). Please include “**Public Testimony for November 18 Regular Meeting**” in the subject line. Written testimony submitted before Tuesday, November 17, 2020, 11:00 am will be made available to the Parks Commissioners before the meeting. All testimony will be included in the meetings minutes.

Oral Testimony will be taken during the electronic public meeting. If you wish to provide oral testimony, send an email to [sean.sullivan@ashland.or.us](mailto:sean.sullivan@ashland.or.us) before Tuesday, November 17, 2020, 11:00 am. Please provide the following information: 1) make the subject line of the email “**November Speaker Request**”, 2) include your name, 3) the agenda item on which you wish to speak on, 4) specify if you will be participating by computer or telephone, and 5) the name you will use if participating by computer or the telephone number you will use if participating by telephone. Staff will provide information necessary to join the meeting upon request.

**6:30 p.m.**

- I. CALL TO ORDER
- II. APPROVAL OR ACKNOWLEDGEMENT OF MINUTES
  1. APRC Study Session – October 7, 2020
  2. APRC Regular Meeting – October 14, 2020
  3. Bee City USA Subcommittee – January 8, 2020
  4. Ashland Senior Advisory Committee – March 9, 2020
- III. PUBLIC FORUM
- IV. DIRECTORS REPORT
- V. ADDITIONS OR DELETIONS TO THE AGENDA
- VI. UNFINISHED BUSINESS
  1. Drone Wildfire Monitoring Review/Final Approval (Possible Action)
  2. Employee Handbook Update for Insurance Premium Increase (Action)
  3. Alameda Fire Restoration Report (Information)
- VII. NEW BUSINESS
  1. Cost Recovery Project Discussion (Information)
- VIII. ITEMS FROM COMMISSIONERS/STAFF
- IX. UPCOMING MEETING DATES
  1. APRC Regular Business Meeting — December 9, 2020
    - Electronic Meeting—6:30 p.m.
- X. ADJOURNMENT

The Ashland Parks and Recreation Commission will hold an **Executive Session immediately following the Regular Meeting** to review and evaluate the performance of an officer, pursuant to ORS 192.660(2)(i).

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Administrator's office at (541) 488-6002 (TTY phone number (800) 735-2900). Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title I). Parks Commission meetings are broadcast live on Channel 9, or on CHARTER CABLE CHANNEL 180. Visit the City of Ashland's website at [www.ashland.or.us](http://www.ashland.or.us).

**AGENDA FOR STUDY SESSION  
ASHLAND PARKS & RECREATION COMMISSION  
October 7, 2020  
Electronic Meeting – 6:30 p.m.**

Present: Commissioners Gardiner (Chair), Landt (Vice-Chair), Lewis; Director Black; Recreation Superintendent Dials, Senior Services Superintendent Glatt, Supervisor Minica, Assistant Sullivan

Absent: Commissioners Bell, Heller; City Council Liaison Mayor Stromberg

**I. CALL TO ORDER**

The meeting was called to order at 6:30 p.m.

**II. PUBLIC INPUT**

None

**III. RAILROAD PARK BLACK LIVES MATTER DISPLAY DISCUSSION**

Black provided the following update on this issue:

- Staff is working with organizers of the temporary “Say Their Names” display on the possibility of installing a permanent display
- Black and City Attorney Lohman will meet with a larger community group to express support for a permanent display while expressing challenges with the temporary display. The meeting will also cover the following items:
  - Removal of temporary display
  - Approval process
  - Management of the installation
  - Possible locations for a permanent display
    - Railroad Park will be considered as a potential location
- The installation will be referenced as “Say Their Names” by APRC staff moving forward (the agenda referenced the installation as the “Black Lives Matter Display”)
  - The installation which was later vandalized was titled “Sat Their Names” by the original organizers
- Lewis stated that this item could be brought before the Current Parks, Conservation and Maintenance Subcommittee and stated support for a permanent installation to be located in the Railroad District
- Heller stated that the public art commission should be involved
  - Black stated that there are certain paths this could go down and one of them could be to the Public Arts Commission. It has yet to be determined which public process a permanent installation will go through
  - Gardiner stated that the Public Arts Commission membership includes at least one City Councilor and one Parks Commissioner

**IV. OPEN SPACE MAINTENANCE DISCUSSION**

[Public Input](#) from Barbara Schack was received for this item.

Black introduced Minica who Supervises APRC Open Spaces and reviewed the staff report included in the [meeting packet](#). Black [displayed a map](#) identifying APRC Open Space Inventory from 2017. In addition to the items listed in the staff report, the following items were discussed:

- Black stated there is over 800 acres of land that is controlled and managed by APRC, included 600 acres of land designated as Open Space
- Concerns from the community about maintenance practices have increased after the Alameda Fire
- Black has directed staff to take every concern seriously and to review each concern. Some of the concerns raised are regarding properties that APRC does not control
- All APRC properties are maintained annually based on standards adopted by the City of Ashland. These standards include limitations on how and when maintenance activities can be carried out, such as restrictions in riparian areas
- Black stated that APRC properties are generally better maintained than what is required by municipal code
- Minica presented on current maintenance practices:
  - Properties that are an acre or less the entire property is mowed (if possible, based on terrain)
    - Some larger properties, such as E. Main Park, are mowed in its entirety
  - Properties that are larger than an acre require a 15-foot barrier be mowed around the perimeter
    - APRC strives to mow a 30-foot barrier when possible
    - Adjacent property owners are required to have a 15-foot fire mitigation buffer as well
  - Restrictions during fire season restrict what kind of activities and equipment can be used
  - Maintenance activities are mainly undertaken by APRC staff with the assistance of Jackson County Community Justice crews
  - Mechanical equipment cannot be used in riparian zones within 50 feet of high-water mark
  - Bird nesting season limits when maintenance activities can take place in riparian areas
  - Maintenance activities on larger and more forested properties include weed abatement such as scotch broom removal and thinning activities that includes piling and burning thinned vegetation
  - APRC staff maintenance practices often exceed what is required when possible
  - APRC staff does rely on the community to relay some issues to staff and will address the issues as they arise
- Minica reported on the following APRC properties:
  - Riverwalk/Mace property
    - 3-5 acres of blackberries were removed with heavy equipment when the Mace property was acquired by APRC
    - Buffers around the perimeter of the property were established and are now maintained
  - E Main Property
    - The entire property is mowed annually
    - Blackberries were removed
    - Reestablished the TID ditch
    - Reduced the fuel hazards
  - Cottle Property
    - Thinned out pine trees and will reevaluate if additional thinning is required
    - Blackberries were removed
- Landt made the following comments:
  - Stated support for mowing the entirety of the E Main property even though it is larger than one acre. City of Ashland standards only require that a 15-foot buffer be mowed around the perimeter
  - Appreciative that the entirety of the Mace Property/Riverwalk was not mowed because it is one of the few remaining examples of native grasses in the community
- Minica clarified that the Ashland FireWise program works with homeowners, not public landowners
- Black stated that exceptions have been made in the past regarding leaving some vegetation adjacent to private property at the request of the private property owners and that these exceptions will be reviewed and will not likely be made in the future

- Black clarified that collaboration with AFR (Ashland Fire and Rescue) will be moving forward to review ordinances that restrict wildfire mitigation efforts during fire season to see if there are opportunities to better address imminent fire dangers throughout the entire year
- Black stated that APRC and Chris Chambers, AFR Forestry Division Chief, work closely on numerous projects and have collaborated maintenance and thinning projects on APRC properties including Hit Road, Acid Castle, Siskiyou Mountain Park and the Lithia Hillside
- Heller stated APRC should increase public education on wildfire mitigation and land management practices
- Lewis stated the need to establish a city-wide plan that includes public land and private residences. Winds often come out of the south and could push fire through large portions of the city depending on the ignition point
- Bell made the following inquiry: Fire seasons are now longer, and we are facing worsening conditions. APRC's budget is already stretched. It is necessary to do things differently or is there a need to increase the maintenance staff?
  - Black stated the budget allows APRC to manage the amount acreage currently in the system using the current standards. If standards increase it will be necessary to take another look and it will likely be necessary to increase staff
- Landt stated the following:
  - Every time the fire progressed that it was stopped by an irrigated field and shows a need to put barriers in the way of wildfire
  - The Almeda Fire was able to rapidly move through the valley by way of the Bear Creek Greenway and is concerned that some may want to dramatically reduce vegetation in this natural area
  - Greenway restoration should include an aggressive approach to eradicating invasive, non-native blackberries, which were a contributing factor to the spread of the fire by allowing the fire to burn hotter and creating embers
  - It is worth making a real effort to change the future fire regime by changing the plant regime along the greenway
    - Black agreed about the need to review the methods used to remove blackberries and find solutions to more permanently remove this and other problematic non-native vegetation
- Black clarified that transportation grants from the State of Oregon do not currently fund anything other than the hard surface of greenway paths and there may need to be a discussion about providing funding for the management of the land surrounding bike paths (Black currently sits on the Oregon Bicycle and Pedestrian Advisory Committee)
- Gardiner stated he recently participated in a ride-along the greenway, sponsored by Jackson County Parks. Gardiner observed areas where blackberries were mowed on a regular basis, but come back quickly Gardiner also stated that enforcement of non-sanctioned activities such as camping is difficult to achieve
- Lewis stated that over the last 20 years APRC and the City of Ashland have received numerous grants for wildfire mitigation efforts and encouraged to continue pursuing grants to fund this work
- Gardiner stated that an upcoming Parks View article could be submitted to detail wildfire mitigation efforts
- Minica stated grants were awards that helped fund the following activities on Hald Strawberry over the past year:
  - Thinning, piling and burning the entire 30-acre property and APRC trails funds were used to remove scotch broom
- Minica stated that a recent donation from Avista allowed the thinning, piling burning on entire Lithia Hillside (approximately 48 acres) and was also used to treat another eight acres on the Westwood property
- Minica reported that there is work being undertaken by private property owners adjacent to Siskiyou Mountain Park and that he is working on a plan with AFR to do some treatments within Siskiyou Mountain Park

## V. ADJOURNMENT

The meeting adjourned at 7:39 p.m.

The Executive Session called to order at 7:4 p.m. and adjourned at 9:00 p.m.

**MINUTES FOR REGULAR BUSINESS MEETING  
ASHLAND PARKS & RECREATION COMMISSION  
October 14, 2020  
Electronic Meeting – 6:30 p.m.**

Present: Commissioners Gardiner (Chair), Landt (Vice-Chair), Bell, Lewis; Director Black; Recreation Superintendent Dials; Manager Oropallo; Analyst Kiewel, Assistant Sullivan

Absent: Commissioners Heller\*, City Council Liaison Mayor Stromberg

\*Joined at 6:42 pm, at the beginning of Emergency response update

**I. CALL TO ORDER**

The meeting was called to order at 6:31 p.m.

**II. APPROVAL OF MINUTES**

APRC Special Meeting – September 23, 2020

**Motion:** Landt moved to approve the Minutes from September 23, 2020 as presented. Lewis Seconded.

**Vote:** The vote was all yes

**III. PUBLIC FORUM**

Gardiner called on the speakers and noted that Director Black has been designated as the representative of the Commissioners to deal with all real estate matters.

**Amy Gunter of Rogue Planning and Development Services** spoke as a representative of Mardi Mastain who is the owner of the 114 Granite Street. Ms. Mastain is the owner of the Historic Raggedy Anne Bungalow, which is currently located on APRC property. Gunter stated that the property owner would like to engage in additional conversations on a permanent solution with the property.

**Mardi Mastain of Ashland** reaffirmed that she would like to engage in additional talks regarding the property where the historic cottage is located.

**IV. ADDITIONS OR DELETIONS TO THE AGENDA**

None

**V. UNFINISHED BUSINESS**

**1. Emergency Response Updates (Information)**

Dials reviewed the staff report included in the [meeting packet](#). In addition to the items listed in the staff report, the following items were discussed:

- Black stated that the memo is now out of date and that the City of Ashland declaration of emergency for the Alameda for has been withdrawn
- The City of Ashland and APRC are in standby mode and ready to assist where able to do so
- Jackson County has taken the lead on the response and recovery effort and is working directly with FEMA
- APRC is managing a website and phone line that provides resources to those impacted by the fire: [ashland.or.us/ashlandresponse](http://ashland.or.us/ashlandresponse); 541-552-2500
- Dials reported that a total of 158 calls have been received and that phone calls are dropping; There have been 8,848 unique views to the website
- Black stated that most displaced people are staying with family/friends per a report received from recovery organizers
- Dials stated that FEMA set up a registration service at The Grove for three days last week

VI. NEW BUSINESS

1. Insurance Premium Increase (Information)

Black reviewed the staff report included in the [meeting packet](#). In addition to the items listed in the staff report, the following items were discussed:

- APRC provides insurance for employees and covers 95% of the premium; Employees pay 5% of the premium
- Increases to employee's premium contributions has been discussed at the City of Ashland in the last budget cycle
- City of Ashland will be increasing insurance premium contributions for non-represented employees from 5% to 7.5% on 1/1/21 and from 7.5% to 10% on 6/1/21
- Due to additional budget constraints, Black will be recommending the following at a future meeting:

*APRC employees will increase their contribution toward healthcare progressively from 5 to 7.5 percent on January 1, 2021, and again from 7.5 to 10 percent on July 1, 2021.*

- Black presented the following table in the meeting detailing current premium contributions and proposed increases

| 2020              | Medical                      |            |             | Delta Dental III W/Ortho |          |             | EMPLOYEE COST:     |                |
|-------------------|------------------------------|------------|-------------|--------------------------|----------|-------------|--------------------|----------------|
|                   | Current Monthly Premium 100% | APRC 95%   | Employee 5% | Monthly Premium 100%     | APRC 95% | Employee 5% | Total Monthly Cost | Per pay period |
| Coverage:         |                              |            |             |                          |          |             |                    |                |
| Employee          | \$680.63                     | \$646.60   | \$34.03     | \$61.97                  | \$58.87  | \$3.10      | \$37.13            | \$18.57        |
| Employee & Family | \$1,949.59                   | \$1,852.11 | \$97.48     | \$205.68                 | \$195.40 | \$10.28     | \$107.76           | \$53.88        |

| Effective 1/1/2021 | Medical                   |            |               | Delta Dental III w/Ortho |            |               | EMPLOYEE COST:     |                |
|--------------------|---------------------------|------------|---------------|--------------------------|------------|---------------|--------------------|----------------|
|                    | 2021 Monthly Premium 100% | APRC 92.5% | Employee 7.5% | 2021 Premium 100%        | APRC 92.5% | Employee 7.5% | Total Monthly Cost | Per pay period |
| Coverage:          |                           |            |               |                          |            |               |                    |                |
| Employee           | \$713.79                  | \$660.26   | \$53.53       | \$56.90                  | \$52.63    | \$4.27        | \$57.80            | \$28.90        |
| Employee & Family  | \$2,045.06                | \$1,891.68 | \$153.38      | \$188.57                 | \$174.43   | \$14.14       | \$167.52           | \$83.76        |

| Effective 7/1/2021 | Medical                   |            |              | Delta Dental III w/Ortho |          |              | EMPLOYEE COST:     |                |
|--------------------|---------------------------|------------|--------------|--------------------------|----------|--------------|--------------------|----------------|
|                    | 2021 Monthly Premium 100% | APRC 90%   | Employee 10% | 2021 Premium 100%        | APRC 90% | Employee 10% | Total Monthly Cost | Per pay period |
| Coverage:          |                           |            |              |                          |          |              |                    |                |
| Employee           | \$713.79                  | \$642.41   | \$71.38      | \$56.90                  | \$51.21  | \$5.69       | \$77.07            | \$38.53        |
| Employee & Family  | \$2,045.06                | \$1,840.55 | \$204.51     | \$188.57                 | \$169.71 | \$18.86      | \$223.36           | \$111.68       |

\*PROJECTED PREMIUMS

- Black stated that increasing premium contributions would allow APRC to continue providing the same insurance plan, which provides very good benefits and would be a more equitable way to spread out the increased costs to employees
- The savings this fiscal year for the change to the employee cost-share will be \$55,550
- It will be necessary for staff to bring this back to a future Business Meeting to update the Employee Handbook where the details of health insurance benefits are detailed
- Commissioners requested information on local and regional organizations insurance benefits and how they compare to this proposal
  - Black stated that the closest comparison is the City of Ashland, which will be adopting this increase and will also ask the City of Ashland HR representative to attend the meeting to provide additional information



- o Black requested that specific questions from Commissioners be submitted so they can be addressed at the next meeting

## 2. Oak Knoll Golf Course Fee Increase (Action)

Oropallo reviewed the staff report included in the [meeting packet](#). A [PowerPoint](#) displaying the tables in the staff report was presented. In addition to the items listed in the staff report, the following items were discussed:

- Oropallo's plan for implementing fee increases will be comprised of multiple small increases rather than one significant increase in fees
- A competitive Market Analysis was completed with information from Stewart Meadows, Quail Point and Lake Oswego, which was then compared and contrasted with APRC winter fees. Oropallo determined that current Winter green fees are below market value
- Proposed increases to fees were presented to customers through face to face interaction and thought the newsletter
- The proposed fee increases are as follows:

| Type     | Season | Holes               | Walk/Ride | Current Fee | Proposed Fee | % +/- |
|----------|--------|---------------------|-----------|-------------|--------------|-------|
| Regular  | Winter | 9                   | Ride      | \$ 22.00    | \$ 23.00     | 5%    |
| Regular  | Winter | 9                   | Walk      | \$ 14.00    | \$ 15.00     | 7%    |
| Regular  | Winter | 18                  | Ride      | \$ 33.00    | \$ 35.00     | 6%    |
| Regular  | Winter | 18                  | Walk      | \$ 20.00    | \$ 22.00     | 10%   |
| Senior   | Winter | 9                   | Ride      | \$ 18.00    | \$ 21.00     | 17%   |
| Senior   | Winter | 9                   | Walk      | \$ 12.00    | \$ 13.00     | 8%    |
| Senior   | Winter | 18                  | Ride      | \$ 29.00    | \$ 33.00     | 14%   |
| Senior   | Winter | 18                  | Walk      | \$ 18.00    | \$ 20.00     | 11%   |
| Twilight | Winter | 9                   | Ride      | \$ 18.00    | \$ 18.00     | 0%    |
| Twilight | Winter | 9                   | Walk      | \$ 10.00    | \$ 10.00     | 0%    |
| Twilight | Winter | 18                  | Ride      | \$ 28.00    | \$ 30.00     | 7%    |
| Twilight | Winter | 18                  | Walk      | \$ 19.00    | \$ 17.00     | -11%* |
| Regular  | Winter | 9 Hole Continuation | Walk      | \$ 6.00     | \$ 7.00      | 17%   |

\*The current Twilight 18 Walk fee does not fit with current pricing scheme. A reduction was necessary for this fee to fit our pricing plan.

- Oropallo noted a concern regarding Senior Fees being increased at a higher rate and explained that this is the case because an increase to the senior cart rate is included with the green fee increase
- Twilight rates for 18 holes are being reduced in an effort to increase the use of this category
- Oropallo clarified that these fees would be in place from November 1 through the end of February. Oropallo is planning on coming back to the Commissioners in February for planned increases to the in-season fees which will take effect in March

- Lewis requested regular memos be sent out to members of the Golf Course Subcommittee since subcommittee meetings are currently on hold
- Oropallo reported that Mary's BBQ is interested in continuing the lease agreement and has brought new visitors to the golf course

**Motion:** Landt moved to approve the Oak Knoll Golf Course Winer Rates effective November 1, 2020 through February 28, 2021 as present by staff. Heller Seconded

**Vote:** The vote was all yes.

### 3. Calle Season Extension (Action)

Dials reviewed the staff report included in the [meeting packet](#). The following items were discussed:

- Typically, the season on Calle Guanajuato runs from March through mid-November
- Staff is proposing to extend the season on Calle Guanajuato to benefit businesses and the artisan's market who utilize the outdoor space in the face of COVID-19 restrictions. The extension would end at the digression of staff and would not run into the next season
- The season extension will end in time to prepare for the start of the next season which begins March 2021
- Bell & Heller raised concerns about utilizing propane heaters and suggested the use of electric heaters or have businesses take steps to not have the heaters continually running
- Dials stated that not all of the businesses who signed contracts for the current season have paid the required \$1 and would look into collecting the fee since it is contractually required

Public Input:

**Marcus Scott, Lithia Artisans Market Manager**, thanked the Commissioners for flexibility on the use of Calle Guanajuato and the front of Lithia Park and advocated for the extension of the season into winter months since indoor venues are not available due to COVID-19. Scott stated he will recommend that vendors bundle up to reduce the use of outdoor heaters.

**James Royce Young of Ashland** submitted [written comments](#) on this item.

- Dials stated that the artisan's market would remain in the front of the park until the rain starts, at which time they will be moved off of park lawns
- Dials stated that the Commissioners previously allowed staff to work with users to shuffle and reallocate space on the Calle when the artisan's market moved to the front of the park and staff will continue to work with all users when it becomes necessary to move the market off of the park lawn

**Motion:** Landt moved to approve extending the Calle Guanajuato contract season to February 28 with the following conditions: 1) staff will determine allocation of space for the greatest good for the greatest number; 2) electric heating will be used whenever feasible as determined by staff; 3) a plan will be in place by November 1 to remove equipment, chairs, tables, etc. if a flood threatens; 4) no use of lawn or grass areas after November 1 or if a ½inch of rainfall occurs within 3 days, whichever comes first. Seconded by Bell.

**Discussion:** Black stated that any plan regarding the removal of equipment from the Calle if there is a threat of a flood should make clear that the responsibility is that of the users and not APRC. Landt stated that the motion allows staff to develop the plan and would allow for this distinction.

**Vote:** The vote was all yes.

## VII. ITEMS FROM COMMISSIONERS/STAFF

Heller thanked Dials for communicating with the Ashland School District regarding the use of the courts at Helman School for pickleball.

Black stated that it is likely that the Lithia Park courts will be open soon, but it will be a few more weeks before the permanent nets will be installed. Temporary nets can be used once the courts open.



Landt reported that the Forest Lands Commission formed a subcommittee to look into the management of the trails system and one of the thoughts discussed is that APRC should assume full management of the trails. Black stated he will be meeting with APRC and City staff on this issue.

**VIII. UPCOMING MEETING DATES**

1. APRC Study Session—November 4, 2020
  - Electronic Meeting—5:30 p.m.
2. APRC Regular Business Meeting —November 18, 2020
  - Electronic Meeting—6:30 p.m.

**IX. ADJOURNMENT**

The meeting was adjourned at 8:12 p.m.

The Ashland Parks and Recreation Commission will hold an Executive Session immediately following the Study Session to review and evaluate the performance of an officer, pursuant to ORS 192.660(2)(i).

The Executive Session was called to order at 8:16. The Executive Session adjourned at 8:25

IMPORTANT: Any citizen attending a commission meeting may speak on any item on the agenda. If you wish to speak, please fill out the Speaker Request form located near the entrance to meeting room. The Chair will recognize you and inform you as to the amount of time allotted to you. The time granted will be dependent to some extent on the nature of the item under discussion, the number of people who wish to be heard, and the length of the agenda.



## AGENDA FOR BEE CITY USA - ASHLAND MEETING

January 8, 2020  
North Mountain Park Nature Center  
620 North Mountain Ave.

3:00 p.m. – 4:30 p.m.

### I. CALL TO ORDER AND WELCOME

### II. APPROVAL OF MINUTES

1. Approve Minutes from previous meeting
  - a. All vote to approve.
  - b. Libby will post the approved minutes.
2. Review Action Items from previous meeting
  - a.  Libby will continue to press for Grove pollinator garden irrigation fixes.
  - b.  Follow up on the gardens that are changing ownership. Suggest a batch hard copy mailing. Discuss a process for this at the next meeting.
  - c.  Carolyn will petition the community, seeking new volunteers, later in January.

### III. PUBLIC PARTICIPATION

1. Open Forum - None

### IV. ADDITIONS OR DELETIONS TO THE AGENDA - None

### V. UNFINISHED BUSINESS

1. Riverwalk Garden planting plan / update - Carolyn — (Informational)
  - a. Riverwalk is prepped and ready for irrigation and planting.
    - Next action for Riverwalk garden will be to develop the planting plan in February.Order plants in March. Wes and Hanns will help install new feeder lines and planting will probably happen in mid-April. Irrigation emitters will be installed with the plants.

### VI. NEW BUSINESS

3. 2020 projects - Libby — (Action: Discussion / Approval - see attached)
  - a. Project ideas 1-11 are either completed or ongoing.
  - b. Project ideas 12,13, and 14 received the most votes from our members.
  - c. #12 refers to the development of signage at the Grove and Riverwalk. This could be something we begin working on in the last quarter of this year. It could be a goal we set in 2021.
  - d. #13 We would like to continue to offer guidance and recommendations around proposed pollinator landscape at Oak Knoll and East Main.
  - e. #14 We would like to be involved in the AAAS symposium, in conjunction with our pollinator tour.

- i. We could submit a paper or do a presentation for AAAS. Or we could offer something like a short feature in conjunction with the Pollinator tour.
    - ii. Libby suggested that we adopt project idea #14.
  - f. In 2020 we will have three goals
    - i. Finish the Riverwalk Pollinator Garden
    - ii. Conduct the Pollinator Garden Tour on 6/20 and 6/21
    - iii. Collaborate with the AAAS symposium in conjunction with the tour.
  - g. Kristina would also like to propose that APRC and the City Council adopt a resolution against neonicotinoids. She shared the proposed language for the resolution.
    - i.  Kristina will send the modified version of the xerces resolution to the subcommittee members, with any modifications or additions highlighted. We will then call for a vote from the members via email. "Should we propose the current language of the neonicotinoid resolution to Director Black?"
    - ii. Potentially share with Michael Black on April 1<sup>st</sup>, and ask to be brought up at the April Commission study session.
    - iii. Then, with everyone's agreement, the proposed resolution can be adopted by the Parks and Recreation Commission and possibly the City Council.
  - h. Carolyn is interested in developing plant lists for the web and also developing in hard copy pamphlets. Because many native plants have been developed into hybridized versions, she wants to include information about varieties and cultivars that are most beneficial. She suggests that other committee members look into author Doug Talamy about the impacts of cultivars.
- 4. 2020 Tour - Kristina — (Action: Discussion / Approval - see attached)
  - a. One of the first steps to the tour, would be a Pollinator Social in Late February.
  - b.  Kristina will try to reserve the Grove for 4th the Pollinator Social. Everyone will contribute snacks. Libby will bring pump pots with tea and coffee.
  - c. Libby and Kristina will make up the invitation to the social.
  - d.  Libby will use the free online program "easy map maker" to generate maps of the approved pollinator gardens for the tour booklets.
- 5. Annual report for 2019 - Kristina — (Discussion)
  - a.  Kristina and Libby will meet to show Libby how the Annual Report is submitted and divvy up the 2019 annual report.
  - b. The following accomplishments need to be submitted in our 2019 report.
    - i. Riverwalk pollinator garden development
    - ii. Pollinator Tour
    - iii. Tabling at the Tuesday Farmer's Market
    - iv. Hosted Xerces Society
    - v. Collaborated on Presentation in Talent with Chip Osborne
    - vi. Tabled at Rogue Buzzway Event
    - vii. Tabled at Bear Creek Salmon Festival
    - viii. Carolyn tabled at the first Friday Art Walk.
    - ix. Seed Swap at the Armory

## VII. OTHER ITEMS FROM COMMITTEE MEMBERS

As of March, the Commission meetings are changing to the first and second Wednesday of the month at 6pm. First Wednesday is the study session, and the second Wednesday of the month will be the business meeting. Joel will be missing a couple of February and March meetings. Suggest having our Bee City meeting in March, and then attend the April study session meeting to share the possible neonicotinoid resolution.

## VIII. UPCOMING MEETING DATES

March 18, 3:00 to 4:30pm

## ACTION ITEMS

- Libby will post the approved minutes from the last BCUA public meeting.
- Libby will continue to press for Grove pollinator garden irrigation fixes.
- Follow up on the gardens that are changing ownership. Suggest a batch hard copy mailing.
- Carolyn will petition the community, seeking new volunteers, later in January.
- Next action for Riverwalk garden will be to develop the planting plan in February.
- Kristina will send the modified version of the xerces resolution to the subcommittee members, with any modifications or additions highlighted. We will then call for a vote from the members via email. "Should we propose the current language of the neonicotinoid resolution to Director Black?"
- Kristina will try to reserve the Grove for 4th the Pollinator Social. Everyone will contribute snacks. Libby will bring pump pots with tea and coffee.
- Libby will use the free online program "easy map maker" to generate maps of the approved pollinator gardens for the tour booklets.
- Kristina and Libby will meet to show Libby how the Annual Report is submitted and divvy up the 2019 annual report.

## 2020 GOALS:

- Finish the Riverwalk Pollinator Garden
- Conduct the Pollinator Garden Tour on 6/20 and 6/21
- Collaborate with the AAAS symposium in conjunction with the tour.

## NEXT MEETING

March 18, 3:00 to 4:30pm

City of Ashland  
ASHLAND PARKS AND RECREATION COMMISSION (APRC)  
ASHLAND SENIOR ADVISORY COMMITTEE (ASAC)  
Meeting Minutes  
March 9, 2020

Committee Members Present:

- Anne Bellegia, Co-Chair
- Mike Hersh
- Mike Gardiner
- Mary Russell-Miller
- Stef Seffinger
- Sandy Theis, Chair

Staff Members Present:

- Michael Black
- Isleen Glatt
- Natalie Mettler

Committee Members Absent:

- Rob Casserly

### CALL TO ORDER

Theis called the meeting to order at 3:33pm.

### OPENING

Glatt announced that Casserly was not going to be able to attend today's meeting.

### APPROVAL OF MINUTES

**Motion:** Russell-Miller/Hersh m/s to approve the minutes from January 13, 2020. Voice vote – All AYES.

### ADDITIONS OR DELETIONS TO AGENDA

Glatt announced that Maria Harris had to cancel her presentation to ASAC today due to illness. She will present at the May 11, 2020 meeting. Katharine Danner of Ashland-at-Home, originally scheduled for May, was kind enough to present today instead.

Glatt will report on what the Senior Services Division (SSD) is doing in response to the current Coronavirus situation after Danner's presentation.

### PUBLIC INPUT

None

### CITY OF ASHLAND PLANNING DEPARTMENT AGE-FRIENDLY HOUSING INITIATIVES – Maria Harris, Planning Manager – POSTPONED

#### **Addition to the Agenda: UPDATE ON ASHLAND-AT-HOME Katharine Danner, Executive Director**

Katharine Danner presented an update on Ashland-at-Home (AAH), a “village” model membership organization that provides assistance on an episodic basis for people to continue to live in their own homes and stay engaged in the community (See [presentation handouts](#)). AAH is halfway through its eighth year of operation and one of well over 200 such organizations nationally. It is based on the Beacon Hill Village, started in Boston in 2001. AAH is governed by a board and has 501(c)3 status as a non-profit. Its services are available to anyone age 18+ in the Ashland and Talent areas. Membership is \$500/one-person household or \$600/two-person household, serving mostly middle-income families. There are limited scholarship funds available. Danner is responsible for volunteer recruitment and shared that AAH is able to maintain an equal number of volunteers to members (approximately 70 of each). Volunteers go through a background check and orientation, and are then added to the database where they are matched to client needs. There is no hourly obligation for volunteers, making this a very flexible commitment depending on their availability. The four main service categories offered are: transportation (about

half of service provided), personal services (such as pet care while traveling and respite for caregivers), home support/handyman services, and technical/office support. AAH also offers issue-oriented programs and social gatherings, all of which are open to both members and volunteers.

Danner highlighted a new AAHA program, “**Sage’s Storytime**,” a monthly storytelling workshop where participants share five-minute stories by or about elders. The first session, “**First Love**” on February 26, had over 45 attendees. **March’s** theme will be “I Survived and Learned,” and the April meeting will focus on mothers.

Bellegia asked if the new Ashland Connector service was decreasing AAH member demand for rides. Danner replied that AAH ride volume remains steady, as members prefer the door-to-door service that cannot be provided by the Connector, or use Call-A-Ride. Hersh asked what the AAH membership fees are used for; Danner responded: insurance, office space, a small stipend to Danner (as AAH Executive Director), and other basic services, so that the program does not have to rely on grants. Bellegia offered that SOU may be willing to discuss sharing space and matching AAH members with students looking for housing. Danner agreed that AAH would be willing to partner with a vetting organization and work with SOU and OLLI to integrate various services. Seffinger added that AAH vets and trains their volunteers, so families seeking help for a member can feel secure that volunteers will not take advantage of seniors. Also, AAH maintains a list of member-recommended vendors and home services.

Glatt asked how AAH is evolving. Danner replied that their member count tends to remain stable at about 63 which is typical for small standalone village model non-profits. Limitations to growth include marketing challenges and original board members time-limiting out, but AAH garnered several new volunteers and members from the Senior Volunteer Fair at Ashland Senior Center on January 22 and hopes to recruit more at the OLLI Open House in July.

#### **Addition to the Agenda: SENIOR SERVICES DIVISION RESPONSE TO CORONAVIRUS**

Glatt reported that staff is very aware of the potential dangers of COVID-19 to seniors and is closely monitoring early guidance from the CDC, Oregon Health Authority, and Jackson County Health Authority. Staff is sanitizing frequently touched surfaces and has posted guidance on hand washing and staying home if sick. At this time, there is no community spread of the virus in Jackson County.

Hersh suggested looking to OSF to determine if and when activities and other services should be canceled. Black responded that OSF is important to consider, but SSD staff will follow the recommendations of public health authorities. Glatt added that she is part of the City’s Emergency Management Advisory Committee. She noted that Senior Services patrons are good about staying home if sick, and staff are not to return to work until completely symptom-free. Black reiterated Glatt’s message of keeping all clients & staff informed. Bellegia and Hersh asked about the availability of masks and hand sanitizer. Glatt responded that she has back ordered hand sanitizer, which is not currently available, and has some surplus N-95 masks from last year’s smoke season, which will be given to anyone at the Senior Center showing any symptoms of illness so they can safely exit the building.

#### **ASAC REPRESENTATION AT COMMUNITY MEETINGS**

Theis noted the list of ASAC member and SSD staff affiliations in the meeting packet. She suggested members bring up items of relevance as needed during the “Items from ASAC members” portion of meetings.

#### **STANDING REPORTS**

##### **a. APRC Update**

Black provided an update on the rebuild of Daniel Meyer pool, which will include changes of benefit to seniors (walkway from Senior Center and zero-depth entry). The timeline has been pushed back to October due to COVID-related closures affecting the contracted manufacturers, so the pool will be open as is this summer.



Gardiner reported that the Japanese Garden rebuild has also been delayed and will start next year, partly to accommodate ADA considerations.

#### **b. City Council Update**

Seffinger reported that City Administrator Madding has resigned (last day April 6). The City is also in the process of hiring a Public Works Director. The plan for the City Hall rebuild is now to retrofit the interior while keeping the exterior unchanged. The ballot measure for changing the City Administrator position to one of City Manager is planned for the May ballot, which will also include a bond to fund renovation of City Hall, Pioneer Hall and the Community Center. Black and Seffinger agreed that it would be good to have ASAC or senior input to ensure all three rebuilds incorporate universal design.

**Motion:** Bellegia/Russell-Miller m/s a recommendation that universal design and all-age friendly accommodations be incorporated into the plans for all three community spaces. Voice vote – All AYES. Theis will draft a letter to this effect to the Mayor of Ashland, City administration, and APRC Director Black; Glatt will send this out after review.

#### **c. Education Report**

Mettler provided a [flyer](#) of upcoming events. She reported that the Life History Story Time event on February 26, 2020 was well-received; all who attended had a meaningful experience exchanging stories. She also encouraged all ASAC members to attend Ron Kohl's "Avoiding Frauds, Scams and Cons" presentation on March 11, 2020, and help spread the word about this valuable educational opportunity for seniors. SSD staff is working on education events for summer and beyond, including plans for a Senior Employment Fair in 2020.

#### **d. Senior Services Superintendent Report**

Glatt referred to her report included in the meeting packet, highlighting the provided statistics, which show a climbing trend in service provided due to increasing public awareness of the SSD. She also called attention to the new *Seniors Celebrating Creativity* art exhibit at the Senior Center. Casserly helped Glatt connect with OLLI art instructor Ruddy Havill, who is volunteering to oversee and curate the exhibits, and has recruited several OLLI students as exhibitors. There is now a lineup of artists who will exhibit through the rest of the year, and this senior-led effort fits with the mission of celebrating all that seniors have to offer. She invited all ASAC members to the exhibit opening on March 13, 3:30-5pm. She also invited all to the Volunteer and Instructor Appreciation Tea on April 29, 3:30-5pm. Finally, she asked all to recommend anyone suitable they know for the RVCOG Senior Advisory Council, which is seeking more members.

### **ITEMS FROM ASAC MEMBERS AND WORK GROUPS**

#### **a. Advocacy: Age-Friendly Communities**

Bellegia announced that Ashland's application to the AARP Network of Age Communities has been approved, and the Director of AARP in Oregon will make a presentation to the City Council officially welcoming Ashland into their network. The next step is the needs assessment, which can draw from data already collected for the City's livability survey and the restructuring of old Ashland Senior Program. More data is needed from non-senior age groups. Theis and Bellegia are working, with colleagues around the state, on an initiative to make Oregon an Age Friendly State.

#### **b. New ASAC Member**

Gardiner reported that he, Glatt and Theis have interviewed prospective new ASAC members, and he has appointed Gina DuQuenne as a new member to start at the May meeting. DuQuenne has numerous roles in the community, City Housing & Human Services Commissioner, Chamber of Commerce member, Rotary Club member, Children's Advocacy Center board member, and founding member of Southern Oregon Pride. She will help ASAC cast a wider net to connect with new and different groups. The remaining member opening, reserved for a program participant, may be filled at a later date.

**c. Advocacy: SOU Aging Services Major**

She shared that she, Bellegia and Glatt participated in an SOU meeting about their new program for training aging services professionals. This project has been in the works for several years. Recently the SOU provost mandated the launch of a major or minor in aging services, led by Professor Larry Gibbs. Bellegia added that the University will offer this course of study starting next fall as a concentration under the B.A. in Health Administration and plans to develop a separate certificate program in the future.

**UPCOMING MEETINGS**

- a. Monday, May 11, 3:30-5:00pm, at Ashland Senior Center, 1699 Homes Ave
- b. Monday, July 13, 3:30-5:00pm, at Ashland Senior Center, 1699 Homes Ave

**Adjournment – 5:00 pm**

Respectfully submitted,

Natalie Mettler, Senior & Adult Services Coordinator, Ashland Parks and Recreation Commission

# ASHLAND PARKS & RECREATION COMMISSION

340 S PIONEER STREET • ASHLAND, OREGON 97520

## COMMISSIONERS:

Mike Gardiner  
Joel Heller  
Rick Landt  
Jim Lewis  
Julian Bell



Michael A. Black, AICP  
Director

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## PARKS COMMISSIONER STAFF REPORT

**TO:** Ashland Parks and Recreation Commissioners

**FROM:** Michael Black, Director

**DATE:** November 11, 2020

**SUBJECT:** Drone Wildfire Monitoring Program Review/Final Approval (Possible Action)

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### Situation

Chris Chambers, Ashland Fire and Rescue (AFR) Wildfire Division Chief, will report on the wildfire drone monitoring program that has been operational during the 2019 and 2020 fire seasons. The lands monitored include Parks and City owned land in the lower Ashland Watershed. AFR is seeking approval to continue the program on an annual basis.

### Background

On May 21, 2019, the City Council approved the use of aerial drone detection via infrared camera for the purpose of fire detection and enforcement of the City's camping ordinance and pertinent fire prevention codes and regulations on City-owned lands and adjacent public lands on a trial basis.

With support from the Forest Lands Commission and the Wildfire Safety Commission, AFR sought approval from Parks Commissioners to use aerial drones for detection of fires, use of fire, and illegal camping in forested areas on APRC managed land. The drone uses infrared cameras to pinpoint fire and body heat. Law enforcement and/or fire resources would follow up with detected fires and illegal camping. Chambers presented on the program at the APRC Special Meeting on August 19, 2020.

At that meeting Commissioners approved "Ashland Fire and Rescue, using air drones, to monitor Burnson, Lawrence and Acid Castles properties to detect fires, use of fire, and illegal camping in accordance with the City of Ashland approved aerial drone detection program during the fire season. In addition, similar use for other APRC properties for emergencies. The APRC Director or designee shall be notified of emergency use. The approval is through October 2020 and then requires a review."

### Assessment

Fires did not occur on the lands monitored by this program in 2019 and 2020. Additionally, illegal camping activities have decreased in area patrolled.

Allowing the monitoring program to continue supports Commission Goal #10, *Explore fire vulnerability on all*

*APRC lands and if discovered there is a large volume of different mitigation work – Explore a bond for fire suppression.*

**Recommendation**

Staff recommends the continuation of the program on annual basis during fire season.

Possible Motion:

I move to approve Ashland Fire and Rescue, using air drones, to monitor Burnson, Lawrence, Acid Castles, and APRC properties adjacent to Bear Creek to detect fires, use of fire, and illegal camping in accordance with the City of Ashland approved aerial drone detection program during the fire season. In addition, similar use for other APRC properties for emergencies. The APRC Director or designee shall be notified of emergency use.

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## STAFF REPORT

To: Ashland Parks and Recreation Commissioners  
From: Michael Black, Parks and Recreation Director  
Date: November 12, 2020  
Subject: Insurance Premium Increase

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### SITUATION

Section 9.2 of the Ashland Parks and Recreation Commission's (APRC) Employee Handbook states:

***“Health and Dental Benefits Overview:*** *On the first of the month following completion of 90 days of continuous employment with the department, the employee and family members will be enrolled in the department's health benefits program through CIS (City County Insurance Services). The benefits are administered by Regence Blue Cross Blue Shield of Oregon – Plan V-A. The department pays 95% of the cost of premiums with the employee paying the final 5%, which is deducted from employee's pay pre-tax.”*

As a result of recent budget reductions and budget expense increases to employee benefits, such as PERS, APRC admin finds it necessary to review the cost of insurance and amend the percentage that the employees pay for insurance premiums. The necessity of this amendment is primarily rooted in the need to balance the APRC budget.

### BACKGROUND

APRC staff is not part of a collective bargaining group. Conditions of employment, including salary and benefits for the non-represented employees, are adopted by the Parks Commissioners and are codified in the Employee Handbook. Admin staff regularly brings recommendations to the Parks Commissioners for changes to the Handbook, typically for cost of living adjustments.

This year, the Commissioners already approved a “no-increase’ Cost of Living Adjustment (COLA). COLA's recognize the impact inflation has on the purchasing power of wages, particularly for employees who have reached the top step in their salary range and have no expectation of future salary increases. Due to the financial impacts of COVID19, which drastically reduced APRC's revenues, a decision was made not to grant APRC employees a COLA in July 2020.

APRC Admin is also recommending implementing a new insurance cost-share arrangement with our employees to further react to the budget shortages from COVID and other impacts, such as PERS, etc. – the same as the City has done with their non-represented employees.

Effective January 1, 2021, employees will increase their share of the monthly health premium from 5 to 7.5 percent, and July 1, 2021, that will increase to 10 percent for healthcare. The savings this fiscal year (Jan thru June) for the change to the employee cost-share will be \$\$18,375. Estimated savings for next fiscal year is \$55,550.

## **ASSESSMENT**

APRC has been operating on a tight budget for several biennia at this point. The outlook for the budget is still concerning and it is our duty to evaluate and recommend long-term measures to reduce employee costs (most of the reductions in budget that were approved this biennium are specific to this biennium and not considered long-term).

Cost saving measures were implemented in 2020 to address increased expenses and revenue losses as a result of COVID. APRC admin laid-off several employees, including all temporary and part-time employees and a plan for twelve furlough days affecting all APRC employees was also implemented. Additionally, all budgeted expenses for projects and materials was reviewed and many project budgets were reduced or eliminated to save money.

All these measures were made to balance the APRC budget and continue to provide as many services to the citizens of Ashland as possible with the remaining resources. The increase of the employee's insurance shares, furloughs and the loss of the 2020 COLA, while they directly affect the employees financially, are proposed as measures to mitigate the loss of further employees. APRC admin is advocating to reduce the benefits of the employees to address increases in budget expenses and shortfalls in budget revenues as opposed to reducing our staff even further though more layoffs.

The discussion and evaluation of increasing the employee's share of insurance costs has been going on for several years. In fact, several different measures for reducing insurance costs to the City and APRC have been explored during the last few years. One alternative that was reviewed included decreasing insurance coverage for employees or increasing co-pays, which would increase the out of pocket expenses that employees would have to pay for routine and special procedures. The increase in the employee share from 5% to 10% is a more equitable method than the alternatives, because the impact is more generalized over the entire organization. Alternatively, the reduction in insurance coverage disproportionately affects those with families and individuals with injuries and illnesses.

I have personally reviewed and compared the proposed increase in insurance to other public and private agencies in the region to determine where APRC will stand regarding employee/employer shares for insurance costs. Through the assistance of our Human Resources department, it was determined that APRC's actions are consistent and commensurate with most public agencies. Furthermore, it was determined that the cost of insurance for employees after the proposed changes, is still superior to most private and non-profit agencies in our region.

I have personally addressed this increase with every employee throughout APRC. My understanding, based on the employee's reactions, is that they generally understand why it is necessary to implement



these changes. Working for APRC is still very beneficial and we still offer many benefits, such as our Health Reimbursement (HRA) account, which is an account that APRC contributes funds to on behalf of the employee. One benefit that is exclusive to APRC employees is sick time payout at the time of separation to the HRA account.

The City of Ashland has already implemented this change in employee contributions toward health insurance with two of the City's five union groups and the non-represented employees of the City of Ashland. The insurance fee change for the aforementioned City groups will go into effect on the same schedule as APRC's proposed changes.

## **RECOMMENDATION**

I recommend that the Commissioners approve the following change to the employee handbook regarding an increase in the employee's contribution toward health insurance consistent with recent bargaining agreement with two of the City's five union groups and the non-represented employees of the City of Ashland. APRC employees will increase their contribution toward healthcare progressively from 5 to 7.5 percent on January 1, 2021, and again from 7.5 to 10 percent on July 1, 2021.

***“Health and Dental Benefits Overview:*** *On the first of the month following completion of 90 days of continuous employment with the APRC, the employee and family members may, at the discretion of the employee, be enrolled in APRC's health benefits program through the current provider of medical and dental insurance services. Effective January 1, 2021, the employer pays 92.5% of the cost of premiums with the employee paying the final 7.5%, which is deducted from employee's pay pre-tax. Effective July 1, 2021 the employer pays 90% of the cost of premiums with the employee paying the final 10%, which is deducted from employee's pay pre-tax.”*

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## PARKS COMMISSIONER STAFF REPORT

**TO:** Ashland Parks and Recreation Commissioners

**FROM:** Michael Black, Director

**DATE:** November 11, 2020

**SUBJECT:** Almeda Fire Restoration Report (Information)

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Jason Minica, Forestry, Trails and Open Space Supervisor, will give a presentation to the Commissioners about impacts to APRC properties as a result of the Almeda Fire. Minica will also report on restoration plans that are in the process of being developed.

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## STAFF REPORT

To: Ashland Parks and Recreation Commissioners  
From: Rachel Dials, Recreation Superintendent  
Date: November 12, 2020  
Subject: Cost Recovery Project Discussion

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### SITUATION

Since 2007, APRC has been reviewing cost recovery in some form every 1 to 2 years. In May of 2019, the last cost recovery goals were presented by staff and approved by the Commission. Throughout the years of preparing and reviewing Cost Recovery for APRC, there has not been a consistent course on preparing the data to analyze, defining what indirect and direct costs truly are, pricing programs and how to fully account for just what our program and service expenses are. Cost recovery analysis for the last 14 years has been improving each time its prepared, but given the current COVID-19 pandemic and the uncertainty of the times, APRC staff decided it was time to take a deeper-dive into financials and use those to set cost-recovery policies that set APRC up for long-term financial resilience.

### BACKGROUND

APRC Superintendents Glatt and Dials along with Recreation Manager Flora recently participated in a Masters Class in Cost Recovery which is a virtual certificate program for Parks and Recreation professionals. During that same time, a colleague from Oregon City reached out to ask if our organization was interested in participating in this Cost Recovery work within a cohort of other agencies in Oregon similar in size and budget. These other agencies include Oregon City, West Linn and Lake Oswego.

“The Smart Approach to Cost Recovery in Public Parks and Recreation” is a virtual express cohort that works with a consulting team lead by Jamie Sabbach. Jamie has 30 years of experience in Parks and Recreation and has served as a Parks and Recreation practitioner, university faculty and now as a consultant. There are 5 phases that combine educational training, recorded webinars, interactive digital work sessions and one-on-one meetings.

The 5 phases of this process include:

- Educating staff on cost recovery. Including direct and indirect costs.
- Organizing cost recovery ranges and service categories so there are clear budget expectations moving into the budget process beginning in January/February 2021.

- Collecting and analyzing data that shows the departments current cost recovery levels and then utilizing this information to set future budget and cost recovery goals.
- Organizing cost recovery ranges and service categories that will provide clear expectations so APRC can respond to market changes and community needs and effectively react in times of change.

## **ASSESSMENT**

APRC and many other agencies around the United States are at a crossroads and have already been impacted by declining revenues, increasing costs, maintenance backlogs and deteriorating infrastructure. Commission goals are set, our work plans are set, but budgeting benchmarks are not. Indirect costs are not completely accounted for, and a true analysis of indirect costs has never been conducted. A comprehensive cost recovery model will complete a visual representation of APRC's philosophy and will help us make informed financial decisions.

This task is an important one and is bigger than one division within our organization. It will take staff from each division working together as a team to accomplish the ultimate goal of greater financial stability.

## **NEXT STEPS**

APRC began this process in late September and currently we are in Phase 1 & 2 of the process which includes staff development and training. As of right now we are deep into Service Category Development as well as Cost of Service Analysis. Staff will continue to update Commissioners as the process unfolds and will be making a presentation once the analysis is complete.