

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 REGULAR MEETING

ASHLAND PARKS & RECREATION COMMISSION

January 25, 2016

Council Chambers, 1175 E. Main Street

7:00 p.m.

- I. CALL TO ORDER
- II. APPROVAL OF MINUTES
 1. Regular Meeting— December 14, 2015
- III. PUBLIC PARTICIPATION
 1. Open Forum
- IV. ADDITIONS OR DELETIONS TO THE AGENDA
- V. ELECTION OF OFFICERS
- VI. UNFINISHED BUSINESS
- VII. NEW BUSINESS
 1. Nutley Easement Request (Action)
 2. Performance Audit Contract Approval (Action)
 3. Golf Clubhouse Repairs Update (Action)
- VIII. SUBCOMMITTEE AND STAFF REPORTS
 1. Senior Program Presentation (Information)
 2. Siskiyou de Mayo Event (Information)
- IX. ITEMS FROM COMMISSIONERS
- X. UPCOMING MEETING DATES
 1. Study Session—February 8, 2016
The Grove, 1195 E. Main Street—7:00 p.m.
 2. Regular Meeting—February 22, 2016
Council Chambers, 1175 E. Street—7:00 p.m.
- XI. EXECUTIVE SESSION: Real Property Discussion and Disposition, ORS 192.660 (2)(e)
- XII. ADJOURNMENT

City of Ashland
PARKS AND RECREATION COMMISSION
REGULAR MEETING
MINUTES
December 14, 2015

ATTENDANCE

Present: Commissioners Gardiner, Landt, Miller, Shaw; Director Black; Superintendents Dickens and Dials;
Administrative Supervisor Dyssegard and Assistant Manuel
Absent: Commissioner Lewis; City Council Liaison Mayor Stromberg

CALL TO ORDER

Chair Gardiner called the meeting to order at 7:00 p.m. at the Parks Office, 340 S. Pioneer Street

APPROVAL OF MINUTES

Study Session – November 16, 2015

Motion: Shaw moved to approve the Minutes for November 16, 2015, as presented. Landt seconded.
The vote was all yes.

Regular Meeting - November 23, 2015

Motion: Landt moved to approve the Minutes for November 23, 2015 as presented. Miller seconded.
The vote was all yes.

PUBLIC PARTICIPATION

There was none.

ADDITIONS OR DELETIONS TO THE AGENDA

There were none.

UNFINISHED BUSINESS

There was none.

NEW BUSINESS

• ***Presentation and Approval of CAFR Ending June 30, 2015 (Action)***

Dials introduced Lee Tuneberg, Administrative Services/Finance Director for the City of Ashland. She reported that the City of Ashland Budget Committee approved the Comprehensive Annual Financial Report (CAFR) for the period ending June 30, 2015.

Tuneberg noted that the report under discussion was exemplary and received national recognition for excellence in public financial reporting through the Government Finance Officers' Association (GFOA). This marked the twenty-sixth GFOA award bestowed upon the Ashland Parks and Recreation Commission (APRC) for excellence in financial reporting. Tuneberg explained that the APRC's Component Unit Financial Report (CUFR) was included as part of the larger report completed by the City of Ashland. He stated that the audit, compiled by the accounting firm of Pauly Rogers and Co., included their *unqualified opinion*, as noted on page 19, indicating that there were no financial concerns worthy of note in the report.

In response to a question by Shaw regarding the financial reporting relationship between City of Ashland and the APRC, Tuneberg replied that the reports were blended. He highlighted audit notes within the City's CAFR referring to the City and APRC individually, a local condition that was fully disclosed by the auditors. It was noted that auditing standards for City and APRC reports complied with national accounting standards.

Black commented that the City Budget Committee reviewed each portion of the City CAFR and found the APRC report to be excellent. There followed a brief discussion about the importance of GFOA awards.

Motion: Landt moved to approve the contents of the CAFR as presented. Miller seconded.
The vote was all yes.

- ***Approval of the 2016 Meeting Calendar (Action)***

Dyssegard noted that APRC meetings were typically held on the third and fourth Mondays of every month. Exceptions for 2016 included Study Sessions in January and February, as each fell on City-recognized Federal holidays. She suggested scheduling January and February Study Sessions on the second Mondays: January 11 and February 8. An additional suggestion was made with regard to December. Due to busy holiday schedules, the Regular Meeting could be held on December 12, with the Study Session eliminated and all Commission business conducted on December 12.

After a brief discussion, it was agreed by consensus that the date for the one meeting in December, the Regular Meeting, would be determined based on availability of Council Chambers.

Motion: Landt moved to approve the calendar as proposed, with the December meeting determined based on availability of Council Chambers. Shaw seconded.

The vote was all yes.

Discussion:

Gardiner suggested initiating a joint meeting with Council for February or March. He solicited agenda ideas from the Commission toward starting a dialogue with Council.

SUBCOMMITTEE AND STAFF REPORTS

- ***Goals Review and Work Plan Update***

Black said the goals review and work plan update discussion would aid the Commission in continuing its goal setting process and reviewing accomplishments to date. He introduced the strategic work plan, highlighting the organizational structure. He explained the process for developing each of the six sections, beginning with stated goals and objectives. Action items were described, assigned and quantified. Resources were identified, timeframes projected and quarterly progress recorded. Black emphasized the value of the plan in terms of focusing on daily workloads and using it as a management tool.

In response to a question by Landt, Black noted that the report was specific to the goals and objectives set by the Commission. Day-to-day activities could include projects not listed in the work plan, such as work initiated or completed from the Unfunded Projects list. Other progress reports not listed in the strategic plan were often reflected in subcommittee updates.

Commission Discussion

Landt suggested maintaining projects that were not listed in the goals and objectives work plan on a separate list that could function as a reminder of additional work underway. Black replied that doing so would ensure that future projects were not forgotten. Discussion then turned to alternative ways to

incorporate "parking lot" items into the work plan. Landt highlighted the importance of a written list that could eventually be integrated into the work plan.

Shaw asked about specific actions related to the lower Clay Street dog park goal. Black replied that the topic would be refined within the work plan, with specific action items incorporated into the document. Steps related to an alternative source of funding for Winburn Way sidewalks would also be described.

There followed a question and answer session regarding specific details of the work plan. Staff indicated that a GANT chart, the Performance Audit and other items related to APRC goals and objectives would be posted to the work plan when completed.

Landt noted his appreciation for the work plan and the accomplishments represented therein. Dials reported on the effectiveness of the document in attaining buy-in from supervisors and staff and the associated potential for staff development.

Dickens noted other accomplishments not listed on the work plan. Black explained that the plan stemmed from the goals and objectives defined by the Commission. He said other achievements were highlighted in other ways. For example, videos disseminated on Facebook frequently described and promoted the depth and breadth of APRC work.

- ***Budget Review, First Quarter (Information)***

Black said Budget Reviews were presented to the Commission on a quarterly basis. They quantified APRC's financial performance and compared projected budgets with actual budget figures.

Black explained that the First Quarter Report represented approximately 12.5% of APRC's BN 15-17 budget. Collectively across all divisions, APRC met its spending target of 12.5%. Individually, the Golf Course came in slightly above the norm at 14.9%. Black emphasized that most golf-related expenditures took place during the summer months, i.e. during the first quarter of the biennium (July 1 – September 30, 2015). Activities at the Golf Course typically slowed in the winter and spring, reducing the need for operational funding. Black noted that expenses for other divisions were either within budget or under budget for the first quarter. He highlighted Parks' Equipment Fund, stating that there were no equipment purchases during the first quarter. He indicated that the Capital Improvement Fund at .4% of budget was reflective of the projects currently underway.

In response to a question by Landt, Black noted that both the Parks and Recreation divisions met their first quarter projected targets. Tuneberg noted that staffing significantly impacted the budget and, if managed at or below budget, would reflect approximately 12% of the biennial budget.

There followed a brief discussion regarding the unassigned ending fund balance of \$192,962. Tuneberg explained that this balance would fluctuate based on resource changes, such as excess revenue from the F & B category or because of changing project requirements. The funds, though unrestricted, could be considered as working capital and carried forward.

ITEMS FROM COMMISSIONERS

Shaw asked about the impact of winter weather on trees in the Parks system. Superintendent Dickens reported that three trees were down in Lithia Park. Superintendent Dials said the ice rink cover was holding up well.

Miller noted that the Ashland Forest Lands Commission [on which he held a voting seat] approved a draft of its 2016 Forest Plan. Copies of the plan would be distributed to stakeholders, with final approval scheduled for February.

Miller also stated that the Daniel Meyer Pool bathhouse was officially open for use and drawing positive attention. He thanked staff for issuing a news release related to the project.

UPCOMING MEETING DATES

Study Session: January 11, 2016 @ The Grove, 1195 E. Main Street, 7:00 p.m.

Regular Meeting: January 25, 2016 @ Council Chambers, 1175 E. Main Street, 7:00 p.m.

Gardiner noted that he would not be present for the January 11 Study Session. Landt said he would not be present for the January 25 Regular Meeting.

It was stated that the annual election of officers would be held at the January 25 Regular Meeting, among other topics.

ADJOURNMENT

There being no further business, the meeting was adjourned at 8:23 p.m.

Respectfully submitted,

Betsy Manuel, Assistant

The Minutes are not a verbatim record. The narrative has been condensed and paraphrased to reflect the discussions and decisions made. Ashland Parks and Recreation Commission Study Sessions, Special Meetings and Regular Meetings are digitally recorded and available upon request.

ASHLAND PARKS AND RECREATION COMMISSION

340 S. PIONEER STREET

ASHLAND, OREGON 97520

COMMISSIONERS:

Mike Gardiner
Rick Landt
Jim Lewis
Stefani Sellinger
Vanston Shaw



Michael Black
Director

TEL: 541.488.5340
FAX: 541.488.5314
parksinfo@ashland.or.us

MEMORANDUM

TO: Ashland Parks and Recreation Commission

FROM: Michael Black, Director

DATE: January 21, 2015

SUBJECT: 2015 Election of Officers

Action Requested

Election of Parks Commission chair and vice chair for 2015

Background

At this time each year, the commission elects its chair and vice chair. Documentation is provided regarding duties associated with each position.

The current positions are filled by:

Chair: Mike Gardiner
Vice-chair: Rick Landt

Ashland Parks and Recreation Commission Officers

In January each year, the Commission selects officers to serve for the calendar year. The officer positions are *Chair* and *Vice Chair*.

Roles and Duties of the Commission Chair

- Conducts and facilitates Commission meetings
- Works with the Department Director to set meeting agendas
- Acts as spokesperson for the Commission on matters that have been approved or adopted by the Commission (represents the Commission at City Budget Committee meetings and groundbreaking or dedication ceremonies; speaks to the media about Commission decisions)
- Appoints Commission committees as needed
- Signs contracts on behalf of the Commission when granted authority by a majority of the Commission

Roles and Duties of the Commission Vice Chair

- Assumes the duties of the Commission Chair in the absence of the Commission Chair

ASHLAND PARKS AND RECREATION COMMISSION

340 S. PIONEER STREET • ASHLAND, OREGON 97520

COMMISSIONERS:

Mike Gardiner
Rick Landt
Jim Lewis
Matt Miller
Vanston Shaw



Michael A. Black, AICP
Director

TEL: 541.488.5340
FAX: 541.488.5314
parksinfo@ashland.or.us

PARKS COMMISSION STAFF REPORT

TO: Ashland Parks and Recreation Commission
FROM: Michael Black
DATE: January 21, 2016
SUBJECT: Nutley Easement Request

BACKGROUND

Staff was approached by Amy Gunter, a representative of the property owner at 114 Granite Street, with a request for an easement over parks property from the Nutley St. right-of-way to allow for a vehicular access to the rear (east) of 114 Granite Street. The request is a result of a desire to move the existing home at 114 Granite Street to the rear of the lot to function as an accessory dwelling unit. The existing home is a historic structure in the Skidmore Academy Historic District and possesses the additional distinction of being the part time residence of Johnny Gruelle, the author of *Raggedy Ann and Andy*.

EXISTING CONDITIONS

Bounded on the west and east by Granite St. and Winburn Wy. at the cross-street of Nutley, a .75 acre piece of Lithia Park houses the a parking lot for the Park, a seasonal ice rink and the chiller apparatus for the ice rink. Additionally, that property contains a small lawn area wrapping from Winburn Way around to Nutley. At the narrowest point, the grassy area is only 15' wide. Lithia Park, in its entirety, is recorded at 100 acres of land.



At the southeast corner of Granite St. and Nutley St., APRC owns the corner property – still part of .75 acre piece discussed above. It has been purported as being reserved for a Lithia Park entry sign in the future. There are no plans for the placement of sign at that location at this time and the property contains no other park improvements than grass, trees and shrubs.

The property requiring the easement is located at 114 Granite St. The property abuts Lithia Park property on the south and east of 114 Granite St and has a heavy slope from Granite St. downward to the east.

A curb-cut is already present at the site where the easement is being requested and it appears that there has been vehicular access through/over parks property for some time. The access is largely unimproved and the drive path is currently a natural surface that appears to undulate greatly. The access appears to have been for gardening and moving debris and yard waste from the rear yard of 114 Granite St.

PROPOSAL

The owner of 114 Granite St. has a desire to build a new larger residence on their property. The historic home is currently located where the new structure will be sited, requiring demolition of the home or relocation. The owner has proposed their plan in a pre-app through planning and the Historic Commission. The owner has not been given approval for building the new home, or relocating the existing home, but they have begun the process of obtaining those approvals.

The graphic to the right shows that the new home would be located on the Granite St. frontage and the historic home would be moved to the rear of the home. It is our understanding the accessory dwelling would be used as a rental property and guest home for the primary residence. The easement will be required to enter the property by vehicles as per a Ashland City Code requirement. In addition, the owner is requesting that the easement allow utilities to run from Nutley St. to 114 Granite St. under the driveway.



PROPOSED EASEMENT DESCRIPTION

The request is for a vehicle and utility easement at the narrowest point of the APRC parks property. The dimensions of the requested easement are 15' by 18'. The owner of 114 Granite proposes that the easement be paved either with traditional nonporous paving materials or porous materials such as pavers, stones, honeycomb cell grass, etc. In order for the driveway to function correctly, the level of the existing ground would have to be elevated to match the street/sidewalk elevation and smoothed.

FINDINGS

Staff has reviewed the information provided by the applicant and the Real Estate Subcommittee has met to discuss the matter. The matter was presented to the subcommittee on January 6, 2016. Due to the fact that this is a real estate matter, the subcommittee did not make a formal public recommendation on the matter.

Staff has found that the easement will be necessary for the applicant to obtain permits to relocate the accessory structure at the rear of her lot if she chooses to build a new home in its place. The historic cottage at 114 Granite St. has some significant history and the owner is considering their options as they plan the new home. The owner has expressed interest in moving the historic home and has the area to do so at the rear of her property. The only issue is that she needs legal access from Nutley to allow for ingress and egress of traffic to the lower unit – this is a planning requirement. Since we own the property between 114 Granite and Nutley St., we are virtually her only option for access to the cottage at its new location. This should not be construed to think that with the approval of the Commission, the owner will be required to obtain entitlement through the City of Ashland.

Staff feels that from a community development perspective and the need to preserve historic structures within Ashland, if the application for a new home is approved by the City, the requested easement could be granted with the following conditions:

1. The easement is contingent upon the approval of the Community Development Department of the City of Ashland for a permit to build a new home at 114 Granite Street that requires moving the historic structure currently located at the site.
2. The easement will be conditioned to allow the relocation of the historic cottage currently located at 114 Granite St. only and no other new or relocated structures.
3. The easement will be conditioned to allow vehicular and utility access to the cottage only and will not be extended to any property other than 114 Granite St.
4. At no cost to the Commission, an appraisal is to be performed at the site to determine the value of the easement and that APRC staff shall review and make a recommendation on the selection of the appraiser.
5. Upon approval of the findings of the appraiser and contingent upon the consent for the sale of the easement by the Commission, the owner of 114 Granite and staff will work together to determine the true layout of the easement and design of the driveway and appurtenant drainage structures, etc.
6. The Owner will be responsible for the mitigation and restoration of any and all utilities and drainage on APRC property affected by the construction of the driveway.

Note: the approval of the relocation of the house is a function of the Community Development Department of the City of Ashland. With the Commission's consent the proposed easement is contingent upon the City's approval of the proposed plans. Nothing in this staff report or the Commission's decision should be construed as "approval" or "support" by the Ashland Parks and Recreation Commission for the land use proposal of the owner of 114 Granite St. Commission.

Attachments: Aerial View of Property; Property Owner Letter Requesting Consideration of an Easement; Planning Dept. Pre-application Application; Planning Department Pre-application Comments



NUTLEY EASEMENT REQUEST - 1.25.2016



ROGUE PLANNING & DEVELOPMENT SERVICES, LLC

December 22, 2015

City of Ashland Parks Department Director
Attn: Michael Black
320 Pioneer Street
Ashland, OR 97501

Request for easement across City of Ashland property at the corner of Nutley and Granite Street.

Dear Michael,

This letter is in regards to the City of Ashland Parks property at the corner of Granite Street and Nutley Street. The tax lot extends down Nutley and is part of the larger ice-skating rink and parking lot. There is a driveway curb cut approximately mid-block on the north side of Nutley Street. This driveway accesses the lower portion of the property located at 114 Granite Street.

The property at 114 Granite Street is occupied by a 540 square foot bungalow that was constructed sometime between 1911 and the 1920s. The structure was constructed on the south half of the lot to the north at 108 Granite Street. The exact year of construction is unknown but the structure appears on the Sandborn Fire Insurance Maps from 1928.

The bungalow is a historic contributing resource in the City of Ashland Historic Resources Inventory for the Skidmore Academy Historic District. Known as the Barnhouse Bungalow (property owners at time of registry). *The structure is a traditional 20th century bungalow. The house has even more historic significance beyond the information provided in the National Register Listing. In 1925, Johnny Gruelle the author of the Raggedy Ann and Andy books is known to have stayed at the property (letters and photos provide evidence of this).*

Due to the bungalow's layout and construction, it cannot be expanded or enlarged without significantly altering the historic façade of the structure. Instead of demolishing the structure the property owner is seeking to relocate it down the hill at the rear of the property, place the structure on an adequate foundation and preserve a piece of Ashland's history. This is a major undertaking and the best measure of protection for the historic contributing structure is for it to continue its life as a dwelling unit, possibly for another 95 years. Though relocation of historic structures does alter the historic streetscape, the proposed preservation and relocation retains the historic story of Ashland. Preservation retains the embodied energy of the structure and keeps valuable building materials out of the landfill.

There are two purposes to the formal easement request. One is for access to a required parking space, the other is for utilities.

Though small, the bungalow at 540 sf exceeds the City of Ashland parking threshold for only requiring one parking space. The granting of an ingress / egress access easement would allow for access to a required parking space. The second required parking space is being sought as an on-street credit. See the attached site plan showing the proposed site layout.



ROGUE PLANNING & DEVELOPMENT SERVICES, LLC

Additionally, due to the sites topographical constraints, a utility easement is sought to install the storm water and sanitary sewer lines across the City's property then downhill in Nutley Street to the public lines that are available on Winburn Way. With the installation of the lines in the public right-of-way, they will likely be required to be sized to allow additional tie-ins. This would provide the City of Ashland Parks Department with a little more flexibility in the uses of the triangular portion of the property in question.

The requested width of the easement is to be 17-feet. The driveway may require a short retaining wall along the lower, east side. The driveway surface has not been selected but could be any number of surfaces that can withstand the weight of a vehicle including, paver stones, honeycomb cell grass pavers, grass-crete or concrete wheel strips. If allowed, the surface of the driveway on the city's property could remain as is, compacted gravel.

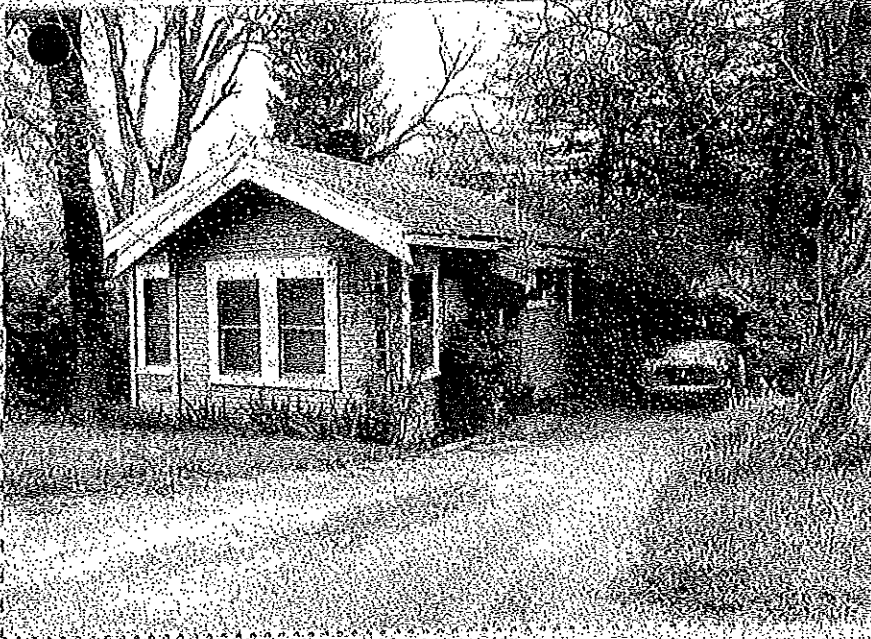
Surveying and legal fees for the creation and recording of the easement would be covered by the property owner.

Thank you for your time and consideration. If any additional information is needed or if there are any questions, please feel free to contact me. This is a time sensitive request in that the approval of the driveway easement request is holding up the application for the Conditional Use Permit for the home to become an Accessory Residential Unit and a Physical and Environmental Constraints Review Permit to disturb the hillside slopes for the construction of the new single family residence.

Amy Gunter
Rogue Planning and Development Services
541-951-4020
Amygunter.planning@gmail.com
www.rogueplanning.com

Attachment: map of requested easement area
Site plan with parking space and ARU placement
Historic Resources Inventory
Site photographs

OREGON INVENTORY OF HISTORIC PROPERTIES
HISTORIC RESOURCE SURVEY SHEET



Historic Name: _____

Common Name: _____

Address: 114 Granite Street
Ashland, Oregon

Owner: Barnhouse, Verla
Cornel

Address: 106 Granite Street
Ashland, Oregon

Lot: D Block: D

Addition: 1911

Plat: E39, B11, 157, 158

Tax Lot: 34702

Date of Construction: Between 1911 and 1928

Present use/function: Residence Original use/function: Residence

Area of significance/study theme: _____

Architectural style: _____ Arch./Bldr., if known: _____

Plan type/shape: Rectangular No. of stories: One

Foundation material: Concrete block Basement (y/n): Daylight

Roof form & materials: Gable, single ridge, composition shingle

Wall construction: Frame Structural frame: _____

Primary window type: One over one double hung, screen

Primary exterior surfacing materials: Horizontal cladding

Outstanding decorative features: _____

Condition: _____ Excellent Good _____ Fair _____ Deteriorated _____ Moved _____ (date)

Associated structures: Detached garage

Exterior alterations/additions (dated): _____

Known archeological features of site: _____

Noteworthy landscape features: _____

Recorded by: _____ Date: _____

Negative No.: Roll 12-31 Slide No.: _____

(4-17-1964)

State Inventory No. 1142

SW COR. SEC. 90

8DA

R-1-7.5

R-2

STRAWBERRY LANE

STREET

39 E 9

R-1-10-0

E. LINE 75/100

S. LINE 15/100

10' (E. LINE)

30.7' S. D. 872.55' W. 1274.8' (E. L.) OF E. 1/4 COR. SEC. 9

SW COR. PATTERSON LOT 8/489

344.50' (S. LINE)

NE COR. LEADO LOT PER 457/6

NE COR. LEADO LOT 14/70

SE COR. 68-01306

1100

1200

LITHIA

NE COR. 280/40

10' CHAIN S. AND 6.62' CHAIN W. OF E. 1/4 COR. SEC. 9 PER 74/04668

S.E. COR. 220/40

76.92' S. AND 336.28' W. OF E. 1/4 COR. SEC. 9

701

1201

1301

1300

1500

1401

1400

SW COR. 220/40

PART OF 199/004 AND 220/140

10 CHS. S. AND 8.02 CHS. W. OF E. 1/4 COR. SEC. 9

1501

SW COR. 220/40

S. LINE OF 200/33

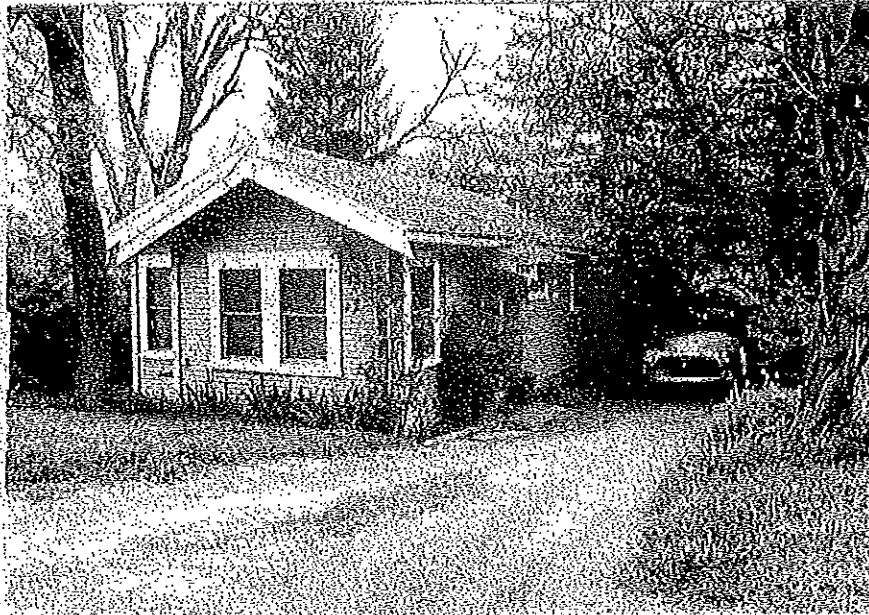
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7

ASHLAND CULTURAL RESOURCE INVENTORY

Significance: Compatible
Legal Description: T39 R1E S9BC, Tax Lot 3400
Account No: 10067519
Present Owner: Barnhouse, Verl G./ Carmel
108 Granite Street
Ashland, Oregon 97520

Address: 114 Granite Street



6.1970
Barnhouse, Verl G.

Shape: Rectangular
Roof: Gable, single ridge; composition shingle
Sheathing: Horizontal double drop
Openings: One-over-one double hung sash
Foundation: Concrete block
Siting: Southeast side of Granite Street and Nutley
Condition: Good



toy animal sag

Gravelles gave a lovely New Years dinner at a restaurant on the Plaza near the Masonic Hall, that year I didn't get to go for it was for adults. Johnny made original place cards, you may be able to locate some of them. I have my mother's button. I'm afraid it might get lost or damaged. Myrtle is still alive and lives in Florida.

Justine (Johnny's) brother & his family are also in Florida. Justine still carries on his brother's work. I'm hoping it as Wendell J. Gravelle. Hope this helps Truly - Lynette

Friday, October 4, 1974

Dear Judie,

The visit this summer with you seems to have been pleasant for both of us. Gladys has written a wonderful letter which I regret not having answered. I have only just returned home from several weeks in Southern California and Catalina. We returned to quantities of work in politics such as dinner side. I'm delighted to recall the year "Uncle" Johnny spent in 1925 with us in Ashland.

My parents first knew Johnny Gravelle and myrtle in Silvermine, Conn. when he was doing "Beebus" for the New York Herald. This was in 1911. He always delighted me with stories of Mr. Twer Diddle who made his home in large holes of trees. Once he made brackets in the snow up to our five place and retracking - so I knew Santa had really gone down our chimney for you see that year we had some to our summer home for

Christmas

At that time they had but one child -
Marcella. Marcella was named for a dear
friend's sister. This friend was Worth Brem -
illustrator of the first "Penrod & Sam" books.
Marcella died before Worth (named for
Worth Brem) and Dicky were born. She was
13 when she died from heart trouble caused
from a small Pox Vac.

Raggedy Ann started from an old rag doll
Johnny found in the attic of his mother's
home. Grandma Brwelle had made it for
Johnny, Justin and Prudy. At first Grandma
Brwelle and Aunt Prudy stenciled the faces
by hand in Prudy's home in Norwalk, Conn.
mother and I had come out to Ashland
in 1922 Myrtle and Johnny became
interested in the west.

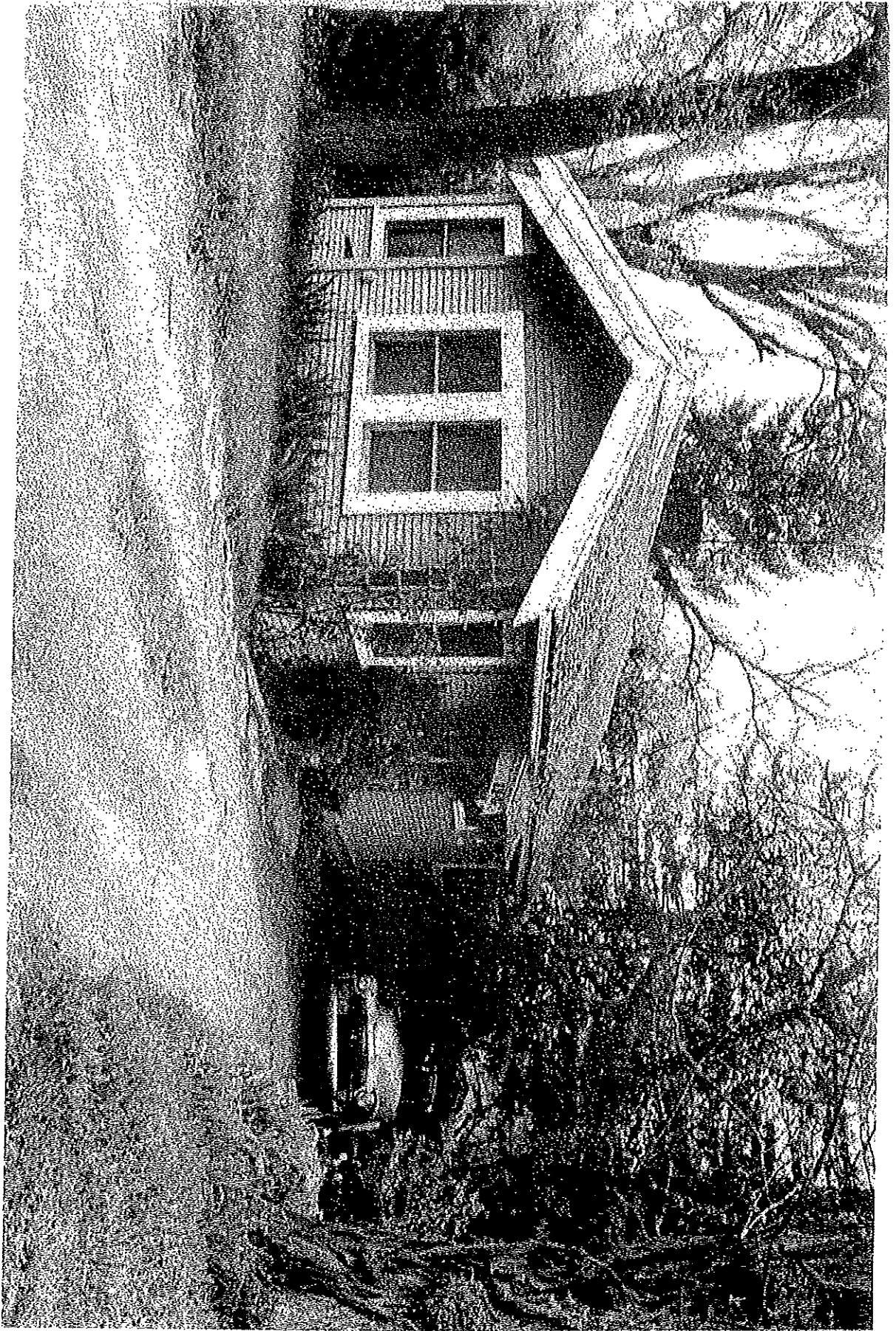
Johnny designed a camper for the
trip across the United States. It was very
much like the present day "wabbit" spelling?

They stayed the year of 1925 as our
guests in the little house next to us brand
facing Nubly. (you can recognize it from the
enclosed picture).

The summer (part of it) they spent
with us up at Lake of the Woods that
summer our cabin had several pack rats.
Johnny had the cure - Rags, being a rat biter.
was to sleep in the cabin with Worth, Dicky,
my mother and me. It didn't work - Rags
was so scared he got under the covers
with the boys.

Our cabin walls were completely
covered with the original paintings for the
book "The Camel with the Wrinkled Knees" one
of the Raggedy Ann & Andy books. They were
beautiful, some being as large as 4' x 8'.
This book was developed from a very cheap
toy from a little store window. It was so
cheap the stuffings had settled letting the





Circa 1930



Pre Application Conference

eric.les(2)

Permit Number: PL-2015-00825

A P P L I C A N T	Job Address: 114 GRANITE ST ASHLAND OR 97520	C O N T R A C T O R	Contractor: Address:
	Owner's Name: MARDI MASTAIN		Phone:
	Customer #: 08141 MARDI MASTAIN		State Lic No: City Lic No:
	Applicant: 114 GRANITE ST Address: ASHLAND OR 97520		Sub-Contractor: Address:
	Phone:		Phone:
	Applied: 02/19/2015		State Lic No:
	Issued:		City Lic No:
	Expires: 08/18/2015		
Maplot: 391E09BC3401			

DESCRIPTION: Residential Site Review - New home and moving the existing home
Pre-App scheduled for April 8, 2015 @ 3:00 pm

VALUATION					
Occupancy Type	Construction	Units	Rate Amt	Actual Amt	Constuction Description
Total for Valuation:					

MECHANICAL

--

ELECTRICAL

--

STRUCTURAL

--

PERMIT FEE DETAIL

Fee Description	Amount	Fee Description	Amount
Pre Application Conference Fee	131.00		

CONDITIONS OF APPROVAL

COMMUNITY DEVELOPMENT Tel: 541-488-5305
 20 East Main St. Fax: 541-488-5311
 Ashland, OR 97520 TTY: 800-735-2900
 www.ashland.or.us

Inspection Request Line: 541-552-2080



Pre-Application Conference Application

Mardi Mastain - 114 Granite Street Ashland, OR

Project Name: Mardi Mastain 114 Granite Street Ashland, OR

Today's Date: 12-Feb-2015

City Of Ashland Land Use Pre-Application ... [ref : CoA Web](#)

Files Included:

1. Site Survey Drawing ... by: *Polaris Land Surveying LLC*
 - 1.1. Mastain-114-Granite-St_Site-Survey-map_v111111.pdf
2. Site Plan Drawing with new Home Proposal
 - 2.1. MM_114-Granite_v150105_sf-2682_roof-8-12.dwg
3. Tax Assessor Map
 - 3.1. Jackson-Co-Tax-Assessor-Map-39-1E-09BC.pdf

Project Description

1. This is a new home construction project for:
 - 1.1. 114 Granite Street, Ashland, OR 97520
 - 1.1.1. Assessor Map # 39 1E 09BC
 - 1.1.2. Tax Lot # 3401
 - 1.1.3. 0.19 Acre
 - 1.2. Owner / Applicant: Mardi Mastain
 - 1.2.1. 114 Granite St, Ashland, OR 97520
 - 1.2.2. 541-261-3000
 - 1.2.3. mardimastain@hotmail.com
2. The project will consist of relocating the existing 550 SF Single Story historic structure to the back of the lot, with no basement, and constructing a new home at the front of the lot.
3. The new home will be in the style of an American Craftsman Era Home, that will fit in with the existing architecture of the neighborhood. It will have roof gables on the front and back, an attached garage, and a basement.
4. In the current proposal the area of the new home building envelope is 2682 SF.
5. Combined square footage of both structures (new and existing homes) is 3232 SF.
6. Another existing structure, a dilapidated garden shack (about 3' x 4.5'), will be removed.

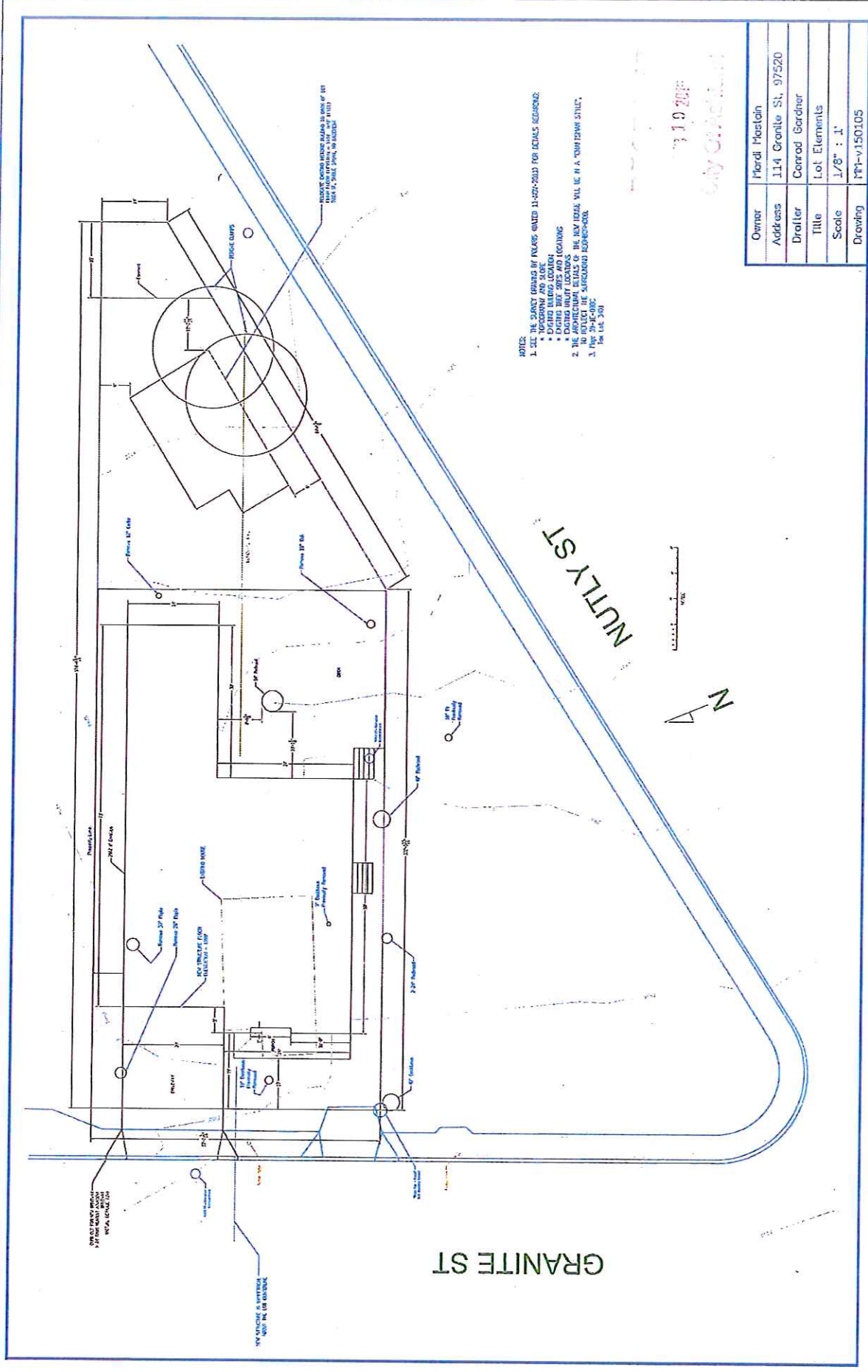
Additional Details for Site Plan Drawing

1. Existing utilities are shown on the site survey drawing, and will not be affected.

RECEIVED

FEB 19 2015

City of Ashland



- NOTES:
- SEE THE SURVEY DRAWING BY PLACERS DATED 11-20-2013 FOR DETAILS REGARDING:
 - TOPOGRAPHY AND SLOPE
 - EXISTING UTILITY LOCATIONS
 - EXISTING AND PROPOSED DRIVEWAYS
 - EXISTING AND PROPOSED FENCING
 - EXISTING AND PROPOSED LOT LINES
 - THE ARCHITECTURAL DETAILS OF THE NEW BUILDING WILL BE IN A "QUIN FORM STREET".
 - SEE 2014-2015 CITY OF PORTLAND PLANNING DEPARTMENT ZONING ORDINANCE, SECTION 22.010.

7/19/2014
City of Portland

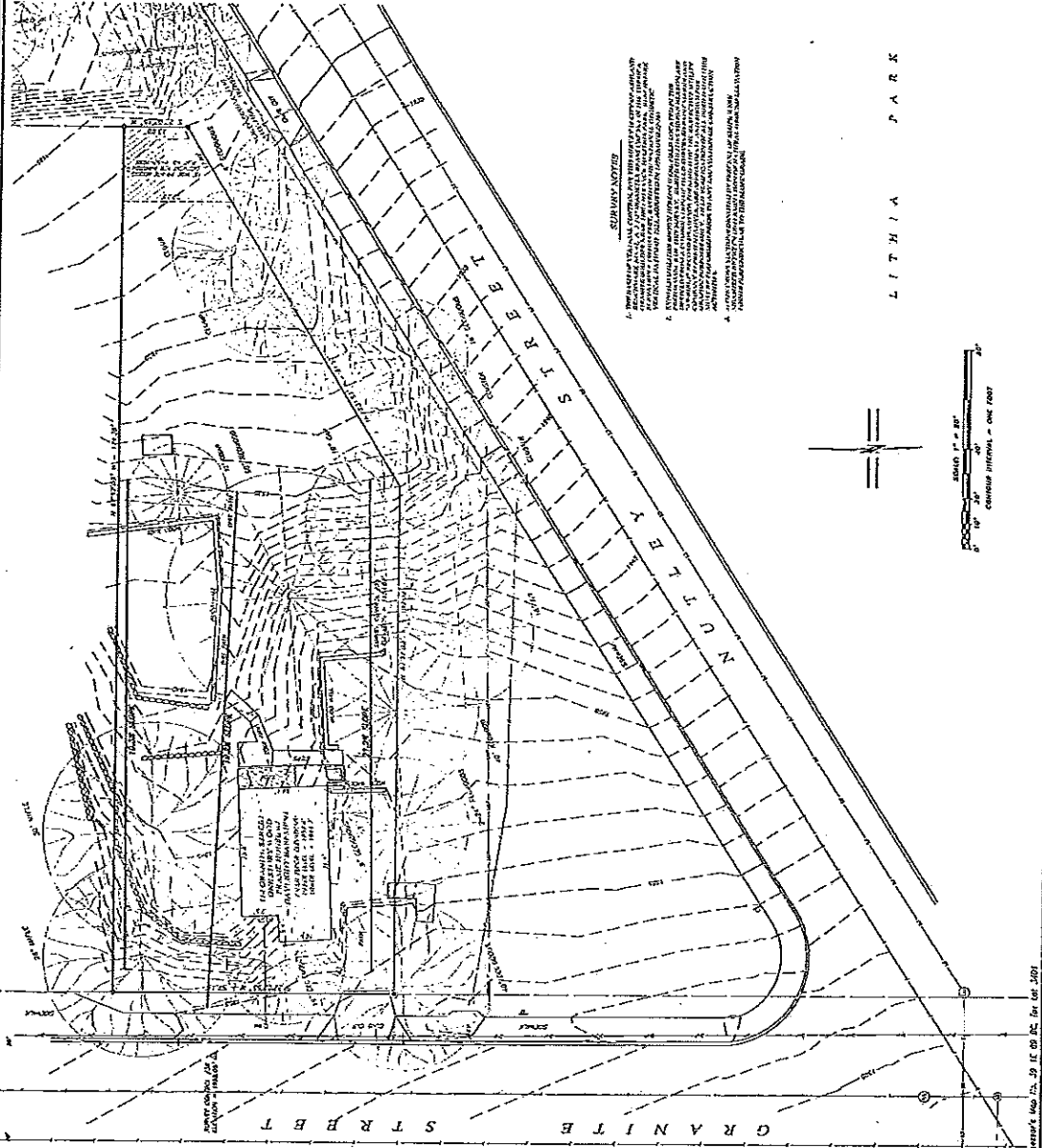
TOPOGRAPHIC SURVEY
 SECTION 34
 1/4 GRANITE STREET
 ASHLAND, OREGON

LYING SQUARE WITHIN
 THE WEST QUARTER OF SECTION 34,
 TOWNSHIP 33 SOUTH, RANGE 12 EAST,
 COUNTY OF ASHLAND, CLATSOP COUNTY, OREGON

FOR
MARDY MAJSTAIN
 114 (Home) 375-2529
 ASHLAND, OREGON 97132

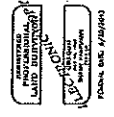
LEGEND

1	UNDEVELOPED
2	WOODLAND
3	WATER
4	ROAD
5	RAILROAD
6	POWER LINE
7	TELEPHONE LINE
8	CONCRETE DRIVE
9	ASPHALT DRIVE
10	GRAVEL DRIVE
11	DIRT DRIVE
12	ALLEY
13	CONCRETE WALKWAY
14	ASPHALT WALKWAY
15	GRAVEL WALKWAY
16	DIRT WALKWAY
17	RAILROAD
18	POWER LINE
19	TELEPHONE LINE
20	CONCRETE DRIVE
21	ASPHALT DRIVE
22	GRAVEL DRIVE
23	DIRT DRIVE
24	ALLEY
25	CONCRETE WALKWAY
26	ASPHALT WALKWAY
27	GRAVEL WALKWAY
28	DIRT WALKWAY



SURVEY NOTES

1. THIS SURVEY WAS CONDUCTED IN ACCORDANCE WITH THE SURVEYING ACTS OF 1934 AND 1942, AND THE SURVEYING REGULATIONS OF THE BOARD OF SURVEYING AND MAPPING, OREGON.
2. THE SURVEY WAS CONDUCTED BY THE POLARIS LAND SURVEYING LLC, A LIMITED LIABILITY COMPANY, UNDER THE SUPERVISION OF THE SURVEYOR GENERAL OF OREGON.
3. THE SURVEY WAS CONDUCTED ON THE 11th DAY OF JULY, 2011.
4. THE SURVEY WAS CONDUCTED AT THE REQUEST OF MARDY MAJSTAIN.



SURVEYED BY:
POLARIS LAND SURVEYING LLC
 P.O. BOX 459
 ASHLAND, OREGON 97132
 DATE: NOVEMBER 11, 2011
 PROJECT NO. 0811-11

POLARIS LAND SURVEYING

The comments of this pre-app are preliminary in nature and subject to change based upon the submittal of additional or different information. The Planning Commission or City Council are the final decision making authority of the City, and are not bound by the comments made by the Staff as part of this pre-application.

**ASHLAND PLANNING DIVISION
PRE-APPLICATION CONFERENCE
COMMENT SHEET** April 8, 2015

SITE: 114 Granite
APPLICANT: Mardi Mastain
REQUEST: Site Review for ARU; P&E
for Hillside Development, Solar Variance, CUP
to Exceed MPFA, Exception to Street
Standards, Tree Removal(?)

PLANNING STAFF COMMENTS:

This pre-application conference is intended to highlight significant issues of concern to staff and bring them to the applicant's attention prior to their preparing a formal application submittal.

Generally: The proposal is a complicated one, and staff sees a number of items that may prove difficult to justify in seeking approval.

- The Planning Commission has historically been unwilling to approve Exceptions the Solar Setback requirements for newly constructed buildings, feeling that it was vitally important to preserve solar access where compliance with the regulations can be achieved through thoughtful design.
- Staff believes that the Planning Commission and Historic Commission may similarly question constructing a new building designed from the outset to exceed the Maximum Permitted Floor Area by the maximum allowed 25 percent. Staff believe that they will look carefully both at the impact of moving the existing historic home to the historic streetscape and at design compatibility with the historic residential neighborhood. The home design would be looked at closely in terms of the Historic District Design Standards as part of a Conditional Use Permit, and the Historic and Planning Commissions may have concerns with the design's form and presentation of a front-loading garage to the streetscape, or the use of a design aimed at another era.
- The slope calculations provided appear to look at a longer expanse to lessen the slopes with a methodology different than illustrated in the Hillside Ordinance, and staff believes that the property will need to address the applicable requirements of the Hillside Ordinance.
- Staff also has concerns with having more than one curb cut on the property and with the driveway spacing along Granite Street, a collector, which is counter to the city's controlled access and street standards and more of a concern given traffic on the steeply-sloped Nutley Street and Granite Street from Lithia Park and the downtown.
- Finally, staff questions whether the established large trees on the property can accommodate the impacts of the proposed construction, and would need strong supporting evidence from an arborist as part of the Tree Protection Plan and any removal permit requests.

Conditional Use Permit (CUP) to Exceed the Maximum Permitted Floor Area (MPFA):

Within the Historic District, there is a Maximum Permitted Floor Area for each lot based on the

114 Granite St.
July 16, 2014/MP

lot size. The MPFA includes the total floor space of all floors (gross floor area) of the primary dwelling measured to the outside surfaces of the building, including but not limited to exterior walls, potential living spaces within the structure with at least seven feet of head room and attached garages. The floor area shall not include basements, detached garages, detached accessory structures, or detached accessory residential units. Detached garages, accessory structures, or accessory residential units must be separated from other structures by a minimum of six feet if they are to be excluded from the MPFA, except that unenclosed breezeways or similar open structures may connect the structures. The ordinance provides a process to exceed the MPFA by up to 25 percent through the Conditional Use Permit (CUP) process, and the materials provided indicate that the applicants would seek this full coverage and request a CUP. Applicants should be aware that the CUP process brings an increased level of scrutiny in terms of impacts of the proposal to the neighbor and architectural compatibility, and subjects single family homes which aren't typically looked at in terms of designed standards to careful review in terms of the Historic District Design Standards. *A CUP of this nature would require a Type II application, with a decision by the Planning Commission through a public hearing.*

CUP's to exceed the MPFA are considered in light of the standard CUP criteria found in AMC 18.5.4 and detailed later in this document, and in terms of the Historic District Design Standards found in AMC 18.4.2.050.B which consider issues such as height, scale, massing, setback, roofs, rhythm of openings, the use of bases/platforms, building form, entrances, the imitation of historic styles or features, and the placement of additions or garages. In staff's view, the proposal may have difficulty with several of these standards in that the addition of the new structure replaces the historic home in the streetscape; introduces a front-loaded garage into that historic streetscape while de-emphasizing the significance of the historic home; and has an unusual form with a long roof-line cantilevered out over the slope. *For projects requiring a Conditional Use Permit, the authority exists in law for the Staff Advisor or Planning Commission to require modifications in design to address these standards, and the Historic Commission's recommendations are to be give greater weight in advising the applicants and decision makers.*

Orientation to the Street: Residential units are required to have their primary orientation to the street. It appears that with relocation, the proposed ARU will not be oriented to the adjacent Nutley Street, and the new building and site topography and distance will present difficulties in orienting to Granite Street. The Historic and Planning Commissions are likely to question this, and if this standard were not met an Exception would be necessary.

Architectural Style: For new construction, the development standards seek traditional architecture that well represents our own time yet enhances the nature and character of the district. The Historic and Planning Commissions may question the design of an American Craftsman Era Home.

Solar Variance: It's unclear from the materials provided, but they seem to suggest that a Exception to the Solar Setbacks will be required. If the lot indeed proves to be subject to Class B solar setbacks as suggested by preliminary calculations by staff (the application would need to demonstrate this) the final application submittal will need to provide solar calculations in the form $[(\text{Height} - 16) / (0.445 + \text{Slope}) = \text{Required Solar Setback}]$. An Exception request will need to include a signed and notarized agreement to the proposed shadowing by the neighboring property owners which will be recorded on their deed and a clear exhibit illustrating the shadow

which would be cast by a sixteen-foot fence on the north property line and the shadow that will be cast beyond that by the proposed home. Applicants should be aware that the Planning Commission has historically been unwilling to grant Exceptions to the solar setback requirements for new construction, feeling that new homes should be designed thoughtfully to comply with the ordinance. In addition, the applicants should also be aware that while there are exemptions for existing shade conditions in 18.4.8.020.B.4, these exemptions do not apply to shade caused by vegetation such as the large redwoods on the property.

Physical & Environmental (P&E) Constraints Review Permit for Hillside Development: The methodology for determining slope is detailed in AMC 18.3.10.040.K and requires a topographic map of the site at a contour interval of not less than two feet nor greater than five feet with a slope analysis, indicating buildable areas, as shown in Figure 18.3.10.040.K below:

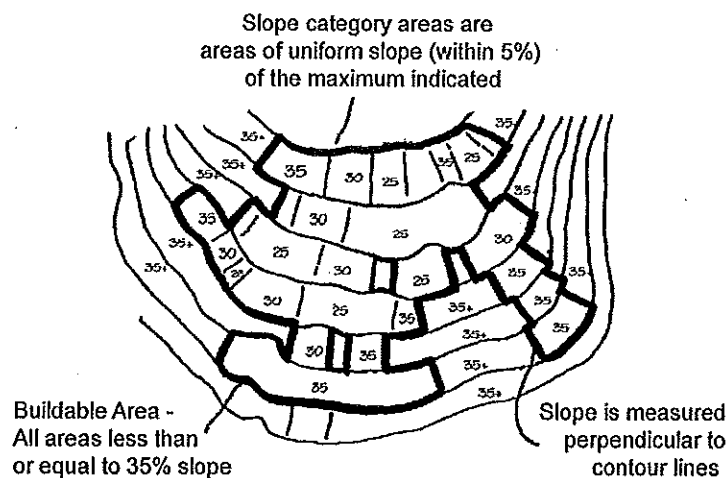


Figure 18.3.10.040.K
Slope Analysis

The map provided seems to consider the average slope across the proposed building area. City GIS maps, which are based on the methodology above, suggest that slopes in excess of 25 percent will be disturbed. Without a clear demonstration otherwise using the methodology above, the application would need to include a request for a Physical & Environmental Constraints Review Permit for the Development of Hillside Lands and address all of the applicable criteria and standards.

Site Review for Accessory Residential Unit (ARU): Accessory Residential Units (ARU) in single family zones are subject to Site Review as well as specific special use standards which include:

1. *One accessory residential unit is allowed per lot, and the maximum number of dwelling units shall not exceed two per lot.*
2. *Accessory residential units are not subject to the density or minimum lot area requirements of the zone, except that accessory residential units shall be counted in the density of developments created under the Performance Standards Option in chapter*

18.3.9.

3. *The maximum gross habitable floor area (GHFA) of the accessory residential unit shall not exceed 50 percent of the GHFA of the primary residence on the lot, and shall not exceed 1,000 square feet GHFA. [The county lists the GHFA of the existing home at 1,056 while the application suggests it is nearer to 522; staff's assumption is that this is due to only the upper floor structure being relocated, but this would need to be made clear in the application materials.]*
4. *The proposal shall conform to the overall maximum lot coverage and setback requirements of the underlying zone.*
5. *Additional parking shall be provided in conformance with the off-street parking provisions for single-family dwellings in section 18.4.3.040, except that parking spaces, turn-arounds, and driveways are exempt from the paving requirements in subsection 18.4.3.080.E.1.*

In addition to these standards, an ARU would need to respond to the Site Design Review criteria in AMC 18.5.2 and the applicable design standards (Multi-Family, Historic District, Parking Lot Landscaping and Screening, etc.)

Driveways & Spacing: Granite Street is considered to be a neighborhood collector street, and Nutley is a neighborhood street. Typically, driveways on collector streets must be at least 50 feet from an intersection and 75 feet from a neighboring driveway, while driveways on neighborhood streets must be 35 feet from an intersection and 24 feet from the nearest driveways. While these standards do not apply to typical single family development in the R-1 zone, the code notes that they are to be applied when a Conditional Use Permit is considered (AMC 18.4.3.080.C.1) and that a Variance is required if they are not met. Additionally, city street standards generally require that curb cuts be minimized and appropriately separated in order to reduce conflict points in the streetscape. The Planning and Historic Commission's may have concerns with more than one curb cut, particularly if one of the curb cuts is introducing what is seen as an incompatible garage form to the streetscape and does not meet the driveway separation sought in the Comprehensive Plan. The application will need to carefully address the curb cuts' locations and the effect of the curb cut and garage on the streetscape.

Tree Preservation/Protection/Removal: All planning actions are required to include a tree preservation/protection plan in accordance with AMC 18.61; this is intended to ensure that trees are protected during all site disturbance (including demolition, construction, driveway/parking installation, staging of materials, etc. This plan must address all trees on the property over six-inches in diameter at breast height (d.b.h.) and all trees that are located on adjacent properties within 15 feet of the property line as well. Additionally, properties located on hillside lands have additional requirements in order to preserve as much of the natural state of the property as possible. If trees are to be removed, those would need to be indicated on plan materials and in written findings addressing the approval criteria for both the Tree Removal and Physical & Environmental Constraints Review permits. Trees to be removed must be mitigated on a one-for-one basis. The Tree Commission and Planning Commission may question allowing a home to significantly exceed the Maximum Permitted Floor Area (MPFA) through a Conditional Use Permit (CUP) if that allowance results in removal of a larger number of trees, or of more

significant trees, if those removals were detrimental to the site, neighborhood or hillside or to tree canopies, species diversity, etc. in the area.

Parking: The plans seem unclear with regard to where the parking is to be located, especially for the for the accessory unit. Accessory Residential Units greater than 500 square feet require two parking spaces in addition to the two required for single-family homes. The final application will need to illustrate all proposed parking spaces and access thereto and demonstrate compliance with the placement, design, access, circulation and landscaping/screening requirements of the ordinance. Applicants may request on-street parking credits for every 22 feet of uninterrupted curb abutting their property where parking is allowed, however these credits are not available to meet the demand of the primary residence and are not guaranteed (i.e. if on-street parking in the area is in such high demand that it is unlikely to be available a large percentage of the time, granting of credits is unlikely). To use the Nutley Street curb cut, the applicants would also need to obtain an easement from the City to cross this tax lot and provide a copy with the application submittals.

Lot coverage: Lot coverage is defined as the total area of all buildings, parking areas, driveways, as well as any other surfaces (other than natural landscaping) that will not allow normal water infiltration to the ground. Decks are considered to be lot coverage. R-1-7.5 zoning districts have maximum lot coverage of 45 percent; for an 8,276 square foot lot, 45 percent coverage would amount to approximately 3,724 square feet. The final application materials will need to include lot coverage calculations demonstrating compliance with the coverage limitations.

New Electric Service: The City of Ashland and State of Oregon require that a separate electrical service/meter be installed for each independent living unit. Installation of a new electrical meter/service would also require that a service connection fee be paid to the Electric Department and the meter installed, inspected and approved prior to the issuance of a certificate of occupancy for the unit. Contact Dave Tygerson of the City of Ashland Electric Department to verify service requirements, including meter placement and applicable fees. The new unit will also need to be assigned a new address if approved.

System Development Charges (SDC's): New accessory residential units require that system development charges (Water, Sewer, Storm Water, Parks, and Transportation) to be paid along with building permit fees for all new dwelling units. (Staff suggests speaking with front office staff if an estimate of likely fees is needed.)

Neighborhood Outreach: Projects involving changes to established neighborhood patterns can be a concern for neighbors, and staff always recommends that applicants approach the affected neighbors, make them aware of the proposal, and try to address any concerns as early in the process as possible. Notices are sent to neighbors within a 200-foot radius of the property.

Written Findings/Burden of Proof: Applicants should be aware that written findings addressing the ordinance and all applicable criteria are required, and are heavily depended on when granting approval for a planning action. In addition, the required plans are explained in writing below. The burden of proof is on the applicant(s) to ensure that all applicable criteria are addressed in writing and that all required plans, written findings, and other materials are

submitted even if those items were not discussed in specific, itemized detail during this initial pre-application conference.

OTHER DEPARTMENTS' COMMENTS

BUILDING DEPT.: *“Relocated or moved buildings shall be in accordance with the International Existing Building Code Chapter 13. The Building Official may require approved professionals to inspect at the expense of the owner, the various structural parts of a relocated building to verify the structural components and connections have not sustained structural damage.”* Please contact Building Official Jeremy Payne in the Building Division for any further information at 541-488-5305.

PUBLIC WORKS/ENGINEERING DEPT.:

1. **Engineered Plans** - Where public improvements are required or proposed, the applicant's engineer shall submit design plans for approval of all public improvements identified on the approved plan or as specified in conditions of approval. All design plans must meet the City of Ashland Public Works Standards. Engineered construction plans and specifications shall be reviewed and signed by the Public Works Director, prior to construction. All public facilities within the development will be designed to the City of Ashland Engineering Design Standards for Public Improvements. The engineered plans shall also conform to the following:
 - a. If drawings are submitted to the City of Ashland digitally, they shall be compatible with the AutoCAD release being used by the City at that time or shall be true scale PDF drawings. All AutoCAD drawings shall be located and oriented within the Oregon State Plain Coordinate System (NAD83-89).
 - b. Drawings sizes shall comply with ANSI-defined standards for page width and height. Review drawings may be submitted in B size (11x17). Bidding and construction documents may also be printed at B size, however all final as-constructed drawings must be submitted to scale on D-size (24x36) Mylar. Digital files of the as-constructed drawings shall also be submitted. Drawings shall be drawn such that reduction of plans from full size (D sized) to half size (B sized) can be done to maintain a true scale on the half-sized plans.
2. **TIA (Transportation Impact Analysis)** – No TIA will be required for this project.
3. **Street Improvement** – No additional street improvements will be required at this time.
4. **Right of Way** – No additional right of way dedication will be required at this time.
5. **Sanitary Sewer** - The property is currently served by an 8-in sanitary sewer main in Granite Street. Applicant shall confirm with City of Ashland Wastewater Department that no additional improvements will be required at this time and supply City of Ashland Engineering Department with verification of this confirmation.

6. **Water** - The property is currently served by a 16-in water main in Granite Street. Applicant shall confirm with City of Ashland Water Department that no additional improvements will be required at this time and supply City of Ashland Engineering Department with verification of this confirmation. Service & Connection Fees will be required for any new water services installed as part of this project.
7. **Storm Drainage** - The property is currently served by a 15-in storm sewer main in Granite Street. Applicant shall confirm with City of Ashland Wastewater & Street Departments that no additional improvements will be required at this time and supply City of Ashland Engineering Department with verification of this confirmation. City of Ashland Engineering Department must review an engineered storm drainage plan.

City of Ashland Engineering Standards

Appendix 2.05: Stormwater Facility Design Requirements

Stormwater Facilities are considered to be all of the components required to collect, convey, and treat storm water from and through a development to an approved destination point, including but not limited to surfacing, piping, ditches, swales, inlets, basins, vaults, ponds, access roads, landscaping, gates, and fencing that support the storm water system.

All development or redevelopment that increases impervious area by more than 2,500 SF at full build-out of the project (exceptions: Single family dwellings and duplexes not part of a common plan of development and constructed on a single tax lot) shall conform to the following requirements:

1. Submit drainage design calculations per current Engineering Design Standards for Public Improvements.
2. Conveyance for drainages less than 300 acres shall be sized to carry the ODOT Zone 5, 25 year event.
3. Culverts with flows greater than 50 CFS shall be sized to carry the ODOT Zone 5, 50 year event.
4. Stormwater Quality & Erosion Control conforms to the Rogue Valley Stormwater Quality Design Manual (RVSQDM)
5. Low Impact Development (LID) Best Management Practices (BMP) are required when NRCS soil type A or B is present that is sloped at 5% or less, (exceptions: existing impervious areas or roadway developments, which may use any type of stormwater facility that meets the performance standards outlined in Chapter 2 of the RVSQDM).
6. Future Peak Stormwater flows and volumes shall not exceed the pre-development peak flow. The default value for pre-development peak flow shall be 0.25 CFS per acre.
7. Detention volume shall be sized for the 25 year, 24 hour peak flow and volume.
8. An overflow spillway shall be provided to convey the 25 year peak flow for systems receiving up to 50 CFS, and 100 year peak flow for systems receiving more than 50 CFS.
9. Structural Water Quality Best Management Practices (BMPs) shall be sized for the 2 year, 24 hr flow and volume.
10. Water Quality BMPs shall provide at least 80% removal of bacteria and TSS (75 microns and larger).
11. All ground disturbances exceeding 1,000 SF shall implement an Erosion and Sediment Control Plan (ESCP).

12. All ESCP BMPs shall prevent sediment from leaving the site for storms up to the 10 year 24 Hr storm.
 13. An Operation and Maintenance Plan for all storm water facilities shall be submitted for approval together with plans prepared by a professional engineer licensed in the State of Oregon. The plans shall specify that storm water facilities must be inspected under the direction of a licensed engineer and maintained in accordance with the annual inspection report findings that are submitted to the regulating agency annually by the owner of the stormwater facility.
 14. A signed and recorded Declaration of Covenants for Operation and Maintenance of Stormwater Facilities (for multi-owner developments) or an Operation and Maintenance Agreement (for single-owner developments) shall be submitted with the plans. The above documents shall allow city staff to enter private property to inspect stormwater facilities and ensure proper maintenance. Subdivisions may include the O&M Plan and Covenants in the "CCR"s in lieu of recording them separately.
 15. Avoid the use of rip rap, concrete or hardscaping in open channel drainages and riparian areas to the maximum extent practicable through the use of USACE "SLOPES" or other approved "natural" approaches.
 16. Existing wetlands, natural drainage ways, and open spaces shall be preserved from development to provide their natural flow attenuation, retention, or detention of runoff by providing a buffer.
 17. The grading plan shall indicate the direction of flow of all surface flows, including those on to and off of adjoining properties. Site grading shall be designed to provide positive drainage away from all buildings and structures except those designed to withstand flooding in accordance with the building code standards for flood-proofing. Freeboard shall be specified on the grading plan per AMC 15.10.
 18. Bridges, Culverts & other flow limiting structures in or near riparian areas shall be permitted in accordance with the agency's requirements in AMC 18.62 and 18.63. Removal/fill permits shall be submitted with the plans.
 19. Pollution, track out, and sediment dumping into stormwater is strictly prohibited per AMC 9.08.060.
 20. Drainage from automotive use areas shall be limited to oil concentrations of 10 mg/l by an approved means.
 21. Trash storage areas shall be covered or provide additional stormwater treatment by an approved means.
8. **Erosion & Sediment Control** – Erosion and Sediment control measures that meet the minimum standards set forth by the City of Ashland Public Works/Engineering Standard Drawing CD282 must be in place before any construction related to the project begins.
 9. **Driveway Access** – No additional improvements/requirements will be requested at this time but the applicant proposed improvements must be reviewed and permitted by the City of Ashland Engineering Department.
 10. **Permits** – Any construction within the public right of way will require a Public Works permit and before any work in the right of way commences all necessary permits **MUST** be obtained
 11. **As-Builts** - Where public improvements are required or completed, the developer shall submit to the City of Ashland, reproducible as-built drawings and an electronic file of all public

improvements constructed during and in conjunction with this project. Field changes made during construction shall be drafted to the drawings in the same manner as the original plans with clear indication of all modifications (strike out old with new added beside). As-built drawings shall be submitted prior to final acceptance of the construction, initiating the one-year maintenance period.

12. **Addresses** – Any new addresses must be assigned by City of Ashland Engineering Department.

Please contact Karl Johnson of the Engineering Division for any further information at 541-552-2415 or via e-mail to karl.johnson@ashland.or.us.

FIRE DEPARTMENT: Please contact Division Chief Margueritte Hickman in the Fire Department for information on their requirements. She can be reached at (541) 552-2229 or via e-mail to margueritte.hickman@ashland.or.us.

STREETS AND TRANSPORTATION: Please contact Karl Johnson of the Engineering Division for any information at 541-552-2415 or via e-mail to karl.johnson@ashland.or.us.

CONSERVATION: For more information on available water conservation programs, including any available appliance rebates or assistance with landscaping and irrigation system requirements, please contact Water Conservation Specialist Julie Smitherman of Conservation Division at 541-552-2062 or via e-mail to julie.smitherman@ashland.or.us. For information on any financial or technical assistance available for the construction of Earth Advantage/Energy Star buildings, please contact Conservation Analyst/Inspector Dan Cunningham at 541-552-2063 or via e-mail to dan.cunningham@ashland.or.us

WATER AND SEWER SERVICE: *“If the project requires additional water services or upgrades to existing services the Ashland Water Department’s crews will excavate and install in the city right of way all water services up to the meter on domestic and commercial water lines. Fees for these installations are paid to the Water Department and are based on a time and materials quote to the developer or contractor after line sizes and meter locations are finalized. Meter sizes and fire line diameters will need to be provided to the Water Department prior to or at the time of a quote being requested. Please Contact Steve Walker at 541-552-2326 or (walkers@ashland.or.us) with any questions regarding water utilities. ”*

STORM WATER DRAINAGE: Please contact Karl Johnson of the Engineering Division for any further information at 541-552-2415 or via e-mail to karl.johnson@ashland.or.us.

ELECTRIC SERVICE: A separate underground electric service with electric meter will be required for each unit. Please contact Dave Tygerson in the Electric Department for service and meter location requirements and fee information at 541-552-2389 or via e-mail to tygersod@ashland.or.us. Dave will arrange an on-site meeting, and develop a preliminary electrical service plan for the site. Please allow additional time to accommodate scheduling of this on-site meeting and preparing the preliminary plan. Submittals will not be deemed complete without a preliminary approved plan from the Electric Department.

HISTORIC COMMISSION: In initially reviewing the project, the Historic Commission's weekly Review Board initially expressed concerns with the impact to the Granite Street streetscape by removing the existing historic home. The Historic Commission's Review Board meets weekly on Thursday afternoons, beginning at 3:15 p.m. by appointment. Applicants can arrange a 15-30 minutes appointment to informally discuss project issues and get general feedback with a group of 2-3 commissioners outside of the hearing process.

.....
UNDERLYING ZONE PROVISIONS (18.2.5.030.A.)

ZONING: R-1-7.5, Single Family Residential with a 7,500 square foot minimum lot size. Minimum lot width is 65 feet. Lot depth 80-150 feet. Lot width shall not exceed lot depth.

MAXIMUM BUILDING HEIGHT: 35 feet or 2½ stories in R-1; 30 feet maximum height within the historic districts.

SETBACKS: Eight feet for unenclosed porches, 15 feet for front yards, and 20 feet for front-facing garages. Six feet for side yards but ten feet for side yards abutting a public street. Ten feet per story and five feet per half-story for rear yards. In addition, the setbacks must comply with the solar access requirements.

LOT COVERAGE: A maximum of 45 percent of the lot may be covered with impervious surface. Please identify on site plan and in text all areas of landscaping, impervious surface, patio space, outdoor recreational space, etc.

LANDSCAPING REQUIREMENTS: 55 percent of the site must be retained in landscaping, and a site-, size-, and species- specific landscaping plan is required at time of formal application. The landscape plan must address any required screening, and include street trees, one per 30 feet of street frontage where applicable. Avoid using lawn. Provide irrigation system for all landscaped areas. Landscaping shall be designed so that 50 percent coverage occurs after one year and 90 percent coverage occurs after five years.

TREES: Submittal requirements shall include items noted in chapter 18.4.5.030 and detailed further below. If trees are to be removed, the applicant is required to request their removal as required in chapter 18.5.7 with the application submittals.

PARKING, ACCESS, AND INTERNAL CIRCULATION: As detailed in 18.4.3.040, two parking spaces are required for the primary dwelling unit and the following for accessory residential units.

- | | | | |
|----|---|----|-------------------|
| a. | Studio units or 1-bedroom units less than 500 sq. ft. | -- | 1 space/unit. |
| b. | 1-bedroom units 500 sq. ft. or larger | -- | 1.50 spaces/unit. |
| c. | 2-bedroom units | -- | 1.75 spaces/unit. |
| d. | 3-bedroom or greater units | -- | 2.00 spaces/unit. |

Parking spaces must have a five foot setback buffer from adjacent property lines and an eight foot buffer from the residential units. These buffer areas shall be landscaped. Parking space dimensional requirements are a minimum of nine feet by 18 feet, with 22 feet of clear space as a back-up dimension required directly behind the space.

SIGNS: N/A (*no signage in a residential district*).

.....
PROCEDURE: A "Type II" Conditional Use Permit with a public hearing at Planning Commission is required both due to the magnitude of the CUP requested and to the fact that it involves a new structure. The Planning Commission's decision would be subject to appeal to the City Council.

Application Requirements. The application is required to include clear, legible, scalable drawings of the proposal (i.e. plan requirements) as well as written findings addressing the applicable approval criteria in accordance with the Ashland Land Use Ordinance (ALUO), Chapter 18 of the Ashland Municipal Code. The following sections include the requirements for plans and approval criteria which are applicable to the proposal as described in the pre-application submittals. When more than one planning approval is required for the proposal, multiple sections of the ALUO may apply. The burden of proof is on the applicant(s) to ensure that all applicable criteria are addressed in writing and that all required plans, written findings, and other materials are submitted even if those items were not discussed in specific, itemized detail during this initial pre-application conference. All submittals must also include:

1. ***Application Form and Fee.*** Applications for Type II review shall be made on forms provided by the Staff Advisor. One or more property owners of the property for which the planning action is requested, and their authorized agent, as applicable, must sign the application. The required application fee must accompany the application for it to be considered complete.
2. ***Submittal Information.*** The application shall include all of the following information.
 - a. The information requested on the application form.
 - b. Plans and exhibits required for the specific approvals sought.
 - c. A written statement or letter explaining how the application satisfies each and all of the relevant criteria and standards in sufficient detail.
 - d. Information demonstrating compliance with all prior decision(s) and conditions of approval for the subject site, as applicable.
 - e. The required fee.

PLAN & EXHIBIT REQUIREMENTS: *Two (2) copies of the plans below on paper no larger than 11"x 17". Note: These copies may be used for the Planning Commission packet and for the notices mailed to neighbors - please submit clear, readable, reproducible copies.*

Two (2) Copies of the plans required for Site Review as required in chapter 18.5.2.040. The

following information is required for Site Design Review application submittal, except where the Staff Advisor determines that some information is not pertinent and therefore is not required.

- A. **General Submission Requirements.** Information required for Type I or Type II review, as applicable (see sections 18.5.1.050 and 18.5.1.060), including but not limited to a written statement or letter explaining how the application satisfies each and all of the relevant criteria and standards.
- B. **Site Design Review Information.** In addition to the general information required for Site Design Review, the applicant shall provide the following information.
1. **Basic Plan Information.** Plans and drawings shall include the project name, date, north arrow, scale, and names and addresses of all persons listed as owners of the subject property on the most recently recorded deed. The scale of site and landscaping plans shall be at least one inch equals 50 feet or larger, and of building elevations one inch equals ten feet or larger.
 2. **Site Analysis Map.** The site analysis map shall contain the following information.
 - a. Vicinity map.
 - b. The property boundaries, dimensions, and area of the site shall be identified.
 - c. Topographic contour lines at 5-foot intervals or less, except where the Staff Advisor determines that larger intervals will be adequate for steeper slopes.
 - e. Zone designation of the and adjacent to the proposed development, including lands subject to overlay zones including but not limited to lands subject to Detail Site Review, Downtown Design Standards, Historic District, Pedestrian Place, Physical and Environmental Constraints, and Water Resource Protection Zones overlays (see part 18.3 Special Districts and Overlays).
 - f. The location and width of all public and private streets, drives, sidewalks, pathways, rights-of-way, and easements on the site and adjoining the site.
 - g. The location and size of all public and private utilities, on and adjacent to the subject site, including:
 - i. Water lines;
 - ii. Sewer lines, manholes and cleanouts;
 - iii. Storm drainage and catch basins; and
 - iv. Fire hydrants.
 - h. Site features, including existing structures, pavement, drainage ways, rock outcroppings, areas having unique views, and streams, wetlands, drainage ways, canals and ditches.
 - i. The location, size, and species of trees six inches DBH or greater, including trees located on the subject site and trees located off-site that have drip lines extending into the subject site.

3. Proposed Site Plan. The site plan shall contain the following information.
- a. The proposed development site, including boundaries, dimensions, and gross area.
 - b. Features identified on the existing site analysis maps that are proposed to remain on the site.
 - c. Features identified on the existing site map, if any, which are proposed to be removed or modified by the development.
 - d. The location and dimensions of all proposed public and private streets, drives, rights-of-way, and easements.
 - e. The location and dimensions of all existing and proposed structures, utilities, pavement, and other improvements, including:
 - i. Connection to the City water system and meter locations;
 - ii. Connection to the City sewer system;
 - iii. Connection to the City electric utility system and meter locations;
 - iv. New and/or replaced fire hydrants and vault locations;
 - v. The proposed method of drainage of the site; and
 - vi. The opportunity-to-recycle site and solid waste receptacle, including proposed screening.
 - f. Location of drainage ways and public utility easements in and adjacent to the proposed development.
 - g. Setback dimensions for all existing and proposed structures.
 - h. The location and dimensions of entrances and exits to the site for vehicular, pedestrian, and bicycle access.
 - i. The location and dimensions of all parking and vehicle circulation areas (show striping for parking stalls), including accessible parking by building code.
 - j. Pedestrian and bicycle circulation areas, including sidewalks, internal pathways, pathway connections to adjacent properties, and any bicycle lanes or trails.
 - k. Outdoor recreation spaces, common areas, plazas, outdoor seating, street furniture, and similar improvements.
 - l. Location of outdoor lighting.
 - m. Location of mail boxes, if known.
 - n. Locations of bus stops and other public or private transportation facilities.
 - o. Locations, sizes, and types of signs.

4. Architectural drawings. Architectural drawings, as applicable.

- a. Exterior elevations of all proposed buildings, drawn to a scale of one inch equals

ten feet or greater; such plans shall indicate the material, color, texture, shape, and design features of the building, and include mechanical devices not fully enclosed in the building.

- b. Exterior elevations of other proposed structures, including fences, retaining walls, accessory buildings, and similar structures.
- c. The elevations and locations of all proposed signs for the development.
- d. For non-residential developments proposed on properties located in a Historic District, section drawings including exterior walls, windows, projections, and other features, as applicable, and drawings of architectural details (e.g., column width, cornice and base, relief and projection, etc.) drawn to a scale $\frac{3}{4}$ of an inch equals one foot or larger.

5. **Preliminary Grading and Drainage Plan.** A preliminary grading and drainage plan prepared by an engineer shall be submitted with the application for Site Design Review where a development site is $\frac{1}{2}$ of an acre or larger as deemed necessary by the Staff Advisor. The preliminary grading plan shall show the location and extent to which grading will take place, indicating general changes to contour lines, slope ratios, slope stabilization proposals, and location and height of retaining walls, if proposed, and temporary and permanent erosion control measures. Surface water detention and treatment plans may also be required, in accordance with chapter 18.4.6 Public Facilities.

6. **Erosion Control Plan.** An erosion control plan addressing temporary and permanent erosion control measures, which shall include plantings where cuts or fills (including berms), swales, storm water detention facilities, and similar grading is proposed. Erosion control plans in Hillside Lands shall also conform to section 18.3.10.090 Development Standards for Hillside Lands.

7. **Landscape and Irrigation Plans.**

- a. Landscape and irrigations plans shall include the following information.
 - i. The location, size, and species of the existing and proposed plant materials, and any other pertinent features of the proposed landscaping and plantings.
 - ii. A tree protection and removal plan consistent with chapter 18.4.5 for sites with trees that are to be retained, protected, and removed.
 - iii. At time of building permit submittals, an irrigation plan including a layout of irrigation facilities.
- b. When water conserving landscaping is required pursuant to section 18.4.4.030, the landscape plan shall contain the following additional information.
 - i. Information from proposed site plan.
 - ii. Landscape contact person, including address and telephone number.

- iii. Identification of cut and fill areas.
 - iv. Location of underground utilities and all transformer and utility meter locations.
 - v. Slopes exceeding ten percent and grade changes in root zones of plants to be retained on site.
 - vi. Inventory of existing plant materials on site identifying that will remain and will be removed.
 - vii. Composite plant list including quantity, size, botanical name, common name, variety, and spacing requirements of all proposed plant material.
 - viii. Mulch areas labeled according to material and depth.
 - ix. Shrub and tree planting and staking detail.
 - x. Root barrier design, installation specifications, and details.
 - xii. Design and installation specifications of any proposed tree grates.
- c. When water conserving landscaping is required pursuant to section 18.4.4.030, the irrigation plan included with the building permit submittals shall contain the following additional information.
- i. Information from proposed site plan.
 - ii. Irrigation contact person, including address and telephone number.
 - iii. For lots with a landscaped area greater than 5,000 square feet, a grading plan and topographic map showing contour intervals of five feet or less.
 - iv. Identification of water source and point of connection including static and operating pressure.
 - v. If Talent Irrigation District (TID) is used, list the size and type of filtration method.
 - vi. Area of irrigated space in square feet.
 - vii. Size, type, brand, and location of backflow device, as well as make, model, precipitation rate, and location of sprinkler heads.
 - viii. Layout of drip system showing type of emitter and its outputs, as well as type of filtration used.
 - ix. Piping description including size schedule or class, type of mounting used between piping and sprinkler heard, depth of proposed trenching, and provisions for winterization.
 - x. Size, type, brand, and location of control valves ad sprinkler controllers.
 - xi. Size, type, depth, and location of materials for under paving sleeves.
 - xii. Type and location of pressure regulator.

- xiii. Type and location of rain sensor.
- xiv. Monthly irrigation schedule for the plant establishment period (6 – 12 months) and for the first year thereafter.
- xv. Water schedule for each zone from the plan.

8. Narrative. Letter or narrative report documenting compliance with the applicable approval criteria contained in section 18.5.2.050. Specifically, the narrative shall contain the following.

- a. For commercial and industrial developments:
 - i. The square footage contained in the area proposed to be developed.
 - ii. The percentage of the lot covered by structures.
 - iii. The percentage of the lot covered by other impervious surfaces.
 - iv. The total number of parking spaces.
 - v. The total square footage of all landscaped areas.
- b. For residential developments:
 - i. The total square footage in the development.
 - ii. The number of dwelling units in the development (include the units by the number of bedrooms in each unit, e.g., ten one-bedroom, 25 two-bedroom, etc).
 - iii. Percentage of lot coverage by structures; streets, roads, or drives; public use areas, common area/private recreation areas, landscaping, and parking areas.

Two (2) Copies of a Tree Protection Plan as required chapter 18.4.5.030. A tree protection plan shall be approved by the Staff Advisor concurrent with applications for Type I, Type II, and Type III planning actions. If tree removal is proposed, a Tree Removal Permit pursuant to chapter 18.5.7 may be required.

- B. Tree Protection Plan Submission Requirements.** In order to obtain approval of a tree protection plan; an applicant shall submit a plan to the City, which clearly depicts all trees to be preserved and/or removed on the site. The plan must be drawn to scale and include the following.
- 1. Location, species, and diameter of each tree on site and within 15 feet of the site.
 - 2. Location of the drip line of each tree.
 - 3. An inventory of the health and hazard of each tree on site, and recommendations for treatment for each tree.
 - 4. Location of existing and proposed roads, water, sanitary and storm sewer, irrigation, and other utility lines/facilities and easements.
 - 5. Location of dry wells, drain lines and soakage trenches.

6. Location of proposed and existing structures.
7. Grade change or cut and fill during or after construction.
8. Existing and proposed impervious surfaces.
9. Identification of a contact person and/or arborist who will be responsible for implementing and maintaining the approved tree protection plan.
10. Location and type of tree protection measures to be installed per section 18.4.5.030.C.

C. Tree Protection Measures Required.

1. Chain link fencing, a minimum of six feet tall with steel posts placed no farther than ten feet apart, shall be installed at the edge of the tree protection zone or dripline, whichever is greater, and at the boundary of any open space tracts, riparian areas, or conservation easements that abut the parcel being developed.
2. The fencing shall be flush with the initial undisturbed grade.
3. Approved signs shall be attached to the chain link fencing stating that inside the fencing is a tree protection zone, not to be disturbed unless prior approval has been obtained from the Staff Advisor for the project.
4. No construction activity shall occur within the tree protection zone, including, but not limited to dumping or storage of materials such as building supplies, soil, waste items, equipment, or parked vehicles.
5. The tree protection zone shall remain free of chemically injurious materials and liquids such as paints, thinners, cleaning solutions, petroleum products, concrete or dry wall excess, and construction debris or run-off.
6. No excavation, trenching, grading, root pruning, or other activity shall occur within the tree protection zone unless approved by the Staff Advisor.
7. Except as otherwise determined by the Staff Advisor, all required tree protection measures set forth in this section shall be instituted prior to any development activities, including, but not limited to clearing, grading, excavation, or demolition work, and shall be removed only after completion of all construction activity, including landscaping and irrigation installation.

D. Inspection. The applicant shall not proceed with any construction activity, except installation of erosion control measures, until the City has inspected and approved the installation of the required tree protection measures and a building and/or grading permit has been issued by the City.

Two (2) Copies of the submittal materials required for a P&E Permit as detailed in AMC 18.3.10.040. The following information is required for a Physical Constraints Review Permit application:

A. *Project name.*

- B. Vicinity map.
- C. Scale (the scale shall be at least one inch equals 50 feet or larger) utilizing the largest scale that fits on 22-inch by 34-inch paper. Multiple plans or layers shall be prepared at the same scale, excluding detail drawings. The Staff Advisor may authorize different scales and plan sheet sizes for projects, provided the plans provide sufficient information to clearly identify and evaluate the application request.
- D. North arrow.
- E. Date.
- F. Street names and locations of all existing and proposed streets within or on the boundary of the proposed development.
- G. Lot layout with dimensions for all lot lines.
- H. Location and use of all proposed and existing buildings, fences, and structures within the proposed development. Indicate which buildings are to remain and which are to be removed.
- I. Location and size of all public utilities affected by the proposed development.
- J. Location of drainage ways or public utility easements in and adjacent to the proposed development, and location of all other easements.
- K. Topographic map of the site at a contour interval of not less than two feet nor greater than five feet. The topographic map shall also include a slope analysis, indicating buildable areas, as shown in Figure 18.3.10.040.K.

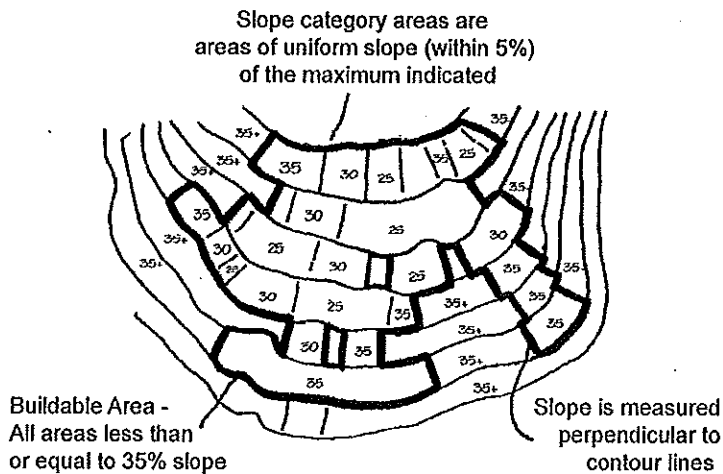


Figure 18.3.10.040.K
Slope Analysis

- L. Location of all parking areas and spaces, ingress and egress on the site, and on-site circulation
- M. Accurate locations of all existing natural features including, but not limited to, all trees as required in 18.3.10.090.D.1, including those of a caliper equal to or greater than six inches in diameter at breast height (DBH), native shrub masses with a diameter of ten feet or greater, natural drainage, swales, wetlands, ponds, springs, or creeks on the site, and outcroppings of

rocks, boulders, etc. Natural features on adjacent properties potentially impacted by the proposed development shall also be included, such as trees with drip-lines extending across property lines. In forested areas, it is necessary to identify only those trees that will be affected or removed by the proposed development. Indicate any contemplated modifications to a natural feature, including trees, method of erosion control, water runoff control, and proposed tree protection for the development as required by this chapter.

- N. Building envelopes for all existing and proposed new parcels that contain only buildable area, as defined by this chapter.
- O. Location of all irrigation canals and major irrigation lines.
- P. Location of all areas of land disturbance, including cuts, fills, driveways, building sites, and other construction areas. Indicate total area of disturbance, total percentage of project site proposed for disturbance, and maximum depths and heights of cuts and fill.
- Q. Location for storage or disposal of all excess materials resulting from cuts associated with the proposed development.
- R. Applicant name, firm preparing plans, person responsible for plan preparation, and plan preparation dates shall be indicated on all plans.
- S. Proposed timeline for development based on estimated date of approval, including completion dates for specific tasks.
- T. Additional plans and studies as required in sections 18.3.10.080 (Development Standards for Floodplain Corridor Lands – not applicable here), 18.3.10.090 (Development Standards for Hillside Lands), 18.3.10.100 (Development Standards for Wildfire Lands) and 18.3.10.110 (Development Standards for Severe Constraints Lands) of this chapter.

Two (2) Copies of the materials required for a Conditional Use Permit as detailed in chapter 18.5.4.040. An application for a Conditional Use Permit shall be submitted by the owner of the subject property or authorized agent on a form prescribed by the City and accompanied by the required filing fee. The application shall include a plan or drawing meeting the requirements below.

- A. **General Submission Requirements.** Information required for Type I or Type II review, as applicable (see sections 18.5.1.050 and 18.5.1.060), including but not limited to a written statement or letter explaining how the application satisfies each and all of the relevant criteria and standards.
- B. **Plan Submittal.** The plan or drawing accompanying the application shall include the following information.
 - 1. Vicinity map.
 - 2. North arrow and scale.
 - 3. Depiction and names of all streets abutting the subject property.
 - 4. Depiction of the subject property, including the dimensions of all lot lines.
 - 5. Location and use of all buildings existing and proposed on the subject property and schematic

- architectural elevations of all proposed structures.
6. Location of all parking areas, parking spaces, and ingress, egress, and traffic circulation for the subject property, including accessible parking by building code.
 7. Schematic landscaping plan showing area and type of landscaping proposed.
 8. A topographic map of the site showing contour intervals of five feet or less.
 9. Approximate location of all existing natural features in areas which are planned to be disturbed, including, but not limited to, all existing trees of greater than six inches DBH, any natural drainage ways, ponds or wetlands, and any substantial outcroppings of rocks or boulders.

Two (2) copies of required submittal materials for a Variance as detailed in AMC 18.5.5.040 (if applicable to the final proposal). An application for a Variance shall be submitted by the owner of the subject property or authorized agent on a form prescribed by the City and accompanied by the required filing fee. The application shall include a plan or drawing meeting the requirements below:

- A. *General Submission Requirements. Information required for Type I or Type II review, as applicable (see sections 18.5.1.050 and 18.5.1.060), including but not limited to a written statement or letter explaining how the application satisfies each and all of the relevant criteria and standards.*
- B. **Plan Submittal.** *The plan or drawing accompanying the application shall include the following information.*
 1. *Vicinity map.*
 2. *North arrow and scale.*
 3. *Depiction and names of all streets abutting the subject property.*
 4. *Depiction of the subject property, including the dimensions of all lot lines.*
 5. *Location and use of all buildings existing and proposed on the subject property and schematic architectural elevations of all proposed structures.*
 6. *Location of all parking areas, parking spaces, and ingress, egress, and traffic circulation for the subject property, including accessible parking by building code.*
 7. *Schematic landscaping plan showing area and type of landscaping proposed.*
 8. *A topographic map of the site showing contour intervals of five feet or less.*
 9. *Approximate location of all existing natural features in areas which are planned to be disturbed, including, but not limited to, all existing trees of greater than six inches DBH, any natural drainage ways, ponds or wetlands, and any substantial outcroppings of rocks or boulders.*

RELEVANT CRITERIA AND STANDARDS: *Applicants are advised that in addition to required plans, written findings addressing how the ordinance criteria are satisfied in narrative format are required. The applicable criteria are included below. The Ashland Land Use Ordinance in its entirety may be accessed on-line at:*

http://www.ashland.or.us/SIB/files/AMC_Chpt_18_current.pdf

Two (2) copies of written findings addressing the following special use standards for Accessory Residential Units in R-1 zones found in chapter 18.2.3.040. Where accessory residential units are allowed, they are subject to Site Design Review under chapter 18.5.2, and shall meet all of the following requirements.

- A. **R-1 Zone.** Accessory residential units in the R-1 zone shall meet the following requirements.
1. One accessory residential unit is allowed per lot, and the maximum number of dwelling units shall not exceed two per lot.
 2. Accessory residential units are not subject to the density or minimum lot area requirements of the zone, except that accessory residential units shall be counted in the density of developments created under the Performance Standards Option in chapter 18.3.9.
 3. The maximum gross habitable floor area (GHFA) of the accessory residential unit shall not exceed 50 percent of the GHFA of the primary residence on the lot, and shall not exceed 1,000 square feet GHFA.
 4. The proposal shall conform to the overall maximum lot coverage and setback requirements of the underlying zone.
 5. Additional parking shall be provided in conformance with the off-street parking provisions for single-family dwellings in section 18.4.3.040, except that parking spaces, turn-arounds, and driveways are exempt from the paving requirements in subsection 18.4.3.080.E.1.

Two (2) copies of written findings addressing the following criteria from chapter 18.5.2.050 for Site Design Review. An application for Site Design Review shall be approved if the proposal meets the criteria in subsections A, B, C, and D below. The approval authority may, in approving the application, impose conditions of approval, consistent with the applicable criteria.

- A. **Underlying Zone.** The proposal complies with all of the applicable provisions of the underlying zone (part 18.2), including but not limited to: building and yard setbacks, lot area and dimensions, density and floor area, lot coverage, building height, building orientation, architecture, and other applicable standards.
- B. **Overlay Zones.** The proposal complies with applicable overlay zone requirements (part 18.3).
- C. **Site Development and Design Standards.** The proposal complies with the applicable Site Development and Design Standards of part 18.4, except as provided by subsection E, below.

- D. **City Facilities.** The proposal complies with the applicable standards in section 18.4.6 Public Facilities, and that adequate capacity of City facilities for water, sewer, electricity, urban storm drainage, paved access to and throughout the property, and adequate transportation can and will be provided to the subject property.
- E. **Exception to the Site Development and Design Standards.** The approval authority may approve exceptions to the Site Development and Design Standards of part 18.4 if the circumstances in either subsection 1 or 2, below, are found to exist.
1. There is a demonstrable difficulty meeting the specific requirements of the Site Development and Design Standards due to a unique or unusual aspect of an existing structure or the proposed use of a site; and approval of the exception will not substantially negatively impact adjacent properties; and approval of the exception is consistent with the stated purpose of the Site Development and Design; and the exception requested is the minimum which would alleviate the difficulty.; or
 2. There is no demonstrable difficulty in meeting the specific requirements, but granting the exception will result in a design that equally or better achieves the stated purpose of the Site Development and Design Standards.

Two (2) Copies of written findings addressing the approval criteria for a Conditional Use Permit as detailed in chapter 18.5.4.050.A. A Conditional Use Permit shall be granted if the approval authority finds that the application meets all of the following criteria, or can be made to conform through the imposition of conditions.

1. That the use would be in conformance with all standards within the zoning district in which the use is proposed to be located, and in conformance with relevant Comprehensive plan policies that are not implemented by any City, State, or Federal law or program.
2. That adequate capacity of City facilities for water, sewer, electricity, urban storm drainage, paved access to and throughout the development, and adequate transportation can and will be provided to the subject property.
3. That the conditional use will have no greater adverse material effect on the livability of the impact area when compared to the development of the subject lot with the target use of the zone, pursuant with subsection 18.5.4.050.A.5, below. When evaluating the effect of the proposed use on the impact area, the following factors of livability of the impact area shall be considered in relation to the target use of the zone.
 - a. Similarity in scale, bulk, and coverage.
 - b. Generation of traffic and effects on surrounding streets. Increases in pedestrian, bicycle, and mass transit use are considered beneficial regardless of capacity of facilities.
 - c. Architectural compatibility with the impact area.
 - d. Air quality, including the generation of dust, odors, or other environmental pollutants.
 - e. Generation of noise, light, and glare.

- f. The development of adjacent properties as envisioned in the Comprehensive Plan.
 - g. Other factors found to be relevant by the approval authority for review of the proposed use.
4. A conditional use permit shall not allow a use that is prohibited or one that is not permitted pursuant to this ordinance.
 5. For the purposes of reviewing conditional use permit applications for conformity with the approval criteria of this subsection, the target uses of each zone are as follows.
 - a. WR and RR. Residential use complying with all ordinance requirements, developed at the density permitted by chapter 18.2.5 Standards for Residential Zones.
 - b. R-1. Residential use complying with all ordinance requirements, developed at the density permitted by chapter 18.2.5 Standards for Residential Zones.
 - c. R-2 and R-3. Residential use complying with all ordinance requirements, developed at the density permitted by chapter 18.2.5 Standards for Residential Zones.
 - d. C-1. The general retail commercial uses listed in chapter 18.2.2 Base Zones and Allowed Uses, developed at an intensity of 0.35 floor to area ratio, complying with all ordinance requirements; and within the Detailed Site Review overlay, at an intensity of 0.50 floor to area ratio, complying with all ordinance requirements.
 - e. C-1-D. The general retail commercial uses listed in chapter 18.2.2 Base Zones and Allowed Uses, developed at an intensity of 1.00 gross floor to area ratio, complying with all ordinance requirements.
 - f. E-1. The general office uses listed in chapter 18.2.2 Base Zones and Allowed Uses, developed at an intensity of 0.35 floor to area ratio, complying with all ordinance requirements; and within the Detailed Site Review overlay, at an intensity of 0.50 floor to area ratio, complying with all ordinance requirements.
 - g. M-1. The general light industrial uses listed in chapter 18.2.2 Base Zones and Allowed Uses, complying with all ordinance requirements.
 - h. CM-C1. The general light industrial uses listed in chapter 18.3.2 Croman Mill District, developed at an intensity of 0.50 gross floor to area ratio, complying with all ordinance requirements.
 - i. CM-OE and CM-MU. The general office uses listed in chapter 18.3.2 Croman Mill District, developed at an intensity of 0.60 gross floor to area, complying with all ordinance requirements.
 - k. CM-NC. The retail commercial uses listed in chapter 18.3.2 Croman Mill District, developed at an intensity of 0.60 gross floor to area ratio, complying with all ordinance requirements.
 - l. HC, NM, and SOU. The permitted uses listed in chapters 18.3.3 Health Care Services, 18.3.5 North Mountain Neighborhood, and 18.3.6 Southern Oregon University District, respectively, complying with all ordinance requirements.

Two (2) Copies of written findings addressing the approval criteria for a Physical & Environmental Constraints Review Permit found in AMC 18.3.10.050. An application for a Physical Constraints Review Permit is subject to the Type I procedure in section 18.5.1.050 and shall be approved if the proposal meets all of the following criteria.

- A. *Through the application of the development standards of this chapter, the potential impacts to the property and nearby areas have been considered, and adverse impacts have been minimized.*
- B. *That the applicant has considered the potential hazards that the development may create and implemented measures to mitigate the potential hazards caused by the development.*
- C. *That the applicant has taken all reasonable steps to reduce the adverse impact on the environment. Irreversible actions shall be considered more seriously than reversible actions. The Staff Advisor or Planning Commission shall consider the existing development of the surrounding area, and the maximum development permitted by this ordinance.*

Two (2) Copies of written findings addressing the approval criteria for an Exception to the Development Standards for Hillside Lands found in AMC 18.3.10.090.H (if applicable to the final proposal). An exception under this section is not subject to the variance requirements of chapter 18.5.5 Variances. An application for an exception is subject to the Type I procedure in section 18.5.1.050 and may be granted with respect to the development standards for Hillside Lands if the proposal meets all of the following criteria.

- 1. There is demonstrable difficulty in meeting the specific requirements of this chapter due to a unique or unusual aspect of the site or proposed use of the site.
- 2. The exception will result in equal or greater protection of the resources protected under this chapter.
- 3. The exception is the minimum necessary to alleviate the difficulty.
- 4. The exception is consistent with the stated Purpose and Intent of chapter 18.3.10 Physical and Environmental Constraints Overlay chapter and section 18.3.10.090 Development Standards for Hillside Lands.

Two (2) copies of written findings addressing the approval criteria for a Variance as detailed in AMC 18.5.5.050 (if applicable to the final proposal).

- A. *The approval authority through a Type I or Type II procedure, as applicable, may approve a variance upon finding that it meets all of the following criteria.*
 - 1. *The variance is necessary because the subject code provision does not account for special or unique physical circumstances of the subject site, such as topography, natural features, adjacent development, or similar circumstances. A legal lot determination may be sufficient evidence of a hardship for purposes of approving a variance.*
 - 2. *The variance is the minimum necessary to address the special or unique physical circumstances related to the subject site.*

3. *The proposal's benefits will be greater than any negative impacts on the development of the adjacent uses and will further the purpose and intent of this ordinance and the Comprehensive Plan of the City.*
 4. *The need for the variance is not self-imposed by the applicant or property owner. For example, the variance request does not arise as result of a property line adjustment or land division approval previously granted to the applicant.*
- B. *In granting a variance, the approval authority may impose conditions similar to those provided for conditional uses to protect the best interests of the surrounding property and property owners, the neighborhood, or the City as a whole.*

Two (2) copies of written findings addressing the approval criteria for a Tree Removal Permit as detailed in AMC 18.5.7.040 (if significant trees are proposed for removal).

B. Tree Removal Permit.

1. **Hazard Tree.** A Hazard Tree Removal Permit shall be granted if the approval authority finds that the application meets all of the following criteria, or can be made to conform through the imposition of conditions.
 - a. The applicant must demonstrate that the condition or location of the tree presents a clear public safety hazard (i.e., likely to fall and injure persons or property) or a foreseeable danger of property damage to an existing structure or facility, and such hazard or danger cannot reasonably be alleviated by treatment, relocation, or pruning. See definition of hazard tree in part 18.6.
 - b. The City may require the applicant to mitigate for the removal of each hazard tree pursuant to section 18.5.7.050. Such mitigation requirements shall be a condition of approval of the permit.
2. **Tree That is Not a Hazard.** A Tree Removal Permit for a tree that is not a hazard shall be granted if the approval authority finds that the application meets all of the following criteria, or can be made to conform through the imposition of conditions.
 1. The tree is proposed for removal in order to permit the application to be consistent with other applicable Land Use Ordinance requirements and standards, including but not limited to applicable Site Development and Design Standards in part 18.4 and Physical and Environmental Constraints in part 18.10.
 2. Removal of the tree will not have a significant negative impact on erosion, soil stability, flow of surface waters, protection of adjacent trees, or existing windbreaks.
 3. Removal of the tree will not have a significant negative impact on the tree densities, sizes, canopies, and species diversity within 200 feet of the subject property. The City shall grant an exception to this criterion when alternatives to the tree removal have been considered and no reasonable alternative exists to allow the property to be used as permitted in the zone.

4. Nothing in this section shall require that the residential density to be reduced below the permitted density allowed by the zone. In making this determination, the City may consider alternative site plans or placement of structures of alternate landscaping designs that would lessen the impact on trees, so long as the alternatives continue to comply with the other provisions of this ordinance.
5. The City shall require the applicant to mitigate for the removal of each tree granted approval pursuant to section 18.5.7.050. Such mitigation requirements shall be a condition of approval of the permit.

Two (2) copies of the materials required for an Exception to the Solar Setback as detailed in AMC 18.4.8.020.C. Requests to depart from section 18.4.8.030 Solar Setbacks are subject to 18.4.8.020.C.1 Exception to the Solar Setback, below. Deviations from the standards in section 18.4.8.050 Solar Orientation Standards are subject to subsection 18.5.2.050.E Exception to the Site Development and Design Standards.

1. Solar Setback Exception. The approval authority through a Type I review pursuant to section 18.5.1.050 may approve exceptions to the standards in 18.4.8.030 Solar Setbacks if the requirements in subsection a, below, are met and the circumstances in subsection b, below, are found to exist.
 - a. That the owner or owners of all property to be shaded sign, and record with the County Clerk on the affected properties' deed, a release form supplied by the City containing all of the following information.
 - i. The signatures of all owners or registered leaseholders holding an interest in the property in question.
 - ii. A statement that the waiver applies only to the specific building or buildings to which the waiver is granted.
 - iii. A statement that the solar access guaranteed by this section is waived for that particular structure and the City is held harmless for any damages resulting from the waiver.
 - iv. A description and drawing of the shading which would occur.
 - b. The approval authority finds all of the following criteria are met.
 - i. The exception does not preclude the reasonable use of solar energy (i.e., passive and active solar energy systems) on the site by future habitable buildings.
 - ii. The exception does not diminish any substantial solar access which benefits a passive or active solar energy system used by a habitable structure on an adjacent lot.
 - iii. There are unique or unusual circumstances that apply to this site which do not typically apply elsewhere.

Two (2) copies of the materials required for an Exception to Street Standards as detailed in AMC 18.4.6.020.B.1. The approval authority may approve exceptions to the standards section in 18.4.6.040 Street Design Standards if all of the following circumstances are found to exist.

- a. There is demonstrable difficulty in meeting the specific requirements of this chapter due to a unique or unusual aspect of the site or proposed use of the site.
- b. The exception will result in equal or superior transportation facilities and connectivity considering the following factors where applicable.
 - i. For transit facilities and related improvements, access, wait time, and ride experience.
 - ii. For bicycle facilities, feeling of safety, quality of experience (i.e., comfort level of bicycling along the roadway), and frequency of conflicts with vehicle cross traffic.
 - iii. For pedestrian facilities, feeling of safety, quality of experience (i.e., comfort level of walking along roadway), and ability to safety and efficiency crossing roadway.
- c. The exception is the minimum necessary to alleviate the difficulty.
- d. The exception is consistent with the Purpose and Intent of the Street Standards in subsection 18.4.6.040.A.

.....

UPCOMING APPLICATION DEADLINES: First Friday of each month
UPCOMING PC MEETINGS: Second Tuesday of each month

FEES (non-refundable):	CUP to Exceed MPFA	\$ 2,032
	Solar Variance	\$ 1,012
	P&E for Hillside Development	\$ 1,012
	Site Review (ARU)	\$ 658
	Variance II, if applicable	\$ 2,032
	Variance I, if applicable	\$ 1,012
	Exception to Street Standards	\$0
	Tree Removal Permit(?)	\$0

***NOTE:** Applications are accepted on a first come-first served basis. All applications received are reviewed by staff, and must be found to be complete before being processed or scheduled at a Planning Commission meeting. Applications will not be accepted without a complete application form signed by the applicant(s) and property owner(s), all required materials and full payment. Applications are reviewed for completeness in accordance with ORS 227.178. The first fifteen COMPLETE applications submitted are processed at the next available Planning Commission meeting.

For further information, please contact: April 8, 2015
 Derek Severson, Associate Planner Date
 City of Ashland, Department of Community Development
 Phone: (541) 552-2040 or e-mail: derek.severson@ashland.or.us

Ashland Fire & Rescue

Pre-Application Comments

Project	114 Granite	Date:	4/7/15
Description:			
Applicant:	Mardi Mastain	Contact:	Margueritte Hickman 552-2229
Phone:		Permit Number:	PL-2015-00325

Fire department comments are based upon the 2014 Oregon Fire Code as adopted by the Ashland Municipal Code:

Addressing - Building numbers or addresses must be at least 4 inches tall, be of a color that is in contrast to its background, and shall be plainly visible and legible from the street fronting the property. Additional directional signage may be necessary to guide emergency responders down a driveway, path or through a gate. All premises identification, street signs and building numbers, must be in place with temporary signs when construction begins and permanent signage prior to issuance of any occupancy. OFC 505

Fire Flow – Fire flow is determined by table B105.1 in Appendix B of the Oregon Fire Code. An increase or reduction as referenced by this code section may be required or allowed. Square footage of the new structure for the purpose of determining fire flow includes all areas under the roof including garages, covered decks, basements and storage areas. A fire flow reduction of up to 75% can be allowed with the installation of a fire sprinkler system.

Vegetation – Ashland Fire & Rescue recommends the planting and maintenance of fire resistive vegetation throughout the city of Ashland. Here's how you can create a www.ashlandfirewise.org landscape.

Final determination of fire hydrant distance, fire flow, and fire apparatus access requirements will be based upon plans submitted for Building Permit review. Changes from plans submitted with this application can result in further requirements. Any future construction must meet fire code requirements in effect at that time. The fire department contact for this project is Fire Marshal Margueritte Hickman. She may be contacted at (541) 552-2229 or hickmanm@ashland.or.us.

ASHLAND PARKS AND RECREATION COMMISSION

340 S. PIONEER STREET • ASHLAND, OREGON 97520

COMMISSIONERS:

Mike Gardiner
Rick Landt
Jim Lewis
Matt Miller
Vanston Shaw



Michael A. Black, AICP
Director

TEL: 541.488.5340
FAX: 541.488.5314
parksinfo@ashland.or.us

PARKS COMMISSION STAFF REPORT

TO: Ashland Parks and Recreation Commission
FROM: Michael Black
DATE: January 21, 2016
SUBJECT: Performance Audit Services Contract

BACKGROUND

On June 15, 2015, the Commission reviewed the proposed Audit Advisory Committee creation and make-up. The purpose of the committee is to assist the Commission in fulfilling its oversight responsibility for the upcoming performance audit of APRC. The committee assists the Commission in reviewing the RFP and the subsequent proposals before making a recommendation to the Commission on the selection of a consultant.

After the process of auditing has begun, the committee will act as a review body for the audit as it is finished and will make a recommendation to the Commission on the disposition of the recommendations from the auditors.

Per the instructions from the Commission the Audit Advisory Committee met and reviewed the performance audit RFP and approved that document. The document was sent out in October and responses were due in early November.

APRC 2016 PERFORMANCE AUDIT RFP Results

	SCORING		
	Matrix	N/A	N/A
Reviewer 1	90		
Reviewer 2	86		
Reviewer 3	94		
Reviewer 4	98		
total score	368	0	0
possible score	400	400	400
percent of total	92%	0%	0%
proposed fee	\$49,000	\$ -	\$ -

Only one response was received, and although in some cases this would be cause for re-advertisement of the RFP, the Committee found that the response was complete and that the firm was qualified to conduct the performance audit.

The Committee met on November 23, 2015 to discuss the response to the RFP and to grade that response. The result of the grading is in the chart above. Although the Matrix Consulting response was the only response, the Committee felt very comfortable in recommending them for the job. Subsequently, references were checked by staff and all came back positive.

Since November 23, 2015 staff has been working with the contractor to secure a contract to begin the audit.

The anticipated timeline for the performance audit would be:

1. Consultant begins with understanding and profile of APRC: February 1, 2016
2. Consultant presents the draft final report the week of April 25, 2015

More detail regarding the timeline can be found in the RFP response from Matrix Consulting.

FUNDING

A funding package was approved by the Budget Committee and City Council that will cover 100% of the cost of the performance audit.

NEXT STEPS

After the contract is approved, staff will begin to work with the consultant on starting the project. We plan to start around Feb. 1, 2016 and wrap up in 10-12 weeks. The consultant is required to be on site to conduct interviews and to present the final findings of the report. As we move along the process, the Committee will be used as advisors to the Commission and will make a recommendation on the disposition of the final report upon its completion.

RECOMMENDATION

Although there was only one response to the RFP, staff and the Committee are comfortable with the proposal, qualifications and the proposed fee of Matrix Consulting. Staff recommends that the contract with Matrix Consulting be approved as proposed.

Once the contract is approved, it will be signed by the budget officer for the City.

Attachments: Performance Audit RFP; Copy of the Performance Audit Advisory Committee Make-up and Scope; Copy of Matrix Consulting RFP Response; Copy of Contract for Consulting Services with Matrix Consulting;

REQUEST FOR PROPOSALS

PERFORMANCE AUDIT OF
ASHLAND PARKS AND RECREATION



DATE: OCTOBER 7, 2015

ASHLAND PARKS & RECREATION COMMISSION
MICHAEL A. BLACK, DIRECTOR
340 S PIONEER STREET
ASHLAND, OREGON 97520
541-488-5340

GENERAL INFORMATION

The Ashland Parks and Recreation Commission (the "APRC") was established in 1908 through the adoption of a City Charter by the electors of the City of Ashland. The APRC is governed by an elected Commission (the "Commission") and is charged with the following:

The said Park Commission shall have control and management of all the lands here dedicated for park purposes and of all other lands that may hereafter be acquired by the City for such purposes. They shall have control and management of all park funds, whether the same is obtained by taxation, donation or otherwise, and shall expend the same judiciously for beautifying and improving the City's park.

*City of Ashland, Oregon Charter
Article XIX – Park Commission; Section 3.*

APRC is considered a "Component Unit" of the City of Ashland for the purposes of financial reporting. The Commission has complete authority to create, maintain and manage all parks lands, funds and policies within APRC and does so independently from the City of Ashland; however, the APRC maintains an interdependent relationship with the City on many different management areas (finance, legal and human resources). A copy of the current MOU between the City and APRC is attached as well as the City Charter. Together, these documents describe the details of the aforementioned relationship with the City of Ashland.

ARPC seeks proposals from consulting firms ("Firms") experienced in performance audits of Parks and Recreation Districts and City Parks and Recreation Departments as well as Tourism and/or experience with GOA standard performance audits for municipalities and special districts. We encourage Firms to submit comprehensive proposals. Proposals should offer the highest quality of service and enhancements to improve the APRC organization and its programs, services, efficiencies and return on dollars invested in programs through direct revenue and tourism-related benefits. The Commission is particularly interested in ensuring parks and recreation operations are managed as efficiently as possible to ensure that the needs of the community are met, tourism is maintained or expanded and the APRC has the ability to achieve the highest return on investments and programs. As required by government performance auditing standards, results will be reported to the Commission in a public meeting.

APRC serves a resident population of about 20,000 people. In addition, Southern Oregon University has a transient population of about 5,000 students. The Oregon Shakespeare Festival and other tourism-related activities, including historic Lithia Park, the 4th of July celebration and many other events bring another 300,000+ visitors to the City each year. APRC employs 44.8 FTEs and operates with a biennial budget of \$12,245,141, and \$4,316,436 for capital improvements. APRC's operating budget is separated into three general divisions:

- a) Administration
- b) Parks Operations
- c) Recreation Operations

Funds for operations are received from the taxes levied by the City of Ashland and distributed to the Parks Fund through the City's budgeting process. The budget document can be found at:

<http://www.ashland.or.us/SIB/files/WEB%20BUDGET%2007-15-15.pdf>

APRC provides a wide range of services that include park maintenance, a senior center, swimming pool, ice rink, nature center, sports fields, an historic park, three recreation facilities, forest management and a golf course.

PROPOSAL PROCESS

Time Table

Distribution of RFP	October 7, 2015
Proposal Submission Due Date	November 4, 2015 by 5:00 P.M.
Commission Approval of Recommended Services	November 23, 2015
Audit Period (Field Work)	Week of January 18, 2016 (or ASAP)
Delivery of Final Audit Report	March/April 2016 (or ASAP)

Ashland Parks and Recreation Commission Services Delivered & Budget/Performance Background:

PARKS OPERATIONS DIVISION

Services Delivered:

The Parks Operations Division operates, maintains, plans and constructs parks and recreational facilities within the APRC system. It administers open space areas and rehabilitates existing infrastructure items. The division manages over 700 acres of land and 39 miles of multi-use trails.

The Parks Operations Division houses the Parks and Recreation Administration budget and is responsible for the following programs:

1. Park patrol
2. Forestry
3. Horticulture
4. Trails
5. Natural Resources
6. Construction programs

Goals of this program include:

1. Preserve natural areas, protect and enhance our environment
2. Evaluate current conditions of facilities and identify deficiencies that need correction
3. Contribute to the economic viability of our community
4. Ensure continued safety within the parks and recreation system while maintaining park police/patrol section goals
5. Provide a safe environment for community members using the parks and recreation system

RECREATION SERVICES DIVISION

Services Delivered:

The Recreation Division provides recreational and educational opportunities for participants of all ages including aquatics, health and fitness classes, senior services and programs, environmental education programs, and lifetime activities. The division oversees operations of:

1. Daniel Meyer Pool
2. Ashland Rotary Centennial Ice Rink
3. North Mountain Park Nature Center
4. Ashland Senior Center
5. Indoor and outdoor facility rentals
6. Adult, youth and adapted recreation programs
7. Oak Knoll Golf Course

The Recreation Services Division also assists in coordinating and operating special events including Rogue Valley Earth Day, the Ashland Community Bike Swap, Migratory Bird Day, and the Annual Bear Creek Salmon Festival.

Goals of the Recreation Division include:

1. Providing high quality recreation programs for the community at an affordable cost;
2. Providing opportunities for recreational and educational activities;
3. Establishing appropriate fees based on direct costs of activities;
4. Promoting lifetime activities;
5. Providing opportunities for community members to interact with one another and improve health and social well-being for our community;
6. Providing ongoing evaluation of recreation programs to ensure current and future relevance;
7. Contributing to the economic viability of our community; and,
8. Supporting education related to environmental issues.

FY 2015-17 PARKS AND RECREATION ANTICIPATED ACCOMPLISHMENTS:

APRC has adopted a set of goals to guide the organization for the current biennium (2015-17). APRC will directly implement all of the goals in the approved 2015-17 goals document. The top five goals are:

1. Facilitate a partnership between Parks and Recreation and a community partner, such as the YMCA, SOU and Ashland School District to build new competition-style year-round indoor swimming pool for the community.
2. Work with the City to facilitate the full transfer of The Grove into the long-term care and control of APRC.
3. Move forward with sidewalks on Winburn Way and Clay Street Dog Park.
4. Update Trails and Open Space Comp Plan
5. Move forward with the process of selection for a consultant for the Lithia Park Master Plan and begin planning process.

PROPOSAL PROCESS (CONTINUED)

APRC has made every effort to include sufficient information within this RFP for a Firm to prepare a responsive, comprehensive proposal that addresses each component of the scope of services (see Page 7). In order to achieve an equitable dissemination of information and provide staff and the Commission with the opportunity to evaluate proposals, the timing of the proposal process is as follows:

1. Distribution of Request for Proposal: October 7, 2015
2. Proposal Submission: Proposals must be delivered by mail or hand delivered directly to APRC no later than November 4, 2015 by 5:00 PM. Late submissions after the deadline or proposals delivered via fax or email will not be accepted. A PDF proposal copy and one unbound proposal copy and a total of ten (10) identical proposal copies must be submitted and labeled as follows:

Ashland Parks & Recreation Commission
340 S. Pioneer Street
Ashland, OR 97520
ATTENTION: Michael A. Black, Director
michael.black@ashland.or.us
541-552-2251

“SEALED PERFORMANCE AUDIT PROPOSAL ENCLOSED”

3. Proposal Review: The Commission’s four-member Audit Advisory Committee will evaluate and rank each proposed submittal. It is anticipated that the review process will be completed by early November, prior to the November 16, 2015, Parks Commission study session. **Please provide the preferred contact representative information to answer questions regarding the proposal during the review process.**
4. Notification: We anticipate sending email notification to all Firms regarding the outcome of the review and contract award process after the Parks Commission public business meeting on November 23, 2015. The Audit Advisory Committee is expected to make a recommendation to the Commission based on the stated Evaluation Proposal criteria in Exhibit A.
5. Audit timeline and follow-up activities: The Firm awarded the work will be expected to begin the audit as soon as possible, with a preferred start date of no later than January 18, 2016. Audit fieldwork is expected to be completed as soon as possible with a final report to the Commission in March or April of 2016. Please provide the Firm’s expected timetable for field work and completion of the audit within the proposal.

We will make every effort to administer the proposal process in accordance with the terms and dates discussed in the RFP; however, we reserve the right to modify the proposal process and dates as deemed necessary.

PRIMARY SCOPE OF SERVICES

The APRC audit will be performed under GAO government audit standards (the yellow book) where feasible and cost effective, although Firms submitting a bid will not have to be officially certified under GAO's peer review process. The successful Firm will focus its efforts in this engagement according to the requested scope of specific services detailed below in this section. Proposed consulting services must include analysis and report findings and recommendations in the following areas:

PARKS AND RECREATION PERFORMANCE AUDIT – CORE AUDIT SCOPE AREAS:

1. **Staffing and Management**
 - a. Determine the efficiency and effectiveness of APRC by assessing past and proposed staffing and operating structure. Are the job descriptions, duties, and supervisory oversight appropriate based on how staff actually spends time and skills needed to be successful in these positions? Is the operation functioning as well as expected? Is APRC providing adequate training and education for staff?

2. **Effectiveness of Programs**
 - a. Evaluate the effectiveness and efficiencies of APRC operations and programming and how they compare to established benchmarks. What benchmarks or standards can be used to evaluate APRC programs and operations?
 - b. How does APRC compare to other parks and recreation organizations for generating revenue? What, if any, benchmarks or standards are available to help APRC determine how well it generates revenue from recreational programs?
 - c. Compare APRC to other parks departments and districts to identify the ratio of revenue generated by fees and registrations versus subsidies. Assess whether to increase fees and registrations to allow for more self-sufficiency. Should any program(s) be out-sourced or adjusted? If so, why?

3. **Partnerships**
 - a. Review APRC working relationship with partnerships both contracted and informal (not contracted). Are partnerships functioning as intended? Are there any duplications of services? Is it possible that further partnerships with the same or other organizations could be beneficial to the goals of APRC? If so, what partnerships would be recommended?
 - b. How do other park and recreation systems charge for their services with the City or other partners? Is there an industry gauge or rate that is standard in applying increases? If not, what is the common practice?

4. **Outsourcing**
 - a. Assess current outsourcing agreements and contracts and discuss with APRC whether or not a benefit could be achieved from outsourcing any portion of APRC operations.
5. **Promotional Efforts**
 - a. Evaluate the APRC advertising program including social media, for effectiveness. How does it compare to other parks systems? What improvements can be made?
6. **Governing Structure**
 - a. Provide observations on the current form of government; identify benefits and challenges of current structure.

MINIMUM REQUIRED QUALIFICATIONS

This section lists the criteria to be considered in evaluating the ability of Firms interested in providing their services and/or products specified to be considered for award. Specific responses to each must be provided in the proposal. It is anticipated that the successful Firm will exceed these qualifications.

Firms shall:

1. Have provided services similar to those specified herein to at least five clients (preferably local governmental or special district entities) in the past five years; and,
2. Have experience making recommendations to governmental agencies in the area of parks and recreation services.
3. Discuss any current and/or ongoing litigation which may cause conflicts or affect the ability of the responder to provide services.

OTHER REQUIREMENTS

Additional information as outlined in this section is expected to be included in each proposal. Members of the APRC Performance Audit Advisory Committee will rate each responsive proposal that meets minimum requirements based on the following criteria:

1. The Firm's experience in providing similar parks and recreation performance audit services to municipalities or special districts during the past five (5) years.
2. Qualifications of key personnel that will be assigned to the APRC project, and their experience with similar projects.
3. Applicable resources and quality assurance/quality control procedures, as well as adequacy of team/resources to complete the project within the proposed timeframe.

4. Project approach including project schedule and detailed approach to complete this project, cost, familiarity with this project, identification of unique issues related to project, and the process proposed for communications with staff, elected officials and the public.
5. Fee for proposed services.
6. References, including names, phone number and email addresses of clients for whom the proposer has performed comparable work in the past five years.

The Committee is expected to forward a recommendation to the Commission of a Firm to conduct the performance for a public meeting decision on the contract.

The cost of preparing the proposal is the responsibility of the respondent and will not be chargeable in any manner to APRC or the City of Ashland.

PROPOSAL REQUIREMENTS

Maximum page count for proposals shall be 12 (twelve) double-sided 8.5"x11" pages.

Proposals shall be in written form and must include, at a minimum, the information requested by the APRC.

All proposals shall give all information requested therein, and shall be signed by the Firm or an authorized representative with legal authority to bind the Firm along with their address and contact information. Firms must prepare and submit all required documents. Unauthorized conditions, omissions, limitations or provisions attached to the proposal will render the proposal non-responsive and may cause its rejection.

Proposals must include, at a minimum, the following information:

1) Transmittal Letter:

- a. An offer to negotiate, indicating the Firm's understanding and agreement to comply with the terms of this RFP and all related addenda, and stipulating that the proposal set forth will remain in effect for a minimum period of ninety (90) days.
- b. Identify the Firm, its ownership, officers, directors or partners, consulting team members, as well as a single contact person for all correspondence and notifications and its legal counsel.
- c. Provide, in at least one copy of the submitted proposal, an original signature of a partner, principal or officer of the Firm, with a statement that the signatory is authorized to submit the proposal.

2) Statement of Qualifications.

- a. Describe the Team's experience with projects of similar size and scope. Include an outline of any experience the Team has had in meeting the needs of other governmental organizations.

- b. Legal name and officers, directors or partners of each member of the Team, at a minimum, including the architect, landscape architect, engineer, and all other proposed team members expected to receive financial compensation.
- c. A summary of qualifications, relevant experience and references for each Team member, specifically addressing matters related to the Project Scope of Work expressed in this RFP.
- d. It will be incumbent on those persons or Firms with persons having potential conflicts of interest to identify and cure such conflict(s) prior to consideration of the Proposal. Failure to identify such conflict may remove that person or Firm from further consideration.

3) Project Schedule.

- a. Firms shall provide an overall Project schedule, from authorization to negotiate through final design acceptance, assuming that a contract is executed with the City by December 2015.

4) Fee Schedule.

- a. Firms shall provide a Project Fee Schedule with itemization by Scope of Work and identifying deliverables.

5) Items required under Exhibit B. Evaluation of Proposals.

- a. Firms shall provide adequate documentation to address the scoring criteria.

CONSULTANT'S AUDIT DELIVERABLES

- 1) Ten (10) bound written draft reports along with an electronic copy that detail findings, recommendations, implementation plans by priority, and cost of resources necessary for implementation (if applicable).
- 2) Twenty-five (25) bound final reports along with an electronic copy that detail findings, recommendations, implementation plans by priority, and cost of resources necessary for implementation.
- 3) Power Point summary.
- 4) Presentation of draft findings to APRC Administrative Team and/or APRC Performance Audit Advisory Committee at the end of field work (exit discussion).
- 5) Presentation of final findings to the Parks and Recreation Commission in a public meeting.

EXHIBITS INCLUDED IN THIS RFP

Exhibit A – Scoring ranges: The general methodology that is expected to be used in the evaluation of proposals. Scoring will be up to a maximum of 100 points.

**EXHIBIT A
EVALUATION OF PROPOSALS**

The evaluation criteria will include the following:

- A. **Comprehensiveness of Service Proposal:** Overall capabilities of the consultant to meet the service levels described in this RFP. *(Scoring = 1 to 20)*
- B. **Public Sector Experience and Resources:** The consultant's experience in providing relative performance auditing or consulting services to the public sector, as well as dedicated resources and personnel. *(Scoring = 1 to 16)*
- C. **Expertise of Firm / Provider Personnel:** The consultant's experience in work for Parks and Recreation services or similar specific consulting work. *(Scoring = 1 to 12)*
- D. **Project Approach:** The evaluation of the Firm's approach to and understanding of the Scope of Services required in the RFP, the deliverables, and the expected work timeline. *(Scoring = 1 to 12)*
- E. **Charges for Services:** The amount of proposed fees in a format of "not to exceed \$ _____". *(Scoring = 1 to 30)*
- F. **Reference Checks** *(Scoring = 1 to 10)*

FINAL COMMENTS

The decision of the Ashland Parks and Recreation Commission to award a contract will be based upon many factors including, but not limited to, service, cost, financial strength and innovation. No single factor, such as cost, will determine the final decision to award.

We sincerely appreciate the efforts all the consultants and their respective staff have put forth in responding to this Performance Audit Request for Proposal.

RESERVATION OF RIGHTS

This request for proposal does not obligate the Ashland Parks and Recreation Commission or the City of Ashland to award a contract or complete the project, and APRC reserves the right to cancel, delay or suspend the solicitation if APRC considers it to be in its best interest. APRC is not liable for any loss or expense caused by or resulting from the cancellation or rejection of a solicitation, bid, or award.

APRC further reserves the right to:

- Amend the Request for Proposal (RFP)
- Allow revision of proposals after the submission of proposals and before award for the purpose of obtaining best offers or best and final offers
- Extend the deadline for submitted proposals; waive minor irregularities, informalities, or failure to conform to the RFP
- Investigate references from past performances with respect to successful performance of similar services, compliance with specifications and contractual obligations, and its lawful payment of suppliers, subcontractors, and workers and any other employment-related claims
- Reject any bid response or reject all bid responses at any time prior to execution of contract, upon good cause and upon the finding that it is in the public interest.
- Negotiate contractual terms or conditions with proposing vendors.

The terms and conditions of the final agreement will be approved by the Parks and Recreation Commission and awarded by the City Council.

Public Records, Trade Secret and Confidential Materials

All bids are considered public records subject to disclosure to the extent that any particular information contained within the bid is not exempt under Oregon's Public Records Law. The proposing Firm must specifically identify in the bid documentation what information, if any, is considered exempt and Firm shall assume all responsibilities for such defense. APRC is not responsible for recognizing or asserting any defense against any disclosure of materials or information within the proposals submitted.

The proposing Firm must defend any action seeking release of the materials it believes to be trade secret or confidential, and indemnify and hold harmless APRC, the City of Ashland and its agents and employees, from any judgments or damages awarded against the APRC in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives the APRC's award of a contract. In submitting a response to this RFP, the Firm agrees that this indemnification survives as long as the trade secret materials are in possession of APRC.

APRC will not consider the prices submitted by the proposing Firms to be proprietary or trade secret materials. Responses to this RFP will not be open for public review until the Parks and Recreation Commission decides to pursue a contract and that contract is awarded.

ASHLAND PARKS AND RECREATION COMMISSION

340 S. PIONEER STREET • ASHLAND, OREGON 97520

COMMISSIONERS:

Mike Gardiner
Rick Landt
Jim Lewis
Matt Miller
Vanston Shaw



Michael A. Black, AICP
Director

TEL: 541.488.5340
FAX: 541.488.5314
parksinfo@ashland.or.us

MEMORANDUM

TO: Ashland Parks and Recreation Commission

FROM: Michael A. Black, AICP - Director

DATE: June 17, 2015

SUBJECT: Approval of Budget Advisory Committee Make-up

On June 15, 2015, the Commission reviewed the proposed Audit Advisory Committee creation and make-up. The purpose of the committee is to assist the Commission in fulfilling its oversight responsibility for the upcoming performance audit of APRC. The committee would assist the Commission in reviewing the RFP and the subsequent proposals before making a recommendation to the Commission on the selection of a consultant. After the process of auditing has begun, the committee will act as a review body for the audit as it is finished and will make a recommendation to the Commission on the disposition of the recommendations from the auditors.

I have attached a form that outlines the authority and responsibilities of the committee and the roles that each member would play, including staff and the City.

Possible motion: *That the Performance Audit Advisory Committee be created to assist the Ashland Parks and Recreation Commission in the formation of an RFP and the review of the 2015 Performance Audit and that the Chair be given permission to appoint the members of the board as outlined in the attached document.*

Performance Audit Review Committee

Purpose

To assist the Commission in fulfilling its oversight responsibility for the 2015 performance audit of APRC

Duties

The Performance Audit Advisory Committee (the "*Committee*") shall have preliminary oversight responsibility for the 2015 APRC Performance Audit. The Committee shall be responsible for reviewing the scope of work within the RFP for a performance audit and for reviewing the proposal responses before making a recommendation to the Ashland Parks and Recreation Commission on the hiring of an auditor. The Committee will review the work of the auditor and make a recommendation to the Commission regarding the final audit report.

Appointment and Term

The Committee shall be appointed by the Chair of the Ashland Parks and Recreation Commission and shall serve for the term of the audit, or until the final audit is approved by the Commission, unless extended by the Commission Chair.

Composition

Members:

1. APRC Commission Chair: Mike Gardiner.
2. APRC Commissioner: Rick Landt
3. Member of Public (with performance audit experience): TBD
4. City Councilor: TBD by City Council

Staff Liaison:

1. APRC Director: Michael Black

Reviewer:

1. City Administrator: Dave Kanner

**Proposal to Conduct a Performance Audit of
Parks and Recreation**

**ASHLAND PARKS AND RECREATION
COMMISSION**

TABLE OF CONTENTS

November 3, 2015

	<u>Page</u>
1 LETTER OF INTEREST	i
2. STATEMENT OF QUALIFICATIONS	1
3. PROJECT SCHEDULE	17
4. FEE SCHEDULE	18
APPENDIX – RESUMES OF KEY PROJECT STAFF	19



November 3, 2015

Mr. Michael A. Black, Director
Ashland Parks and Recreation Commission
340 S. Pioneer Street
Ashland, OR 97520

Dear Mr. Black:

The Matrix Consulting Group is pleased to provide our response to your Request for Proposals to conduct a Performance Audit of Ashland Parks and Recreation. The senior staff of the Matrix Consulting Group have extensive experience individually, and working together as a project team in this and in prior firms, for over 30 years conducting similar assessments. We believe that we are uniquely qualified to perform the requested study for the following reasons:

- We have significant recent analytical experience conducting studies of parks and recreation, including the following clients:

Alexandria, Virginia
Beverly Hills, California
Boise, Idaho
Davis, California

Grand Rapids, Michigan
Irvine, California
Lathrop, California
Los Angeles, California

Salt Lake City, Utah
San Bernardino, California
Southlake, Texas
Tiburon, California

It should be noted that we are currently conducting a study of the **Seattle Parks and Recreation Department** and the Trumbull (CT) Parks and Recreation Department.

- Our experience has also included evaluations of parks and recreation as part of organization-wide studies in the Pacific Northwest and throughout the country:

Avon, Connecticut
Barstow, California
Brattleboro, Vermont
DeKalb County, Georgia
Deltona, Florida
Fort Morgan, Colorado
Goodyear, Arizona
Greenbelt, Maryland

Irvine, California
Johnson County, Kansas
Lathrop, California
Monroe County, Michigan
Monrovia, California
Montpelier, Vermont
Orland Park, Illinois
Orleans, Massachusetts

Rancho Mirage, California
Raymore, Missouri
Roseville, California
Salt Lake County, UT
Spokane, Washington
Sunnyvale, California
Walnut Creek, California
Waltham, Massachusetts

Our approach to conducting organizational evaluations and assessments is based on detailed data collection and analysis, intensive input, and extensive client interaction. We partner with our clients in developing a detailed scope of work and timeframe that are tailored to their specific needs. Our approach to conducting studies successfully is characterized by:

- A principal of the firm is directly involved in each facet of the consulting engagement. This includes involvement in field interviews and data collection.
- All of our consultants are senior government analysts, each with a specialized area of expertise and years of experience. Several of our staff are prior managers in governmental functions, including recreational services. One of our team members, Ginny Jaquith, was a former Parks and Recreation Director, City Council member and lectured on parks and recreation at the university level.
- We work interactively with our clients through interim reports and meetings with staff and a project steering committee at key junctures of the study process.
- We provide detailed analysis for each recommendation made in our report. We also provide thorough implementation assistance, training and planning.

As President of the firm and proposed project manager, I am the authorized contact and am available via the letterhead address and phone / fax numbers. I can also be reached at rbrady@matrixcg.net.

We appreciate the opportunity to provide this proposal response and look forward to the opportunity to work with you.

Richard Brady
President



Matrix Consulting Group

2. STATEMENT OF QUALIFICATIONS

This section of our proposal provides our understanding of the project as well as our qualifications, and a detailed task plan for its completion. First, however, we would like to provide some information about our firm that we believe is important, and distinguishes the Matrix Consulting Group from other consulting firms.

1. INTRODUCTION TO THE MATRIX CONSULTING GROUP

The Matrix Consulting Group has extensive experience conducting analyses of parks and recreation services. Our objective for every engagement is to deliver practical solutions while enriching the skill set and knowledge base of our clients' management teams in providing excellent customer service. Our firm and our approach to providing consulting services to local governments in general, and to parks, golf and recreation agencies, can be summarized by the following:

- We were founded in 2002 and are domestically incorporated in California and are licensed to provide consulting services in Oregon. We are opening an office in Oregon (in Portland) next month.
- The principals and senior staff of our firm have worked together in this and other consulting organizations as *one team* for between 15 and 40 years. Principals of the firm manage *and* serve as analysts on each of our projects.
- We provide management studies and financial services only to local government.
- Our experience encompasses over 100 studies of parks and recreation functions across the country. Much more detail about this experience is provided later in this proposal.
- The specific team members proposed in this submittal have extensive experience in the management of parks and recreation and in operational and staffing studies of these functions – including staffing, programs and services, financial analysis, analysis of competitive markets for recreational services, strategic planning, and other facets of operations.

The cornerstone of our philosophy in conducting organization and management studies is summarized in the points below.

- A principal of the firm is always involved in every aspect of each of our studies. This includes interviews of staff, data collection, report writing, client meetings and public presentations.
- We have taken particular care to assemble a senior team of professionals to

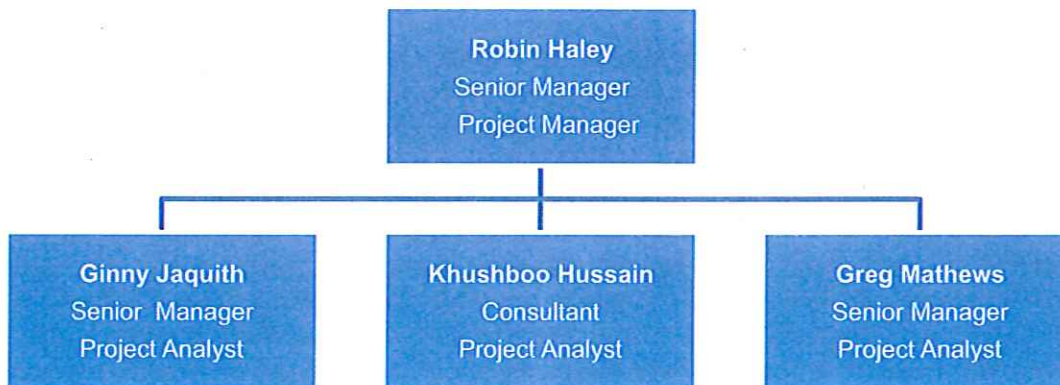
conduct this study. Our team has significant Parks and Recreation experience – one of our team members, Ginny Jaquith, was a former Parks and Recreation Director, City Council member and lectured on parks and recreation at the university level.

- All of our team members are Matrix Consulting Group staff, we propose no subcontractors. The use of subcontractors increases the risk that projects are of inconsistent quality and depth; customer service can also suffer.
- We approach our projects by gaining a firm grounding in formal and fact-based analytical methodologies.
- Our projects are characterized by extensive input and interaction between the consultants and our clients' staff, management and policy makers.
- We recognize that successfully serving clients requires more than "giving them the right answers." In addition, we provide clients with practical plans for change.

This philosophy has provided our clients with valuable assistance in enhancing service delivery, and resulted in high levels of implementation of our recommendations.

2. PROJECT STAFF

The consultants proposed for this engagement have broad experience in analyzing Parks and Recreation functions, and specifically in management structure and staffing analyses, use of technology, service level definition, insourcing and outsourcing, and others. This project would be managed by our Senior Manager in charge of our parks and recreation practice. The organization of the team is shown below.



We commit these staff for the duration of the assignment, if selected.

A summary of their experience is provided below, with more extensive resumes provided as an appendix to this proposal.

ROBIN HALEY is a Senior Manager with the Matrix Consulting Group and brings over 25 years of consulting experience at the local and state level. His primary areas of work include analyses of parks and recreation, public works, utilities, financial and management audits, organization and management consulting, productivity and benchmarking studies. Mr. Haley has consulted in numerous functional areas in government including parks and recreation, public works, public safety, community development, planning, human and social services, finance, human resources, organizational development, as well as administrative and support services. Mr. Haley has conducted over 100 parks and recreational, engineering, public works and utility system operational reviews. He received his B.S. degree from the Georgia Institute of Technology and his M.B.A. from Georgia State University. ***Mr. Haley will serve as the Project Manager on this engagement.***

GREG MATHEWS – Mr. Mathews is a Vice President with the Matrix Consulting Group and has over twenty years of public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of the Performance Auditing. For over ten years Mr. Mathews has provided public sector consulting services to cities, counties and special districts throughout the Western U.S., and has completed comprehensive management studies encompassing over 100 operating departments. Mr. Mathews has participated as lead consultant in over forty consulting engagements, with emphasis in the public works and community development fields. His experience includes recent assignments for Spokane (WA), Goodyear (AZ), Sunnyvale (CA), Glendale (CA), and Beverly Hills (CA). Mr. Mathews also has extensive experience in the analysis of public safety functions, including such agencies as Orange County (FL), Omaha (NE), Glendale (CA) and Burbank (CA). Mr. Mathews received his B.A. from the University of California at Davis and his M.A. degree from the University of Southern California. ***Mr. Mathews would serve as a Project Analyst on this project.***

GINNY JAQUITH is a Senior Manager with the Matrix Consulting Group, with over 35 years of experience in the public sector as a consultant to local government and as a professor and department chair in the Recreation, Parks and Tourism Department at San Francisco State University. Ms. Jaquith has also previously served for over 17 years as the Department Director for the Parks, Beaches and Recreation Department in Pacifica, California. Ms. Jaquith has conducted over 30 management audits for governmental and non-profit organizations including for the following clients: Beverly Hills (CA), Los Angeles County (CA), Mountain View (CA), Orange (CA), Palo Alto (CA), Reno (NV), San Francisco (CA), Salt Lake City (UT), and Washoe County (NV). Ms. Jaquith has a B.A. from San Jose State University, a M.S. degree from San Francisco State University, and a doctoral degree from the University of San Francisco. She is based in our Mountain View headquarters' office. ***Ms. Jaquith will function as a Project Analyst on this engagement.***

KHUSHBOO HUSSAIN is a Consultant with the Matrix Consulting Group. Most

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

recently, Ms. Hussain has assisted with financial and management studies and analysis for the following jurisdictions: Elk Grove (CA), Fresno (CA), Long Beach (CA), Montville (NJ), Pasadena (CA), Rancho Mirage (CA), San Pablo (CA), San Mateo (CA), Springdale (AR), University of Maryland University College (MD) and Willits (CA). **Ms. Hussain will serve as a Project Analyst.**

3. RELEVANT EXPERIENCE FOR THE MATRIX CONSULTING GROUP

We have significant recent analytical experience conducting studies of parks and recreation, including the following clients:

Alexandria, Virginia	Grand Rapids, Michigan	Salt Lake City, Utah
Beverly Hills, California	Irvine, California	San Bernardino, California
Boise, Idaho	Lathrop, California	Southlake, Texas
Davis, California	Los Angeles, California	Tiburon, California

In addition to the above, we are currently completing a performance evaluation of the **Seattle Parks and Recreation Department** and the Trumbull (CT) Parks and Recreation Department.

Our experience has also included evaluations of parks and recreation as part of organization-wide studies in the Pacific Northwest and throughout the country:

Avon, Connecticut	Irvine, California	Rancho Mirage, California
Barstow, California	Johnson County, Kansas	Raymore, Missouri
Brattleboro, Vermont	Lathrop, California	Roseville, California
DeKalb County, Georgia	Monroe County, Michigan	Salt Lake County, UT
Deltona, Florida	Monrovia, California	Spokane, Washington
Fort Morgan, Colorado	Montpelier, Vermont	Sunnyvale, California
Goodyear, Arizona	Orland Park, Illinois	Walnut Creek, California
Greenbelt, Maryland	Orleans, Massachusetts	Waltham, Massachusetts

4. REFERENCES

Listed below are references for studies relevant to this project, which the firm has recently conducted.

Client	Project Summary	Reference
San Bernardino, California Management Study of the Parks and Recreation Department	In this study, the project team evaluated service levels, workload, output, and staffing for all divisions and program areas in terms of necessity, efficiency, staffing, funding, hours of service versus demand for service, responsiveness to resident needs, cost recovery, and organizational structure. The study came at a difficult time for the City and our study helped them restructure services, including completely contracting for parks maintenance services.	Kevin Hawkins Former Parks & Rec Director; Now Community Services Director in Temecula, California. 951.694.6480

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

Client	Project Summary	Reference
<p>Grand Rapids, Michigan Parks and Recreation Business Plan</p>	<p>The firm developed a Business Plan for Parks and Recreation. Study tasks included an overall efficiency and effectiveness assessment of operational practices, staffing requirements, services to be provided and the associated service levels. The organization was operating under a severe fiscal and staffing limitation that greatly impacted services provided and covered a minimal service level. The business plan provided a financial analysis with a longer-term goal toward self-sufficiency by aligning fiscal resources and service levels.</p>	<p>James Hurt, Director Public Services 616.456.3312</p>
<p>Sunnyvale, California Serial Management Studies covering all governmental functions</p>	<p>In a series of management studies, the project team completed evaluations of most City operations. Each study included an evaluation of staffing and operational practices. In the Parks and Recreation and Libraries areas the project team recommended a consolidation of these departments because of impending management vacancies and the need to synergize the programs and services. There were also several recommendations to improve parks maintenance.</p>	<p>Gary Luebbers Former City Manager, Now retired 435.668.6066</p>
<p>Salt Lake City, Utah Analysis of the Golf Fund</p>	<p>In this recently-completed study, the Matrix project team was requested to analyze the financial trends of the City's eight golf courses in order to make recommendations to the City Council regarding the future viability of the enterprise Golf Fund. The project team analyzed financial and demographic trends related to rounds played, the capital investments and needs of the Fund, and alternative forms of management. Recommendations included the elimination of two unprofitable golf courses, the issuance of an RFP to investigate the financial feasibility of privatizing management of remaining courses, and the prioritization of capital expenditures on courses that had been neglected over a period of years.</p>	<p>Cindy Gust-Jenson Executive Director of the City Council 801.535.7600</p>

5. OUR GENERAL APPROACH TO PROVIDING CONSULTING SERVICES.

We believe that several aspects of our overall approach should be stressed. Our intent is not merely to describe the tasks we will perform to provide the requested services, but also to demonstrate how we will produce results that are accurate and

concrete, substantive, defensible and can be implemented. These aspects are described in the paragraphs below.

(1) Project Management

One critical success factor in conducting a project of this nature in an efficient, timely, and effective manner, is project management. The Matrix Consulting Group utilizes project management approaches that ensure that (a) efficiencies can be achieved in the gathering and analysis of information; (b) disruption to the day-to-day operations of the City can be minimized; and (c) later tasks can build upon the results of earlier ones so that backtracking and redundant work effort (and unnecessary costs to the APRC) can be avoided.

(2) Information Gathering

Equally important to the success of the project are the methods that we will use to collect, analyze, and present information in order to formulate findings and develop and assure acceptance of recommendations. The Matrix Consulting Group has developed, and fine-tuned over the years, a number of information gathering tools and techniques. These tools enable us to gather information efficiently and quickly. The tools that we will employ in this project include:

- **Documentation and data request forms.** These are written checklists that specify the types of documentary material (e.g., organization charts, policies and procedures, financial statements, budgets, fee structures, etc.) and quantitative information (e.g., workload data, participant data, etc.) we are seeking in order to evaluate workload, workflow, staffing, and management practices. They will serve as an initial blueprint for City staff to follow in assembling pertinent information for our review before we commence site visits and interviews.
- **Interviews.** While surveys are valuable tools for gathering information from large groups of people, they lack the specific information that can only be gleaned from face-to-face conversation. For this reason, employee interviews are staples of our consulting approach. We will utilize interviews to gain a perspective regarding such issues as staffing and responsibilities of the Commission, current workloads and trends, educational efforts to inform the public of available services and programs, approaches to assess customer satisfaction, basic service levels and goals, etc.

As the next section demonstrates, our attention to detail also carries through to our analysis.

(3) Data Analysis

The Matrix Consulting Group uses a number of proven analytical methodologies that we have developed in areas such as those presented in the following paragraphs.

- **Benchmarking.** Benchmarking of services to assess organizational efficiency and effectiveness has been increasingly utilized in the public sector to compare organizations in terms of "best practices". This approach, through the use of our "Diagnostic Assessment Matrix" will be useful in this study to assess the current approaches to delivery of services. This assessment also clearly identifies current strengths, weaknesses and opportunities for improvements. We will utilize a list of quantitative and qualitative best practices that have been developed by the Matrix Consulting Group to benchmark Parks and Recreation operations and management functions.
- **Performance Measurement.** The Matrix Consulting Group employs performance measurement techniques in every management study we conduct. This will enable us to fully understand the current levels of service provided to the City's customers. We identify key performance measures that can be utilized by the organization in evaluating performance in the future.

These approaches will serve as critical components in conducting a thorough assessment of the Commission's operations.

(4) An Inclusive Stakeholder Oriented Approach

Employee involvement and close contact with the City's project manager are critical components of the management study. If selected to conduct this study, we propose the following approaches to ensure that staff involvement is maximized over the course of the project.

- We will interview a significant number of employees at all levels of the Commission. During these interviews, we will explain the purpose of the study and will solicit employee input regarding improvement opportunities in order to develop a complete understanding of their role in providing services.
- We will prepare reports periodically throughout the study to apprise you of progress to date, problems or obstacles encountered, and planned project activities over the next several weeks. These will be provided to the City and discussed as necessary to maintain progress on the study. We will also be available to conduct presentations at various phases of the project to update staff and local officials.
- We routinely work with, and recommend that clients utilize, a steering committee to oversee the conduct and progress of our studies. These committees typically include a representative from each of the major functional areas involved in the study. This committee serves as a critical point of contact for our project team to discuss progress, review interim documents, and discuss alternatives as they are developed. This level of involvement by staff ensures that all impacted parties are integrally involved and have ongoing input to the project team.

The next section describes in more detail how our firm would conduct this analysis of Parks and Recreation activities for the Town of Ashland.

6. PARKS AND RECREATION COMMISSION AUDIT TASK PLAN

The following are proposed tasks for conducting an analysis of the Parks and Recreation activities in the City of Ashland.

Task 1 Develop an Understanding of Current Parks and Recreation Issues and Develop a Detailed Profile of Existing Operations.

To evaluate the organization and operations of Parks and Recreation activities in Ashland, we need to develop an understanding of the key issues impacting and shaping service requirements today. To develop this perspective, we will conduct interviews with the Ashland Parks and Recreation Commission, key stakeholders such as other City department personnel as well as potentially interested resident groups, and the staff engaged in the delivery of parks and recreational services in the City. These interviews will focus on exploring issues and attitudes regarding the adequacy of service levels, and perceived gaps in existing levels of service; the impacts of any organizational and staffing changes which have been made in the past several years; goals and objectives with regard to the delivery of services in each of the parks and recreation functions; current approaches to partnership development with other governmental agencies, Not-For-Profit (NFP) organizations and private service providers; adequacy of management systems and technology; and outsourcing and insourcing philosophy of the Commission.

Next we will develop a detailed description of the parks and recreational services provided by the APRC. Our focus will be on how services are delivered, staffed, promoted, and managed, as well as the costs associated with the delivery of those services. The development of this detailed description will be based on interviews as well as on the collection of operating information and data such as the current organization of the services; the costs of activities, as reported in the budget and any available activity-based-costing reports; documentation of all key operations, including service scope, deployment of staff, job descriptions, workload data, locations of fields, facilities courses, etc.; basic service levels and extent of contracted services; documentation of the current technology in use in the Parks, Recreation Commission; and documentation of management systems available to support departmental operations, including financial reporting, scheduling and registration systems, performance monitoring systems, etc.:

Once these initial data collection activities have been completed, the project team will prepare a summary descriptive profile that presents our understanding of the current organization, staffing, operations and costs of the services provided by the APRC. This profile will be circulated among staff for comment to ensure the accuracy of our understanding. The profile will then be presented to the project steering committee. Once completed and reviewed, the profile information will provide the basis for analysis

conducted and completed in subsequent study tasks.

Deliverable: *The deliverable for this task will be a descriptive profile.*

Task 2 Compare Operations and Practices to Other Municipalities and to “Best Management Practices”.

The purpose of this task is to evaluate maintenance, programming and recreational services in the context of similar organizations and to best management practices in the profession. Our project team has significant experience in conducting surveys of municipalities throughout the country to determine areas in which similarities and differences exist. We will propose eight to ten municipalities that are similar in terms of geographic location, size, similarity of service provision and demographics, and will discuss the relevance of each with the APRC. The APRC may wish to accept these or propose others, and our project team will administer the survey to the chosen number of municipalities to assess the survey participants’ forms of organization, fee structures, staffing levels, expenditure levels, uses of technology, use of maintenance contracts, as well as other facets of operation. The APRC’s RFP indicates a particular interest in ascertaining the ratio of revenues generated by fees and registrations versus subsidies, and we will include questions designed to elicit this information from survey participants. In addition, however, we will also solicit information related to staffing levels, budgets, breadth of programmatic offerings, extent of partnerships, as well as other elements of organization and operations.

When conducting the best management practices assessment, each operational area will be assessed. The best practices comparison would be completed for each key function provided by the Commission.

We would expect to evaluate the programs and practices of the Commission against best practices in areas such as staffing, management and strategic planning, human resource management, safety, park maintenance, asset management, etc. The best practices utilized for comparison in this task would be based upon our accumulated knowledge and experience with efficient and effective organizations across the country, as well as through accepted industry benchmarks from such organizations as NRPA, and others. This benchmarking would focus both on quantitative and qualitative measures. Representative examples include.

Examples of Best Management Practices
The Commission coordinates the delivery of its program and services with other public and private agencies to avoid duplication.
The Commission utilizes Internet-based class registration software. Customers can register for recreation classes on-line.
The Commission utilizes joint use agreements with other entities, such as the local school department, that allows the use of outdoor facilities such as sports fields, and the use of indoor facilities such as gymnasiums.

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

There is a policy or a proactive approach for soliciting external funding (e.g., donations, sponsorships, in-kind contributions, etc.) to support recreation programs.
There is a consolidated, consistent effort to effectively market recreation programs and services to potential customers and clients in the community.
The Commission utilizes an ongoing proactive formal evaluation system to seek customer input and feedback for each program or class.
The Commission utilizes all appropriate promotional methods to advertise its programs.

The project team will utilize a set of best management practices for each of the major functional area (e.g., Parks Maintenance and Operations, Golf services, Recreational Programming, etc.). The product of this task would be a diagnostic appraisal - a written assessment that provides a clear understanding of the results of the data analysis in this task and the previous tasks. This analysis would indicate for each best management practice whether the Commission is currently meeting the target or whether it is an opportunity for improvement. An interim report would be generated which summarizes this diagnostic assessment, then reviewed with staff and the project review committee.

Deliverable: The product of this task would be a diagnostic assessment of the strengths and improvement opportunities in Parks and Recreation Commission.

Task 3 Evaluate Existing Recreation Programs and Facilities.

The purpose of this task is to evaluate the efficiency and responsiveness of the Commission's recreational services. Completion of this task will involve the following steps:

<p>Profile the existing recreation programs provided by the APRC over a 12-month period to include:</p> <ul style="list-style-type: none"> • The types of programs and services provided. • Level of participation in each program by season. • Rounds played at the golf course • The facilities used or where recreational programs are provided. • Condition of the facilities. • The cost of recreational programs, including the fees per participant. • Levels of fees in comparison to other departments. • The staff or contractor providing each recreational program
Compare the extent of recreation and community service programs offered by the Commission against programs typically provided by other entities similar to the City of Ashland.
Identify gaps in programming which appear to exist.
Review the duties of all full time and seasonal employees to determine whether duties and/or shifts can be combined, whether duties that are performed are in accordance with needs and are also in accordance with duties as described in job descriptions.

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

Assess the operational costs at the golf course, including fleet maintenance and replacement, irrigation costs, course maintenance, etc.
Review and evaluate the expenditures and revenues of all special agency funds.
Document the extent to which the Commission has conducted a needs assessment to: (1) determine community interest and recreation service expansion, and (2) determine which entity is best able to provide such services. Document the extent to which the Commission has assessed the community's desires for retention or expansion of programs.
Evaluate existing recreation facilities and determine utilization levels, facility strengths and weaknesses, future capital improvement plans and needs, and the adequacy of maintenance.
Evaluate the level of participation for each recreation and community service program to determine the extent of demand. Document if some programs are no longer available.
Assess the methods of promoting the APRC's programs and activities. Is the Commission utilizing all promotional and advertising methods available to it, including web site, social media, flyers, surveys?
Document the extent to which programs and services provided by the Commission duplicate those provided by profit or non-profit organizations in the local community.
Review contracts with contract service providers and sports leagues and other system users.
Develop an understanding of the approaches used to obtain and use customer input to improve existing services or create new programs or services in the Commission.
Document the use of technology to monitor program performance and utilization.
Document any additional facilities or different types of facilities that should be planned for in the City and included in the CIP. Has maximum use been made of existing public facilities?
Are the APRC's existing working relationships functioning as intended? Are there other partnerships that could benefit the APRC, as well as these potential partners?

This task, then, will include detailed analysis of the following:

- Needed adjustments in the types of recreation and community service programs provided by the City to meet current and projected future demands.
- Detailed assessment of existing recreational services provided either through the fees or through the General Fund.
- Assessment of the management of recreational and golf services, including programs, staff and facility utilization.
- Recommended adjustments in the provision of the services focusing on the elimination of duplication between the Parks and Recreation Commission, non-profit agencies and for profit agencies.

The product of the task will be an evaluation of the adequacy of recreational

services, opportunities to better meet community needs in recreational services, the utilization of staff and facilities, and use of community input to continuously improve service delivery. An interim report would be generated which documents current practices and opportunities for improvement. We will review this document with APRC staff and the project review committee.

Deliverable: The product of this task would be an interim discussion document that outlines the evaluation of recreational and golf services.

Task 4 Evaluate Parks Maintenance Staffing and Operations.

In this task, the project team would conduct a comprehensive assessment of maintenance operations, staff productivity and management. The initial step in evaluating the efficiency and effectiveness of maintenance operations will be directed at assessing the adequacy of the service levels for the City's parks, open space, facilities, technology and fleet at an overall level. For example:

Document the level of the service and maintenance standards utilized by the Commission in maintaining the park system and open space. This will focus on key tasks such as mowing, edging, fertilizing, policing, weed control, and the like. It will identify various activities that occur given the seasonal nature of maintenance tasks performed by the APRC.
Select a sample of City parks, inspect and evaluate the quality of maintenance. This will involve the development maintenance standards defining the quality of maintenance to be provided.
Identify the extent of backlogs for corrective repairs to park furniture, bathrooms, requests made by the public for trimming of trees, etc. Document the length of time required to resolve backlogs.
Identify whether existing service levels are sufficient to maintain the park and open space system and prevent its deterioration.
Determine the extent to which a maintenance management system exists to plan, schedule, and prioritize maintenance activities.
Document the existence of an asset management plan that identifies the locations, ages and life cycles of assets, the documentation of maintenance of these assets, and planned replacement, etc.
Document the existence of any partnership agreements to jointly provide maintenance management services with private, non profit or other public entities.
Review the duties of all full time and seasonal employees involved in maintenance activities to determine whether duties can be combined, whether duties that are performed are in accordance with needs and are also in accordance with duties as described in job descriptions.
Document the level of the service and the maintenance standards utilized by the Commission in maintaining and repairing its facilities, fleet and equipment.
What are maintenance crew sizes? How is work planned, scheduled and evaluated by supervisors? Are there other types of equipment which could impact performance and productivity?

Then, opportunities for improving utilization of park and open space, facility, and

fleet maintenance operations and staff will be documented. Detailed opportunities for improving productivity and cost effectiveness need to take into account the following components: (1) existing staff utilization and service levels, (2) work methods and procedures impacting staff utilization, (3) work scheduling and planning techniques, (4) opportunities for privatization, and (5) opportunities for fleet changes to improve efficiency. This task will include such approaches and methodologies as the following:

<p>Evaluate staff deployment compared to service levels and facility characteristics. This analysis will evaluate staff utilization by using guidelines for staffing that have been developed by the firm, professional associations, or as identified in the ICMA Comparative Performance Measures.</p>
<p>Evaluation of the adequacy of major work practices. The analysis will focus on identification of opportunities to streamline work practices to increase utilization levels and/or reduce staffing requirements. Through the analysis of major work practices, the team will seek to determine:</p> <ul style="list-style-type: none">• Crew sizes and various units are appropriate to the type and volume of work performed.• Ways exist to reduce travel time and unproductive staff usage.• Equipment is available to reduce labor-intensive work tasks.• The frequency of various work tasks now performed is unnecessary or can be reduced.• Some work tasks can be eliminated all together.• Skill mix for positions can be improved.• Use of part-time staff for maintenance of facilities can be increased, and the extent of utilization of full-time staff reduced to reflect the seasonal nature of work practices and service provided.• Whether job descriptions accurately reflect duties actually performed by staff.
<p>Evaluation of work planning and scheduling. Analysis will focus on systems and processes used to plan and control work focusing on:</p> <ul style="list-style-type: none">• Evaluation of the overall maintenance management program employed to support field operations to include maintenance frequencies, maintenance standards, staff assignment to maintenance tasks, and systems and procedures employed to monitor performance of both scheduled and unscheduled maintenance programs.• Adequacy of supervisory training related to planning and scheduling work.• Availability of materials and supplies to support planning of work and maintenance activities.
<p>Evaluation of the use of contract services to maintain the infrastructure. Analysis will focus on a number of elements including:</p> <ul style="list-style-type: none">• The extent to which contractors are used for maintenance of facilities, parks, trees, and the fleet.• Estimating the cost of service contracting based on the experience of other cities that have implemented service contracts in each maintenance service area analyzed.• Compare those costs with the cost of in-house services.• Identify the impact of contracting on service levels and service responsiveness.• Identify the impact of service contracting on City capabilities to respond to emergency situations including disasters as well as emergency response to unscheduled service problems

Analysis of these components will result in the development of detailed recommendations regarding specific staffing required given acceptable utilization levels, specific positions whose job duties may be adjusted or redesigned if reasonable utilization levels are achieved, specific steps that can be taken to reach reasonable utilization levels, etc.

Where specific reconfiguration or technical adjustments are recommended, the additional costs will be documented and compared to off-setting cost reductions and

impact on staff utilization levels. An interim report would be generated which documents current practices and opportunities for improvement, reviewed with staff and the project review committee.

Deliverable: The product of this task would be an evaluation of the staffing and operational practices of the APRC's parks maintenance activities.

Task 5 Evaluate the Adequacy of the Existing Management, Organizational and Governance Structure.

The purpose of this task is to evaluate the efficiency and responsiveness of the plan of management and organization of Parks and Recreation Commission. This analysis will focus heavily on the roles, responsibilities and workload demands of all field, administrative and management personnel. The evaluation will take into consideration current and future operations.

First of all, to analyze the appropriateness of existing organizational structure, we will address such factors as:

Is the organization too "tiered" or too "flat" from the management staffing perspective?
Are functions placed too high or too low in relationship to their importance in meeting operating and service objectives?
Are spans of control too broad or too limited?
Does the current plan of management organization staffing provide for adequate communication and coordination between and among operating units?
Are there any overlapping or duplication of functions?
Are there missing services or gaps in staff functions?
Does the plan of organization provide clear lines of authority and responsibility?
Are management and supervisory personnel spending their time on high priority and important work?
Are managerial and supervisory personnel effectively utilized?
Is the balance of part-time and full-time staff appropriate?

Then, the consulting team will identify and evaluate positive and negative features of major management systems within the Commission to manage resources. The systems to be analyzed will include.

Management procedures and policies.
Organizational performance planning and measurement of efficiency and effectiveness.

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

Needs assessment devices and techniques to develop and plan recreation services and programs.
Program evaluation and customer satisfaction survey approaches.
Technology utilization and identified technology needs for the future.
Financial accounting and reporting.

In performing this portion of the work task we will compare what exists in the Commission to what the consulting team would expect in a modern and progressive parks and recreation department providing similar services. In determining the adequacy of these management systems, we will ask such illustrative questions as:

Does the budget link anticipated expenditures to proposed performance objectives and service levels?
Can unit cost of services be determined (e.g., cost per acre mowed)?
Do indicators of workload, efficiency, and effectiveness exist for each organizational unit?
Is performance regularly monitored and reported?
Is the Commission taking advantage of opportunities for automating systems?
Has the Commission inventoried the infrastructure it maintains and prioritized renewal needs?
Has the Commission developed an annual work program to plan the performance of its staff?
Are formal community needs assessments employed to support program design and development?
Are customer attitudes toward program content and quality surveyed and evaluated?
How are staff and contractors recruited and selected?

During this task, our project team will also assess the current form of the governance structure whereby the APRC is a component unit of the City of Ashland for financial reporting purposes, with the authority to create, maintain and manage all parks lands, funds and policies. Our project team will assess the benefits, challenges and improvement opportunities of the current form of governance.

The products of this task would be an assessment of current plan of administrative organization and management, including the identification of any specific organizational modifications and the impact of those modifications on both managerial and supervisory staffing levels and costs; and an inventory of issues and gaps in the management systems and recommended solutions. The task will also provide an assessment of the benefits, challenges and improvement opportunities in the current form of governance of the APRC. This interim report would be reviewed with staff and the project review committee.

Deliverable: *The deliverable for this task will be an assessment of the*

management of the organization, the form of organization, as well as the current form of governance of the APRC.

Task 6 Prepare a Draft and Final Report and Implementation Plan for Parks and Recreation Activities.

Once the work tasks noted above have been completed, our analysis, findings, and conclusions will be documented and reviewed with the APRC. The draft and final reports will contain the following elements:

- An executive summary that summarizes all of our recommendations, along with a timeline for implementation and any cost impacts.
- A final version of the descriptive information regarding Parks and Recreation activities in the City that shows key operating characteristics for each business element and revenue source.
- A final version of the results of the comparative survey of cities providing similar recreational and maintenance services.
- A final version of the 'best management practices' assessment.
- Detailed analysis of, and justification for, each identified improvement opportunity relating to philosophies and commitments, staffing required given these commitments, managerial and operational practices for service delivery.
- Recommended staffing allocations, by number and position, for each function, as well as financial and performance indicators. This will contain recommended organizational charts that describe any changes to the structure.
- An implementation plan for each improvement opportunity to ensure that there are accountability mechanisms in place to ensure that responsibility is allocated, timing is planned, and results are demonstrated. This will also include recommendations for aligning financial policies and operational procedures with City standards.

We will provide ten (10) copies of the draft report to the City for review, and will incorporate all appropriate comments after internal discussions and discussions with the City's project management team. We will then provide the City with 25 copies of the final report along with an electronic copy. We would be pleased to present our findings on request.

Deliverable: The product of this task would be the draft and final reports which would be submitted to the APRC. Once finalized, the report would be presented to the public in a meeting or workshop of the Parks and Recreation Commission.

3. PROJECT SCHEDULE

The table, which follows, presents the proposed timeline for completing the tasks identified in our task plan. We have proposed a plan that would result in the delivery of the draft business plan within a twelve week period. Assuming a January 18, 2016 start date, our proposed delivery of the draft final report is the week of April 8, 2016.

Task	Weeks After Project Commencement												
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Understanding and Profile	█												
2. Best Practices/Survey		█	█	█	█	█							
3. Rec. Programs and Facilities			█	█	█	█	█						
4. Parks Maintenance and Staffing				█	█	█	█	█					
5. Organizational Structure							█	█	█	█	█		
6. Draft and Final Report										█	█	█	█

4. FEE SCHEDULE

Based upon the scope of work outlined in the RFP and our task plan, we propose to conduct the Parks and Recreation Performance Evaluation for **\$49,000**, inclusive of professional fees and travel expenses. These costs are summarized below:

Task	PM/Lead Analyst	Project Analyst	Consultant	Total
1. Understanding and Profile	16	40	24	80
2. Best Practices/Survey	8	12	16	36
3. Recreation Programs and Facilities	16	40	24	80
4. Parks Maintenance and Staffing	16	16	8	40
5. Organizational Structure	8	12	0	20
6. Draft and Final Report	16	32	8	56
Total Hours	80	152	80	312
Hourly Rate	\$175	\$150	\$100	
Total Professional Fees	\$14,000	\$22,800	\$8,000	\$44,800
Project Expenses				\$4,200
TOTAL PROJECT COST				\$49,000

Our normal practice is to bill for actual time and expenses on a monthly basis, not exceeding the total contract amount.

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

ROBIN G. HALEY SENIOR MANAGER, MATRIX CONSULTING GROUP	
<p>Background: Mr. Haley has over 25 years of public management consulting experience, with a primary emphasis on public works related services. This includes a diverse area of experience that includes utilities, streets and highways, solid waste and recycling, rights-of-way maintenance, parks and recreation, fleet management, facilities management, and customer service management systems. Additionally, Mr. Haley has 10 years of experience as a financial analyst in the transportation and defense contracting industries, with responsibility for budgeting and budget oversight, cost estimation and customer service.</p>	
<p>Agency-Wide Studies: Managed and conducted studies of city and county organizations. Scopes of work included analyses of organizational structure, management and planning, staffing, performance measurement and management, operational requirements, policies and procedures</p>	
Alexandria, Louisiana Allegan County, Michigan Augusta-Richmond, Georgia Beaufort County, South Carolina Brattleboro, Vermont Brunswick, Georgia Charleston County, Georgia Chatham County, Georgia East Chicago, Indiana Effingham County, Georgia Farmington Hills, Michigan Gainesville, Georgia Gary, Indiana Glynn County, Georgia	Hall County, Georgia Hammond, Indiana Hobart, Indiana Hyattsville, Maryland Knox County, Tennessee Lake County, Indiana Lawrence, Massachusetts Maryland Transportation Authority Polk County, Florida Prescott Valley, Arizona San Antonio, Texas Venice, Florida Waltham, Massachusetts Whiting, Indiana
<p>Administrative Services: Managed and conducted studies of internal service functions, including human resources, information technology, purchasing, risk management and finance. Scopes of services included analyses of resource requirements, workflow, customer service practices, and comparison to best management practices and peer agencies.</p>	
Ada County (ID) Highway District - Finance, Purchasing Augusta-Richmond (GA) - Tax Commissioner Barnstable (MA) - Tax Assessor Beaufort County (SC) - Tax Increment Financing Brattleboro (VT) - Town Clerk, Lister Chatham County (GA) - Finance Effingham County (GA) - Finance, Tax Collector, Purchasing Farmington Hills (MI) - Finance, Purchasing Floyd County (GA) - Tax Assessor, Human Resources	Gainesville and Hall County (GA) - Tax Assessor, Finance, Human Resources Knox County (TN) - Finance, Human Resources, Risk Management, Trustee Las Vegas (NV) Metropolitan Police Department - Human Resources Lawrence (MA) - Finance Maryland Transportation Authority - Human Resources, Risk Management, Purchasing Nashville and Davidson County (TN) - Internal Services Benchmarking Prescott Valley (AZ) - Finance Waltham (MA) - Finance, Human Resources
<p>Fire and Emergency Medical Services: Mr. Haley has conducted studies of fire and emergency medical services which have included analyses of station location, deployment, response policies, staffing, fire prevention, training and administration.</p>	
Americus, Georgia Moline, Illinois Putnam County, Georgia	Rock Island, Illinois Sun Prairie, Wisconsin Troup County and Lagrange, Georgia

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

ROBIN G. HALEY SENIOR MANAGER, MATRIX CONSULTING GROUP	
Parks & Recreational Services: Mr. Haley has conducted and managed many studies of parks and recreational services. These included analyses of staffing, organizational structure, management information systems use, recreational service provision, maintenance management, asset management, financial and administrative services, and others. These studies focused on optimizing the use of resources, planning and managing resources, business plan development, strategic planning, and other topics.	
California Roseville Connecticut Greenwich Florida Davie Illinois Orland Park, Trumbull Indiana Lake County	Massachusetts Waltham Michigan Farmington Hills Rhode Island Jamestown Utah Salt Lake City Vermont Brattleboro
Public Works and Utilities: Mr. Haley has conducted and managed many studies of public works and utilities functions, including streets, solid waste and recycling, fleet management, engineering, water and wastewater utilities, traffic and facilities management. Scopes of services have included analyses of street replacement and resurfacing, management and planning of maintenance activities, crew sizes, staffing requirements, fleet and equipment needs, vehicle maintenance and replacement, infrastructure maintenance and replacement, staff utilization, customer service and responsiveness, as well as other functions.	
Arizona Maricopa County, Peoria, Pinal County, Prescott Valley	Missouri Lee's Summit
California Ventura County, West Covina	Nebraska Sarpy County
Colorado Aurora, Thornton	New York Onondaga County
Florida Escambia County Utilities Authority, Hernando County, Pasco County Sheriff, Polk County, Tampa, Venice	North Carolina Nags Head, Winston-Salem
Georgia Augusta-Richmond, Floyd County, Gainesville, Hall County, Macon	North Dakota Grand Forks
Idaho Ada County Highway District	Oregon Douglas County
Illinois Moline, Rock Island	Puerto Rico Ponce
Indiana East Chicago, Gary, Hammond, Lake County, Whiting	South Carolina Beaufort County, Charleston County, Hilton Head Public Service Dist. No. 1, Rock Hill
Louisiana Alexandria	Tennessee Nashville, Springfield
Massachusetts Chelsea, Haverhill, Lawrence, Springfield, Waltham	Texas San Antonio, Southlake
Michigan Farmington Hills	Virginia Lynchburg
Mississippi Jackson	Wisconsin Milwaukee, Waukesha
Education: B.S. Georgia Institute of Technology, Atlanta, Georgia 1980 M.B.A. Georgia State University 1988	

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

GREG MATHEWS
SENIOR MANAGER, MATRIX CONSULTING GROUP

BACKGROUND: Greg Mathews has over 27 years of private and public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division for this elected official. This work was preceded by seven years at the Orange County Sanitation District as Administrative Services Manager and part of the Executive Leadership Team. For nearly fourteen years he has provided public sector consulting services to states, cities, counties, and special districts throughout the U.S., and has completed comprehensive management studies encompassing over 120 operating departments. He has participated as project manager or lead consultant in over 80 consulting studies, with emphasis in various public safety, public works, parks/recreation and administration.

Agency-Wide Studies: Conducted studies of entire organizations. Scopes of work included organization, management spans of control, service and staffing levels, operational requirements, information technology assessment, as well as policies and procedures review.

Albuquerque (NM)
 Barstow (CA)
 Carlsbad (CA)
 Douglas (AZ)
 Goodyear (AZ)
 Hanford (CA)

Matanuska-Susitna Borough (AK)
 Monroe County (MI)
 Rancho Mirage (CA)
 Roseville (CA)
 San Rafael (CA)
 Spokane (WA)

Public Works, Transportation, Parks & Recreation and Public Utilities: Performed studies of fleets, roads, parks, recreation, traffic, water, sewer and other infrastructure maintenance to include engineering services. Study scopes included the effectiveness of maintenance management, feasibility studies, technology used, crew sizes, fleet utilization and specifications, staff utilization, and the level of service to the community served. Mr. Mathews has been a multiple guest lecturer at the Association of Local Government Auditors (ALGA) related to fleet practices and performance management.

Association of CA Water Agencies
 Bay Area Quality Mgmt District (CA)
 Banning (CA)
 Boise (ID)
 Carlsbad MWD (CA)
 Chino Valley Public Agencies (CA)
 Denton (TX)
 El Centro (CA)
 Grand Rapids (MI)
 Imperial Irrigation District (CA)
 Indian Wells (CA)
 Jackson County (OR)
 Marion County (OR)
 Modesto (CA)
 Nevada Power (NV)
 Moorpark (CA)

Monrovia (CA)
 Monterey County (CA)
 Napa County (CA)
 Redmond (WA)
 Renton (WA)
 SAFCA (CA)
 Santa Barbara (CA)
 San Diego County (CA)
 San Mateo County (CA)
 Santa Clara Valley WD (CA)
 South Coast Water District (CA)
 South San Francisco (CA)
 Sunnyvale (CA)
 Tualatin Valley Water District (OR)
 Upland (CA)
 Washington Dept. of Transportation

EDUCATION: Mr. Mathews received his B.A. from UC Davis and M.P.A. degree from the University of Southern California.

ASHLAND PARKS AND RECREATION COMMISSION
Proposal to Conduct a Performance Audit of Parks and Recreation

GINNY SILVA JAQUITH
SENIOR MANAGER, MATRIX CONSULTING GROUP

Background: Ginny Jaquith has over 35 years experience in the public sector, education and as a consultant to local, regional and state governments and the nonprofit sector. While with Hughes, Heiss and Associates, Ginny Jaquith participated in over 80 executive recruitment processes for local and regional governments and more than 30 management audits for governmental and nonprofit agencies. In addition, Dr. Jaquith served as faculty and Department Chair in the Recreation, Parks, and Tourism Department at San Francisco State University.

Consulting Experience: Conducted studies focused on parks, recreation, library, cultural arts, volunteer and community service functions for cities, special districts and county organizations. Provided strategic planning consultation to nonprofit organizations. Representative studies include:

Beverly Hills, California
 Salt Lake City, Utah
 Washoe County, Nevada
 Palo Alto, California
 Mountain View, California

Los Angeles County, California
 Reno, Nevada
 Orange, California
 Nebraska State Arts Council, Nebraska
 San Francisco, California

Education Experience: Over a 30 year university academic career, Dr. Jaquith developed and taught coursework in the graduate and undergraduate programs in Park, Recreation, Tourism and Nonprofit curriculum focused on administration and management, planning and evaluation, program planning and service delivery, and leadership. Conducted research studies, implemented grant projects in a variety of areas, managed a number of university-wide projects and coordinated internship programs.

- Department Professor, Recreation and Leisure Studies Department, San Francisco State Univ.
- Directed Operation Access, Expanding Recreational Opportunities for Persons With Disabilities.
- Directed Nonprofit Agency Administration Certificate program affiliated with American Humanics.
- Developed and implemented statewide family camping program (FamCamp) in conjunction with California State Parks and Recreation Department and nonprofit organizations in California
- University representative to Lake Merced Task Force in conjunction with San Francisco Recreation and Park Department and Public Utilities Department
- Established and directed university-based affiliate community service programs including TRUE, Pacific Leadership Institute and Tall Ship Semester at Sea
- Developed and implemented American Humanics Honors Internships in Social Entrepreneurship grant project funded by the Ewing Marion Kauffman Foundation.

Public Sector, Nonprofit and Community Service Experience: More than 40 years active participation as elected official, parks and recreation professional, nonprofit organization director and extensive experience in the development of and fundraising for community based projects.

- Mayor and City Councilmember, City of Pacifica, California (12 years)
- Department Director, Parks, Beaches and Recreation Department, Pacifica, CA (17 years)
- Member, San Mateo County Civil Grand Jury, 2008-09, 2009-10 juries
- Member, Sharp Park Golf Course Task Force, Pacifica, California
- National Board of Directors, American Humanics, Inc., Missouri
- Vice President, Board of Directors, Pacific Coast Fog Fest, Pacifica, California

Education:

BA degree from San Jose State University, MS degree from San Francisco State University and doctoral degree from the University of San Francisco

Contract for PERSONAL SERVICES of \$49,000



340 S. Pioneer Street
Ashland, Oregon 97520
Telephone: 541/488-5340
Fax: 541/488-5314

CONSULTANT: Matrix Consulting Group
CONTACT: Richard Brady, President
ADDRESS: 201 San Antonio Circle, Suite 148
Mountain View, CA 94040
TELEPHONE: 650-858-0507
FAX: 650-917-2310

DATE AGREEMENT PREPARED: December 24, 2015

BEGINNING DATE: January 25, 2016

COMPLETION DATE: March 9, 2016

COMPENSATION:

\$49,000 per attached proposal.

SERVICES TO BE PROVIDED: Per scope of work outlined in Parks RFP and contractor's RFP response, Matrix Consulting Group will conduct the Ashland Parks and Recreation Performance Evaluation for \$49,000, inclusive of professional fees and travel expenses. Costs paid out as follows:

PM / Lead Analyst: \$14,000
Project Analyst: \$22,800
Consultant: \$8,000
Project Expenses: \$4,200
Total: \$49,000

ADDITIONAL TERMS:

In the event of conflicts or discrepancies among the contract documents, the City of Ashland Contract for Personal Services will be primary and take precedence, and any exhibits or ancillary contracts or agreements having redundant or contrary provisions will be subordinate to and interpreted in a manner that will not conflict with the said primary City of Ashland Contract.

FINDINGS:

Pursuant to AMC 2.50.120, after reasonable inquiry and evaluation, the undersigned Department Head finds and determines that: (1) the services to be acquired are personal services; (2) the City does not have adequate personnel nor resources to perform the services; (3) the statement of work represents the department's plan for utilization of such personal services; (4) the undersigned consultant has specialized experience, education, training and capability sufficient to perform the quality, quantity and type of work requested in the scope of work within the time and financial constraints provided; (5) the consultant's proposal will best serve the needs of the City; and (6) the compensation negotiated herein is fair and reasonable.

NOW THEREFORE, in consideration of the mutual covenants contained herein the CITY AND CONSULTANT AGREE as follows:

1. **Findings / Recitations.** The findings and recitations set forth above are true and correct and are incorporated herein by this reference.
2. **All Costs by Consultant:** Consultant shall, at its own risk and expense, perform the personal services described above and, unless otherwise specified, furnish all labor, equipment and materials required for the proper performance of such service.
3. **Qualified Work:** Consultant has represented, and by entering into this contract now represents, that all personnel assigned to the work required under this contract are fully qualified to perform the service to which they will be assigned in a skilled and worker-like manner and, if required to be registered, licensed or bonded by the State of Oregon, are so registered, licensed and bonded.
4. **Completion Date:** Consultant shall start performing the service under this contract by the beginning date indicated above and complete the service by the completion date indicated above.
5. **Compensation:** City shall pay Consultant for service performed, including costs and expenses, the sum specified above. Payments shall be made within 30 days of the date of the invoice. Should the contract be prematurely terminated, payments will be made for work completed and accepted to date of termination.
6. **Ownership of Documents:** All documents prepared by Consultant pursuant to this contract shall be the property of City.
7. **Statutory Requirements:** ORS 279C.505, 279C.515, 279C.520 and 279C.530 are made part of this contract.
8. **Living Wage Requirements:** If the amount of this contract is \$20,142.20 or more, Consultant is required to comply with chapter 3.12 of the Ashland Municipal Code by paying a living wage, as defined in this chapter, to all employees performing work under this contract and to any Subcontractor who performs 50% or more of the service work under

this contract. Consultant is also required to post the notice attached hereto as Exhibit B predominantly in areas where it will be seen by all employees.

9. **Indemnification:** Consultant agrees to defend, indemnify and save City, its officers, employees and agents harmless from any and all losses, claims, actions, costs, expenses, judgments, subrogations, or other damages resulting from injury to any person (including injury resulting in death), or damage (including loss or destruction) to property, of whatsoever nature arising out of or incident to the performance of this contract by Consultant (including but not limited to, Consultant's employees, agents, and others designated by Consultant to perform work or services attendant to this contract). Consultant shall not be held responsible for any losses, expenses, claims, subrogations, actions, costs, judgments, or other damages, directly, solely, and proximately caused by the negligence of City.

10. **Termination:**

a. **Mutual Consent.** This contract may be terminated at any time by mutual consent of both parties.

b. **City's Convenience.** This contract may be terminated at any time by City upon 30 days' notice in writing and delivered by certified mail or in person.

c. **For Cause.** City may terminate or modify this contract, in whole or in part, effective upon delivery of written notice to Consultant, or at such later date as may be established by City under any of the following conditions:

i. If City funding from federal, state, county or other sources is not obtained and continued at levels sufficient to allow for the purchase of the indicated quantity of services;

ii. If federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the services are no longer allowable or appropriate for purchase under this contract or are no longer eligible for the funding proposed for payments authorized by this contract; or

iii. If any license or certificate required by law or regulation to be held by Consultant to provide the services required by this contract is for any reason denied, revoked, suspended, or not renewed.

d. **For Default or Breach.**

i. Either City or Consultant may terminate this contract in the event of a breach of the contract by the other. Prior to such termination the party seeking termination shall give to the other party written notice of the breach and intent to terminate. If the party committing the breach has not entirely cured the breach within 15 days of the date of the notice, or within such other period as the party giving the notice may authorize or require, then the contract may be terminated at any time thereafter by a written notice of termination by the party giving notice.

ii. Time is of the essence for Consultant's performance of each and every obligation and duty under this contract. City by written notice to Consultant of default or breach may at any time terminate the whole or any part of this contract if Consultant fails to provide services called for by this contract within the time specified herein or in any extension thereof.

iii. The rights and remedies of City provided in this subsection (d) are not exclusive and are in addition to any other rights and remedies provided by law or under this contract.

e. **Obligation/Liability of Parties.** Termination or modification of this contract pursuant to subsections a, b, or c above shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination or modification. However, upon receiving a notice of termination (regardless whether such notice is given pursuant to subsections a, b, c or d of this section, Consultant shall immediately cease all activities under this contract, unless expressly directed otherwise by City in the notice of termination. Further, upon termination, Consultant shall deliver to City all contract documents, information, works-in-progress and other property that are or would be deliverables had the contract been completed. City shall pay Consultant for work performed prior to the termination date if such work was performed in accordance with the Contract.

11. **Independent Contractor Status:** Consultant is an independent contractor and not an employee of the City.

Consultant shall have the complete responsibility for the performance of this contract. Consultant shall provide workers' compensation coverage as required in ORS Ch 656 for all persons employed to perform work pursuant to this contract. Consultant is a subject employer that will comply with ORS 656.017.

12. **Assignment and Subcontracts:** Consultant shall not assign this contract or subcontract any portion of the work without the written consent of City. Any attempted assignment or subcontract without written consent of City shall be void. Consultant shall be fully responsible for the acts or omissions of any assigns or Subcontractors and of all persons employed by them, and the approval by City of any assignment or subcontract shall not create any contractual relation between the assignee or subcontractor and City.

13. **Default.** The Consultant shall be in default of this agreement if Consultant: commits any material breach or default of any covenant, warranty, certification, or obligation it owes under the Contract; its QRF status pursuant to the QRF Rules or loses any license, certificate or certification that is required to perform the Services or to qualify as a QRF if consultant has qualified as a QRF for this agreement; institutes an action for relief in bankruptcy or has instituted against it an action for insolvency; makes a general assignment for the benefit of creditors; or ceases doing business on a regular basis of the type identified in its obligations under the Contract; or attempts to assign rights in, or delegate duties under, the Contract.

14. **Insurance.** Consultant shall at its own expense provide the following insurance:

a. **Worker's Compensation** insurance in compliance with ORS 656.017, which requires subject employers to provide Oregon workers' compensation coverage for all their subject workers

b. Professional Liability insurance with a combined single limit, or the equivalent, of not less than Enter one: \$200,000, \$500,000, \$1,000,000, \$2,000,000 or Not Applicable for each claim, incident or occurrence. This is to cover damages caused by error, omission or negligent acts related to the professional services to be provided under this contract.

c. General Liability insurance with a combined single limit, or the equivalent, of not less than Enter one: \$200,000, \$500,000, \$1,000,000, \$2,000,000 or Not Applicable for each occurrence for Bodily Injury and Property Damage.

d. Automobile Liability insurance with a combined single limit, or the equivalent, of not less than Enter one: \$200,000, \$500,000, \$1,000,000, or Not Applicable for each accident for Bodily Injury and Property Damage, including coverage for owned, hired or non-owned vehicles, as applicable.

e. Notice of cancellation or change. There shall be no cancellation, material change, reduction of limits or intent not to renew the Insurance coverage(s) without 30 days' written notice from the Consultant or its insurer(s) to the City.

f. Additional Insured/Certificates of Insurance. Consultant shall name The City of Ashland, Oregon, and its elected officials, officers and employees as Additional Insureds on any insurance policies required herein but only with respect to Consultant's services to be provided under this Contract. The consultant's insurance is primary and non-contributory. As evidence of the insurance coverages required by this Contract, the Consultant shall furnish acceptable insurance certificates prior to commencing work under this contract. The certificate will specify all of the parties who are Additional Insureds. Insuring companies or entities are subject to the City's acceptance. If requested, complete copies of insurance policies; trust agreements, etc. shall be provided to the City. The Consultant shall be financially responsible for all pertinent deductibles, self-insured retentions and/or self-insurance.

15. **Governing Law; Jurisdiction; Venue:** This contract shall be governed and construed in accordance with the laws of the State of Oregon without resort to any jurisdiction's conflict of laws, rules or doctrines. Any claim, action, suit or proceeding (collectively, "the claim") between the City (and/or any other or department of the State of Oregon) and the Consultant that arises from or relates to this contract shall be brought and conducted solely and exclusively within the Circuit Court of Jackson County for the State of Oregon. If, however, the claim must be brought in a federal forum, then it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon filed in Jackson County, Oregon. Consultant, by the signature herein of its authorized representative, hereby consents to the in personam jurisdiction of said courts. In no event shall this section be construed as a waiver by City of any form of defense or immunity, based on the Eleventh Amendment to the United States Constitution, or otherwise, from any claim or from the jurisdiction.

16. THIS CONTRACT AND ATTACHED EXHIBITS CONSTITUTE THE ENTIRE AGREEMENT BETWEEN THE PARTIES. NO WAIVER, CONSENT, MODIFICATION OR CHANGE OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH PARTIES. SUCH WAIVER, CONSENT, MODIFICATION OR CHANGE, IF MADE, SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. CONSULTANT, BY SIGNATURE OF ITS AUTHORIZED REPRESENTATIVE, HEREBY ACKNOWLEDGES THAT HE/SHE HAS READ THIS CONTRACT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

17. **Nonappropriations Clause. Funds Available and Authorized:** City has sufficient funds currently available and authorized for expenditure to finance the costs of this contract within the City's fiscal year budget. Consultant understands and agrees that City's payment of amounts under this contract attributable to work performed after the last day of the current fiscal year is contingent on City appropriations, or other expenditure authority sufficient to allow City in the exercise of its reasonable administrative discretion, to continue to make payments under this contract. In the event City has insufficient appropriations, limitations or other expenditure authority, City may terminate this contract without penalty or liability to City, effective upon the delivery of written notice to Consultant, with no further liability to Consultant.

Certification. Consultant shall sign the certification attached hereto as Exhibit A and herein incorporated by reference.

Consultant:

City of Ashland

By _____

By _____

Signature

Department Head

Richard Brady

Print Name

Print Name

President

Title

Date

W-9 One copy of a W-9 is to be submitted with the signed contract.

Purchase Order No. _____

APPROVED AS TO FORM

DM
Ashland Asst. City Attorney

Date *12/28/15*

EXHIBIT A

CERTIFICATIONS/REPRESENTATIONS: Contractor, under penalty of perjury, certifies that (a) the number shown on the attached W-9 form is its correct taxpayer ID (or is waiting for the number to be issued to it and (b) Contractor is not subject to backup withholding because (i) it is exempt from backup withholding or (ii) it has not been notified by the Internal Revenue Service (IRS) that it is subject to backup withholding as a result of a failure to report all interest or dividends, or (iii) the IRS has notified it that it is no longer subject to backup withholding. Contractor further represents and warrants to City that (a) it has the power and authority to enter into and perform the work, (b) the Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms, (c) the work under the Contract shall be performed in accordance with the highest professional standards, and (d) Contractor is qualified, professionally competent and duly licensed to perform the work. Contractor also certifies under penalty of perjury that its business is not in violation of any Oregon tax laws, and it is a corporation authorized to act on behalf of the entity designated above and authorized to do business in Oregon or is an independent Contractor as defined in the contract documents, and has checked four or more of the following criteria:

- (1) I carry out the labor or services at a location separate from my residence or is in a specific portion of my residence, set aside as the location of the business.
- (2) Commercial advertising or business cards or a trade association membership are purchased for the business.
- (3) Telephone listing is used for the business separate from the personal residence listing.
- (4) Labor or services are performed only pursuant to written contracts.
- (5) Labor or services are performed for two or more different persons within a period of one year.
- (6) I assume financial responsibility for defective workmanship or for service not provided as evidenced by the ownership of performance bonds, warranties, errors and omission insurance or liability insurance relating to the labor or services to be provided.

Contractor's Compliance with Tax Laws.

1. Contractor must, throughout the duration of this Contract and any extensions, comply with all tax laws of this state and all applicable tax laws of any political subdivision of this state.
2. Any violation of subsection 1 of this section shall constitute a material breach of this Contract. Further, any violation of Contractor's warranty that Contractor has complied with the tax laws of this state and the applicable tax laws of any political subdivision of this state also shall constitute a material breach of this Contract. Any violation shall entitle City of Ashland to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract, at law, or in equity, including but not limited to:
 - a. Termination of this Contract, in whole or in part;
 - b. Exercise of the right of setoff, and withholding of amounts otherwise due and owing to Contractor, in an amount equal to State's setoff right, without penalty; and
 - c. Initiation of an action or proceeding for damages, specific performance, declaratory or injunctive relief.City of Ashland shall be entitled to recover any and all damages suffered as the result of Contractor's breach of this Contract, including but not limited to direct, indirect, incidental and consequential damages, costs of cure, and costs incurred in securing a replacement contractor.

These remedies are cumulative to the extent the remedies are not inconsistent, and City of Ashland may pursue any remedy or remedies singly, collectively, successively, or in any order whatsoever.



Contractor



(Date)

EXHIBIT B

**City of Ashland
LIVING
WAGE**

ALL employers described below must comply with City of Ashland laws regulating payment of a living wage.

\$14.42 per hour effective June 30, 2015

(Increases annually every June 30 by the Consumer Price Index)



Employees must be paid a living wage:

- For all hours worked under a service contract between their employer and the City of Ashland if the contract exceeds \$20,142.20 or more.
- For all hours worked in a month if the employee spends 50% or more of the employee's time in that month working on a project or

portion of business of their employer, if the employer has ten or more employees, and has received financial assistance for the project or business from the City of Ashland in excess of \$20,142.20.

- If their employer is the City of Ashland including the Parks and Recreation Department.
- In calculating the living wage, employers may add the value of health care, retirement,

401K and IRS eligible cafeteria plans (including childcare) benefits to the amount of wages received by the employee.

- Note: "Employee" does not include temporary or part-time employees hired for less than 1040 hours in any twelve-month period. For more details on applicability of this policy, please see Ashland Municipal Code Section 3.12.020.

For additional information:

Call the Ashland City Administrator's office at 541-488-6002 or write to the City Administrator, City Hall, 20 East Main Street, Ashland, OR 97520 or visit the city's website at www.ashland.or.us.

Notice to Employers: This notice must be posted predominantly in areas where it can be seen by all employees.

**CITY OF
ASHLAND**

ASHLAND PARKS AND RECREATION COMMISSION

340 S. PIONEER STREET • ASHLAND, OREGON 97520

COMMISSIONERS:

Mike Gardiner
Rick Landt
Jim Lewis
Matt Miller
Vanston Shaw



Michael A. Black, AICP
Director

TEL: 541.488.5340
FAX: 541.488.5314
parksinfo@ashland.or.us

PARKS COMMISSION STAFF REPORT

TO: Ashland Parks and Recreation Commission
FROM: Bruce Dickens, Parks Superintendent
DATE: January 12, 2016
SUBJECT: Oak Knoll Golf Course Clubhouse Repairs

BACKGROUND

Due to seasonal moisture at the Oak Knoll Golf Course clubhouse, many of the building's exterior perimeter beams are badly decayed.

A structural engineer with Ace Engineering, Allan T. Goffe, was asked to evaluate the extent of the damage and produce structural drawings and calculations toward obtaining permits and construction bids for repairing the problems. It was noted in his report that the decay likely occurred because the existing framing was not protected from rain and freezing conditions.

Recommendations for repairing the damage and preventing future occurrences included:

1. Additional framing
2. Roof sheathing
3. Roofing and rain gutters
4. Skylights to retain the open natural light of the seating area
5. Replacements of Glue Laminated Beams and many of the 4x12 rafters with new framing
6. Additional columns and footings to repair the sagging framework at two locations

The Work Plan

Staff took Goffe's plans to the City of Ashland Building Department and applied for permits. Permits are still under review and have not been issued at this time; however, the engineered drawings and calculations from Ace Engineering are suitable for soliciting bids from qualified contractors.

Two estimates were received:

1. The "Primary Scheme" came in at \$79,245. This design would not require all of the additional columns and would extend the roof and allow for skylights on the deck area.
2. A less expensive but adequate repair, termed the "Alternate Scheme," came in at \$44,886. This option would include removing all rotten materials and adding concrete columns to support the building. This method would limit us to repairing the building while not increasing roof size. Capital funds could not be used for this type of repair.

Recommendation

The Parks CIP budget for the 15-17 biennium is \$120,000. Year-to-date we have spent \$12,380, leaving a balance of 107,620.00.

Staff recommends moving ahead with the "Primary Scheme" for a total estimated cost of \$79,245. This would leave a balance of \$28,375 toward continuing with the development of cart paths or any other necessary repairs or improvements.

ASHLAND PARKS AND RECREATION COMMISSION

340 S. PIONEER STREET • ASHLAND, OREGON 97520

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PARKS COMMISSION STAFF REPORT

TO: Ashland Parks and Recreation Commission
FROM: Rachel Dials, Recreation Superintendent
DATE: January 19, 2016
SUBJECT: Siskiyou de Mayo Event-Information Only

BACKGROUND

In May of 2015, a small free event was held in the Lithia Park Butler Bandshell to give the community a preview of a new course offering based on Latin rhythm offered through APRC. The event featured Tony Sternad and his band along with dancers that showcased Latin music and dance. The small event was viewed as a success with as many as 150 people attending. Based on the turnout, APRC staff began pursuing the bigger idea of an annual music event. The Siskiyou de Mayo event was envisioned.

The event is designed to be an APRC annual event with numerous acts based on varied forms of international music and dance such as Taiko Drumming, Salsa, Middle Eastern belly dancing, Cuban and Brazilian Fusion and more. It is scheduled to take place on Saturday, May 14, 2016 from 1-6pm at the Lithia Park Butler Bandshell.

The event goal and planning is based on the idea of creating a free family-friendly music event that includes music from around the globe. The planning team agrees that May is a great time to establish an event as people seek more outdoor venues for recreation. The planning team consists of Tony Sternad and John Williams along with APRC staff Lonny Flora, Dorinda Cottle and Lori Ainsworth.

A large portion of this planning rests on the sponsorship endeavor over the next few months to create a small budget of \$3000-\$5000 to fund promotional materials, shirts, and pay for performers. Staff has created a brochure that includes the level of sponsorship to help guide the arrangement of the partnership. Partnerships will be a primary source for budget creation but will also include other organizations providing amenities, advertising, and event activities.

In addition to approximately eight musical and dance performances, local poets will join an MC to entertain crowds during set changes. Some performances will require amplification. Key staff members are working with the planning team to ensure that the APRC amplified sound policy at the Bandshell is closely monitored. Performers will include headlining act Salsa Brava followed by Dawn KC and Middle Eastern Belly Dancing, Cuban Rhumba, Brazilian Samba and Caribbean Pan Drumming.

Recommendation

This is information; no action is required.