

ASHLAND PARKS & RECREATION COMMISSION

340 S PIONEER STREET • ASHLAND, OREGON 97520

COMMISSIONERS:

Mike Gardiner
Joel Heller
Rick Landt
Jim Lewis
Matt Miller



Michael A. Black, AICP
Director

541.488.5340
AshlandParksandRec.org
parksinfo@ashland.or.us

MEMORANDUM

To: Senior Program Subcommittee
From: Michael Black, Director
Date: January 20, 2017
Subject: Senior Program Background

This meeting will mark our first Senior Program Subcommittee meeting. The goals of the subcommittee are as follows:

1. Through the gathering of information, gain a greater understanding of the senior program and the function it serves the citizens of Ashland;
2. Explore new ways of marketing and program innovation to ensure that the greatest number of citizens are benefited by the senior program;
3. Evaluate the organizational structure of the program and ensure that the organization of the senior program and the goals for innovation are aligned for efficiency and service delivery;
4. Seek advocates of the senior program and new ways to increase community involvement through volunteerism; and,
5. Evaluate the current senior program policies and create an official subcommittee of the Ashland Parks and Recreation Commission reporting directly the Commissioners to ensure collaboration and governance.

The first meeting primary will focus on the first three items of the agenda, which are:

1. The performance audit and APRC goals related to the Senior Program, and listening to the Senior Program Manager describe how she is planning to meet those goals.
2. The Senior Center Advisory Board. The advisory board has served at the request of the program manager for a long period of time and we hoping to guide the discussion towards their mission, by-laws and make-up.

3. The mission for the program. The manager will be able to explain the mission and how they use the resources they receive to meet their mission and the goals of the commission.

APRC Goals and Objectives

When the Commission adopted the goals and objectives for APRC in 2015, there were many objectives that generally referred to the senior program; however, there was one specific objective relating directly to the program. After the adoption of the strategic plan, management staff convened to create work plan action items to guide efforts related to the goals and objectives to and set measurable standards that could be evaluated periodically to gauge progress.

The objective and work plan action items related to the senior program are as follows:

Evaluate expanded and alternative use of the Senior Center to meet community needs.

- Action 1: Interview current staff to determine what is/isn't working.
- Action 2: Publish community survey on wants/needs for Senior Center programs.
- Action 3: Evaluate activities at site during on and off hours.
- Action 4: Evaluate current trends and best practices for multigenerational and intergenerational activities with a focus group.
- Action 5: Implement a program to address findings of above items.

I have asked the program manager to address these goals, objectives and work plan action items in the meeting on the 24th. She has also provided some background information in the binder that you have received.

Senior Center Advisory Board

Until May 1st of 2007 the senior program was operated by the City of Ashland. On May 1, 2007 a resolution was adopted by the City Council fully transferring the program into the care and facilitation of the Ashland Parks and Recreation Commission. The transfer of the program was for the "facilitation of all senior programs and activities for the City of Ashland," according to Resolution 2007-14.

Additionally, Res. 2007-14 authorized the Commissioners to create "an advisory committee for the senior program, if necessary." The resolution does not imply that a committee was transferred with the program.

Senior Program Budget

I thought it would also be helpful to know the actual budget for the program as you are reviewing all of the other related information. The following is the adopted 2016/17 budget:

1. Personnel, including all fringe benefits: \$192,540.00
2. Operations \$14,650

Attachment: 2015/17 Adopted Goals; City Council Resolution 2007-14; November 28, 2016 memo to Chris Dodson

ADOPTED
Ashland Parks and Recreation Commission
2015-17 Goals

January 26, 2015

Trails, Open Space and Land Conservation

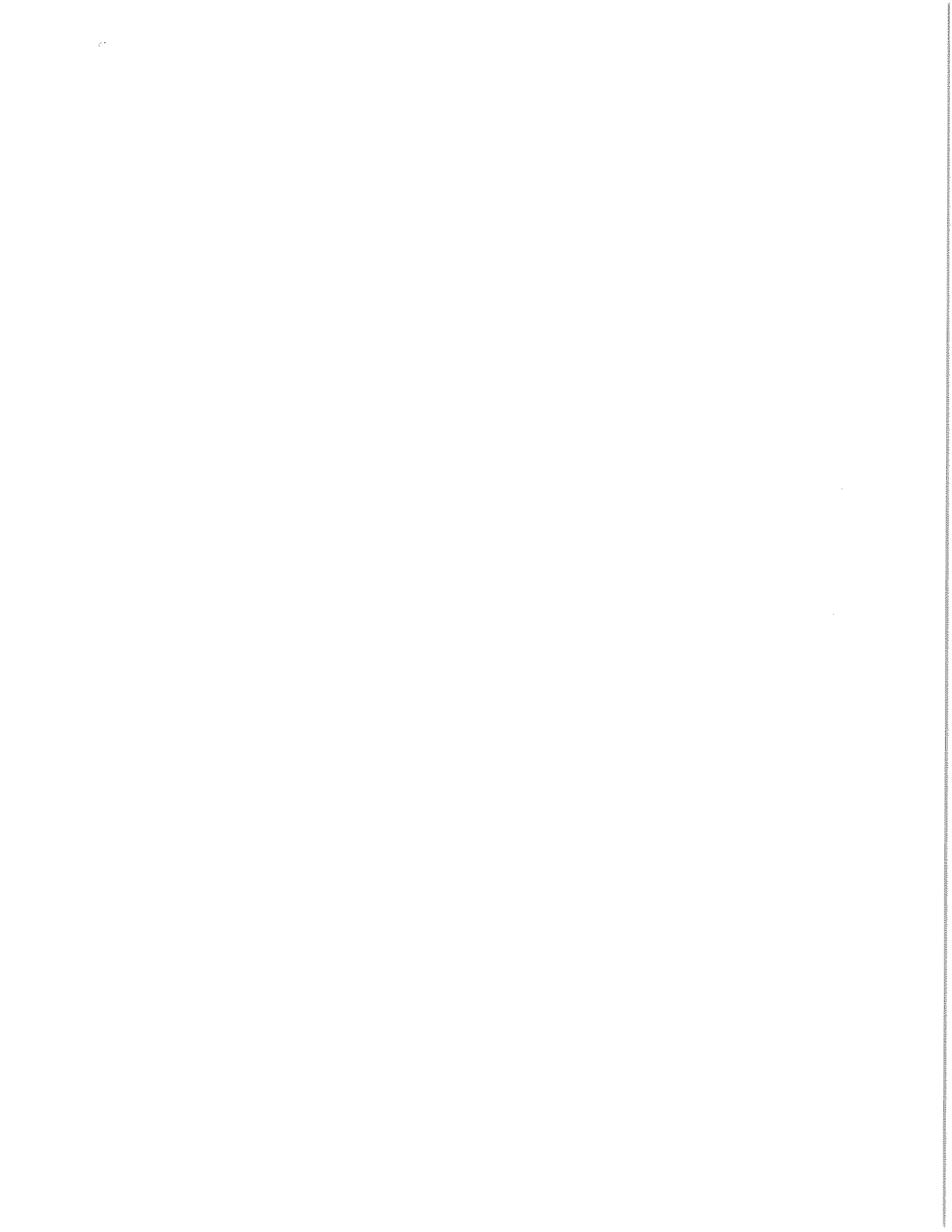
1. *In partnership with the City of Ashland and other stakeholders, review, update and implement the trails and open Space master plan.*
 - 1.1 Update Trails and Open Space Comp Plan. (6)●●▲
 - 1.2 Expand Bear Creek Greenway to its originally planned beginning/ending point at Emigrant Lake. (3)●▲
 - 1.3 In partnership with stakeholder groups, acquire the land on open space plan with emphasis on Grizzly Peak viewscape. (3)●▶
 - 1.4 Continue to expand the trail system in the watershed while addressing the need for user-specific and environmentally/eco-friendly trails. (2)▼

Volunteers

1. *Enhance and expand the Volunteer in Parks (VIP) program.*
 - 1.1 Enhance visibility to community of volunteer opportunities, such as the adopt-a-park program and trail maintenance and construction. (4)▼
 - 1.2 Develop a volunteer recognition program for individual recognition. (2)▼

Facilities and Programming

1. *Evaluate parks and recreation facilities and programs to ensure the quality of relevant programming and the highest and best use of facilities.*
 - 1.1 Work with the City to facilitate the full transfer of The Grove into the long-term care and control of APRC. (7)●●▶
 - 1.2 Look at possibility of outdoor fitness equipment for all ages. (3)▼
 - 1.3 Evaluate expanded and alternative use of the Senior Center to meet community needs.(3)▼
 - 1.4 Consider the addition of a “pump track” and bicycle skills park to an APRC facility.(1)▼
 - 1.5 Continue to enhance and expand events. (1)▼
 - 1.6 Add new recreation programs as needs are demonstrated by public support and best practices. (1)▼



2. Enhance Oak Knoll Golf Course program and facilities.

- 2.1 Install playground at OKGC. (2)▶
- 2.2 Evaluate the OKGC clubhouse for expanded use and improvements to facility and surrounding hardscape. (2)▶
- 2.3 Work towards achieving a higher cost recovery percentage. (2)▶
- 2.4 Evaluate the installation of a foot golf course within existing golf course. (1)▼
- 2.5 Evaluate dog policy at OKGC. (1)▼

3. Evaluate current capital projects for feasibility, relevancy and implementation planning.

- 3.1 Move forward with sidewalks on Winburn Way and Clay Street Dog Park. (7)●●▲
- 3.2 Evaluate all other current capital projects for potential inclusion or exclusion from the 15/17 budget. (3)▶

Planning & Development

1. Continue to build a relevant and functional parks and rec. infrastructure through master planning and implementation strategies.

- 1.1 Move forward with the process of selection for a consultant for the Lithia Park Master Plan and begin planning process. (5)●●▲
- 1.2 Evaluate all APRC facilities and structures for seismic and flood safety. (4)●▲
- 1.3 Ensure all approved capital projects are sufficiently planned and implemented on their own individual time lines. (3)▶
- 1.4 Ensure walking-distance park access for Ashland residents (.25 mile) while balancing the retention of natural green spaces. (2)▼
- 1.5 Work in conjunction with Community Development during the development application process to ensure compliance with APRC planning and goals. (2)▶
- 1.6 Develop a simple framework of projects to be completed each year projected out for the next two - four years with appropriate timelines, estimated costs and who has the responsibility to accomplish it. (1)▶
- 1.7 Ensure that all developed park spaces are accessible to the public and do not end up underutilized. (1)▼
- 1.8 Evaluate all parks for dog friendly options. (1)▼
- 1.9 Develop parks development standards and guidelines. (added after voting)▶

2. Partner with community stakeholders with similar missions to leverage assets and provide better public services.

- 2.1 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. (8)●●●▲
- 2.1 Explore options for cooperation between community partners, such as Ashland School District and APRC to share services and facilities. (3)▶

Organization

1. Promote Ashland Parks and Recreation as an exemplary organization.

- 1.1 Seek local and national recognition for the high level of achievement within the programs and facilities of APRC such as the NRPA Gold Medal Award. (3)▲
- 1.2 Continue APRC social networking strategies and invest in additional training of promotions employees to advance APRC's ability to effectively communicate through social media. (3)▶
- 1.3 Continue to educate public and council regarding the wide scope of park responsibilities and benefits. (2)▼

2 Promote professional development amongst staff.

- 2.1 Ensure that staff is provided with the opportunity for professional development for the succession of the employee and to ensure relevancy with parks and recreation current best practices. (3)▼

3 Continue to evaluate and implement financial programs and strategies for higher cost recovery and financial resiliency.

- 3.1 Work with the finance department to develop a simple budget report that a lay person can understand that explains our projected income and how our money is to be allocated towards staffing, capital projects, and other costs. (4)●▶
- 3.2 Evaluate and present a cost recovery implementation strategy for Commission approval. (2)▶
- 3.3 Seek opportunities to increase revenues across recreation programs. (1)▶

4 Maintain a capable and efficient organizational structure.

- 4.1 Implement a performance based non-cumulative bonus program for employees. (3)▶
- 4.2 Evaluate current organizational structure for strengths, weaknesses, opportunities and threats. (2)▶

Parks and Recreation Governance

1. Review the policies of the APRC and amend existing policies as well as develop and implement new policies as needed.

- 1.1 Complete the Style and Communication Guide per the adopted MOU. (3)●▲
- 1.2 Change language and culture in APRC communications so that directions and design flows to what is allowable i.e. minimize the "no," maximize the "yes." (2)▶
- 1.3 Rebrand Ashland Parks and Recreation "Department" as Ashland Parks and Recreation Commission. (2)▶

Parking Lot Items (This section is incomplete and constantly under review and amendment, and will not be considered part of the adopted goals)

1. Work on maintaining and improving relationships with City Council
2. Maximize transparency.
3. Serve as a role model for the community on environmental and sustainable best practices in park and structure design, construction and maintenance.

RESOLUTION NO. 2007-14

A RESOLUTION REPEALING RESOLUTION NOS. 81-20 , 81-63 ,89-14 AND
APPOINTING PARK COMMISSION TO FACILITATE SENIOR PROGRAM

Whereas, the Senior Program of the City of Ashland has changed over the years since its establishment; and

Whereas, the original Resolutions 81-20, as amended by 81-63 and 89-14 establishing the program and creating an organizational structure are no longer appropriate.

NOW THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF ASHLAND:

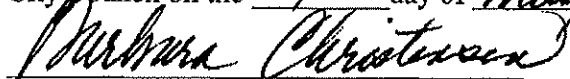
SECTION 1. That resolutions 81-20, 81-63 and 89-14 are repealed.

SECTION 2. The Parks and Recreation Department shall hereafter be responsible for facilitation of all senior programs and activities for the City of Ashland.

SECTION 3. Parks and Recreation will have the authority to create an advisory committee for the senior program, if necessary.

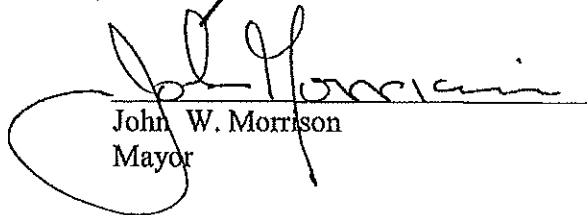
SECTION 4. This resolution shall become effective upon the signing of the Mayor.

The foregoing Resolution was READ and DULY ADOPTED at a regular meeting of the City Council on the 1 day of May, 2007.



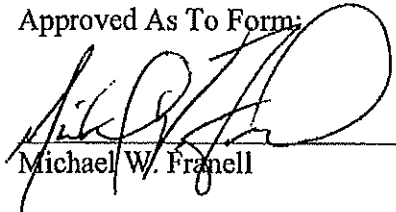
Barbara Christensen
City Recorder

Signed and Approved this 2 day of May, 2007



John W. Morrison
Mayor

Approved As To Form:



Michael W. Franel

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

MEMORANDUM

TO: Christine Dodson, Senior Program Manager

FROM: Michael Black, Director

DATE: November 28, 2016

SUBJECT: Preparation for Senior Center Subcommittee Meetings

I had a chance to talk to the Commissioners who represent the Senior Center Subcommittee last week. They discussed with me their desires for the process and listed a few goals they would like to accomplish through this process. Those goals are listed below:

1. Through the gathering of information, gain a greater understanding of the senior program and the function it serves the citizens of Ashland;
2. Explore new ways of marketing and program innovation to ensure that the greatest number of citizens are benefited by the senior program;
3. Evaluate the organizational structure of the program and ensure that the organization of the senior program and the goals for innovation are aligned for efficiency and service delivery;
4. Seek advocates of the senior program and new ways to increase community involvement through volunteerism; and,
5. Evaluate the current senior program policies and create an official subcommittee of the Ashland Parks and Recreation Commission reporting directly the Commissioners to ensure collaboration and governance.

I have taken this opportunity to explore the goals of the Commissioners prior to meeting with you and prior to the beginning of the evaluation of the program with the hope that it will be clear that this process is intended to promote the success of the Senior Center and its programs. As you can see by the goals of the Commissioners, this is true.

Home of Famous Lithia Park

The Commissioners have also informed me that they would like to have a few items prepared for them as they begin their evaluation. Please provide the following items for the subcommittee's review.

1. Cost Recovery Analysis for the Senior Center in the format provided;
2. Performance Audit Recommendations and Goals Summary – please provide a list of all recommendations from the performance audit related to the senior center evaluation with a reference to the performance audit;
3. Senior center advisory group agendas for the last two year – please also provide minutes if those are kept;
4. A list of who is on the advisory group including how long, when they came on and how long their terms are;
5. The current mission statement for the Senior Center;
6. An organizational chart of the Senior Center for paid employees and provide an explanation of their hours and duties;
7. A schedule showing how the Senior Center facility is used for at least a two-month time period – please include all classes including participation statistics;
8. A brief history of the Senior Center and its involvement in the community over the years;
9. A breakdown of the demographics of users and statistical use of the Senior Center for the current year – please do not include use of the center that is not managed by the Senior Center program staff;
10. An accounting of any funds that are earmarked for the Senior Center in the Ashland Parks Foundation budget; and,
11. A summary of the use of volunteers at the site and their capacity, including hours worked.

This is a pretty good list of items and I know it may take a few weeks to gather the information; however, we are considering having a meeting to discuss these items in January 2017. I would like these items delivered to me by the end of this calendar year so that I can review them with you prior to sending them to the Commissioners. I can assist with the cost recovery, however, the remaining items should be in your records and, hopefully, easily accessible.