

IMPORTANT: Any citizen may orally address the Parks Commission on non-agenda items during the Public Forum. Any citizen may submit written comments to the Commission on any item on the Agenda, unless it is the subject of a public hearing and the record is closed. Time permitting, the Presiding Officer may allow oral testimony. If you wish to speak, please out the Speaker Request Form located near the entrance to the Council Chambers. The chair will recognize you and inform you as to the amount of time allotted to you, if any. The time granted will be dependent to some extent on the nature of the item under discussion, the number of people who wish to speak, and the length of the agenda.



AGENDA FOR REGULAR MEETING

ASHLAND PARKS & RECREATION COMMISSION January 22, 2018 Council Chambers, 1175 E. Main Street

7:00 p.m.

- I. CALL TO ORDER
- II. APPROVAL OR ACKNOWLEDGEMENT OF MINUTES
 - a. Ad-Hoc Senior Program Advisory Committee—December 11, 2017
 - b. Trail Master Plan Committee—December 15, 2017
 - c. Regular Meeting—December 18, 2017
- III. PUBLIC PARTICIPATION
 - a. Open Forum
- IV. ADDITIONS OR DELETIONS TO THE AGENDA
- V. ELECTION OF OFFICERS (Action)
- VI. UNFINISHED BUSINESS
 - a. Ashland American Legion Baseball Banner Status Report (Information / Action)
 - b. APRC Adopted Goals—Updated/Amended (Action)
- VII. NEW BUSINESS
 - a. Recommendations of the Ad-Hoc Committee / ASPAC (Information / Possible Action)
- VIII. SUBCOMMITTEE AND STAFF REPORTS
 - a. Annual Forestry Division Report (Information)
- IX. ITEMS FROM COMMISSIONERS
- X. UPCOMING MEETING DATES
 - a. Ad-Hoc Senior Program Advisory Committee—February 12, 2018
 - Council Chambers, 1175 E. Main Street—3:15 p.m.
 - b. Study Session—February 12, 2018
 - The Grove, Otte-Peterson Room, 1195 E. Main Street—5:30 p.m.
 - c. Regular Meeting—February 26, 2018
 - Council Chambers, 1175 E. Main Street—7:00 p.m.
- XI. ADJOURNMENT
- XII. EXECUTIVE SESSION PURSUANT TO ORS 192.660 (2)(h)

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City of Ashland
PARKS AND RECREATION COMMISSION
AD-HOC SENIOR PROGRAM ADVISORY COMMITTEE (ASPAC)
MEETING MINUTES
December 11, 2017

Committee Members Present:

- Laura O'Bryon, RVCOG representative
- Anne Bellegia, OLLI Program Director
- Katharine Danner, Ashland At Home representative
- Jackie Bachman, Citizen Member (Senior Program patron)
- Marion Moore, Citizen Member (Senior Program yoga instructor)
- Mary Russell-Miller, Citizen Member (SOU faculty member)
- Rob Casserly, Citizen Member (SOU, OLLI Program Manager)
- Stef Seffinger, Ashland City Council
- Mike Gardiner, APRC Commissioner

Facilitator Present:

- Jon Lange, Jon Lange Consulting

Staff Members Present:

- APRC Recreation Superintendent Rachel Dials
- APRC Executive Assistant Susan Dyssegard

Committee Members and Staff Member Absent:

- Peggy Byrnes, Citizen Member (Senior Program patron)
- Jim Lewis, APRC Commissioner
- Michael Black, APRC Director

I. CALL TO ORDER

Facilitator Jon Lange called the meeting to order at 3:15pm at Council Chambers, 1175 E. Main Street in Ashland.

II. REMINDERS (Lange and Dials, 2 minutes)

Lange referenced the list of previously established ground rules posted again for review. He reminded everyone to speak into the microphone. Dials thanked all the volunteer committee persons for their service and time.

III. APPROVAL OF MINUTES (ASPAC, 5 minutes)

Bachman moved, Danner seconded approval of the meeting minutes dated November 13, 2017.

Suggested Amendments:

Bellegia of OLLI said page three included a reference about her encouraging ASPAC Committee members to “access the website.” She said the site she’d referred to was the SOSashland (Save Our Seniors) website. She also clarified a remark on page nine – a characterization attributed to her about “many” OLLI members being frail or otherwise physically challenged. Bellegia said the number was not large. She suggested restating that as “...some of whom....” She also said the list of OLLI members could not be provided, as the minutes reflected, due to the sensitivity of OLLI’s relationship with its members. Finally, the statement on page nine about OLLI’s outreach “as part of RVCOG” was incorrect. Corrected language was provided: “...as does RVCOG.”

Mary Russell-Miller asked that her name be included on the list of Survey Subcommittee members.

O’Byron of RVCOG said the minutes indicated, on page seven, that she had met with Senior Program staff; however, it was the RVCOG Senior Disability Services Direct Client Program Coordinator who met with Senior Program staff.

By unanimous vote, the ASPAC Meeting Minutes for November 13, 2017, were approved as amended.

IV. PUBLIC INPUT (20 minutes total; 3 minutes each)

Sandra Sawyer, Ashland, OR

[See full testimony](#)

Gwen Davies, Ashland, OR

[See full testimony](#)

V. GOAL OF ASPAC (Bachman, 15 minutes)

Bachman said that given the number of public comments regarding the goals and objectives of ASPAC, she wished to address the matter. She said the sole goal of ASPAC was to make program and services recommendations (related to the Ashland Senior Program) to the Ashland Parks and Recreation Commissioners. To do that, ASPAC was carrying out three key objectives: 1) gathering public input through listening sessions and a community survey; 2) using the knowledge and expertise of ASPAC members; and 3) seeking out and examining best practices and national standards of excellence for senior programs.

Bachman gave historical information on the establishment of senior centers in the United States as well as two organizations: The National Council on Aging (NCOA – established in the 1950s) and the National Institute for Senior Centers (NISC – established in 1970 based on established national standards of excellence). She said the first senior center was founded in 1943 in New York City. From that one center, 15,000 senior program were in place across the nation. She talked about the differences between senior centers and senior programs as they related to these two organizations. She said the goal of the NCOA was to work toward identifying benefits, health, independent living, jobs and active living opportunities for older

Americans. She said NISC enhanced the lives of seniors through its promotion of national standards of excellence and other guidelines.

NISC best practices were reviewed:

- Information and referral services
- Meal programs
- Health and wellness
- Social and community action opportunities
- Educational opportunities
- Arts and humanities programming
- Intergenerational activities
- Employment assistance
- Transportation services
- Volunteer opportunities
- Financial and benefits assistance

Bachman talked about each best practices category in terms of its current fulfillment level at the Ashland Senior Center. She said the best senior centers across the nation included such best practices elements in their service and program offerings. She hoped the group would keep these categories in mind as they moved through the process of establishing recommendations for the Ashland Parks and Recreation Commissioners.

Discussion

Gardiner commented that APRC had its own volunteer coordinator and it was possible to expand volunteer opportunities using her expertise. He said the current Ashland Senior Program had some portion of best practices in place and it would be possible to expand them.

Danner said she had been interested in hearing the definition of a senior center versus senior program—moving away from a one-location program to other areas at which services might be provided.

Bellegia acknowledged that there were probable limitations for growth based on funding for staff. She suggested being realistic about what might be possible for offerings based on staffing levels in coordination with volunteer efforts.

Bachman said the Standards of Excellence were the framework for this process and they went hand in hand with the best practices.

VI. SENIOR PROGRAM PROGRESS REPORT (DIALS, 5 MINUTES)

Dials provided an update on recent efforts and work associated with the Ashland Senior Program. A partial list included ongoing regular programming and services at the center, open 8:30am to 3:30pm Monday through Friday; annual Thanksgiving dinner held on November 20 with over 80 people in attendance, sponsored by Ashland Fire and Rescue; Food & Friends meals operated Monday through Friday from 11:30-12:30 at the center; Rogue World Music singing carols on

Wednesday, December 6; a holiday party coming up, sponsored by Ashland Rotary; and a lasagna holiday lunch scheduled for December 26. RVCOG bus passes and Valley Lift passes and coupon books were ongoing via regular mail and walk-in distribution. 160 ALIEAP (low income utility assistance) applications received so far; an open house scheduled at the center on Monday, December 18, providing the opportunity for the public to hear more about programs and services at the center and tour the facility. Dials said additional fun activities and events were planned at the center for 2018. An intergovernmental agreement was underway with RVCOG (Senior Disability Services) for utilizing one of their staff one full day per week, providing interim support services and referrals.

Bellegia asked Dials to comment about a reported decline in utilization and participation levels at the center, something she'd heard from community members, possibly caused by the absence of previous staff. Bellegia asked Dials whether she believed this to be true. Dials said she had noticed a slight decrease in the recent past; however, it appeared that things were back to normal based on figures noted in the "binder" and in her conversations with staff at the center.

Bellegia asked how people could channel their concerns if they felt they were not receiving the information they wanted or needed. Dials responded that they could call her directly or talk to the current full-time staff person at the center. She provided phone numbers for each.

Gardiner said he felt that some of the evening's public input was misplaced, in which it was stated that some of the photos or filming of Senior Program patrons was out of line on the part of APRC. He personally felt that APRC was trying to promote Senior Program offerings and services. In his conversations with a staff member at the center, it was perceived that participation levels were the same as before. He encouraged everyone to go to the City of Ashland website, read the monthly newsletter and visit the Senior Center to learn the programming and service offerings.

Speaking to what was perceived as the inappropriate use of images of seniors at the center, Bachman said that in some recent promotional materials for the center, a photo was included of seniors seated at a table. She asked whether a confidentiality standard had been broken with the use of that photo. Dials referenced a photo disclaimer that runs in every APRC PlayGuide, three times per year, stating that APRC may take and use photos of patrons in their publications and promotions. Dials acknowledged that staff needed to be more mindful of requesting whether people wished to have their images used; Bachman agreed and said this was another example of why the Standards of Excellence would serve as a strong guiding tool.

VII. SUBCOMMITTEE REPORTS (SUBCOMMITTEE CHAIRS; 15 MINUTES)

A. Partnerships Subcommittee (O'Bryon): O'Bryon said the Partnerships Subcommittee, consisting of Danner, Casserly, Bellegia, O'Bryon and Dials, met for the first time on December 8. She said regional partnerships were brainstormed, with some acknowledged as already established through the Ashland Senior Center. The center itself would continue to be the hub as services were expanded. Expanded support staff would assist with this growth. Leveraged resources would lead to enhanced services. She said the next Partnerships Subcommittee meeting was scheduled for December 13.

B. Community Assessment Subcommittee (Moore): Moore said the Community Assessment Subcommittee consisted of Bellegia, Russell-Miller, Byrnes, Moore and Black. The

group was handling just a portion of assessment: the survey portion. Moore acknowledged three other relevant community surveys in recent years: 1) the 2016 Ashland Senior Program Satisfaction Survey; 2) the 2015-16 Senior Needs Survey by RVCOG / SDS; and 3) the 2016 Ashland Community Livability Survey. She said ASPAC had already issued one survey about the people visiting the Senior Center, about which she reported at the last ASPAC meeting. She said the goal of the subcommittee was to collect information about needs within the senior community as well as those outside the senior community. She said this fairly broad scope of participants would be considered in terms of distribution methods.

Moore said the subcommittee felt that the feedback from the listening sessions should also be reflected in the survey. An initial survey was created and feedback was discussed. Another subcommittee meeting would be held, after the last listening session, to incorporate discussion points into the listening sessions. The goal there was to have the next subcommittee meeting and then prepare the survey by the next ASPAC meeting on January 8. Once presented to and approved by ASPAC, the survey would be prepared for distribution.

Moore said the survey would be conducted primarily through Survey Monkey, with a link posted on the City of Ashland / APRC and Ashland Senior Program websites. Flyers promoting the survey link would be posted at the Senior Center and elsewhere: retirement living communities, the library, The Grove, the Senior Center and so on. Paper surveys would also be available for mailing or bringing to the center upon completion. Survey input would also be accepted by telephone, with volunteers and staff receiving the calls and entering the data into Survey Monkey. The subcommittee had a goal to receive all responses by January 26, with data analysis conducted in time for the February 12 ASPAC meeting. Volunteers would be encouraged to assist with the survey process. The subcommittee also hoped that an article would be written and published in the local newspaper, including information about options for taking the survey. Currently, Bellegia was compiling / coordinating survey feedback from subcommittee members and including it within the draft survey.

Bellegia said OLLI members would have the opportunity to take the survey as well: approximately 1,100 people. As to the point made during public input about listening sessions taking place in December (inconvenient for some), Bellegia said public input *beyond the listening sessions* would also be included in the quantitative survey; members of the public were encouraged to call Bellegia, Dials or the center itself to provide their input.

Danner said the group was looking for input about how the Ashland Senior Program would enrich and enhance seniors' lives (beyond the senior facility); Russell-Miller said the subcommittee talked about the Senior Program being the focus of the survey, with the center being a piece of that program. Bellegia said the subcommittee also wanted to know what types of information or services seniors (on behalf of other seniors) were wanting to have when calling or visiting the Senior Center. Danner suggested also looking to the religious community for such input.

Speaking in her role as a City Councilor, Seffinger asked how the survey would interface with the structure of the City's vision, its strategic plan, its goals and objectives and actions to achieve them; i.e., senior needs in terms of the roles of City commissions such as Transportation, Public Housing and Emergency Preparedness. She spoke of the natural

disaster in Florida in which gaps in senior services were later clearly evident. She asked how to incorporate needs of seniors in City-wide planning efforts across all spectrums.

Bellegia said a question would be included on the survey about senior needs in terms of finances, transportation, housing, parking and so on—i.e., how people felt those needs were being served. As for City services for seniors, that goal might be better fulfilled through the City's 2018 livability survey (conducted every other year). She agreed that it was important to encourage City commissions to be sensitive to senior issues but felt those needs should be handled separately from how the APRC-managed Senior Program was operated.

Moore said the subcommittee hoped to keep the survey relatively short; however, it was already four pages long. In terms of tactically casting the survey net wider, Casserly suggested including the survey link in the monthly City Source newsletter provided to every City of Ashland utility account holder. Moore stated that she paid her bills online and didn't automatically see the newsletter but could find it on the City of Ashland website.

C. Listening Sessions / Open House Subcommittee (Bachman): Bachman said the listening sessions were scheduled for / advertised as December 13, 20 and 27, from 12:30 – 2:00pm at the Senior Center, with additional public input meetings held in January. She said the December schedule was not intended to get in the way of the holidays. The open house would be held on Monday, December 18, from 2:30 to approximately 3:30pm and again from 5:30 to approximately 6:30pm. The open houses were opportunities to provide information to families with elderly parents, seniors in the community wanting to know more about the Senior Center and Program and others with an interest in senior offerings. Dials said refreshments would be served and a comment and suggestion box available for anyone wishing to provide input at the open house sessions.

VIII. NATIONAL STANDARDS OF EXCELLENCE FROM NATIONAL COUNCIL ON AGING / NATIONAL INSTITUTE OF SENIOR CENTERS (Bachman, 15 minutes)

Bachman said the NISC developed the Standards of Excellence in 1978 as a reference guide for communities interested in developing senior centers. Over the years the standards became a guide for senior program self-assessments in three main areas: program development, program quality and program improvement. The standards were revised over the years and were now used as a senior program self-assessment accreditation tool. She said accreditation provided an opportunity for organizations with high community values to ensure that best practices were utilized while also holding up the standards for protecting best practices that could be evaluated and improved upon. This provided a measuring tool for self-assessment. She said the Ashland Senior Center already utilized many of the best practices outlined in the NCOA/NISC Standards of Excellence. The standards ensured that the best practices (necessary programs and services) were provided, evaluated and improved upon so that seniors' needs were addressed at the highest level. She reviewed the criteria within each standard:

1. Purpose and planning:

- a. Mission statement
- b. Planning document with goals, objectives and action plan
- c. Report of accomplishments, annual report

2. Community Connections:

- a. List of collaborative community partners
- b. Sample of cooperative agreement between Senior Center and Community partner
- c. Explanation of how the information and referral process is made available to seniors and the community
- d. Copy of marketing plan
- e. Copy of marketing materials
- f. News releases and news articles

3. Governance

- a. Documents or bylaws showing that the nine standards of excellence of the NISC are in progress of being met by the Senior Center Governing Board / Advisory Council
- b. Code of Ethics
- c. Conflict of Interest Statement
- d. List of committees/boards including members' names and affiliation or profession
- e. List of services that require certificates or inspections to be posted (restrooms, kitchen)

4. Administration and Human Resources

- a. Current resume for main administrator of Senior Center
- b. Job description for paid staff
- c. Organizational chart showing structure and lines of authority
- d. Personnel policies for paid staff
- e. Job descriptions for unpaid staff
- f. Volunteer Handbook for unpaid staff that includes policies

5. Program Development and Implementation

- a. Description of programs and services that meet Best Practices as described by NISC
- b. List of hours and locations of services and programs

6. Evaluation

- a. Senior Center's evaluation plan
- b. Examples of outcome-based evaluation, including baseline data, intended results, actual results, and how information was used in an improvement process.

7. Fiscal and Asset Responsibility

- a. Senior Center budget
- b. Monthly financial statements
- c. Current audits or financial reviews
- d. Written procedures for internal financial control
- e. Statement of insurance coverage
- f. Incident report form
- g. Disaster recovery or business continuity plan (Ex: fire, flood, earthquake)

8. Records and Reports

- a. Monthly or quarterly statistical report on programs and services
- b. Comparative year-end reports on programs and services for two separate years
- c. General participant record form
- d. Participant forms used for specific services or activities (Ex: field trips)
- e. Confidentiality policy
- f. Policies and Procedures manual

9. Facility and Operations

- a. Current pictures of Senior Center with outside signage
- b. List of transportation options
- c. Diagram of Senior Center layout
- d. Copy of safety procedures
- e. Preventive maintenance schedule
- f. Written procedure for rental to other groups or agreement for Senior Center to rent its space

Bachman said these nine major standards, all with measurable criteria, provided a framework for formulating ASPAC recommendations. As ASPAC coordinated the public comments and suggestions received from ASPAC meetings, listening sessions and so on, and analyzed the data received from the survey, each ASPAC member could consider the data viewed through his or her own specific knowledge and expertise. Committee members might be drawn to certain standards based on their specific expertise and knowledge. For example, a committee member might suggest revising the mission statement to allow the Senior Center to move toward a senior program standard. Bachman said these ASPAC recommendations would not be carried out by ASPAC itself but moved forward to the Ashland Parks and Recreation Commissioners, the Senior Program Manager, the standing Senior Program Advisory Committee members and staff. Bachman suggested that ASPAC members match their experience and knowledge to form draft recommendations to protect, build and improve upon the best practices, services and programs currently in place. Looking ahead, she suggested forming a subcommittee made up of the leads on ASPAC's current subcommittees: community partners, community assessment and listening sessions / open house. This subcommittee could be tasked with integrating the ideas and information into draft recommendations for the ASPAC February 12 meeting, with a goal toward finalizing the recommendations in March.

Bellegia asked for clarification: this subcommittee would not do the actual work of developing a marketing plan, for instance, but would define the ways in which these tasks could be handled. Bachman gave an example: the marketing toolkit was full of marketing plans. That reference tool could be used for creating similar standards for the Ashland Senior Program.

Danner said ASPAC was not empowered to handle the standards outlined by Bachman; it was not its own entity or able to operate at a grassroots level. Bachman agreed and said that was why it would be important to look for financial partners at the state, county and local levels. Gardiner said that before every biennium, APRC set its own biennial goals for structuring the APRC budget. APRC aligned its goals with City Council goals. There was an existing structure within the City for goal planning and monitoring.

Lange asked what kind of specificity would be needed by APRC for these recommendations? Gardiner said the recommendations coming out ASPAC would be front and center of the program management team. As a commissioner, he wouldn't be implementing the goal; Senior Program staff would be tasked with implementing it. Dials said the recommendations would need to be broader rather than more specific, utilizing a framework of the Standards of Excellence and Best Practices as outlined above.

Bellegia said the Standards of Excellence and Best Practices (framework) would help identify the qualifications needed for the Senior Program Manager recruitment. It would be an important part of adopting the goals. She said this would be useful to avoid the ambiguities of the program and the persons responsible for it.

Lange asked two questions based on Bachman's suggestions: 1) Form and 2) Structure. Dials said that in terms of structure, current City and APRC policies and procedures could be used / incorporated into documents. Moore said it would be good to think about recommendations that might be higher priorities than others. They could be more broad than specific. Bellegia asked for a definition of the process for recruitment of the Senior Program Manager and said the process needed to be open and handled with the greatest sensitivity. Dials said APRC was waiting for the ASPAC recommendations before moving forward with the recruitment process. She said APRC staff were currently working on the job description based on comments heard to date as well as a review of other similar positions in senior program agencies.

IX. ITEMS FROM COMMITTEE MEMBERS – ROUND TABLE (30 minutes)

Lange facilitated the round table comments of ASPAC members:

O'Bryon said ASPAC was fortunate in that this research on Standards of Excellence and Best Practices was already available. She said they would elevate the standards while assisting with identifying the highest priorities for the Ashland Senior Program. She said this was a rigorous timeframe but progress was being made and she thought the timeframe was achievable.

Casserly said he would need more time to process the information and formulate opinions about the matters under discussion.

Moore said the material before them established an excellent framework.

Gardiner said that the Standards of Excellence, number 3, "Governance," would be critical in terms of how the Senior Program functioned. Such a structure would help the commissioners help staff keep everything in line with the needs of the community and approved budgets.

Russell-Miller said that as a structure, this looked fine. She expressed concern that it sounded like ASPAC was almost starting from ground zero. She said ASPAC needed to be informed as to how the current elements looked; this was not a blank slate; ASPAC needed to know what was already in place.

As a former Parks Commissioner and now a City Councilor, Seffinger asked about the responsibilities of the Parks Commission in terms of providing recreation and social services to Ashland seniors. In the past, social services were the responsibility of the City and the county

and now they were on the plates of the Parks Commissioners. She asked whether APRC was given any funding from the City to provide such services. If they were the responsibility of APRC to provide, APRC would need to have additional funding.

Danner said she once served on a teen center advisory board; it became The Grove. She asked what the mandate was for the Senior Center within the City structure? The core issue was that the Senior Program was the only entity within the City with a finger in social services. She asked whether APRC was the best place to deliver such services and how large a staff would be needed to ensure that all of the social service components could be delivered for Ashland seniors.

Bellegia said Ashland had approximately 20,000 people so its Senior Program wasn't as robust as a larger city's but its structure and framework were adequate. An important element to consider would be referrals to social service organizations operated outside of the current Senior Program.

Bachman said carrying out the Standards of Excellence was achievable by looking at what was already in place and pulling elements together: current policies, procedures and so on. Once gathered, they could be reviewed in terms of being acceptable or needing upgrades or improvements. She said it was clear that the current Senior Program provided a very high level of value for Ashland citizens.

Gardiner said APRC worked through all of its processes via established goals and priorities. Changes to programs and services mid-biennium had budget impacts but were possible. He said recommendations, once established, needed to be realistic and prioritized.

Bachman said this was a lot of information. Most of the guiding information was located in the Standards of Excellence document. She suggested that ASPAC members look at that document, consider each member's experience, review the survey results once available, then form draft recommendations given each member's particular experience and knowledge. She suggested that the lead people from each subcommittee work within their subcommittees to pull together draft recommendations. ASPAC would work on the recommendations through December and January, with the goal of having a set of draft recommendations by the February 12 meeting. Once received from the subcommittees, ASPAC would prioritize the recommendations. In March, ASPAC would create and finalize the recommendations. Bachman spoke with concern about waiting to hire a Senior Program Manager until after the recommendations were completed. She said there was some urgency in doing this work well and getting it done. Given the knowledge on this committee, she felt this was achievable within the established timeframe. Bachman suggested using action verbs in creating the ASPAC recommendations. Once completed, Bachman said it would be up to the Parks Commissioners, Senior Program staff and the standing advisory council as to whether they wished to act on ASPAC recommendations.

Seffinger said some of the items on the Standards of Excellence list were under the control of the City Finance Department or other City departments.

X. NEXT MEETING DATE AND LOCATIONS (Dials, 2 minutes)

- January 8 from 3:15 to 5:15 pm – Council Chambers
- February 12 from 3:15 to 5:15 pm – Council Chambers

ADJOURNMENT

There being no further business, the meeting was adjourned at 5:17 p.m.

Respectfully submitted,

Susan Dyssegard, Executive Assistant
Ashland Parks and Recreation Commission

City of Ashland
PARKS AND RECREATION COMMISSION
TRAIL MASTER PLAN UPDATE COMMITTEE
MEETING MINUTES
December 15, 2017

PRESENT: **Parks Commissioners:** Jim Lewis, Mike Gardiner
 Additional Committee Members: Luke Brandy, David Chapman, Torsten Heycke, Stephen Jensen, Jim McGinnis (11:07)
 City and APRC Staff: APRC Director Michael Black; APRC Interim Parks Superintendent Jeffrey McFarland; APRC Forestry Division / Trails Supervisor Jason Minica; GIS Analyst Lea Richards
 APRC Minute-taker: Betsy Manuel

ABSENT: AFR Forestry Div. Chief Chis Chambers

I. CALL TO ORDER

Chair Chapman called the meeting to order at 10:00 a.m. at The Grove - 1195 E. Main Ashland, OR.

II. APPROVAL OF MINUTES

a. December 1, 2017

Richards reported changes to the Minutes as follows:

Page 1 Paragraph 4: "Caldwell explained that a loan was received from the City of Ashland's Water Quality Division..."

Should be: "Caldwell explained that a loan was received from the Oregon Department of Environmental Quality..."

Page 2 Paragraph 7: "It was noted that TID was responsible for the water while the City was responsible for maintenance in areas where easements are granted."

Should be: Deleted.

There followed a brief discussion about the ownership of the property and the responsible entity for maintenance of the TID ditch from Starlight to Wrights Creek. Richards explained that the City owns the property in that area and provides maintenance of the ditch. Jensen clarified that TID delivers water to that area.

Motion: Gardiner moved for approval of Minutes for December 1, 2017, as amended. Lewis seconded and the motion carried.

III. PUBLIC PARTICIPATION & GUEST SPEAKERS

There were none.

IV. ADDITIONS OR DELETIONS TO THE AGENDA

- ***Editing the Trails Master Plan Document***

There were no chapters ready for review.

- ***Jackson County Trails***

Richards noted that the Jackson County Parks and Rec Advisory Committee was the go-to entity regarding trails that are outside the jurisdiction of the City of Ashland. She recommended that the Advisory Board receive a copy of the updated Trails Master Plan upon completion.

Jensen commented that a significant portion of the Trails Master Plan addresses areas outside of Ashland's jurisdiction. He suggested that the Committee might prefer to collaborate on the Trails Master Plan given the Committee's charter. There followed a brief discussion about how to collaborate with or integrate into the Master Plan input from the Advisory Committee. Gardiner suggested contacting the group and arranging for a time to discuss the update of the Trails Master Plan. He stated that a presentation on the work of the Trails Committee would inform the Committee and allow for a determination of their interest in the projected updates.

Chapman proposed the addition of a list of groups that could be linked to the Trails Master Plan in some way – either as potential collaborators or those with jurisdictional authority over areas where trails could be developed or others who could provide support or act as a resource for trail development. McFarland noted that a similar list had been included in the Forestlands update.

Black cautioned that a partner list might generate assumptions that an entity or entities would be consulted prior to any changes to the Master Plan or activity related to potential trails. There followed additional discussion regarding collaboration with others interested in trail development within the Ashland area. It was agreed that the Jackson County Parks and Rec Advisory Committee should be kept abreast of trail development in areas such as the Imperatrice Property. McFarland noted that Southern Oregon Land Conservancy was also a valuable partner. Heycke proposed a conservative approach with regard to the inclusion of other groups interested in trails for uses that are not a part of the Trails Master Plan.

Chapman highlighted the potential for grant funding available through Oregon's Recreational Trails program. He stated that there was \$1.6 million in available funding – for purposes such as land acquisitions. The deadline for applications is April of 2018.

V. UNFINISHED BUSINESS

- ***Update on Using Google Docs to Update the TMP Document***

McFarland stated that Committee members Chapman, Richards and himself attended a meeting with the City Attorney and the City's IT representative to explore the possibilities of using Google Docs for editing the Trails Master Plan. He noted that the City was concerned about accessing and retrieving all activity regarding the Trails Master Plan. McFarland stated that the City must be prepared to submit all documentation should there be a public records request. One way to retain control of the document would be to appoint a City employee (in this case, Jeffrey McFarland) working in concert with the City IT Dept. (Eric Bruhn) to compile all of the editing done on a daily basis.

The second concern was in regard to public meetings. Members of officially appointed committees, such as the TMP Committee, are considered public officials in their work of updating the Trails Master Plan. Working together online to update the Trails Master Plan must comply with the rules in regard to public meetings. Deliberation* outside an official public meeting constitutes a violation of the public meeting laws. Chapman stressed that comments to one another are OK if there is no reply. Jensen stated that any issues with the comments can be addressed at the next public meeting. Black indicated that as long as it is treated like a radio broadcast and no one replies, the edits would remain in compliance. McFarland stated that edits could include comments as long as they do not create back and forth in any way. Jensen noted that the update was essentially a compilation of all the commentary that was collected during Committee meetings.

It was agreed that the new process would be less efficient because of the compliance issues. Black suggested working in subcommittees to decrease the number of steps in the process. He stated that a public record happens when someone (who is representing the City of Ashland) writes and sends information to someone else. He distinguished the difference between an official meeting (or public meeting) where there is no quorum and generating a public record. The work of a subcommittee becomes a public record where comments are traded about the work at hand. As long as there is no quorum present or in the case of an email, the commentary is between individuals and *no reply from others is generated*, there's no violation of the public meeting laws. Back and forth discussion with members of the Trails Update Committee constitutes a public meeting and should not be conducted outside the public's eye. Informal discussion-comments between three or less individuals on a TMP matter is ok with no back and forth. No decision can be made. The individuals would report to the Trails Master Plan Committee in a public meeting. With a quorum present, a decision can be made. The Committee in turn would report to the policymaking Board, asking that the decision be validated and adopted.

There followed discussion about editing processes. It was agreed that the words TMP would be listed on the subject line when sending all Committee correspondence by email. (i.e., edits, rough drafts and other work related to the Trails Master Plan update). McFarland would act as the appointed City official and keeper of the public records for the Trails Master Plan. Examples of how this would work were explored.

Black stated that talking to one another about the topic when not in a public meeting was not considered a public record because nothing was created. He indicated that an email would be considered a public record because a document was created. Black agreed to confirm the process with the City Attorney to ensure that the process was accurate.

McFarland summarized steps for working on an editable document. The City of Ashland would set up the original Trails Master Plan document on Google Docs. Committee members working on the document will be given email addresses that confine the information to those who are properly authorized within the City of Ashland. A designated City official will upload and save all edits each day. Chapman reiterated that the authorized official will be McFarland, with McFarland authorizing access to the document.

Jensen suggested that edits be completed in Word until Google Docs was worked out. McFarland suggested sending edits to him by email. Chapman explained that the emailed version could be put into Google Docs by the Administrator (McFarland) who would then assign it to the Chapter editor. When completed it will go back to the Administrator who will then authorize the two final editors (Jensen and Brandy) to further craft the Chapter into a consistent document. Heycke proposed waiting to edit until it could be completed in Google Docs. He stated that Google Docs had the capacity to track changes and record the complete history of any changes.

Further discussion focused on the technical aspects of editing and tracking changes, as well as how to catalogue pictures and maps. Heycke provided examples of the project as depicted in Google Docs. Black recommended that editing be confined to three people only – therefore avoiding possible conflicts with public meeting laws.

Chapman noted that there were several chapters that would not need significant editing. McFarland reviewed what was needed to bring chapters up to date. He supported a suggestion by Brandy to refer briefly to regional connections in individual chapters with more detailed information in the chapter that is devoted to regional trails. McFarland noted that there was a need for a Glossary and Bibliography. After some discussion, it was agreed that pictures would be emailed to McFarland who would keep them in a folder until needed. Chapman proposed a shot list for insertion into text where appropriate.

Brandy noted that the Chapter on regional trails would be longer than the original. He stated that there would be an occasional mention of other entities with vested interest in the trails.

VI. NEW BUSINESS

There was none.

VII. UPCOMING MEETING DATES

December 29, 2017 @ Community Development Bldg., Siskiyou Room, 10:00 a.m.

VIII. ADJOURNMENT

There being no further business, the meeting was adjourned at 11:30 a.m.

Respectfully submitted,

Betsy Manuel, Minute-Taker
Trail Ashland Parks and Recreation Commission

*Deliberation was defined as a back-and-forth discussion that leads to a decision. No decision can be made without a quorum and must be conducted in the public view.

These Minutes are not a verbatim record. The narrative has been condensed and paraphrased at times to reflect the discussions and decisions made. Ashland Parks and Recreation Commission Subcommittee meetings are digitally recorded and are available upon online.

City of Ashland
PARKS AND RECREATION COMMISSION
Regular Meeting Minutes
December 18, 2017

Present: Commissioners Gardiner (7:15), Heller, Landt, Lewis, Miller; Director Black; Interim Superintendent McFarland; Executive Assistant Dyssegard; Assistant Manuel
Absent: City Council Liaison Mayor Stromberg; Recreation Superintendent Dials

CALL TO ORDER

Vice Chair Landt called the meeting to order at 7:00 p.m. at The Grove, 1195 E. Main Street.

APPROVAL OR ACKNOWLEDGEMENT OF MINUTES

Trail Master Plan Committee—November 3, 2017—acknowledged
Trail Master Plan Committee—December 1, 2017—acknowledged

Study Session—November 20, 2017

Motion: Landt moved to approve the Minutes of November 20, 2017. Miller seconded.

Discussion:

Landt requested a correction as follows:

Page 4, Paragraph 4 Landt “talked about the cost to create Ashland Creek Park”
Should be: Landt “talked about the cost to create the Community Gardens at Ashland Creek Park”

Motion: Landt moved to approve the Minutes of November 20, 2017, as amended. Miller seconded.
The vote was all yes.

Regular Meeting—November 27, 2017

Motion: Lewis moved to approve the Minutes of November 27, 2017, as presented. Heller seconded.
The vote was all yes.

PUBLIC PARTICIPATION

- *Open Forum*

Sara-Lynne Simpson of 673 Berry Lane in Ashland was called forward.

Simpson stated that she was acting as a volunteer consultant to the Performing Arts Committee of Ashland SOS (Support Our Seniors). She noted that the organization in support of Ashland’s seniors was growing and had recently conducted a flash-mob event on the Plaza.

Simpson led public input in the form of a song, to the tune of “The Twelve Days of Christmas.” The title was “The Twelve Days in Ashland.”

ADDITIONS OR DELETIONS TO THE AGENDA

There were none.

UNFINISHED BUSINESS

- *Second Review of Community Garden Practices and Cost Recovery Discussion* (Information – possible action)

Nature Center Coordinator Jen Aguayo presented a PowerPoint with a proposed updated fee schedule for APRC's four community garden locations. She said her proposal was established around a prior discussion with the Commissioners about updated fee schedule goals for the gardens. Those goals included:

- Balance fee inequities between gardens
- Increase cost recovery (currently at 18%)
- Keep the community gardens affordable to citizens

Aguayo provided examples of fees charged elsewhere, comparing the cost of a 400 square foot garden in Portland, Oregon (\$110 annually) to a 400 square foot garden in Corvallis, Oregon (\$55 annually) to another one in Eugene, Oregon (\$55 annually). Using a fee of \$.60 per square foot in Ashland, a comparable plot would cost \$240 for the season – far outside a median range.

Aguayo said that to achieve equity between gardens, fees for some smaller plots would have to be lower while some larger plots would have to be higher. On that basis, the fee schedule would promote consistency but it would not address the disparity between gardens. Aguayo explained that a suggestion made by gardener Carol Carlson to develop a standard base fee in addition to a fee per square foot was under consideration. Using a point system, gardens could be ranked by the number of amenities provided. The proposed point system would be calculated based on the number of gardeners benefited, the level of maintenance required and the expenses involved.

Aguayo detailed the amenities associated with each garden and talked about staff time and volunteer hours needed for the gardens. A template was created to take into account all of the elements and calculations were developed for fees ranging from \$.25 to \$2.00. Using that model, Aguayo said the most equitable fee was \$.75 cents. Full cost recovery was approximately \$1.40 per square foot by comparison. She asked that the Commissioners consider two options designed to address the disparity between the gardens: a base fee of \$.75 per point and a square foot fee of \$.15 per square foot or \$1.00 per point and \$.15 per square foot. The first option would create a cost recovery ratio of 21%, the second 24%. In response to a question by Heller, Aguayo noted that the proposal was an effort to find an affordable middle ground. To balance the differences between the gardens, the Clay Street plots were described as the most disadvantaged and Ashland Creek Park plots were the most advantaged, given the amenities identified at each location.

Public Comment

Ann Cramer of Ashland was called forward.

Cramer noted that the staff proposals had not been available in advance for public review. She stated that the exercise seemed to be focused on financial matters rather than the community component of the gardens. Cramer described the community ideal as the comradeship in working together and the sharing between members of ideas, seeds and knowledge.

Cramer said the gardeners at Ashland Creek Park had worked hard to establish the garden as it was today, and many of the operational costs for plots, such as the Children's Garden, were absorbed by the gardeners themselves. She noted that gardeners advocated for 24 X 24 square foot plots in order to rotate crops each year.

Kathy Stashy of 133 Orange Avenue in Ashland was called forward.

Stashy recommended that the fees per plot be left as is, with the exception of the Ashland Creek Park garden fees. She suggested increasing those fees incrementally until they were more aligned with other gardens. She offered the analogy of rural property versus City property, noting that larger parcels of land tended to be less expensive than smaller City lots. Stashy also noted that the larger plots at the Ashland Creek Park used approximately the same amount of water as the smaller plots due to pathways and infrastructure.

With regard to the list of amenities, Stashy stated that those outside the gardens such as parking lots, shelters and restrooms should not be counted, while amenities within the garden such as spigots and sheds should.

Stashy proposed that the four-hour commitment by volunteers be counted as a portion of the cost recovery ratio. At \$20 per hour that would be an additional \$80 toward cost recovery.

Stashy suggested having the gardeners at Ashland Creek Park take responsibility for the Children's Garden and the Pollinator Garden, with the volunteer hours spent on those amenities factored in.

Commissioner Discussion

Heller stated that it didn't make sense to lower the fees for some gardens if the goal was to raise the percentage of cost recovery.

Lewis acknowledged the donated contributions to the Children's Garden that were in addition to the personal costs of gardening. He noted that cost recovery would rise if there were no discounts or decreases in fees at the smaller gardens. He agreed that the fees for the Ashland Creek Park gardens should be increased as appropriate.

Miller noted that the Commissioners had asked staff to equalize the costs between gardens – with an emphasis on achieving equity rather than increasing cost recovery.

Gardiner advocated for small increases that could be applied incrementally. He stated that in his opinion, the proposed increases were reasonable given annual increases in operating costs for utilities and maintenance.

Lewis noted that the details should include the cost for raised beds, since the expenses for creating them were absorbed by the gardeners themselves. He stated that it was also reasonable to increase the percentages of cost recovery given inflation and rising operating costs.

Black indicated that the cost of \$.48 per square foot—the median fee at Garden Way—could be used as a guide and other fees per square foot could be raised incrementally until they were equitable. There would be relevance in doing so and the logic would be apparent to those considering fees in the future.

Miller stated that, in his opinion, plots of land measuring the same size should have identical fees.

Heller pointed out the significant waiting list for Ashland Creek Park plots, which he felt could be—in part—because of the lower fees. He noted that the cost of growing a garden was a significant expense for a gardener.

Landt said APRC wanted to innovate with regard to fees but if they were to charge what the market would bear, it truly would be all about the money. He said there were other values at stake as exemplified by efforts to keep the costs down, hence the periodic reviews of cost recovery for APRC programs and services. Landt referred to the Ice Rink as an example, stating that over the weekend he had observed it teeming with people enjoying the day and the skating. Ice Rink cost recovery was at 64%, yet the fees for use of the Rink did not present a barrier.

Landt spoke in favor of maximizing the number of people with access to the gardens. He stated that although large plots were desirable, they posed limitations to the number of people who could participate. Landt indicated that the Parks Commission was in agreement that getting to equity was important, yet it would be difficult to achieve using the existing model. He stated that staff had done a great job of proposing a system that demonstrated possibilities for achieving equity and advocated for the square footage model, given that there were waiting lists and no apparent dissatisfaction. He proposed beginning with a square footage fee of \$.45, then gradually increasing fees

incrementally until equity was achieved and the square footage fee was at \$.60. For Ashland Creek Parks plots, it might mean a three or four-year process of gradual increases.

Aguayo noted that Clay Street Park gardeners had expressed dissatisfaction about the lack of amenities. She stated that in her opinion, Clay Street Park plots were overpriced and had been for some time.

There followed discussion about the cost per square foot and what various scenarios would look like. Lewis proposed adjusting the discounts to bump the proposed 21% cost recovery to 24%. Black stated that raising the cost of the plots at Clay Street Park to \$.60 per square foot would increase the cost by \$2. Discussion focused on the possibility of a hybrid solution. Landt agreed, stating that a 20 X 20 plot should cost no more than \$120.

Gardiner stated that he was in favor of small increases such as those outlined in Table B. He debated the impact of the point system – noting that even if not utilized at this point, the data was important for future discussions because garden differences had been quantified. He commented that his preference would be 21% with a cap of \$120 for the largest plots.

Heller suggested a system of adjustments that would accomplish APRC goals garden by garden. Black noted that equity could be achieved eventually once improvements were made to gardens with fewer amenities.

Motion: Heller moved to increase the fee to \$.45 per square foot for Clay Street Park plots, with Scenic Park and Garden Way Park plots remaining at \$.60. The Ashland Creek Park plots would be changed to .45 per square foot with the exception of the largest plots that would be limited to \$120 per season. Miller seconded.

Discussion

Landt proposed a friendly amendment that would increase fees for Ashland Creek Park plots incrementally over a three-year period, with a resulting 27% cost recovery.

In response to a question by Heller, Aguayo noted that Davis, California, had charged \$120 for 400 square foot plots. Amenities included tools, shade structures, cubbies and garden sheds, among others. She contrasted that with Clay Street Park where gardeners had to share water spigots.

After consideration of various fee schedules, Landt highlighted a comparison of the cost of 20 X 20 plots with the cost of 10 X 10 plots, suggesting that the 20 X 20 plots be capped at \$100 and the 10 X 10 at \$80. He proposed that those costs become part of the friendly amendment to the motion.

Motion: Heller moved to maintain the fees per garden plot for Scenic and Garden Way at \$.60 per square foot, with the fees at the Clay Street Park lowered to \$.45 per square foot and the Ashland Creek Park plots receiving gradual increases over a three-year period to arrive at \$.45 per square foot.

Discussion

Landt stated that an amendment to the motion had been made that would limit the cost for a 10 X 20 to \$80 per plot and the 20 X 20 to \$100 per plot, with Ashland Creek Park reaching \$.45 per square foot incrementally over three years.

Further discussion led to additional amendments to the motion to include a dollar figure of \$54 for the 10 X 12 plot at Ashland Creek Park.

Motion: Heller moved to maintain the fees per garden plot for Scenic Park and Garden Way Park at \$.60 per square foot; to lower the fees at Clay Street Park to \$.45 per square foot; and to set the plots at Ashland Creek Park

as follows: 10 X 12 at \$54 per year; 10 X 20 at \$80 per year; 20 X 20 at \$100 per year, with Ashland Creek Park fees applied incrementally over three installments.

The vote was yes by Gardiner, Heller, Miller and Landt
Lewis abstained

NEW BUSINESS

- ***2017 CUFR Review and Approval (Information – action)***

Black noted that a financial audit conducted each year resulted in a comprehensive audit report called the CUFR. The 2016/2017 audit report was unqualified, meaning there were no irregularities. He called for adoption.

Heller inquired about the areas where there were significant changes. Black explained that there were changes to the way property was valued. He described the example of a lease of property to the Oregon Shakespeare Festival each year. In previous years that property was not counted as a value. Due to changes in the reporting rules, the value of the land and improvements were now counted – resulting in a significant change in the value of assets. The second substantial change was with the reporting for PERS. APRC was now required to report future liabilities. It was believed that doing so would provide a clearer picture of future financial positions. Those changes resulted in the difference between \$2.568 million in liabilities and \$6 million.

Motion: Gardiner moved to approve the Ashland Parks and Recreation Commission CUFR for the period ending June 30, 2017, as presented. Miller seconded.

The vote was all yes.

SUBCOMMITTEE AND STAFF REPORTS

- ***Irrigation Division Annual Report (Information)***

Irrigation Supervisor Bill Miller noted that some changes had been made to the irrigation system over the past year. Specifically, nozzles and irrigation heads were exchanged and low-volume replacements installed. Because of the improvements and a lack of catastrophic pump failures, in addition to the wet weather, water consumption decreased by 1.2 million cubic feet. In response to a question by Heller, Miller noted that TID and domestic water uses were combined for the total.

Miller stated that approximately 75% of the water for Lithia Park flowed through the APRC pump system. With less down time this year, there were significant savings. Because of the wet spring, more water came from TID, further reducing domestic water use.

Miller reported that during the current winter, staff would focus on changing irrigation heads in the larger grassy areas. He stated that the purchase of an additional pump would reduce downtime and promote more efficient use of the water system. He stated that the Upper Duck Pond was operated with a three-pump system and in a good water year, two were sufficient, leaving the third pump as backup.

Miller highlighted communications, noting current use of a Motorola radio system. He stated that if the irrigation system developed a problem, staff had to respond in person whereas with a Smartphone and a cloud-based system, systems could be reset remotely during off hours. Talks were underway to determine whether the new system would be feasible.

Heller commented that at SOU they were able to measure soil saturation levels to determine watering needs and monitor the irrigation system more closely. Miller indicated that the system was worth discussing but it might be difficult to apply given the different climate environments cared for by APRC. He expressed interest in learning about the new technologies.

Black stated that the budget for water was \$350,000. If changes resulted in a 20% savings, those funds could be used for other purposes.

Miller stated that Western Division staff had started restoration project of the bandshell area in Lithia Park. Excavation had uncovered live galvanized pipe that was not connected to the system. Capping those could result in additional savings. Also under renovation were the planters on each side of the bandshell. Because they were made of old concrete, soil and water tended to deteriorate the planters. Renovations would include a rebuild of the planters and placement of potted vegetation instead of soil.

Miller commented that the Ice Rink had been set up in record time this year. He complimented the crew, noting that they worked tirelessly to complete the project in three days instead of a week. Miller noted that arborist Pete Baughman worked in Lithia Park every Wednesday during the fall months, pruning back dead and dying trees. Miller extended an invitation to watch Baughman at work. He also highlighted Western Division staff, noting that Trever Coster and Mark Reaves worked to maintain the grounds and did a great job, given the number of acres under their care. He said Robbie Fletes and Hanns Niedermeyer maintained the irrigation systems and it was inspiring to see the pride they showed in their work.

Miller reported that he and Joe Hyde conducted a tour of Lithia Park in December for the Lithia Park Master Plan consultants and it was a pleasure to offer such assistance.

- ***Q1 Goals Update and Performance Audit Recommendations Update (Information)***

Black briefly reviewed progress on APRC goals. He asked that the Commissioners consider an amendment to the top goal which was *"to pursue the evaluation of and funding for a re-build of Daniel Meyer Pool into a year-round eight-lane competitive aquatics pool."* He stated that APRC understood all that goal encompassed because extensive discussions about the potential project had taken place during the past three years. Black noted that the goal statement seemed to be somewhat misleading – especially for those who had not followed the process. He stated that it sounded like the community pool was going away and would be replaced by a competitive pool only. He proposed that the Commissioners reword the goal to more clearly convey the intent – i.e., that the project was intended as an enhancement to the Daniel Meyer community pool and changes would benefit the community at large *as well as* providing a place for competitive aquatics.

Landt commented that a second goal to *"facilitate a partnership between Parks and Recreation and a community partner such as the YMCA, SOU, and Ashland School District"* could be deleted. Black agreed, stating that the partnership element could be added to the aforementioned goal. It was also agreed that the updated goals would be placed on the January Regular Meeting Agenda.

In reference to the 2017 goals, Black noted that the goal to *"negotiate with the Ashland YMCA to rid APRC of the restrictive deed that currently governs the use of APRC's YMCA Park"* had been completed.

Black asked that the Commissioners review the recommendations from the Performance Audit and discuss the timing and importance of implementing Audit proposals. He explained that each recommendation was multi-faceted and a decision as to which elements were priorities and which were not would be helpful. It was agreed that a work session would be set aside to review the Audit recommendations and to suggest proposed rankings.

- ***Set 2018 Study Session and Regular Meeting Dates (Information)***

Dyssegard said APRC Study Sessions were generally held on the third Monday of each month and Regular Meetings on fourth Mondays. In 2018, for the months of January, February and May, national holidays would occur on those Mondays, interfering with the regular schedule; therefore, staff was suggesting alternate Mondays. Black said it was difficult to have a Regular Meeting on the fourth Monday in December due to the close proximity to

Christmas. He stated that the December Regular Meeting was typically held on the third Monday of the month, with no Study Session held in December.

Landt asked whether the Commissioners would be willing to move the December Regular Meeting to the second week of December; others concurred.

There followed additional discussion about the 2018 meeting schedule. Heller asked that future annual meeting schedules be determined in November—rather than December—for planning purposes. It was agreed that the Study Session tentatively scheduled for January 8, 2018, would be cancelled. It was further agreed that the December meeting would be held on December 10, 2018, and the February Study Session on February 12, with both May meetings occurring a week earlier than usual. With those changes, the Commissioners agreed to their 2018 meeting schedule, with all remaining meetings held as presented.

ITEMS FOR COMMISSIONERS

- ***“Park Views” Columns***

Gardiner asked for clarification about the writing assignments for *Tidings* “Park Views” columns. It was agreed that Commissioners Landt and Miller would write the January article about the Lithia Park Master Plan process. After that, each Commissioner would assign himself to two columns in 2018.

Heller asked about a possible article about the Ad-Hoc Senior Program Advisory Committee and its recommendations. Gardiner stated that the Committee was working hard to complete its process; however, an article should be deferred until ASPAC recommendations were received by APRC, discussed and adopted. He estimated that timeline to be April or May of 2018.

Landt said it was his understanding that “Park Views” assignments were flexible. If a topic became more timely than the assignments could be shuffled. Miller noted that there were regular topics to schedule as well – such as the awarding of the annual Ashland Parks Foundation grants. Dyssegard suggested scheduling the Ashland Parks Foundation “Park Views” column for April so readers could be notified and encouraged to submit grant applications.

UPCOMING MEETING DATES

Regular Meeting, January 22, 2017 @ Council Chambers, 1175 E. Main – 7:00 p.m.

ADJOURNMENT INTO EXECUTIVE SESSION

By consensus, Vice Chair Landt adjourned into executive session at 9:20 p.m.

Executive Session: Real Estate Discussion and Disposition, ORS 192.660 (2)(e)

ADJOURNMENT OUT OF EXECUTIVE SESSION

By consensus, Vice Chair Landt adjourned out of executive session at 10:00 p.m.

Respectfully Submitted,

Betsy Manuel, Minute-Taker

These Minutes are not a verbatim record. The narrative has been condensed and paraphrased at times to reflect the discussions and decisions. Ashland Parks and Recreation Commission Study Sessions and Regular meetings are digitally recorded and are available upon request. Regular Meetings are televised and available online.

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

PARKS COMMISSIONER STAFF REPORT

TO: Ashland Parks and Recreation Commissioners

FROM: Michael Black, Director

DATE: January 17, 2018

SUBJECT: 2018 Election of Officers

Action Requested

Election of Ashland Parks and Recreation Commission Chair and Vice Chair for 2018

Background

At this time each year the Commissioners elect their Chair and Vice Chair. Roles and duties associated with each position have been provided for your review.

Current positions are filled by:

Chair: Mike Gardiner
Vice Chair: Rick Landt

Recommendation:

Staff recommends that the Commissioners elect a Chair and Vice Chair for 2018.

Suggested Motions:

- *I make a motion to approve ____ as 2018 Chair of the Ashland Parks and Recreation Commission*
- *I make a motion to approve ____ as 2018 Vice Chair of the Ashland Parks and Recreation Commission*



Ashland Parks and Recreation Commission Officers

In January each year, the Commissioners select officers to serve for the calendar year. Officer positions include *Chair* and *Vice Chair*.

Roles and Duties of the Commission Chair

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

Roles and Duties of the Commission Vice Chair

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

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

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PARKS COMMISSIONER STAFF REPORT

TO: Ashland Parks and Recreation Commissioners

FROM: Rachel Dials, Recreation Superintendent

DATE: January 17, 2018

SUBJECT: Ashland American Legion Status Report (Information/Action)

Action Requested

Ashland American Legion Baseball is requesting placement of sponsorship banners on the outfield fences between the foul line and temporary fencing at North Mountain Park for the 2018 season.

Background

The season will begin in April and run through July 31, 2018. The program is meant to provide financial support for the development of student athletes.

Ashland American Legion made this same request in the 2017 season, but they were not able to implement the program in 2017. The commission approved this request in March of 2017 for North Mountain Park on the right field fence between the foul line and temporary fencing on baseball field #1.

Ken Buccino, Board Chair, will be at the meeting to answer any questions you may have regarding the request.

Recommendation:

Staff recommends approval of the request for Ashland American Legion Baseball banner placements for the 2018 season.

Attachments:

- Request letter from Ken Buccino, Board Chair of Ashland American Legion
- APCR Sponsorship and Advertising Policy

Ashland American Legion Baseball

January 5th, 2018

Re: American Legion Baseball Sponsorship Sign Request

Dear Ashland Parks and Recreation Commission members,

The Ashland American Legion Baseball Club respectfully requests an opportunity to attend your January meeting to propose a program that would allow us to display sponsorship banners on the outfield fences at North Mountain Park during the high school baseball season. Sponsorships are a pivotal part of our budget to support the success of Ashland High School through its baseball program.

We appreciate the commission's approval of a similar trial in 2017. We again envision a program similar to what has been successfully implemented at Hunter Park for Ashland Little League. Unfortunately, due to getting a late start in sponsor solicitation, we secured only one sponsorship at the level required for banner display for 2017. That sponsor graciously asked us to save the money needed for printing and spend it on the students. We therefore are unable to report how these banners were received.

We are hoping the commission will approve another 1-year trial so that we can fine-tune our program to secure more sponsors at a level needed for banner production. 3.5 x 8-ft banners would be displayed on the right field fence between the foul line and temporary fencing during the baseball season from April 1st through July 31st. Banner content will be screened by our board to ensure it follows the principles outlined in the Parks Commission advertising and sponsorship policy.

Thank you for your time and consideration in allowing me to come and discuss this further with you.

Sincerely,

Ken Buccino
Ashland American Legion Baseball—Board Chair



CITY OF ASHLAND
PARKS AND RECREATION COMMISSION
ADOPTED POLICIES

ADVERTISING AND SPONSORSHIP POLICY

INTRODUCTION

The Ashland Parks and Recreation Commission (APRC) welcomes partnership opportunities and sponsorships that enhance our ability to deliver parks and recreation services. It is our policy to actively seek sponsorships for events, services, parks and facilities from individuals, foundations, corporations, nonprofit organizations, service clubs and other entities that support the mission and goals of the APRC.

This policy sets guidelines for entering into sponsorship and advertising agreements.

PURPOSE

This policy increases APRC's ability to deliver services to the community and provide enhanced levels of service beyond core levels funded from the City of Ashland general fund.

In appreciation of such support, it is the policy of the APRC to provide suitable acknowledgement for sponsors' contributions. Such recognition shall adhere to the aesthetic values and purposes of the APRC's parks, facilities and services and shall not detract from other visitors' experiences nor violate any other adopted administrative or legislative policy.

AUTHORITY

The APRC Director or designee will make final decisions for sponsorship agreements, monetary and/or equipment donations with a cash value of less than \$10,000. Requests for all naming rights and sponsorship agreements and monetary and/or equipment donations that exceed \$10,000 will be forwarded to the Ashland Parks and Recreation Commission for consideration and final decisions.

CRITERIA FOR APPROVAL

Potential sponsors must demonstrate their compliance with the following criteria:

1. That an appropriate affiliation exists between the potential sponsoring organization, its mission and management with APRC's associated mission to provide and promote recreational opportunities and preserve and maintain public lands.
2. That the potential sponsoring organization is ready, both financially and organizationally, to enter into an agreement with APRC at the time of approval by the Commission.
3. That the potential sponsor has a positive record of responsible stewardship.
4. That associated start-up and maintenance costs of the project can be supported by the proposed budget.
5. That all requests are based on a need established by the APRC.
6. That the potential sponsoring organization's business is not substantially derived from any of the following activities:
 - i. The sale of alcohol, tobacco, firearms, intoxicants or pornography.
 - ii. Religion or politics.
 - iii. "Adult only."
 - iv. Products or businesses that are, or appear to be, in conflict with the mission or policies of the APRC.
 - v. Products or practices that are illegal.
 - vi. Products or businesses that would create a clear conflict of interest between APRC, its officers, agents or employees.

RECOGNITION OF SPONSORS

The following principles form the basis of recognition for sponsors:

1. APRC appreciates all sponsorships that enable it to further its mission.
2. In recognition of sponsors' contributions, preference will be given to providing a form of recognition that is not displayed within parks.
3. Recognition of sponsorship shall not suggest in any way the endorsement of sponsors' goods or services by APRC, or any proprietary interest of the sponsor in APRC.
4. All sponsorship agreements will be for a pre-defined period of time or life span of the asset or program being sponsored, whichever comes first.

TYPES OF RECOGNITION

Sponsors will be provided with a level of recognition commensurate with their contribution. In acknowledging a sponsor, preference will be given to an off-site form of recognition that may include one or more of the following:

1. A thank you letter.
2. Publicity through APRC's website, newsletters and/or media releases.
3. Events such as a press conference, photo opportunity, groundbreaking or ribbon-cutting ceremony.
4. Acknowledgement at civic functions.
5. Commemorative items such as a framed picture or plaque.
6. A register of sponsors that is publicly accessible online.
7. Acknowledgement on printed materials such as recreational program catalogs.

WHERE ON-SITE RECOGNITION IS TO BE PROVIDED, TYPES OF RECOGNITION:

1. Temporary signs, which may include the use of logos, acknowledging a sponsor during the construction and/or restoration phases of a particular facility, park or event.
2. Interpretive signs, which may include the use of logos.
3. Plaques or signs (limited to the life span of the asset).
4. Naming of a particular facility within a community center or park where a need has been established by APRC and the sponsorship covers the majority (>60%) of the cost of the facility. On-site recognition proposals should fit within current signs, plaques and memorials policy, be reviewed by the Signs and Plaques Subcommittee and/or be approved by the APRC.

Approved: August 31, 2015 by motion

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
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PARKS COMMISSION STAFF REPORT

To: Ashland Parks and Recreation Commissioners
From: Michael Black, APRC Director
Date: January 17, 2018
Subject: Goals Update

SUMMARY

At the last regular meeting of the Parks Commissioners, there was some discussion on one of the goals where it was felt that the current wording did not truly represent the actual nature of the goal. The goal was the rebuild of Daniel Meyer Pool for competition use. The actual intention of rebuilding DMP is to extend the life of the current community pool and add the ability for the double use of the pool as a lap pool with a seasonal cover.

The following amendment captures the true intent of the goal.

1. Facilitate a partnership between Parks and Recreation and a community partner, such as the YMCA, SOU and Ashland School District, to rebuild [the Daniel Meyer Community Pool and add a new competition-style year-round indoor swimming pool for the community element to the community pool.](#)

Staff is also recommending that the following goal be deleted as it is redundant:

- ~~1. Pursue the evaluation of, and funding for, a rebuild of Daniel Meyer Pool into a year-round eight lane competitive aquatics facility.~~

BUDGET IMPACT

N/A – This project does not have a funding source yet.

STAFF RECOMMENDATION AND REQUESTED ACTION

Request that the Commissioners amend the goal with the new language.

ASHLAND PARKS & RECREATION COMMISSION

340 S PIONEER STREET • ASHLAND, OREGON 97520

COMMISSIONERS:
Black, AICP

Mike Gardiner
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Michael A.
Director

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PARKS COMMISSION STAFF REPORT

To: Ashland Parks and Recreation Commissioners

From: Michael Black, APRC Director

Date: January 17, 2018

Subject: Recommendations of the Ad-hoc Senior Program Advisory Committee

BACKGROUND

For the past several years, the Senior Program (the “*Program*”) of the Ashland Parks and Recreation Commission (“*APRC*”) has been under review through several means, including the 2016 APRC Performance Audit Report performed by Matrix Consulting Group and the Senior Program Subcommittee (the “*Subcommittee*”) which was formed on October 24, 2016. The Subcommittee was formed “*to review the programs and activities of the Senior Program, to determine best practices for the center based on the desired outcomes of the Commissioners of APRC and to create goals and objectives for implementing those outcomes.*”

Most recently, in September of 2017, the Commissioners voted to create the Ad-hoc Senior Program Advisory Committee (ASPAC). The purpose of the ASPAC is to: “*serve the Commissioners of APRC in making recommendations on the [following] objectives:*”

- *Reposition operational oversight and management of the Ashland Senior Program back to the Recreation Division of APRC*
- *For a period of three to five months, focus on re-designing the Senior Program to make it more robust and more inclusive:*
 - *Ensure that throughout the transition, core services are preserved and the Center is open and accessible for seniors for scheduled appointments and classes and for drop-in visits.*
 - *During the transition period, develop a plan for invigorating and expanding the Senior Program and present it to the Commissioners for review.*

- *Perform multiple open house events and conduct a survey of the Ashland citizens covering all aspects of the Senior Program.*
- *Implement the plan for increasing recreation and other program offerings to better serve the senior population, and revise Senior Center functions, staffing and job descriptions accordingly.*
- *Throughout the process of reorganization and review, explore options to increase revenue to offset a portion of the costs associated with the expense of operating and maintaining the Senior Program*

On January 8, 2018, the ASPAC formed its first recommendations to be forwarded to the Parks Commissioners. The two recommendations were: a) adoption of the proposed description of the Senior Program; and b) Adoption of the proposed “essential elements” of a job description for a new senior manager.

Proposed Description of the Senior Program

The ASPAC has created a document, which is attached, that outlines their suggestions for the overall description of the Senior Program in its new form. The new program emphasizes the following:

- The high proportion of people aged 50+ in Ashland
- The vital nature of the Senior Program to APRC
- The formation of a separate division for the Senior Program
- The fostering of independence and quality of life for seniors
- The enhancement of Senior Programs
- The use of other venues and facilities throughout Ashland to promote the Senior Program and services for seniors
- The vital link that the Senior Program can provide to already existing services offered by other agencies
- Cooperation and partnerships with outside agencies that can benefit those in our community
- Inclusion of all those who need help, regardless of race, gender, ethnicity, income and mobility
- Promotion of trust and respect in and through the program
- The adoption of the national Standards of Excellence for Senior Centers as set forth by the National Institute of Senior Centers

The program description is an exciting development in the ASPAC process. The group unanimously accepted the description with the added emphasis of fostering outreach through the program. I have made some minor amendments to the program description from the way it was presented by the ASPAC. I have only added emphasis on the nature of the management relationship between the manager and the director.

The ASPAC is proposing that the new program not be part of the Recreation Division, but instead be a new and separate division under the Parks Director. In making this

recommendation, the ASPAC is also recommending that the professional level of desired knowledge and experience to fill the position of manager be at a higher level than the previous manager. The new manager would be a member of the upper management team of APRC and

would report directly to the Parks and Recreation Director.

I agree with the ASPAC in their assertion that the new and improved program will require a higher level manager and the autonomy that can come from managing their own division. In order to accomplish the goals of the new program description, the new manager must possess the skills and experience to:

- Represent the interests of APRC and the Senior Program on local, regional and State boards and commissions
- Provide leadership toward meeting the standards of the National Institute of Senior Centers
- Develop and apply appropriate tools for monitoring, analyzing and evaluating ASP activities related to program standards, including maintaining and managing records and participant data, conducting surveys of participants and prospective participants, and producing relevant reports including budget delivery
- Guide the development of Senior Programs to ensure consistency and coordination with other department and City of Ashland goals, programs and services
- Attend meetings and be utilized as a resource by other City of Ashland commissions on how Ashland seniors are impacted by programs within their respective areas of responsibility
- Connect seniors with resources for long term services and end-of-life planning
- Facilitate outreach, risk intervention and individual supports for Ashland seniors
Develop and monitor ASP budget, assist with commission budget planning
- Develop and implement funding strategies; identify and pursue potential new sources of funding for existing programs and funding sources for new programs, including donations, facility rentals, sponsorships and grants
- Administer approved contracts and agreements for services
- Recruit, train and supervise staff consistent with the City of Ashland employee policies and procedures
- Oversee the recruitment, training and supervision of ASP volunteers; assure that background checks of volunteers are accomplished in accordance with City of Ashland and APRC policy

Proposed Senior Program Manager Position

The ASPAC has also made a recommendation for the basic elements that will be necessary in a job description for the Senior Manger to ensure that the qualification and experience are appropriate to adequately mange the new program.

The main areas of duties and responsibilities that the ASPAC is recommending APRC focus on in creating the job description are (the full extent of the proposed duties and responsibilities are attached):

- **Planning and Development**
 - Develops long-range strategic plan with operational goals in meeting the needs of Ashland seniors, in conjunction with the Ashland Parks and Recreation Commissioners and APRC Director, and in alignment with the advice and

- recommends of the Senior Program Advisory Board
- Develops and maintains policies and procedures for ASP
- Researches new and emerging trends and best practices in senior services delivery and advancements in other agencies and Senior Programs
- **Programming and Evaluation**
 - Represents the interests of APRC and the Senior Program on local, regional and State boards and commissions
 - For seniors in the community, develops and implements new or expanded social services; recreational, educational, and social activities; special events and trips
 - Provides leadership toward meeting the standards of the National Institute of Senior Centers
 - Develops and applies appropriate tools for monitoring, analyzing and evaluating ASP activities related to program standards, including maintaining and managing records and participant data, conducting surveys of participants and prospective participants, and producing relevant reports including budget delivery
- **Fiscal Management and Funding**
 - Develops and monitors ASP budget, assists with commission budget planning
 - Develops and implements funding strategies; identifies and pursues potential new sources of funding for existing programs and funding sources for new programs, including donations, facility rentals, sponsorships and grants
 - Utilizes volunteer resources to minimize operational costs
- **Communications and Community Outreach**
 - Assures the creation of a marketing plan to build awareness and utilization of ASP services and programs by the greater community through social media, website, flyers, news releases, newsletters, brochures and public speaking
 - Establishes collaborative working relationships with governmental and non-profit agencies, senior communities, elected officials, Chamber of Commerce and business partners, healthcare providers, local media, cultural and educational organizations
 - Represents ASP at the RVCOG Senior Advisory Council and at other local, state and national organizations, as appropriate
- **Participant Relations**
 - Fosters an environment of camaraderie, mutual respect and trust where seniors are recognized as integral and valuable members of the community
 - Handles complaints; resolves grievances and conflicts
 - Maintains privacy of participant information
- **Personnel and Volunteer Management**
 - Recruits, trains and supervises staff consistent with the City of Ashland employee policies and procedures
 - Guides, directs and motivates subordinates; sets performance standards and monitors performance
 - Develops and builds staff teamwork; encourages mutual trust, respect and cooperation among team members and partners
 - Oversees the recruitment, training and supervision of ASP volunteers; assures that background checks of volunteers are accomplished in accordance with City of Ashland and APRC policy

The proposed list of duties and responsibilities is extensive and emphasizes the importance of a highly skilled and qualified leader who can coalesce and coordinate many different local, regional and State programs for the benefit of our seniors. The new manager will need to be an exceptional leader with the ability to build strong relationships and forge bonds with not only the seniors who use the center, but also with the leaders of local, county and state programs to ensure the highest level of service possible to our aging citizens.

The new manager will also be required to possess advanced communication skills and will represent APRC in all matters relating to aging and will be the expert resource regarding this same area. The new manager must possess the communication skills necessary to be an advocate for our oldest citizens, as well as younger seniors in our Ashland community.

The knowledge and skill required will include, but not be limited to, the following:

- The principles, practices, and philosophies of the field of gerontology
- Available public and private resources for aging services
- Budget preparation and controls
- Principles and practices of publicity and community relations
- Developing and implementing human services, recreational activities, health promotion and educational opportunities for older adults
- Establishing prioritizing and organizing work
- Decision making and problem solving
- Management, leadership and supervision
- Utilizing computer hardware and software including database management tools, and audiovisual equipment
- Interpersonal communication and relationships
- Oral and written communications

SUMMARY

The basic program description of the Ashland Senior Program is comprehensive and will suffice for the basic descriptor of the program. **I am recommending that the Commissioners approve the proposed program description** as it represents the basis of an enhanced and responsive Senior Program for the citizens of Ashland. As a new manager is hired and an advisory board is formed, I believe the new manager and board will want to hold strategic planning meetings where the mission, goals and objectives of the program will be better defined.

I am also requesting that the Commissioners approve the outline of the job description as I have detailed it above. The actual job description is an administrative matter that will need to be reviewed and approved by the legal department and HR prior to approval; however, the job description as proposed by the ASPAC provides the bulk of the job duties and responsibilities necessary to implement the new program. If approved, I plan to move forward ASAP with the finalization of the job description with legal and HR in order to move the hiring process along quickly.

BUDGET IMPLICATIONS

The recommendations being proposed in this memo are only the beginning of what we can expect to come from the ASPAC. With that in mind, I have to be cognizant of the budget

implications that will come from an enhanced Senior Program with a higher level manager. We expect that the ASPAC will also recommend expanded staffing which will require an increase in the Senior Program budget.

At this time, **the current budget of the Senior Program for 2018/19 will accommodate the proposal to hire a new manager without a budget adjustment.** Moving forward, however, I am working on a strategy to fund any proposed increase in services to the program. I expect that the ASPAC will be making a recommendation on a revised budget to accommodate their vision of the new program within the next two months. At the time that recommendation is made, I will brief the Commissioners on potential strategies to fund the new program should the Commissioners vote to uphold the ASPAC recommendations.

REQUESTED ACTION

Approval of the two recommendations of the ASPAC

SUGGESTED MOTION

“I move to approve the proposed description of the Senior Program as presented.”

“I move to approve the proposed outline of the job description as proposed and instruct staff to begin the process of recruitment for a new Senior Program Manager.”

ATTACHMENTS

- Proposed Ashland Senior Program Description
- Draft Job Description for Senior Manager from ASPAC
- Draft Job Description with suggested edits from Staff

PROPOSED ASHLAND SENIOR PROGRAM (ASP)
DESCRIPTION, GOVERNANCE AND LEADERSHIP
(WITH STAFF SUGGESTED EDITS)

PROGRAM DESCRIPTION

In recognition of the high proportion of Ashland citizens aged 50+, the Ashland Senior Program (ASP) is a vital division of the Ashland Parks and Recreation Commission (APRC). The ASP Manager provides daily oversight and management of the program with general supervision from the Director of APRC. The Ashland Parks and Recreation Director provides ASP oversight under the direction of the Ashland Parks and Recreation Commissioners. ASP administration and key services are located at the Ashland Senior Center at 1699 Homes Avenue in Ashland.

ASP shall foster independence and quality of life for seniors in the City of Ashland through programs at the Ashland Senior Center and other venues throughout APR and the greater community, as appropriate, and link participants with resources offered by other agencies.

As part of a comprehensive community strategy to meet the needs of older adults in Ashland, ASP either offers, or coordinates the offering of, a variety of individual and group services and activities that include but are not limited to:

- Information and referral services
- Financial and benefits assistance
- Health and wellness programs
- Meals program
- Arts and humanities programming
- Educational opportunities
- Recreational activities
- Social and community action opportunities
- Transportation assistance
- Volunteer opportunities

As a key service for those who seek senior social services for themselves or another individual, the Ashland Senior Program (ASP) shall assess needs and provide appropriate information and referral directly through (ASP), the Aging and Disability Resource Connection (ADRC) or other agencies.

ASP shall serve seniors of all races, genders, ethnicities and ensure the program is accessible to those of all income levels and mobility and engenders an atmosphere of trust and respect.

ASP is guided by the Standards of Excellence set forth by the National Institute of Senior Centers in its purpose and planning, community connections, governance, administration and human resources, program development and implementation, evaluation, fiscal and asset responsibility, records and report, and facility and operations.

ASHLAND SENIOR PROGRAM (ASP) MANAGER
(DRAFT – AS PRESENTED BY THE ASPAC COMMITTEE)

JOB DESCRIPTION

Summary

This position, under the supervision of the Ashland Parks and Recreation Director and in cooperation with the Senior Programs Advisory Board, provides oversight of the social services, programs, activities, and operations of the Ashland Senior Program including managing, staffing and budgeting.

Duties and Responsibilities

Planning

- Develops long-range strategic plan with operational goals in meeting the needs of Ashland seniors, in conjunction with the Ashland Parks and Recreation Commission (APRC) and APR Director, and in alignment with City of Ashland objectives as they relate to APRC
- Develops and maintains policies and procedures
- Determines appropriate staffing levels and qualifications to meet program goals and objectives within budgetary parameter and with the approval of the Ashland Parks and Recreation Director
- Researches trends and new information in senior services and developments in other agencies and senior programs
- Develops and implements, when necessary, emergency response policies and procedures for participants while at the Ashland Senior Center

Programming and Evaluation

- Directs the operation of ongoing ASP senior social services and enrichment activities
- For seniors in the community, develops and implements new or expanded social services; recreational, educational, and social activities; special events and trips
- Provides leadership toward meeting the standards of the National Institute of Senior Centers
- Develops and applies appropriate tools for monitoring, analyzing and evaluating ASP activities related to program standards, including maintaining and managing records and participant data, conducting surveys of participants and prospective participants, and producing relevant reports including budget delivery
- Coordinates with RVCOG Food & Friends program on the on-site meals program and home-delivery of meals
- Recommends changes in services, operations and facilities, including outdoor facilities
- Guides the development of senior programs to ensure consistency and coordination with other department and City of Ashland goals, programs and services

- Reviews all APR programs and facilities for access and utilization by seniors and makes recommendations for appropriate accommodations
- May be utilized as a resource by other City of Ashland commissions on how Ashland seniors are impacted by programs within their respective areas of responsibility
- Assures Ashland Senior Center provides for public safety and is properly maintained and secured
- Evaluates expanded and alternative uses of the Ashland Senior Center facilities in meeting community needs
- Investigates transportation options for increasing access to ASP services
- Connects seniors with resources for long term services and end-of-life planning
- Facilitates outreach, risk intervention and individual supports for Ashland seniors
- Administers City of Ashland senior assistance programs, as requested

Fiscal Management and Funding

- Develops and monitors budget, assists with department budget planning
- Develops and implements funding strategies; identifies and pursues potential new sources of funding for existing programs and funding sources for new programs, including donations, facility rentals, sponsorships and grants
- Utilizes volunteer resources to minimize staff costs
- Seeks utilization of other community facilities as an alternative to Ashland Senior Center expansion and possible need for ASP-funded transportation services
- Evaluates and adjusts hours of operation from a cost and participant service perspective
- Administers and revises contracts and agreements for services

Communications and Community Outreach

- Assures the creation of tactics to build awareness and utilization of ASP services and programs by the greater community through social media, website, flyers, news releases, newsletters, brochures and public speaking
- Establishes collaborative working relationships with governmental and non-profit agencies, senior communities, elected officials, Chamber of Commerce and business partners, healthcare providers, local media, cultural and educational organizations
- Represents ASP at the RVCOG Senior Advisory Council and at other local, state and national organizations, as appropriate

Participant Relations

- Fosters an environment of camaraderie, mutual respect and trust where seniors are recognized as integral and valuable members of the community
- Handles complaints; resolves grievances and conflicts

- Maintains privacy regarding health and financial circumstances

Personnel and Volunteer Management

- Recruits, trains and supervises staff consistent with the City of Ashland employee policies and procedures
- Guides, directs and motivates subordinates; sets performance standards and monitors performance
- Develops and builds staff teamwork; encourages mutual trust, respect and cooperation among team members
- Oversees the recruitment, training and supervision of ASP volunteers; assures that background checks are conducted on volunteers who are in unsupervised contact with participants

KNOWLEDGE AND SKILLS

- Knowledge of the principles, practices, and philosophies of the field of gerontology
- Knowledge of available public and private resources for aging services
- Knowledge of budget preparation and controls
- Knowledge of the principles and practices of publicity and community relations
- Skill in developing and implementing human services, recreational activities, health promotion and educational opportunities for older adults
- Skills in establishing prioritizing and organizing work
- Skills in decision making and problem solving
- Skills in management, leadership and supervision
- Skills in utilizing computer hardware and software including database management tools, and audiovisual equipment
- Skills in interpersonal relationships
- Skill in oral and written communications

JOB REQUIREMENTS

- Education and job experience that provides the above knowledge and skills
- Must have an Oregon driver's license and insurance or have access to transportation that enables fulfillment of job duties and responsibilities
- Must be available for an after-hours emergency or problem response

ASHLAND SENIOR PROGRAM (ASP) MANAGER/~~DIRECTOR~~

JOB DESCRIPTION

Summary

The Ashland Senior Program Manager~~This position is a senior management position within~~ APRC, and, under the general supervision of the ~~Ashland Parks and Recreation~~ APRC Director and in cooperation with the Senior Programs Advisory Board, provides oversight of the social services, programs, activities, and operations of the Ashland Senior Program including managing, supervising, staffing and budgeting.

Duties and Responsibilities

Planning

- Develops long-range strategic plan with operational goals in meeting the needs of Ashland seniors, in conjunction with the Ashland Parks and Recreation Commissioners (~~APRC~~) and APRC Director, and in alignment ~~with City of Ashland objectives as they relate to APRC~~ the advice and recommendations of the Senior Program Advisory Board
- Develops and maintains policies and procedures for ASP
- Determines appropriate staffing levels and qualifications to meet program goals and objectives within budgetary parameter and with the approval of the ~~Ashland Parks and Recreation~~APRC Director
- Researches new and emerging trends ~~and best practices and new information~~ in senior services delivery and ~~developments~~ advancements in other agencies and senior programs
- Develops and implements, when necessary, emergency response policies and procedures for participants while at the Ashland Senior Center

Programming and Evaluation

- Directs Manages the operation of ongoing ASP senior social services and enrichment activities
- Represents the interests of APRC and the Senior Program on local, regional and State boards and commissions
- For seniors in the community, develops and implements new or expanded social services; recreational, educational, and social activities; special events and trips
- Provides leadership toward meeting the standards of the National Institute of Senior Centers
- Develops and applies appropriate tools for monitoring, analyzing and evaluating ASP activities related to program standards, including maintaining and managing records and participant data, conducting surveys of participants and prospective participants, and producing relevant reports including budget delivery

- Coordinates with RVCOG Food & Friends program on the on-site meals program and home-delivery of meals
- Recommends changes in services, operations and facilities, including outdoor facilities
- Guides the development of senior programs to ensure consistency and coordination with other department and City of Ashland goals, programs and services
- Reviews all APR programs and facilities for access and utilization by seniors and makes recommendations for appropriate accommodations
- [Attends meetings and](#) ~~M~~ay be utilized as a resource by other City of Ashland commissions on how Ashland seniors are impacted by programs within their respective areas of responsibility
- Assures Ashland Senior Center provides for public safety and is properly maintained and secured
- Evaluates expanded and alternative uses of the Ashland Senior Center facilities in meeting community needs
- Investigates transportation options for increasing access to ASP services
- Connects seniors with resources for long term services and end-of-life planning
- Facilitates outreach, risk intervention and individual supports for Ashland seniors
- Administers City of Ashland senior assistance programs, as requested

Fiscal Management and Funding

- Develops and monitors [ASP](#) budget, assists with ~~department~~ [commission](#) budget planning
- Develops and implements funding strategies; identifies and pursues potential new sources of funding for existing programs and funding sources for new programs, including donations, facility rentals, sponsorships and grants
- Utilizes volunteer resources to minimize [staff operational](#) costs
- Seeks utilization of other community facilities as an alternative ~~to~~ [for the expansion of Ashland Senior Center services through the community, as well as the evaluation and possible expansion and possible need for of](#) ASP-funded transportation services
- Evaluates and adjusts hours of operation from a cost and participant service perspective
- Administers [approved and revises](#) contracts and agreements for services

Communications and Community Outreach

- Assures the creation of tactics to build awareness and utilization of ASP services and programs by the greater community through social media, website, flyers, news releases, newsletters, brochures and public speaking
- Establishes collaborative working relationships with governmental and non-profit agencies, senior communities, elected officials, Chamber of Commerce and business partners, healthcare providers, local media, cultural and educational organizations

- Represents ASP at the RVCOG Senior Advisory Council and at other local, state and national organizations, as appropriate

Participant Relations

- Fosters an environment of camaraderie, mutual respect and trust where seniors are recognized as integral and valuable members of the community
- Handles complaints; resolves grievances and conflicts
- Maintains privacy regarding ~~health and financial circumstances~~participant information.

Personnel and Volunteer Management

- Recruits, trains and supervises staff consistent with the City of Ashland employee policies and procedures
- Guides, directs and motivates subordinates; sets performance standards and monitors performance
- Develops and builds staff teamwork; encourages mutual trust, respect and cooperation among team members and partners
- Oversees the recruitment, training and supervision of ASP volunteers; assures that background checks ~~are conducted on volunteers who are in unsupervised contact with participants~~of volunteers are accomplished in accordance with City of Ashland and APRC policy

KNOWLEDGE AND SKILLS

The ASP Manager will possess knowledge and skills of:

- ~~Knowledge of t~~The principles, practices, and philosophies of the field of gerontology
- ~~Knowledge of a~~Available public and private resources for aging services
- ~~Knowledge of b~~Budget preparation and controls
- ~~Knowledge of the p~~Pinciples and practices of publicity and community relations
- ~~Skill in d~~Developing and implementing human services, recreational activities, health promotion and educational opportunities for older adults
- ~~Skills in e~~Establishing prioritizing and organizing work
- ~~Skills in d~~Decision making and problem solving
- ~~Skills in m~~Management, leadership and supervision
- ~~Skills in u~~Utilizing computer hardware and software including database management tools, and audiovisual equipment
- ~~Skills in i~~Interpersonal communication and relationships
- ~~Skill in o~~Oral and written communications

JOB REQUIREMENTS

- ~~Education and~~ [A bachelor's degree with coursework in gerontology, social services, or related field with appropriate](#) job experience that provides the above knowledge and skills
- Must have an Oregon driver's license and insurance or have access to transportation that enables fulfillment of job duties and responsibilities
- Must be available for an after-hours emergency or problem response