ORW ARCHITECTURE

Better Together

Facility Planning Optimization & Management Plan

for the City of Ashland, Oregon

2025

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Letter from the City Manager's Office

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Sabrina Cotta
City Manager
City of Ashland

On behalf of the City, I would like to extend my gratitude to our dedicated staff, elected officials, and consultants who contributed their time, expertise, and perspectives throughout the development of this Facilities Master Plan.

Like many municipalities, the City of Ashland faces the challenges of deferred maintenance, disjointed locations, and outdated facilities.

The purpose of this Facilities Master Plan is to approach our facilities with the same foresight, care, and strategic investment that we would expect in any sound community asset.

At the heart of this Facilities Master Plan is our commitment to creating and maintaining spaces that are safe, welcoming, and functional for both the public and the staff who serve them. This plan emphasizes right-sized facilities, appropriate buildings, in the right locations, aligned with the services they provide, and outlines strategies to ensure we not only build wisely, but also maintain our facilities for decades to come.

As such, I am proud to present the Facilities Master Plan as not only a roadmap for the next ten years, but also a commitment to responsible stewardship, to public service, and to the idea that our civic spaces should reflect the strength, vision, and vitality of the community they serve.

I look forward to working together to turn our plans into action.

Sincerely,

Sabrina Cotta

Contributors

City Staff

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City Departments

Ashland Fiber Network (AFN)

City Attorney

City Manager's Office

City Recorder

Community Development

- Planning Division
- Building Division

Electric

Finance

- Innovation & Technology (DoIT)
- Geographic Information Systems (GIS)

Fire and Rescue

- Administration
- Operations Division
- Wildfire and Community Risk Reduction Division
- Emergency Preparedness

Human Resources

Municipal Court

Parks and Recreation

Police

Public Works

- Cemeteries
- Engineering/Administration
- Facilities Maintenance
- Fleet Maintenance
- Streets
- Wastewater
- Water

Committees & Commissions

Planning Commission

Parks & Recreation Commission

Citizens' Budget Committee

Climate and Environmental Policy Advisory Committee (CEPAC)

Historic Preservation Advisory Committee

Housing and Human Services Advisory Committee

Municipal Audit Committee

Public Arts Advisory Committee (PAAC)

Social Equity and Racial Justice Advisory Committee (SERJAC)

Transportation Advisory Committee

2200 Ashland St Ad Hoc Committee

Affordable Childcare Ad Hoc Committee

View Parks Commission Advisory Committees (Senior Recreation Division, and Trails)

Right
Ashland Fire & Rescue Station No. 1

The City of Ashland is undertaking this Facility Master Plan to strategically assess and plan for the future of its municipal properties and infrastructure. With 272 full-time employees (FTEs) and ownership of 90 properties, 42 of which are managed by Ashland Parks and Recreation, the City has a broad portfolio of facilities that support a wide range of services. In addition, the City owns 51 segments of public right-of-way intended for return to adjacent property owners for ongoing maintenance. Together, these assets represent a significant portion of Ashland's urban footprint; according to the 2024 Buildable Lands Inventory (BLI) Report, public rights-of-way, parks, open space, and civil uses account for 27.8% of the City's total 4,358 acres.

The last facilities master plan was originally completed in 2008 by ORW Architecture. Since then, the City has undergone considerable structural reorganization across departments and facilities. The 2024 City Council-approved space needs analysis provides an opportunity to realign facility use with modern operational needs, improve public access and service delivery, and support staff collaboration. ***This plan focuses on understanding the current condition and life cycle of critical building components and offers recommendations for preservation, redevelopment, adaptive reuse, or divestment of existing facilities in the short, medium, and long term.***

The City is addressing multifaceted challenges, ranging from sustainability and affordability to aging infrastructure, with integrated and strategic solutions. This plan emphasizes collaboration across departments and community stakeholders to implement flexible, efficient, and effective infrastructure investments. It aligns with Goal 9.07.03 of the City's Comprehensive Plan, which calls for maximizing the use of educational and recreational resources through public, private, and municipal cooperation.

Ashland continues to make progress citywide. Notable 2024 and 2025 accomplishments include record service by the Ashland Fiber Network (4,285 customers), updated evacuation maps for emergency preparedness, land-banking six lots for future affordable housing in the Beach Creek subdivision, the elimination of all citywide minimum parking requirements, and emergency response to nearly 6,000 calls by Fire & Rescue and nearly 25,000 service calls by Police. These actions underscore Ashland's proactive approach to infrastructure, safety, and housing.

This master plan, led by ORW Architecture, provides a comprehensive framework to guide decision-making.

ORW facilitated the planning process, partnered with McKinstry to assess current facility conditions, and engaged City staff and leadership to understand operational needs. The result is a set of recommendations grounded in professional facility assessments and robust staff input, not constrained by

current financial conditions or political considerations. While reuse of existing buildings may offer interim solutions, the plan also evaluates opportunities for bold, long-term investments in new facilities that align with the City's evolving needs and priorities.

Ashland's History

We respectfully acknowledge that the land now known as Ashland is the ancestral homeland of the Ikirakutsum Band of the Shasta Nation. We honor the enduring presence and contributions of the Shasta, Takelma, and Athabaskan peoples, past, present, and future, whose traditional territories include the Ashland Watershed and greater Rogue Valley. This region remains home to vibrant Native communities whose deep cultural and spiritual connections to the land continue today. We also recognize the Shasta village of K'wakhakha, "Where the Crow Lights," once located at what is now the Ashland City Plaza.

Ashland's history is deeply tied to the natural resources and entrepreneurial spirit of its early settlers. Following the 1852 designation of Jackson County, residents constructed a water-powered sawmill along Ashland Creek to meet the local need for lumber. A flour mill soon followed, built at what is now the entrance to Lithia Park. These early businesses anchored the community around a central open space known as the Plaza, the heart of what would become the City of Ashland.

Ashland grew with the arrival of the railroad, and its identity was further shaped by the founding of the Oregon Shakespeare Festival in the 1940s. By the 1970s, tourism was firmly established as a major economic driver. The City's commitment to historic preservation also took root during this period, with the establishment of its first historic preservation committee. Today, Ashland remains home to many architecturally and culturally significant buildings and sites that reflect its rich heritage and reinforce the community's unique character.

The City continues to plan with sustainability and livability in mind. The City of Ashland has established two Climate Friendly Area (CFAs) overlay zones: one encompassing the railroad property and surrounding area, and another in the Transit Triangle. These CFAs are designed to support compact, mixed-use development and reduce reliance on personal vehicles. CFAs are intended to allow residents and visitors to meet most of their daily needs within a walkable or bikeable distance.

Southern Oregon University (SOU), with an enrollment of approximately 5,000 students, plays a prominent role in the city's landscape and economy. The university provides housing for over 1,200 students in various living arrangements and currently hosts the City's Emergency Operations Center (EOC). There is a growing need for a dedicated EOC facility to improve emergency response and coordination across city functions.

Population Projection

Ashland has experienced steady, modest population growth since its early days. The community began with just 50 residents in 1859 and grew to 300 by the time of incorporation in 1874. By 1900, the population had reached 3,000. Today, Ashland is home to approximately 21,500 residents. Long-range population projections estimate continued slow growth, with 22,553 residents by 2022, 25,208 by 2047, and 28,257 by 2072, an average annual growth rate of 0.5%.

These figures reflect Ashland's status as a stable, well-established community. While growth is expected to remain relatively low, planning for facilities must account for demographic trends, shifts in service needs, and a continued commitment to environmental sustainability and quality of life.

Opposite
Historic aerial photo of downtown Ashland

List of City Facilities

Airport Terminal Building | 403 Dead Indian Memorial Road

Ashland Cemetery | 750 E Main Street (not included in study)

Ashland Community Center | 59 Winburn Way

Black Swan Theater & Chamber of Commerce | 15 South Pioneer Street

Briscoe Elementary School | 265 North Main Street

City Hall | 20 East Main Street

Community Development & Public Works Administration Building | 51 Winburn Way

Council Chambers & Municipal Court | 1175 East Main Street

Finance | 2245 Ashland Street (leased facility; not included in study)

Fire Station #1 | 455 Siskiyou Boulevard

Fire Station #2 | 1860 Ashland Street

Hargadine Cemetery | 375 Sheridan Street (not included in study)

Mountain View Cemetery | 440 Normal Avenue (not included in study)

Mountain Park Nature Center | 620 N Mountain Avenue

Mountain Park Shop Building | 450 N Mountain Avenue

Oak Knoll Golf Course Maintenance Shop | 3060 Highway 66

Pioneer Hall | 73 Winburn Way

Police Station | 1155 East Main Street

Service Center Warehouse | 90 N Mountain Avenue

Service Center Maintenance Shop | 90 N Mountain Avenue

Severe Weather Shelter | 2200 Ashland Street

The Grove | 1195 East Main Street

Water Treatment Plant Operations | 1400 Granite Street (not included in study)

Waste Water Treatment Plant Operations | 1195 Oak Street (not included in study)

Council Priorities, Vision, and Values

In the summer of 2022, the Ashland City Council adopted formal Vision and Value Statements to guide decision-making and shape long-term planning for the community. These statements serve as the foundation for the City's biennium goals and provide direction for each budget cycle and strategic initiative. Together, they reflect Ashland's commitment to thoughtful governance, inclusive values, and long-range sustainability.

Vision for Success

Ashland envisions itself as a resilient and sustainable community that maintains the distinctive character and quality of place for which it is known. The City strives to remain a unique and caring place that values environmental stewardship, nurtures artistic expression, and embraces new ideas and innovation. Long-term planning efforts are guided by a commitment to being an open and welcoming community for all, while securing a strong and positive economic future.

Core Values

The City's values are organized around two principal domains: ***Community and Organization.***

Community Values emphasize affordability, inclusivity, quality of life, environmental resilience, and regional cooperation:

- Community affordability, including available housing and childcare
- Belonging through mutual respect and openness, inclusion, and equity
- Quality of life that underpins the City's economic vibrancy
- Environmental resilience, including addressing climate change and ecosystem conservation
- Regional cooperation, including in support for public safety and homelessness

Organizational Values focus on service, sustainability, and responsible governance:

- Respect for the citizens we serve, for each other, and for the work we do
- Excellence in governance and city services
- Sustainability through creativity, affordability, and right-sized service delivery
- Public safety, including emergency preparedness for climate change risk
- Quality infrastructure and facilities through timely maintenance and community investment

Strategic Priorities

In 2025, the Ashland City Council formally adopted four strategic priorities to guide resource allocation and policy development:

- ***Livability:*** including a focus on community character and community amenities, reliable utility services, progressiveness in rate structures, and support for attainable housing.
- ***Risk Reduction:*** including wildfire risk reduction and CEAP (Climate Energy Action Plan) execution.
- ***Economic Development:*** including development of eco-tourism related accomplishments like trails and ensuring City processes, such as planning, are supportive of attracting new business and supporting those already here.
- ***Efficient and Effective Government:*** including equity of access, customer focus, transparent and frequent communication, strong regional partnerships, use of technology, execution of maintaining City facilities and public infrastructure.

These priorities are reinforced by the Council's ongoing commitment to excellence in governance, sustainability through affordability and innovation, climate risk preparedness, and strategic investment in infrastructure and public facilities. Collectively, these values shape the framework for this Facilities Master Plan, it's Guiding Principles, and the City's broader efforts to meet the needs of Ashland's present and future residents.

Opposite
Table of City of Ashland facilities, their department association and size

Figure 01 General Facilities Overview

Original Construction Year	Address	Facility Name	Department Association	Facility Type / Usage	Size (SF)
1909	76 E Main Street	Shakespeare Admin Building	Arts	Office, Assembly	5,980
1910	15 S Pioneer Street	Black Swan Theater /Chamber of Commerce	Arts	Office, Assembly	8,725
1967	403 Dead Indian Memorial Road	Airport/FBO Terminal Building	DPW	Other	6,700
1980	90 N Mountain Avenue	Street Operations, Fleet, Facilities	DPW	Shop, Storage	6,380
1984	90 N Mountain Avenue	Service Center, Water Distribution	DPW	Office, Storage	20,426
Unknown	1099 B Street	Street Operations, Fleet, Facilities	DPW	Shop, Storage	3,465
1900	73 Winburn Way	Pioneer Hall	P&R	Assembly	2,860
1922	51 Winburn Way	Community Center	P&R	Assembly	4,289
1970	130 Winburn Way	Parks Storage	P&R	Shop, Storage	1,270
1998	90 N Mountain Avenue	The Grove	P&R	Office, Assembly, Recreation	9,745
2003	455 Siskiyou Boulevard	Fire Station #1	Fire Station	First Responders	12,964
2020	1860 Ashland Street	Fire Station #2	Fire Station	First Responders	7,120
1970	Varies	Public Restrooms	P&R	Restroom	16,782
1984	1705 Homes Avenue	Hunter Park-Daniel Meyer Pool Locker Rooms	P&R	Other	5,506
1984	340 S Pioneer Street	The Cabin (Parks Administration Office)	P&R	Office	1,568
1990	620 N Mountain Avenue	N Mountain Park Nature Center Barn	P&R	Storage	1,010
1990	620 N Mountain Avenue	N Mountain Park Nature Center Office	P&R	Office	2,384
1990	Winburn Way	Lithia Park Shop & Storage	P&R	Shop, Storage	6,643
1998	1699 Homes Avenue	Senior Center	P&R	Office, Assembly, Recreation	4,396
1990-1993	3070 Hwy 66	Oak Knoll Golf Course Buildings	P&R	Recreation, Storage, Shop, Offices	13,028
1990-1994	620 N Mountain Avenue	North Mountain Park Buildings	P&R	Recreation, Shop, Storage	12,474
1980	1175 E Main Street	Police Department	Police Station	First Responders	9,770
1889	20 E Main Street	City Hall	Public Services	Administration, Office	4,451
1950	265 N Main Street	Briscoe Elementary	Public Services	Education, Office	32,289
1970	51 Winburn Way	Calle Guanajuato Restrooms	Public Services	Restroom	1,342
1980	1174 E Main Street	Council Chambers/ Courts	Public Services	Administration, Office, Assembly	5,568
2013	2200 Ashland Street	Severe Weather Shelter	Public Services	Residential	4,000
2024	1174 E Main Street	Dusk-to-Dawn Lawn	Public Services	Residential (Camping Site)	-
1980	51 Winburn Way	Community Development	Public Services, DPW, Building, Planning	Office, Storage	20,748

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Guiding Principles

Long-term Cost Efficiency

Revenue Generation & Economic Development

Operational Efficiency

Sustainability & Resilience

Community Accessibility & Equity

Flexible & Future-ready Design

Historical & Cultural Preservation

Public Safety & Emergency Preparedness

The following ***Guiding Principles*** emerged through engagement with departmental leadership. This succinct list captures the recurring themes and core priorities raised throughout the planning process. These principles serve as a practical framework for shaping facility decisions, ensuring investments reflect the City's long-term vision, operational needs, and commitment to public service.

Long-term Cost Efficiency:

Prioritize projects that reduce long-term operational and maintenance costs. The City should discontinue investing significant maintenance funds into buildings that no longer serve their intended function. Continuing this trend results in diminishing returns and sunk costs that the City will never fully recapture. This principle includes evaluating the total cost of ownership when considering upgrades, new construction, or potential divestment.

Revenue Generation & Economic Development:

Maximize opportunities for public-private partnerships, commercial use, or revenue-generating facility functions. Divestment of a current facility may yield opportunities for economic development or increased tourism in commercial corridors. Facilities may also serve as catalysts for neighborhood revitalization or small business growth.

Operational Efficiency:

Improve workflow, interdepartmental collaboration, and excellent public service delivery through strategic facility placement, design, and the consolidation of city departments. Facilities should support streamlined operations and provide welcoming, user-friendly environments for both staff and the public.

Sustainability & Resilience:

Incorporate energy efficiency, renewable energy, and climate resilience strategies in all facility upgrades and new developments. Follow Climate Energy Action Plan (CEAP) recommendations. Facility planning should integrate environmental goals from the outset to reduce greenhouse gas emissions and improve climate adaptation.

Community Accessibility & Equity:

Ensure facilities are inclusive, ADA-compliant, and equitably located within the City. This means removing physical and systemic barriers so that all residents can access services, regardless of ability or neighborhood.

Flexible & Future-ready Design:

Incorporate adaptable spaces that accommodate future change, evolving technology, and changing city needs. Design strategies should support scalable technology systems, and reconfigurable interiors. Site design should be welcoming and exemplary of city planning guidelines.

Historical & Cultural Preservation:

Consider the lasting impact when historic buildings, landmarks, and cultural assets are used as city facilities. Where appropriate, preservation should be prioritized, with adaptive reuse strategies used to balance heritage and function.

Public Safety & Emergency Preparedness:

Enhance facilities to support emergency response capabilities and community safety. Establish a purpose-built Emergency Operations Center (EOC) to serve the community in an emergency. Facilities should be designed and maintained to function reliably during crises and to support regional coordination.

Each of ORW Architecture's recommendations in this Facilities Master Plan has been evaluated through the lens of these Guiding Principles. This ensures that proposed investments not only address immediate functional needs or maintenance updates, but aligns with the City's long-term vision, values, and strategic objectives. The guiding principles provide a consistent benchmark for prioritizing projects.

General Recommendations

High-Quality Buildings: Investing in high-performing facilities demonstrates civic pride and is essential for attracting and retaining a qualified and committed workforce. Buildings should meet contemporary workplace expectations, contribute positively to the urban fabric, and reflect the City's values around sustainability, accessibility, and community service. Buildings feature design excellence and purpose-built architecture and interiors.

Prioritize projects that deliver multiple public benefits, such as co-locating services, improving energy performance, and expanding community use, rather than those that serve a single function.

Dedicated CEAP and Resiliency Design Process: Each major capital project should include scheduled, focused discussions during planning and design phases to align the project with the City's Climate and Energy Action Plan (CEAP) goals and broader resiliency objectives. This ensures that energy efficiency, carbon reduction, and adaptation strategies are embedded early in the design.

Incorporate the environmental value of sustainable solutions into project cost assessments. For example, green infrastructure, energy upgrades, and material reuse can offer long-term savings and carbon reduction.

Focus on Long-Term Infrastructure Investments: City investments should prioritize enduring value and life-cycle efficiency. Avoid investing in temporary fixes or non-essential improvements to facilities that are likely to be divested or replaced.

Emergency Operations Center (EOC): Establish a purpose-built, permanent EOC capable of functioning during and after emergencies such as pandemics, wildfires, earthquakes, and flooding. The facility should have independent power, secure communications infrastructure, and be strategically located for redundancy and critical staff access. Potential locations are discussed in the facility-specific recommendations and master planning options.

Staff Parking & Transportation Access: Consider a walkable Park-and-Ride system or secure off-site parking agreements to accommodate staff without contributing to congestion in high-demand zones. Invest in electric fleet vehicles and charging infrastructure to reduce dependency on fossil fuels and support CEAP goals.

Multi-modal Access to Facilities: Facility planning should ensure that residents and staff can access civic services via a range of transportation modes, including walking, cycling, public transit, and cars. Equity of access should be a guiding principle in site selection and design.

Facility Condition Assessment (FCA) Priorities: Projects that address the most urgent deficiencies identified in the recent Facility Condition Assessment should be prioritized. Improvements that help facilities maintain long-term functionality should take precedence over temporary upgrades in buildings flagged for potential divestment.

- ***Preventive Maintenance:*** Should include basic upkeep such as pavement repairs, tree management, painting, siding, roofing, window replacements, LED lighting conversions, and HVAC system upgrades. Many facilities have a backlog of maintenance needs where facility failure and operation disruption is eminent if items are not addressed.
- ***Major Maintenance:*** Includes accessibility compliance work such as ADA restroom remodels, hardware replacements, updated signage, accessible entry and route improvements, and major building system replacement if systems have extended past their useful life.

Digital Transformation & Records Management: Resume the City's digitization initiative to reduce physical storage needs and reliance on paper

records. Supporting mobile work through laptops and cloud-based systems can increase workspace flexibility and reduce facility overcrowding and spaces dedicated to paper instead of people.

Parks Facilities Overview: Several parks-related facilities were evaluated, including the Grove, the Cabin, the Community Center, Pioneer Hall, Oak Knoll Community Park, the Senior Center at Hunter Park, and the Hunter Park pool. There is a strong desire to consolidate and modernize these functions into a comprehensive recreation facility that expands community offerings in education and recreation, supports all senior programs, and co-locates all department staff. In addition, a portion of the site should be programmed for equipment storage and maintenance since several of the existing storage and maintenance facilities are in critical condition. A concurrent site selection process should accompany the Parks 10-Year Strategic Plan. While Oak Knoll was discussed as a possible location, it is on the edge of town and less accessible to pedestrians and cyclists. Other centrally located options should be explored for enhanced and multi-modal site access and community use.

Recommendations by Facility

Hardesty Master Plan: Fully implement the master plan to relocate critical Public Works functions (Street and Water equipment storage) to the Hardesty site. The plan includes office space, vehicle storage, truck wash, debris management, and an outdoor fire department training facility. Completing this site will relieve overcrowding and inefficiencies at 90 North Mountain and open B-Street for redevelopment or divestment.

90 North Mountain Service Center: Short-term upgrades should improve usability and staff comfort, particularly HVAC performance, locker/restroom facilities, and the head-end server room. A public-facing lobby should be added for limited public interactions (e.g., equipment drop-offs). If this site is chosen as the location for a new "Ashland Civic Center," more substantial site and building improvements would be needed to accommodate expanded services and staffing.

Pioneer Hall: Renovation of this historic building into a community event space is already underway, with reopening planned for summer 2025. The project preserves a community asset and enhances local gathering opportunities.

Community Center: Another significant historic renovation, the Community Center is scheduled to reopen in fall 2025. In the long term, the City may consider divesting the property for commercial use, consistent with economic development goals for the downtown core.

The Grove: In the short term, make modest improvements to ensure accessibility and safety for Ashland Parks and Recreation staff. The facility may also serve as temporary swing space for staff during major civic building projects.

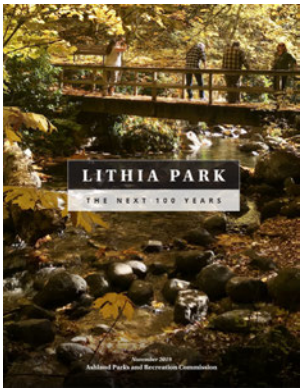
Fire Station #1: Staff parking is inadequate, particularly during shift changes. Identify off-site parking within a 10-minute walk for staff (e.g., the city-owned lot on 2nd Street). The building's roof is at the end of its life and requires immediate replacement.

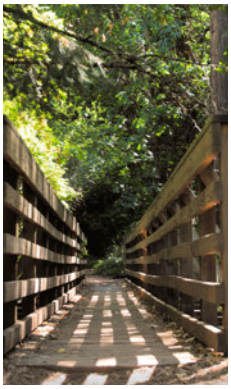
Lithia Park Shop & Storage: This aging and flood-prone facility should be decommissioned. Storage should be relocated to a more secure site—options include Hardesty, the Service Center, or a future comprehensive recreation center. This recommendation aligns with the Lithia Park Master Plan.

The Cabin: Follow the Lithia Park Master Plan's recommendation to convert the Cabin into a Community House for public use, aligning with the City's vision for inclusive park spaces.

Senior Center: This well-used facility is in poor condition and should be replaced in the next 10 years, either on its current site or within a new recreation center. Integrating senior services with broader recreation programming can enhance intergenerational engagement and operational efficiency.

Recommendations by Facility





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Lithia Park Master Plan cover page

Community House historic photo

Lithia Park pedestrian bridge

Police Department: Begin with minor interior upgrades—such as improved acoustics, an enhanced radio room, and better public-facing service areas. If a larger project is pursued, the existing Phase 2 addition design includes a training and multipurpose room. These spaces could also support EOC functions.

If the Civic Center project proceeds on the 90 North Mountain site, police operations could temporarily relocate to the Grove while a completely new police station is built on the current site.

Council Chambers & Municipal Court: The current facility is undersized and lacks essential staff amenities. Consider relocating these functions to a new civic campus. If this occurs, the building could be adapted to serve as a multipurpose community space and house the new EOC.

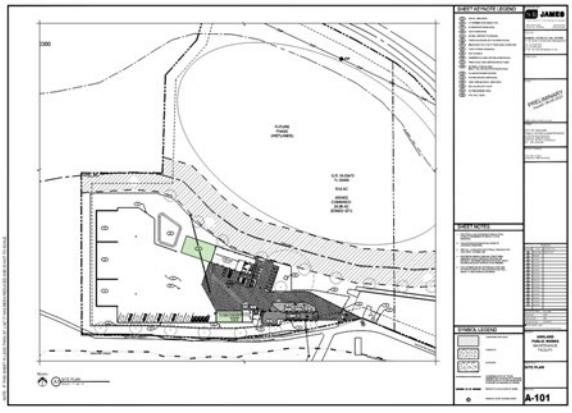
City Hall: This landmark building is in critical condition, and necessary seismic upgrades are no longer feasible following a failed bond measure. Recommend divestment and adaptive reuse for commercial purposes, which could support downtown vibrancy and economic development.

Briscoe Elementary: The building is in disrepair and divestment is recommended if the site and former school are not pursued for public use. Selling this property could result in its adaptive reuse or a historically sensitive, mixed-use redevelopment. In the long term, if this site is chosen as the location for a new "Ashland Civic Center," more substantial site and building improvements would be needed to accommodate expanded city services, parking, and civic open spaces.

Community Development Building: Short-term updates should standardize workstations to increase staff capacity to accommodate staff displaced from City Hall if divestment is pursued. However, long-term divestment is recommended to return the property to commercial use and generate downtown activity.

B-Street Facility: Once the Hardesty development is complete, consider either divestment or redevelopment of this site. If 90 North Mountain becomes the new Civic Center, B-Street could play a supportive by expanding site area for city functions and departments.

2200 Ashland Street Severe Weather Shelter: Complete renovations to convert the existing commercial building into a severe weather shelter. The building will undergo life-safety upgrades to support emergency housing needs. This facility complements the City's EOC efforts by serving vulnerable populations during disasters.



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Overall Site Plan
Hardesty Master Plan

Structures in [Green] are future phases to complete early

Figure 02 Recommendations by Facility

			Facility Condition Assessment			Programming		Master Planning		
No.	Facility Name	Option to Divest of Property	Address Life Safety Concerns	Initiate ADA Improvements	Initiate FAC Improvements	Minor Modifications (Finishes, FFE)	Major Modifications (Renovation and/or Addition)	Opportunity to Change Use to Achieve "Highest and Best Use"	"Highest and Best Use" Description	Site Consolidation Opportunity
1	Shakespeare Admin Building	☐	☑	☑	☑	☐	☑	☐		☐
2	Black Swan /Chamber of Commerce	☐	☑	☑	☑	☐	☑	☐		☐
3	Airport Terminal Building	☐	☑	☑	☑	☑	☐	☐		☐
4	Street Operations, Fleet, Facilities	☐	☑	☑	☑	☐	☑	☐		☑
5	Service Center, Water Distribution	☐	☑	☑	☑	☐	☑	☐		☑
6	Pioneer Hall*	☐	☑	☑	☑	☐	☐	☐		☐
7	Community Center*	☑	☑	☑	☑	☐	☐	☑	Commercial, mercantile, food service	☐
8	The Grove	☐	☑	☑	☑	☑	☐	☐		☑
9	Parks Storage	☐	☑	☐	☑	☐	☐	☐		☑
10	Fire Station #2	☐	☐	☑	☑	☐	☐	☐		☐
11	Fire Station #1	☐	☑	☑	☑	☐	☐	☐		☐
14	Oak Knoll Golf Course Buildings	☐	☑	☑	☑	☐	☐	☐		☐
15	Daniel Meyer Pool Locker Rooms	☐	☐	☑	☑	☑	☐	☐		☐
16	Lithia Park Shop & Stor.	☑	☑	☐	☐	☐	☐	☐	Return to Lithia Park open space	☐
17	The Cabin	☐	☐	☑	☑	☑	☐	☑	Community House per Lithia Park MP	☐
18	North Mtn Park Buildings	☐	☑	☑	☑	☐	☐	☐		☐
19	Senior Center	☑	☑	☑	☑	☐	☐	☐	Return to open space or building site	☑
20	N Mountain Park Nature Center	☐	☑	☑	☑	☐	☐	☐		☐
21	Police Department	☐	☑	☑	☑	☑	☑	☐	Multi-purpose EOC and public safety training	☑
22	Calle Guanajuato RR	☐	☑	☐	☑	☑	☐	☐		☐
23	Council Chambers/ Courts	☐	☐	☑	☑	☑	☑	☑	(EOC)	☑
24	City Hall	☑	☑	☐	☐	☐	☐	☑	Commercial mixed-use	☐
25	Briscoe Elementary	☑	☑	☐	☐	☐	☐	☑	Civic Center, commercial/res mixed-use	☑
26	Community Development	☑	☑	☑	☑	☑	☐	☑	Commercial, mercantile, food service	☐
27	Dusk-to-Dawn Lawn	☐	☐	☐	☐	☐	☐	☐		☑
28	B Street Operations, Fleet, Facilities	☑	☐	☐	☐	☐	☐	☑	Residential mixed-use, high-density residential	☑
29	2200 Ashland Severe Weather Shelter*	☐	☑	☐	☐	☐	☑	☑	Change of use / occupancy required	☐

REFERENCE RECOMMENDATIONS ON *NEXT PAGE*

* These facilities are currently under renovation or design.

MEASURED ← ENHANCED → MAXIMUM POTENTIAL

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Figure 03 Facility Planning Recommendations and Alignment with Guiding Principles

Guiding Principles

- Long-term Cost Efficiency
- Revenue Generation & Economic Development
- Operational Efficiency
- Sustainability & Resilience
- Community Accessibility & Equity
- Flexible & Future-ready Design
- Historical & Cultural Preservation
- Public Safety & Emergency Preparedness

Nos. 4-5 90 North Mountain (Service Center, Street, Fleet, & Facilities)

Renovate facilities to increase staff comfort and usability in the short-term. Fortify the "head-end" room, remodel and expand restroom and locker room facilities, upgrade HVAC systems.

Programs will relocate once the Hardesty Master Plan is completed. Recommend including the "future addition" in Phase 1 of the master plan. Relocate the Streets Division, Water Distribution, some fleet Storage, and shop space to this location.

If the Service Center site is selected as the "Ashland Civic Center," site improvements and an addition is proposed to the west end of the existing building.

No. 6 Pioneer Hall

The renovation of a significant historical structure into a community event facility is underway and anticipated to open in the summer of 2025.

No. 7 Community Center

The renovation of a significant historical structure into a community event facility is underway and anticipated to open in the fall of 2025. In the long-term, consider economic development opportunity for the city to divest of this property and for its transition to a commercial asset in the downtown core.

No. 8 The Grove

In the short-term, complete minor renovation to improve access and safety to the Grove for the P&R department. Consider using the Grove as *swing space* during the build-out of the "Ashland Civic Center."

No. 11 Fire Station #1

Staff have identified a parking shortage at staff change. City to dedicate additional parking for staff within a 5-or-10-minute walk of station (2nd St. city-owned lot is an option). In the Hardesty Master Plan, include the build-out of an outdoor training center for first responders.

No. 16 Lithia Park Shop & Storage

This facility is in critical condition and located in the flood plain. Divest in facility and relocate storage to the Service Center, Hardesty site, or a new recreation center. This recommendation was adopted in the Lithia Park Master Plan.

No. 17 The Cabin

Convert the Cabin into a Community House as recommended in the adopted Lithia Park Master Plan.

No. 19 The Senior Center

In the long-term, replace this well-loved facility on the same site or within a new, purpose-built recreation center. The current facility has a *poor-to-critical* facility condition index within the next ten years. Senior center programs can easily mix within a community or recreation center.

No. 21 Police Department

Provide a minor renovation to the facility that includes an improved radio room and addresses acoustic issues in the short-term. If a major renovation is approved, follow the former Phase 2 addition design to include multipurpose conference room, and training room. Combined, these added programs could support an EOC. Should the "Ashland Civic Center" site be pursued, move police to the Grove and replace the police department headquarters on its current site.

No. 23 Council Chambers & Municipal Court

This facility is undersized and staff amenities like a break-room are lacking. Consider relocating all uses to a new civic center campus. If relocated, the existing building may be renovated to house the multipurpose emergency operations center (EOC).

No. 24 City Hall

This facility is in *critical* condition and divestment is recommended so the building may be renovated to commercial mixed-use in the downtown core. This building is in a prime location to maximize economic development downtown and is a coveted structure and landmark for the community.

No. 25 Briscoe Elementary

This facility is in *critical* condition and divestment or redevelopment of the site is recommended. In the short-term, the existing building may be used as swing space or through redevelopment in the long-term, the site could host a permanent civic center, allowing the site to reach its "highest and best use."

No. 26 Community Development

In the short-term, complete a minor modification to standardize work stations and gain new capacity to include staff working in City Hall. Parking availability is an ongoing issue for visitors to the facility.

In the long-term, divestment is recommended so the property can contribute additional commercial space to the downtown.

No. 28 B-Street

There are two options to divest of this site or redevelop it once the Hardesty Master Plan is completed and current programs relocate. Divestment of the property could provide funding other building and maintenance projects for the City. If 90 North Mountain is redeveloped into the "Ashland Civic Center," the B-Street site can play a critical role as an additional building site for city departments.

No. 29 2200 Ashland Street

The City is pursuing the conversion of the existing commercial/mercantile building into a severe weather shelter. Renovations will address critical fire, life, safety concerns to accommodate this change to a new occupancy type.

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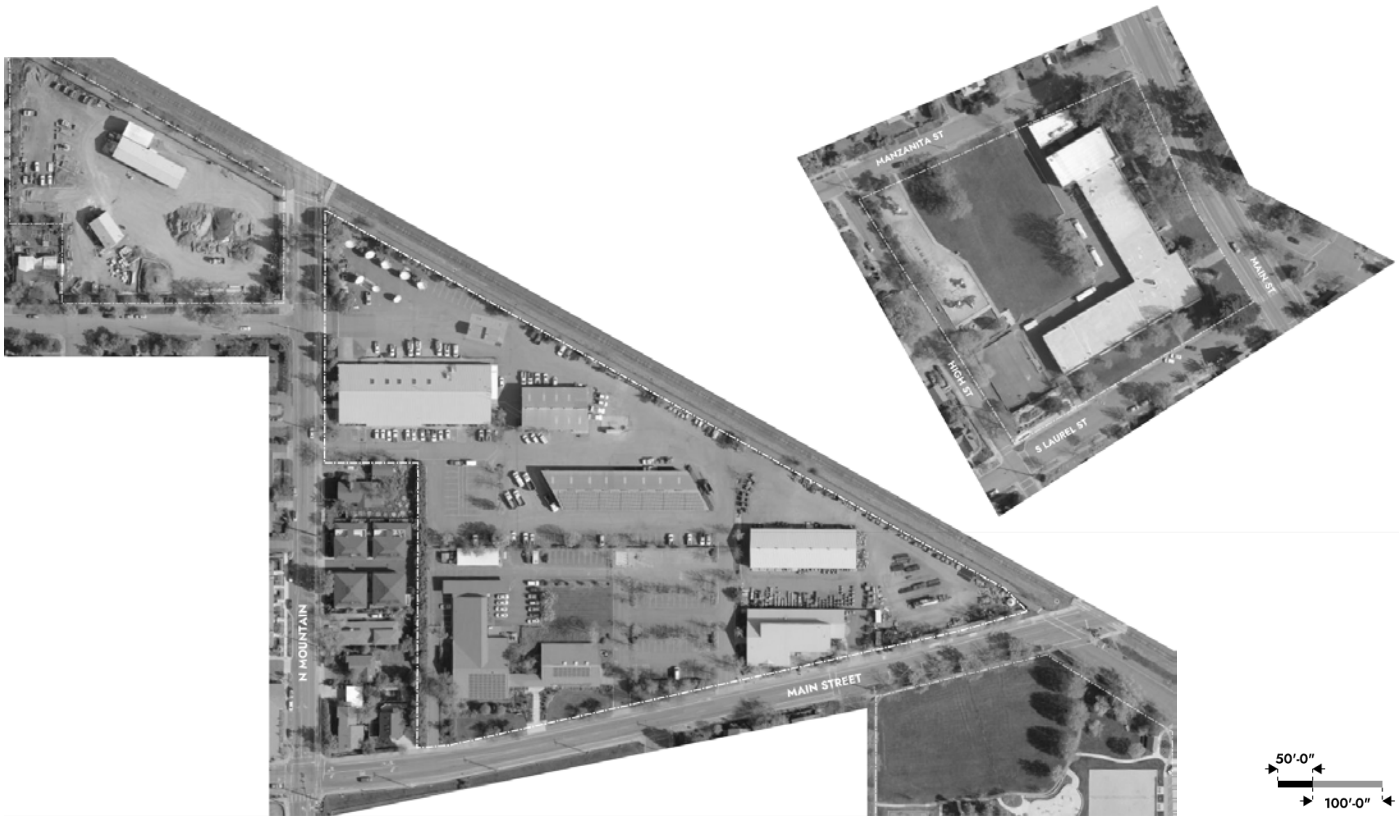
Visions for an Ashland Civic Campus



Above
[From left to right]

Service Center site at 90 North Mountain

Briscoe Elementary site

Throughout the master planning process, one theme consistently rose to the top: the desire to consolidate City services and departments into a single, centrally organized Ashland Civic Campus. This concept was supported strongly by City staff and aligns with City Council's goals for operational efficiency, long-term investment, and improved public service delivery. Co-locating departments enhances collaboration between teams, improves accessibility for the public, and allows the City to design purpose-built facilities that support evolving needs well into the future.

In addition to functional improvements, a consolidated Ashland Civic Campus creates opportunities to divest older, underperforming buildings. These structures, many of which are in Ashland's vibrant downtown core, can be transitioned to new uses that contribute more significantly to the economic and cultural vitality of the area. Locating the new Ashland Civic Campus just outside of the downtown core may also ease parking congestion and allow central Ashland to become more pedestrian-friendly and commercially active.

Two potential locations for a future Ashland Civic Campus were evaluated in this plan: the historic Briscoe Elementary School site and the City's existing Service Center at 90 North Mountain Avenue.

The following summaries outline the advantages and challenges of each location.

Visions for an Ashland Civic Campus: Briscoe Elementary

Left
George A. Biscoe School
Circa 1950
Kramer Postcard Collection

Briscoe Elementary Site

Advantages:

- Consolidation at this site would allow for the divestment of five existing buildings: B-Street, City Hall, the Community Center, Community Development, and the Senior Center, releasing three facilities in the downtown core for redevelopment and economic revitalization.
- The adaptive reuse of a beloved historic structure may generate community support and preserve civic heritage. Reclaiming Briscoe as a public resource could restore its symbolic importance in the community.
- Co-location with Parks and Recreation administration and community programs is possible, creating a truly comprehensive Civic Campus. However, Parks maintenance and equipment storage would require a separate location.
- This scheme maintains the Service Center site in its current form, allowing for continued use by large City vehicles and reducing operational congestion.
- The site is walkable from downtown (approximately a 10-minute walk) and fronts Main Street, offering high visibility.

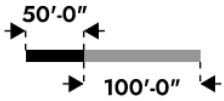
Challenges:

- Briscoe is situated in a primarily residential neighborhood, and development could generate concerns about traffic, parking, and construction disruption.
- Structured parking would be required, which is more expensive and provides less capacity than surface parking available at other sites.
- Significant building upgrades would be necessary due to the deteriorated condition of the facility. To house the departments needed, a second level would likely need to be added, representing a major structural and aesthetic intervention.
- This site may have limited ability to expand in the future due to spatial constraints and historic preservation considerations.

Visions for an Ashland Civic Campus: Briscoe Elementary

Legend

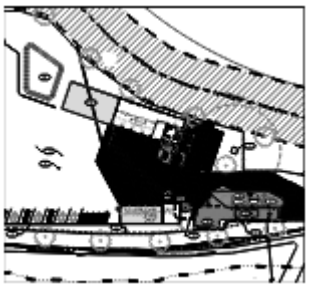
- Park & Rec
- Community Development
- Finance
- City Manager
- Municipal Court
- Lobby
- Circulation
- Open Space
- Parking Surface or Structured
- Legend
- Secure perimeter
- Secured Access



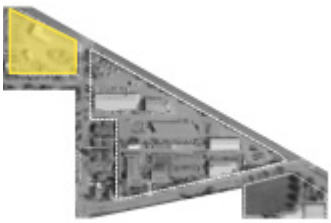
Right Above
Ground level site diagram

Right Below
Second level site diagram

Visions for an Ashland Civic Campus:Briscoe Elementary Phasing Approach

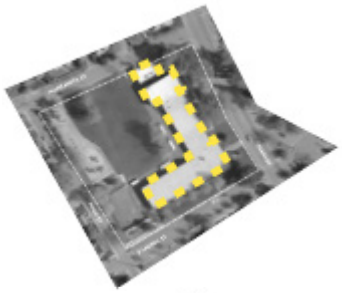


No. 1-2
Complete Hardesty Master Plan to achieve full build-out of all phases. Relocate streets division, water division storage, some fleet maintenance programs, and storage to Hardesty site.



No. 3
Divest of B-Street site to fund future projects.

No. 4-5
Conduct an interior renovation of Comm Dev to standardize and expand office space capacity. Relocate City Hall staff to Community development. Divest of City Hall.



No. 6
Begin Phase I construction at Briscoe Elementary:

6A - Fortify historic exterior envelope

6B - Provide support structure for a second level and build out shell space to accommodate future uses.

6C - Build-out Park and Recreation headquarters.

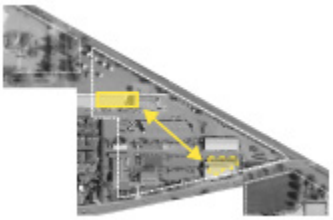
6D - Renovate to accommodate municipal court and council chambers on ground floor. Upgrade lobby and entry.

6E - Construct 2-bay parking structure on the site.

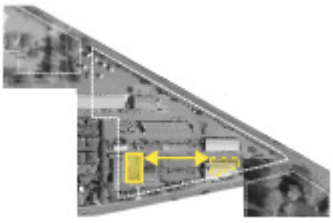
6F - Park and Recreation staff from the Grove and the Cabin move to permanent space in Briscoe.

6G - Relocate Municipal Court and Council Chambers to the Grove.

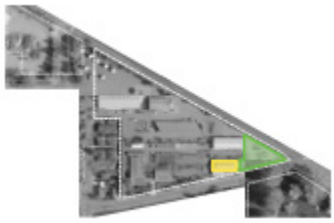
No. 7-8
Divest of the Community Center to fund future projects. Conduct an interior renovation of The Grove to standardize and expand office space capacity.



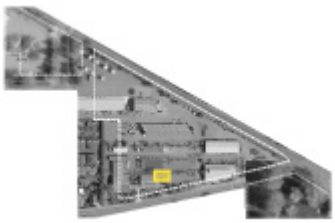
No. 9-10
Move Service Center staff to the Grove for swing space. Renovate Service Center for IT, AFN, Electric, DPW, and GIS staff immediate needs.



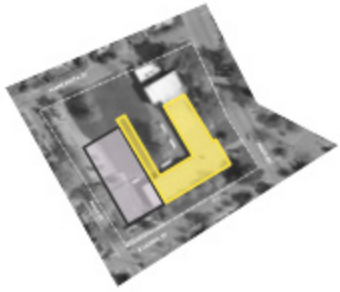
No. 11-12
After staff move back into the renovated service center, move Ashland police to the Grove (swing-space). Construct a new police headquarters in its current site or renovate.



No. 13-14
Move Senior Center permanently to the Grove and return original site to open space/park land. Develop east corner of site to extend Garfield Park to the greenway and provide additional open space.



No. 15
Construct the a multipurpose Emergency Operations Center (EOC) in the former Chambers facility.



No. 16-17
Begin Phase II construction at Briscoe Elementary. Divest of former Community Development building.

Visions for an Ashland Civic Campus: 90 North Mountain

Right
PV Arrays at the Service Center

Opposite Left
Phasing Information

Service Center Site at 90 North Mountain

Advantages:

- This option also enables the divestment of five sites: Briscoe, City Hall, Community Development, the Senior Center, and the Community Center, releasing three properties in the downtown core for economic development.
- The scheme consolidates more departments across adjacent parcels (90 North Mountain and B-Street), increasing efficiency and future expansion capacity. Locating the Park and Recreation Department, a new recreation building and headquarters would require running a site selection process.
- Surface parking is both more affordable and more abundant at this location than structured alternatives.
- The site is adjacent to the Central Bike Path and is accessible to cyclists and pedestrians.
- The plan includes a new addition along North Mountain Avenue that would create a more welcoming civic entry, enhance visibility, and support the site's transformation into a vibrant public-facing campus. Through the addition of a new facility on the east side of the site, a substantial gateway node is created near the railroad crossing and Main Street.
- Redevelopment here is envisioned with strong attention to urban design, civic character, open space, and landscaping, contributing to a sense of place and community pride.

Challenges:

- The site is located farther from downtown, approximately a 20-minute walk, and may feel less connected to Ashland's central activity areas. However, this could be considered a positive attribute due to ease of access and the ability of the campus to extend the downtown core further west.
- Many of the existing buildings require substantial upgrades or replacement. For example, the electrical storage building is planned for relocation, and existing shop and vehicle bays will need to be expanded. The police headquarters, municipal court, and the service center are all slated for major renovation, addition, and or replacement to meet the City's current needs.
- The fuel island and loading dock must remain operational, requiring thoughtful integration into a re-imagined civic layout.
- If this site is selected, a traffic circulation study is recommended to ensure the site can support increased use without operational conflicts.

Visions for an Ashland Civic Campus: 90 North Mountain

ORW's Recommendation

After careful analysis of both the Briscoe Elementary and 90 North Mountain (current Service Center) sites, 90 North Mountain is recommended as the most viable location for a consolidated Ashland Civic Campus. This recommendation is grounded in the City's long-term goals of operational efficiency, fiscal responsibility, downtown economic development, and sustainable infrastructure investment.

90 North Mountain offers the ability to consolidate more departments on adjacent parcels, strengthening interdepartmental coordination and public service delivery.

The proximity of 90 North Mountain and B-Street allows for a more cohesive and expandable campus environment. In contrast, the Briscoe site lacks adjacent developable land and would require substantial structural modifications to accommodate programmatic needs.

From a cost and practicality standpoint, the 90 North Mountain supports surface parking opportunities at a lower cost than the structured parking that would be required at Briscoe. It also avoids the complexities of adaptive reuse associated with a historic building in deteriorating condition. Improvements to the Service Center can be phased in alignment with the completion of the Hardesty Master Plan, which will relieve congestion and allow for more strategic site development.

90 North Mountain provides opportunities for enhanced civic presence, improved pedestrian and bike access via the Central Bike Path, and intentional urban design.

Proposed redevelopment includes a welcoming frontage along North Mountain Avenue, expanded open space, and high-quality architecture that reflects Ashland's civic identity.

Importantly, this strategy still supports downtown revitalization goals. Under this scheme, several existing City properties, including City Hall, Community Development, and the Community Center, would be eventually divested, opening them up for commercial, cultural, or mixed-use redevelopment that strengthens Ashland's downtown core.

While the Briscoe Elementary site carries community and historical significance and presents a meaningful reuse opportunity, its physical limitations, costly structural upgrades, and residential context pose notable challenges. 90 North Mountain provides a more flexible, cost-effective, and future-ready solution that aligns with the City's guiding principles and long-term vision.

Opposite Right
Site diagram of 90 North Mountain Master Plan

Figure 04 Visions for an Ashland Civic Campus: 90 North Mountain

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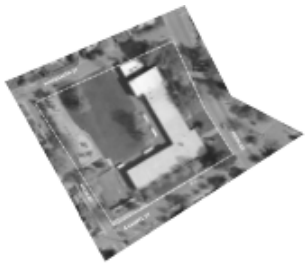
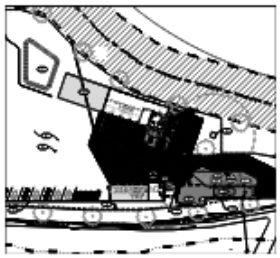
Visions for an Ashland Civic Campus: 90 North Mountain Phasing Approach

No. 1
Divest of Briscoe Elementary site.



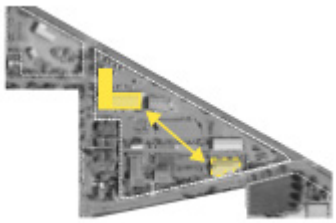
No. 2-3
Complete Hardesty Master Plan to achieve full build-out of all phases. Relocate streets division, water division storage, some fleet maintenance programs, and storage to Hardesty site.



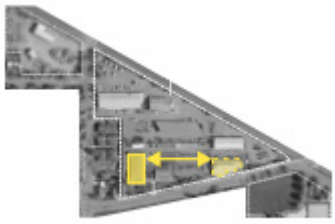
No. 4-7
Interior renovation of Comm Dev to standardize and expand office space capacity. Relocate City Hall staff to Community development. Divest of City Hall. P&R relocate from the Grove and Cabin to Community Center.

No. 8
Conduct an interior renovation of The Grove to standardize and expand office space capacity.

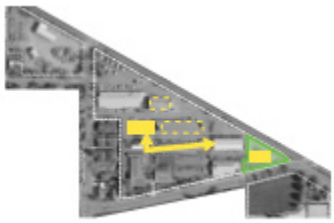
No. 9-10
Move Service Center staff to the Grove (swing space). Begin improvements with the construction of a new office front to Service Center. Locate service center staff in new addition and renovated building.



No. 11-12
Move Ashland police to the Grove (swing-space). Construct new police headquarters in its current site.

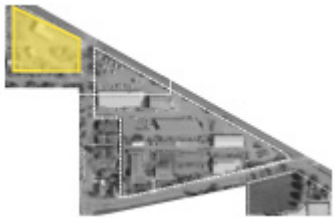


No. 13-15
Construct new MC/ Chambers and City Admin building (anchor the corner). Include the new civic green at the east corner. Relocate and renovate electrical storage and fleet storage and shop buildings in the Service Center.



No. 16
Construct a multipurpose Emergency Operations Center (EOC) at former Chambers facility.

No. 17-18
Construct a new community development facility at B-Street site with surface parking abutting railroad ROW. Divest in former Comm Dev facility.

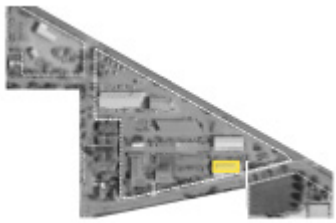


No. 19-20
Convert the Grove into new Senior Center. Includes the "recreation promenade."

Divest in former senior center and use the site to expand open space or to host a future building project.

Construct a new P&R headquarters (site to be determined)

Divest of the former Community Center.



Planning, Implementation, and Phasing

Planning Guidelines

Successful civic buildings must strike a balance between safety and openness, providing secure environments for staff and the public while remaining accessible and welcoming. Clear signage, intuitive way-finding, and thoughtful site design can help foster a sense of civic pride and ease of use for all visitors and staff alike.

In planning for new or renovated spaces, public-facing departments should incorporate high-performance, transparent glazing to support safe, efficient customer service transactions. Equally important are the internal working conditions for City staff. Access to views and daylight, acoustically comfortable environments, ergonomic furniture, and some level of individual climate control all contribute to employee well-being and retention. Lounges, break-rooms, locker rooms, restrooms, and mother's rooms should be accessible, and exhibit high-quality design and comfort.

Standardized workspaces for staff with similar roles can equalize work environments while still allowing room for personal adaptation within a cohesive framework. The proposed workplace model includes a mix of enclosed offices, open workstations, and cubicles. Shared breakout rooms, task tables, and phone booths add flexibility and allow staff to choose spaces that support their daily work activities. See the '***Programming Section***' for more information.

Implementation Strategy

The next critical step in the life of this Master Plan is for City Council to formally adopt the recommended Ashland Civic Campus concept plan for the 90 North Mountain site. Adoption of this direction will empower City staff to move forward with planning and conducting a broader community engagement process aimed at building consensus around the long-term vision.

This community engagement phase will be closely aligned with the City's broader strategic planning efforts, ensuring consistency across organizational goals and initiatives. As part of this process, planning should yield a clearly articulated set of goals, implementation actions, and priority projects. To guide the evaluation and refinement of recommendations, the following key questions should be used:

1. Does the recommendation align with one or more of the Master Plan's Guiding Principles?
2. Does the recommendation require ongoing staff investment or oversight?
3. What is the anticipated timeline for progress—within 2 years, 5 years, 10 years, or more?

As the City divests of underperforming or surplus buildings, new opportunities will emerge to meet broader economic development and community access goals.

A formal process should be established for the City Council to designate facilities as surplus and determine their future use through public, transparent decision-making.

Following the prioritization of new construction and renovation projects, the City's Capital Improvement Plan (CIP) should be updated and maintained through Cartegraph, the City's asset management software. Cartegraph provides a centralized system for tracking and evaluating public facility investments using key data points such as:

- Alignment with Guiding Principles and leadership priorities
- Project scope, timing, and phasing
- Budget, cost estimates, and funding sources
- Facility condition data
- Community and stakeholder input

Planning, Implementation, and Phasing

The City Council's adoption of the Ashland Civic Campus direction represents a critical milestone. It will provide clarity and momentum to transition this master plan from vision to implementation, ultimately delivering facilities that are functional, resilient, and reflective of Ashland's long-term values.

Phasing Summary

Phasing strategies have been developed for both potential Ashland Civic Campus sites, Briscoe Elementary and the Service Center at 90 North Mountain. Each phased plan outlines the order in which buildings would be divested, renovated, or constructed, as well as how staff would be relocated over time to minimize disruption.

The phasing approach strategically incorporates existing facilities as ***swing space*** to accommodate staff during transitions. The goal is to ensure continuous operations while advancing toward the final campus configuration. Diagrams and descriptions included on the master plan options provide further detail on proposed phasing for each scenario.

Right
Ashland City Hall

Facilities Condition Assessment (FCA)

From Left to Right
Senior Center
Community Center

As part of this Facilities Master Plan, ORW and its project partner, McKinstry, conducted a comprehensive Facility Condition Assessment (FCA) to evaluate the physical condition, code compliance, accessibility, and remaining useful life of systems and components across City-owned facilities. The purpose of this assessment is to support informed capital planning, prioritize maintenance investments, and help the City of Ashland proactively manage its facility portfolio over time.

In total, the FCA identified ***$4.27 million in repairs and maintenance needs expected within the next 1 to 5 years***, based on 2024 dollars. Each asset was evaluated using a standardized scoring system ranging from 1 (like new) to 5 (critical replacement needed). Assets rated at 4 or 5 indicate a high or severe risk to occupant comfort, health, safety, or operational continuity and should be prioritized for near-term attention.

Across many facilities, the most common issues include:

- Aging or non-functioning HVAC systems, water heaters, and plumbing infrastructure;
- The absence or outdated condition of fire alarm and fire suppression systems, which poses life-safety risks;
- Inconsistent ADA compliance, particularly regarding access routes, signage, door hardware, and parking;
- Widespread need for LED lighting upgrades, improved envelope integrity (windows, doors, roofing), and interior finish repairs;
- Deferred maintenance on critical exterior systems, including joint sealants, gutters, and deteriorated structural elements.

The average remaining useful life across assessed building systems is estimated at 6.3 years, underscoring the urgency of transitioning from reactive to planned, preventative maintenance.

While reaching the end of expected life does not always signal immediate failure, the risk increases significantly over time, especially without capital reinvestment. Planned replacements are typically more cost-effective than unanticipated emergency repairs.

Code and ADA Compliance Observations

The FCA identified widespread noncompliance with modern accessibility and life-safety standards. Under the ***Americans with Disabilities Act (ADA)*** and the 2010 Standards for Accessible Design, all facilities, regardless of age, must provide accessible routes and public accommodations. The FCA reviewed path of travel from parking areas to entries, signage, restrooms, interior access, ramps, and circulation. Many buildings require ADA enhancements to address non-compliant hardware, missing or unclear signage, restroom access, and

Opposite
Critical components of FCA by facility

Figure 05 Facilities Condition Assessment (FCA) Observations

exterior entry conditions. A breakdown of ADA issues by facility is available in the appendix.

In addition, the assessment recommends:

- Conducting infrared (IR) scans and an arc flash analysis in select facilities to assess electrical safety;
- Implementing a citywide access control system to improve staff safety and facility security;
- Standardizing door hardware across facilities, with ADA-compliant lever handles;
- Reviewing and updating signage to ensure consistency and accessibility across all buildings.

Capital Planning Recommendations

As the City moves forward with this Master Plan, FCA findings should be used to inform both short-term repairs and long-term capital reinvestment. The City's continued use of a robust asset management system, Cartegraph, can help track the status, cost, and scheduling of improvements. Projects should be bundled when possible to minimize disruption and reduce mobilization costs.

Given the scale of deferred maintenance and the aging condition of several buildings, strategic investments should be aligned with the City's Guiding Principles, particularly long-term cost efficiency, public safety, and operational effectiveness. In buildings that are no longer well suited for their intended use or are planned for divestment, large-scale repairs should be carefully evaluated to avoid spending on facilities that do not support the City's future vision.

Detailed, facility-specific recommendations—including building system ratings, ADA observations, and prioritized repair needs, can be found in the Facility Condition Assessment prepared by McKinstry, located in the Appendix of this report. These assessments provide a comprehensive view of current facility conditions and serve as a foundational tool for prioritizing capital investments and maintenance strategies in alignment with the City's long-term planning goals.

Facility Name	Address Life Safety Concerns	ADA Improvements	Roof Replacement	Envelope Repair	Replace Windows	HVAC Upgrades	Electrical Upgrades	Transition to LEDs	Plumbing Upgrades	Parking lot Improvements	Interior Finish Upgrades
Airport FBO Terminal Building	☑	☑	☑	☑	☑	☑		☑	☑	☑	
Black Swan Theater		☑	☑		☑	☑	☑	☑	☑		
Calle Guanajuato Restrooms	☑	☑		☑			☑	☑	☑		☑
Chamber of Commerce	☑		☑			☑		☑	☑	☑	
Briscoe Elementary		☑	☑	☑	☑	☑	☑	☑			
Fire Station #1	☑	☑	☑	☑		☑		☑	☑	☑	
Fire Station #2		☑		☑		☑			☑		
Council Chambers/Court		☑	☑		☑			☑		☑	
Police Department	☑	☑	☑		☑	☑	☑	☑	☑	☑	
Shakespeare Admin Building		☑		☑	☑	☑	☑	☑	☑		☑
Community Development	☑	☑		☑		☑	☑	☑	☑		☑
Service Center â€“ Water Dist.	☑	☑		☑		☑	☑	☑	☑	☑	
Street Ops, Fleet, Facilities	☑	☑			☑	☑		☑	☑	☑	
City Hall	☑		☑	☑	☑	☑	☑	☑	☑	☑	
Parks Storage	☑	☑		☑			☑			☑	
Pioneer Hall		☑	☑			☑		☑			
Community Center	☑	☑	☑	☑	☑	☑	☑	☑	☑		☑
Parks Public Restrooms	☑	☑	☑			☑		☑	☑		
Oak Knoll Golf Facilities		☑		☑		☑	☑	☑	☑	☑	
Daniel Meyer Pool	☑	☑				☑		☑	☑		
Lithia Park Shop & Storage	☑	☑	☑	☑		☑		☑	☑		
North Mountain Park Buildings		☑	☑	☑	☑	☑		☑	☑	☑	
Nature Center Office		☑	☑			☑		☑	☑	☑	
The Cabin		☑	☑		☑	☑	☑	☑	☑	☑	
Senior Center	☑	☑	☑			☑		☑	☑		
The Grove		☑		☑		☑		☑	☑	☑	

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Figure 06 Facilities Condition Assessment (FCA) Remaining Life & Condition Index Rating

Facility Name	Department Association	Facility Type / Use	Size (SF)	Critical Fire, Life, Safety Concerns	Average Asset Observed Remaining Life	Asset Condition Rating (1-5)	Current Building Replacement Cost	Capital Replacement Costs (5 Year)	FCI Rating (5 Year)	Capital Replacement Costs (10 Year)	FCI Rating (10 Year)
Shakespeare Admin Building	Arts	Office, Assembly	5,980	☐	8.3	3.4	$3,887,000	$301,180	0.08	$1,050,555	0.27
Black Swan /Chamber of Commerce	Arts	Office, Assembly	8,725	☐	3.1	3.8	$5,671,250	$807,630	0.14	$1,023,777	0.18
Airport Terminal Building	DPW	Other	6,700	☑	10.1	3.4	$4,020,000	$164,270	0.04	$266,925	0.07
Street Operations, Fleet, Facilities	DPW	Shop, Storage	6,380	☑	6.0	3.4	$3,509,000	$150,980	0.04	$373,061	0.11
Service Center, Water Distribution	DPW	Office, Storage	20,426	☑	4.8	3.7	$12,255,600	$1,579,462	0.13	$2,371,539	0.19
Pioneer Hall*	DPW, P&R	Assembly	2,860	☑	6.7	3.4	$1,716,000	$47,980	0.03	$179,676	0.10
Community Center*	DPW, P&R	Assembly	4,289	☑	2.0	4.0	$2,573,400	$282,166	0.11	$399,664	0.16
The Grove	DPW, P&R	Office, Assembly, Rec.	9,745	☑	12.5	3.3	$5,359,750	$169,810	0.03	$419,659	0.08
Parks Storage	DPW, P&R	Shop, Storage	1,270	☑	6.0	4.0	$508,000	$44,860	0.09	$96,892	0.19
Fire Station #2	Fire Station	First Responders	7,120	☐	19.0	2.6	$4,272,000	$167,831	0.04	$353,817	0.08
Fire Station #1	Fire Station	First Responders	12,964	☑	10.4	3.5	$7,778,400	$496,321	0.06	$621,951	0.08
Oak Knoll Golf Course Buildings	P&R	Rec., Stor., Shop, Offices	13,028	☑	15.0	3.4	$5,758,250	$633,216	0.11	$790,824	0.14
Daniel Meyer Pool Locker Rooms	P&R	Other	5,506	☑	12.8	3.5	$3,028,300	$50,860	0.02	$64,018	0.02
Lithia Park Shop & Stor.	P&R	Shop, Storage	6,643	☑	11.0	3.5	$2,681,650	$181,090	0.07	$304,284	0.11
The Cabin	P&R	Office	1,568	☐	6.8	3.6	$1,254,400	$78,785	0.06	$121,617	0.10
North Mtn Park Buildings	P&R	Recreation, Shop, Stor.	12,474	☑	7.0	3.6	$6,327,300	$494,103	0.08	$948,993	0.15
Senior Center	P&R	Office, Assembly, Rec.	4,396	☑	7.1	3.6	$1,033,100	$143,342	0.14	$391,246	0.38
N Mountain Park Nature Center	P&R	Office	2,384	☐	6.7	3.7	$1,311,200	$151,996	0.12	$186,336	0.14
Police Department	Police Station	First Responders	9,770	☑	11.8	3.3	$5,862,000	$408,492	0.07	$833,564	0.14
Calle Guanajuato RR	Public Services	Restroom	1,342	☑	8.1	3.4	$805,200	$38,440	0.05	$96,509	0.12
Council Chambers/ Courts	Public Services	Admin., Office, Assembly	5,568	☐	6.3	3.4	$3,340,800	$388,560	0.12	$612,299	0.18
City Hall	Public Services	Administration, Office	4,451	☑	5.2	3.7	$2,670,600	$380,891	0.14	$409,172	0.15
Briscoe Elementary	Public Services	Education, Office	32,289	☑	3.7	3.8	$19,373,400	$2,879,060	0.15	$3,166,080	0.16
Community Development	Public Services (mixed)	Office, Storage	20,748	☑	11.8	3.5	$12,448,800	$469,907	0.04	$778,048	0.06
Dusk-to-Dawn Lawn	Public Services	Residential (Camping Site)	-	☐	Not included in FAC scope						
B Street Operations, Fleet, Facilities	DPW	Shop, Storage	3,465	☐							
2200 Ashland Severe Weather Shelter*	Public Services	Residential	4,000	☑							

* These facilities are currently under renovation or design.*

Remaining life < 6 years

VISUAL INSPECTION SCORE:
- 1 = GREAT CONDITION
- 2 = GOOD CONDITION
- 3 = REQUIRES REGULAR MAINTENANCE
- 4 = POOR CONDITION
- 5 = CRITICAL CONDITION

FACILITY CONDITION INDEX (RATIO OF COST TO REPAIR TO BUILDING REPLACEMENT VALUE)
- 0.00 - 0.05 GOOD
- 0.06 - 0.10 FAIR
- 0.11 - 0.30 POOR
- 0.31+ CRITICAL

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Planning In Context: Reference Documents & Adopted Plans

This Facilities Master Plan builds on a strong foundation of adopted plans, policy documents, and regulatory guidance that shape Ashland's values and direction as a community. These studies provided essential context for understanding how City-owned facilities fit into broader objectives related to sustainability, land use, equity, accessibility, and resiliency. The recommendations in this plan are intended to align with and support these long-range planning efforts.

Adopted Plans Overview

Several adopted City plans helped guide key assumptions about land use, mobility, and the siting of civic facilities:

- The Transportation Plan establishes street standards and classifications that prioritize shared streets with infrastructure for walking, biking, and transit. These goals are further supported by Ashland's average Walk Score of 55 ("somewhat walkable").
- The City's Comprehensive Plan requires new development to improve connectivity between neighborhoods, commercial areas, and services. Civic facilities should serve as anchors that enhance connectivity, walkability, and ease of access.
- The City's land use code designates "Pedestrian Places," which promote mixed-use development patterns where daily needs can be met by foot, bike, or transit. Civic buildings, particularly those serving the public, should be compatible with these planning goals.
- The City of Ashland has completed its Climate Friendly Area (CFA) designation process. These overlay zones are intended to concentrate future growth in areas with existing infrastructure, higher density allowances, no parking minimums, and access to transit.

This Facilities Master Plan reflects these policy goals by emphasizing facility siting that improves accessibility, supports active transportation, and reduces the environmental impact of municipal operations.

Climate and Energy Action Plan (Adopted 2017)

Ashland's Climate and Energy Action Plan (CEAP) was adopted in 2017 to reduce emissions, build resilience, and prepare for the increasing effects of climate change. The plan sets ambitious goals for municipal operations, including carbon neutrality by 2030 and full elimination of fossil fuel use by 2050. These objectives were critical to shaping the guiding principles of this Facilities Master Plan and have directly influenced recommendations for site selection, building systems, and operational strategies.

Relevant strategies and actions from CEAP that informed this plan include:

- ULT-4: Evaluate expanded local transit options, including additional park-and-ride lots to support transit use and reduce downtown congestion.
- ULT-5: Improve City fleet and commuting efficiency (carpool/EV infrastructure, fleet audits, carbon offset policies).
- PHSW-4-2: Identify and mitigate risk to essential City services located in flood zones.
- CM-5-1: Adopt environmentally preferable purchasing guidelines for equipment and building systems.
- NS-3-1: Evaluate rainwater collection and graywater reuse for new and existing City facilities.
- BE-1-4: Increase on-site solar energy generation at City buildings.
- BE-3-1: Use findings from energy audits to inform facility maintenance and capital planning.
- BE-5: Prepare municipal buildings for climate impacts through passive design, cooling strategies, and elimination of fossil fuel reliance.
- CC-2 and CC-3: Train staff and embed CEAP goals into City policies, budgets, and long-range plans.

CEAP continues to serve as a critical lens for facility decisions, including

prioritization of energy-efficient upgrades, investments in fleet electrification, and the integration of passive design strategies. Projects proposed in this plan should be scored against CEAP alignment, helping ensure long-term implementation success.

2024 Buildable Lands Inventory

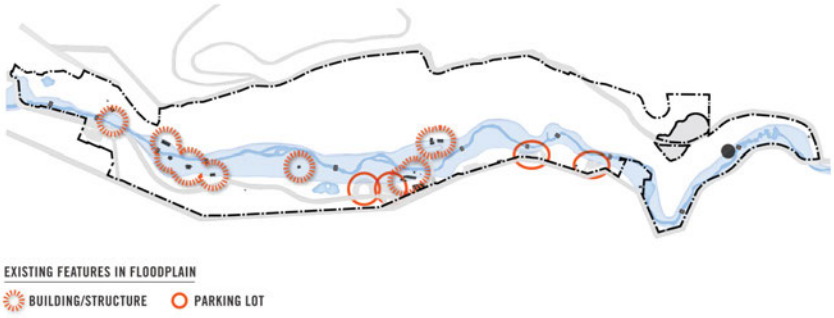
The 2024 Buildable Lands Inventory (BLI) assesses Ashland's capacity to accommodate future residential and employment growth within its urban growth boundary. The methodology, which follows state planning guidance, excludes publicly owned lands dedicated to civic uses, such as public works yards, parks, and City buildings, unless formally designated as surplus by City Council.

Recent changes to Oregon land use law are reshaping assumptions about development capacity citywide. Reforms now allow duplexes, ADUs, and middle housing on all single-family lots, eliminate off-street parking requirements, and permit residential use on commercial lands. These laws have not yet been fully integrated into BLI methodologies but will be considered in future planning efforts.

The Facilities Master Plan recognizes that redevelopment of underperforming public buildings offers a unique opportunity to contribute to Ashland's housing and economic development goals. City-owned land that is no longer needed for civic purposes can be repositioned as mixed-use or housing sites through Council action. Several divestment opportunities proposed in this plan, including sites in the downtown core, would support higher density redevelopment while reinvesting in more efficient, modern civic infrastructure elsewhere.

Ashland's Future: Our Community Wildfire Protection Plan (CWPP)

The City of Ashland adopted Ashland's Future: Our Community Wildfire Protection Plan in the summer of 2025 to address the increasing risk of wildfire in the Rogue Valley. This plan acknowledges the serious threats that climate change, drought, and development in the wildland/urban interface pose to community safety and resilience. It establishes a framework for proactive fire risk reduction, emergency preparedness, and recovery strategies tailored to Ashland's unique geography and development patterns.



Above

From the Lithia Park Master Plan

Floodplain Conflicts

The plan emphasizes actions to harden public facilities, create defensible space, and expand community-wide education and preparedness programs. It identifies priorities for vegetation management, safe evacuation routes, and coordination with regional fire and emergency response agencies. For civic infrastructure specifically, the plan underscores the importance of designing new facilities, and retrofitting existing ones, to ensure continuity of operations during and after wildfire events. This includes maintaining backup power, safe refuge areas, and redundant communications systems.

Together, the 2024 Buildable Lands Inventory and the Community Wildfire Protection Plan highlight the need to balance responsible density and infill with community safety. While the BLI demonstrates opportunities for housing and mixed-use growth within Ashland's urban footprint, the Wildfire Protection Plan emphasizes the risks of expanding into vulnerable areas. The Facilities Master Plan integrates both perspectives by recommending civic investments that reinforce compact, walkable, and climate-friendly development patterns, while also incorporating wildfire resilience into the siting, design, and construction of municipal facilities. This approach ensures

Continued below.

Department Leadership Interviews

that Ashland can accommodate future growth responsibly, while protecting public safety and preserving the city's long-term resilience.

Lithia Park Master Plan

Lithia Park is Ashland's flagship park and is listed on the National Register of Historic Places. The Lithia Park Master Plan, adopted in recent years, provides a vision for the long-term care and stewardship of this iconic space. Much of the park's infrastructure is decades old and in need of thoughtful renovation or removal. Key recommendations from the plan that informed this Facilities Master Plan include:

- Removal of nonessential structures located in flood-prone areas (Recommendation No. 35).
- Restriction on any new construction within the 500-year floodplain boundary (Recommendation No. 29).
- Consideration of property disposition for the parcel at Granite and Nutley Streets (Recommendation No. 32).
- Reinvestment in the Community Center and Pioneer Hall, both of which are currently under renovation and expected to reopen in late 2025 (Recommendations Nos. 6 and 7).
- Reuse of the Parks Office within "The Cabin" into a public Community House as a public-facing visitor and event space, with Parks administration relocated to the proposed Ashland Civic Campus or a new Parks headquarters facility (Recommendation No. 27).
- Relocation and consolidation of park maintenance functions outside of Lithia Park, with selective retention of one maintenance structure and reduction of impervious surfaces in favor of riparian restoration (Recommendation No. 28).

In response to these findings, this Facilities Master Plan proposes divestment of flood-prone buildings, consolidation of Parks operations in a new administrative center, and reactivation of the Community House for broader public use.

In-person interviews were conducted with departmental leadership and key staff during December 2024 and January 2025. These structured conversations followed a consistent set of twelve questions, organized into three focus areas: ***Vision, Culture, and Facility Experience.*** This format allowed for a clear comparison of priorities and challenges across departments while providing insight into department-specific needs.

Vision

List three goals or aspirations for this study.

Across departments, there is a strong desire to modernize and right-size facilities to better support operations and staff wellbeing. Many departments cited inadequate or aging infrastructure and undersized workspaces that hinder productivity and service delivery. Public Works and Electric highlighted the need for expanded and consolidated storage and fleet maintenance space. The Parks Department emphasized centralizing operations and aligning improvements with long-term sustainability goals. Emergency Management and Finance also stressed the importance of using this plan to define and prioritize investments that ensure operational resilience and future-readiness. The Police and Fire Departments expressed the need for purpose-built facilities, including dedicated emergency operations and training spaces.

In your view, the main objective of this process is to...

Staff generally see this process as an opportunity to set a clear, long-term road-map for City facilities that improves functionality, supports service delivery, and informs Council decision-making. The City Manager and Finance Director emphasized using the plan to identify what's working and not and present actionable recommendations to Council. The plan is also seen as a way to correct inefficiencies caused by decades of ad hoc expansions and mismatched facility uses.

Department Leadership Interviews

Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive, and (5) efficient place to work. Do you agree or disagree with these values? Is anything missing?

Staff broadly agreed with the listed values but offered nuanced suggestions to strengthen them. Several departments emphasized the need to include a financial metric, noting that efficiency must also consider long-term maintenance costs and return on investment. Public Works and Electric stressed that resilience must include energy redundancy and backup capacity. Multiple departments, including Police and IT, flagged ongoing challenges with overcrowded layouts, poor acoustic privacy, and lack of daylight as detracting from productivity and health. Safety was widely endorsed, though several participants noted current gaps in facility security that must be addressed.

Culture

What are the three biggest changes that have occurred in this department over time? How have your space needs changed after the global pandemic?

Departments have experienced significant shifts in staffing, operations, and workplace culture since the pandemic. Some, like Public Works and Parks, returned entirely to in-person work, while others adopted hybrid or mobile approaches. The Finance Department noted improvements in morale and operations after moving into a leased space better suited to current needs. Emergency Management reported a culture shift toward longer-term planning and better team cohesion. Parks emphasized the need for co-locating staff, having found remote work detrimental to team-building and connection to the mission. Many departments also reported an increased demand for digital tools and mobile infrastructure, although copious stores of physical records and decentralized storage remain challenges.

What are the three biggest challenges your department is currently facing or may face in the future?

Recurring challenges across departments include aging infrastructure, space constraints, storage deficiencies, and deferred maintenance. The Police and Fire Departments cited serious operational limitations due to undersized, outdated facilities and insufficient parking. Public Works and Electric reported cooling issues in server rooms and a lack of secure or climate-protected storage. The Parks Department is managing increased service demands with fewer resources, while Emergency Management emphasized limited engagement capacity and gaps in interdepartmental coordination. Staff within City Hall raised concerns about inadequate facilities hindering efficient service delivery and leading to morale issues.

What is the current number of staff and projected growth in your department? How do we build extra capacity for future staff members?

While staffing levels vary across departments, most anticipate modest growth and emphasized the need to plan for flexibility. IT expects to grow from 15 to 20 staff in the next two years, while Finance anticipates increasing from 17 to 23 employees in the same lease office space. Parks currently supports 36 operations staff but believes the workload justifies 60 or more FTEs. Several departments, including Community Development and Public Works, reported already being out of space for current operations. There was widespread consensus that future facilities should be designed with built-in capacity for growth and temporary staff support.

Facility Experience

How collaborative is your department internally, interdepartmentally, and with the community?

Internal collaboration is generally strong but often limited by physical barriers and inadequate meeting space. Departments such as Police, Fire, and Emergency Management reported regular

coordination with other departments but lack the space to meet comfortably or conduct joint training. The Service Center's open-office layout creates acoustic and privacy challenges, while the Parks Department emphasized that remote work, although efficient, has eroded interpersonal connections. Most departments expressed a desire for more flexible, centralized collaboration spaces and improved public-facing areas to support customer service and community access.

Confirm the facilities/buildings your department inhabits.

City departments operate from a broad array of facilities, many of which are aging, undersized, or ill-suited for their current uses. Finance currently operates from a leased space on Ashland Street and has reported high satisfaction with its accessibility and function. Conversely, many staff at the Service Center and Winburn Way reported poor layouts, lack of daylight, and inefficient circulation. Parks facilities are scattered across multiple locations, leading to communication challenges and operational inefficiencies.

Are programs spread across multiple locations? What is working well and what is just not working?

Fragmentation across sites is a common issue that negatively impacts operations and staff communication. Parks described challenges coordinating between The Grove, the Nature Center, and The Cabin. Several departments, including Emergency Management and Police, emphasized that this dispersion makes it harder to build team cohesion or respond efficiently in emergencies. The Service Center's layout, especially the narrow, windowless hallway as the main circulation route, was repeatedly cited as a major functional problem.

What are the three most needed facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?

The most frequently requested facility improvements include a dedicated Emergency Operations Center, expanded public meeting and training spaces, improved storage, and modern office layouts. Police and Fire advocated for a shared training facility, while Emergency Management stressed the need for a resilience hub that can serve both public and staff during emergencies. Parks identified needs for improved senior and community center facilities, while City Hall users noted a lack of adequate conference and public meeting spaces. Public meeting capacity was identified as a growing need across nearly all departments.

Discuss facility security: Does the current setup enhance or hinder staff safety?

Security concerns were raised across all departments. Many buildings lack secure public entrances, controlled access systems, and adequate lighting. The Police Department reported chronic safety issues due to encampments near its entrance. Several departments cited broken card readers, manually locked buildings, or public/staff crossover points that create tension. Parks noted that The Grove's adjacency to the Dusk-to-Dawn lawn and police facilities, as well as having two main entrances, has introduced vulnerability. Across the board, there is support for standardizing security protocols and upgrading systems to ensure staff safety and protect equipment.

If new buildings or renovations occur, what should the ideal look, feel, and function be?

Future facilities should prioritize flexibility, daylight access, acoustic comfort, and long-term durability. Many departments emphasized the need for efficient layouts with defined work zones, centralized meeting rooms, and natural light to support staff wellness. There is a desire for civic buildings to reflect Ashland's character, avoiding generic government architecture in favor of spaces that feel rooted in the community. Emergency Management and Parks advocated for multi-use

spaces that can shift between operational and public-facing roles. Departments also called for consolidated storage, protected vehicle bays, and better support amenities, such as break rooms and locker room facilities.

Staff Survey Feedback

In addition to the in-person leadership interviews, an online survey was distributed to City of Ashland staff to broaden participation and gather insights from employees at all levels of the organization. Responses were collected across multiple departments and work environments. The following summary synthesizes the key themes and critical feedback that emerged from this engagement.

Workplace Preferences & Priorities

City staff emphasized the importance of functional, comfortable, and well-equipped workspaces. The most commonly valued elements included safety and security, access to natural light and outdoor views, acoustical privacy, and comfortable break areas. Staff in leased facilities, such as those from Finance and Technology, appreciated the improved functionality and parking access compared to previous locations. Others, particularly in older facilities like the Service Center and Parks offices, noted challenges related to storage shortages, crowded conditions, and inadequate acoustics and climate control. Many respondents mentioned the need for collaborative workspaces while also valuing quiet, individual space for focused work.

Goals & Objectives for the Study

Staff view this study as a chance to right-size and modernize the City's facilities to support both current operations and long-term growth. Common aspirations include increasing efficiency, improving interdepartmental coordination, and aligning facility investments with future staffing and service needs. Several respondents stressed the need to ensure equity in workspace allocation and to address overcrowding and deferred maintenance. There is also a strong desire to match space and infrastructure with each department's mission and to create facilities that enable a more seamless experience for both staff and the public.

Facility Gaps & Needs

Staff identified a consistent set of gaps in workplace functionality. The most frequently mentioned needs include additional parking, expanded storage (particularly for vehicles and equipment), improved restrooms, especially women's facilities, and enhanced meeting and collaboration spaces. Field-based departments such as Parks & Recreation and Public Works noted the strain on outdoor storage and workspace due to dispersed operations and underbuilt yards. Technology staff flagged the need for secure, climate-controlled environments for equipment. A few respondents expressed frustration with office furniture, malfunctioning doors, or poor acoustics, especially in older facilities or retrofitted spaces. Staff generally support the development of a consolidated campus, with several naming it as a high-impact improvement for the City's efficiency.

Safety & Security Concerns

While most respondents reported feeling safe at work, many also pointed out vulnerabilities in the existing facilities. Concerns included buildings with too many uncontrolled access points, lack of fire alarms, and insufficient separation between public and staff areas. Some noted the absence of modern access control systems, such as badge readers or monitored entries. A respondent from the Service Center specifically flagged the abundance of external doors as a concern. In a few locations, inadequate lighting and outdated infrastructure raised questions about structural integrity. These comments underscore the need for facility improvements that enhance not only physical safety but also a sense of security and control over work environments.

Vision for Future Buildings

When imagining future facilities, staff leaned toward practical, efficient, and

Right
Nature Center & Gardens

welcoming spaces. Many emphasized a preference for "function over form," prioritizing well-ventilated work areas, access to natural materials and views, efficient circulation, and climate-resilient systems. One respondent referenced Lake Oswego's civic buildings as a desirable model, highlighting the integration of natural materials and thoughtful siting. Others stressed the need for flexible meeting spaces and better amenities for employees, particularly improved break rooms and informal collaboration areas. Above all, the ideal workspace was described as one that supports both staff wellbeing and effective public service, with clear delineation between public and private zones.

Desire for Consolidation and Cohesion

Staff expressed a desire to consolidate operations currently spread across multiple locations. Fragmentation was frequently cited as a barrier to efficiency, communication, and morale. Respondents noted that co-location would improve team dynamics, reduce redundancies in equipment and materials, and support better customer service. Parks, Public Works, and IT staff especially emphasized the operational and logistical benefits of shared facilities.

Frustration with Deferred Maintenance

Several comments pointed out frustration over long-standing facility issues that have not been addressed, such as broken doors, outdated systems, and recurring HVAC problems. This sentiment underscores the need for a proactive, long-term capital investment strategy.

Support for Data-Driven Decision Making

Respondents supported the intent of the facilities plan to help City Council make informed, long-term decisions. There was a clear call for recommendations grounded in operational data, cost-benefit analysis, and direct input from staff. This supports the idea that transparency and logic in facility planning will build greater buy-in from internal stakeholders.

Standard Workspaces

A key priority of this Facilities Master Plan is to improve workplace consistency and functionality across all City departments.

Standardizing workspaces ensures that staff have equitable access to well-designed, productive environments that support diverse work styles.

A consistent set of design principles and space types enables the City to respond more effectively to departmental needs, reduce capital costs, and plan for future growth in a scalable and standardized way.

Design Principles

Workplace design should support three primary modes of work: ***focus, collaboration, and socialization.*** A successful environment includes a range of space types that support individual and team-based work while enhancing flexibility, comfort, and well-being.

- Prioritize daylight and views at workstations where staff spend the majority of their time.
- Locate support spaces (such as storage, print rooms, and conference rooms) along interior walls to preserve perimeter access for more frequently occupied areas.
- Interior glazing on private offices and conference rooms can provide daylight penetration and visual transparency while maintaining privacy when required.
- Maintain low partition heights at open workstations to foster a sense of connection and maximize light and view access.
- Provide a variety of alternative workspaces, including phone booths, huddle rooms, and lounges, to allow staff to choose the setting that best suits their task or need.
- Breakrooms and lounges should be welcoming, comfortable, and flexible, supporting both informal collaboration and decompression.

Functional Space Types

To support workplace diversity, a mix of space types should be incorporated into facility planning. Sizes and configurations should respond to the nature of the work and anticipated use.

Collaboration Spaces

Project Rooms (Approx. 350 SF): Mid-sized rooms for 4–8 people to support teamwork on temporary or ongoing projects. Flexible furniture allows for rearrangement based on group needs. Ideal for brainstorming, visual planning, and collaboration with physical materials or digital displays.

Conference Rooms (10–20+ Person Capacity): Formal meeting rooms for larger groups, equipped with screens, video conferencing tools, and presentation surfaces. These spaces are designed for cross-department meetings, staff trainings, and public-facing discussions.

Meeting Rooms (4–10 Person Capacity): Smaller enclosed rooms that offer privacy and technology support for internal staff meetings, client consultations, or department planning. Sizes can be scaled to fit the expected group sizes while maintaining comfort and efficiency.

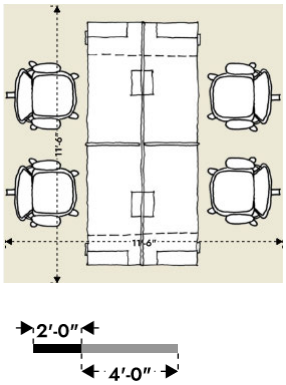
Huddle Rooms (2–3 Person Capacity): Small, flexible rooms for impromptu conversations, check-ins, or private discussions. Located close to work areas for convenience and usually include seating, a small table, and a whiteboard or monitor.

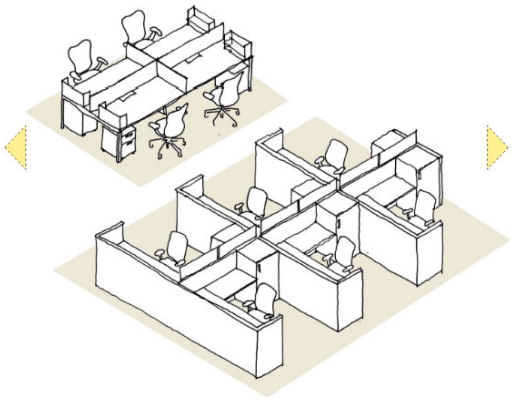
Focused Work Areas

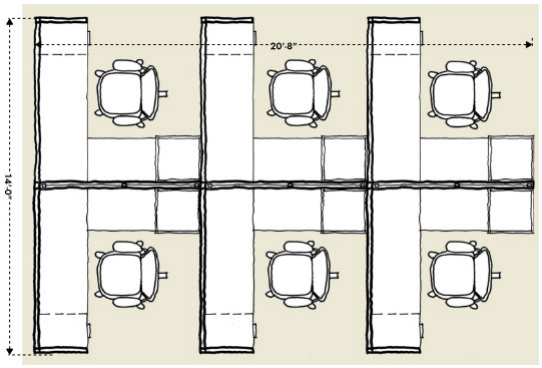
Benching Workstations (Approx. 30 SF): Compact, linear desk setups for short-duration tasks or mobile employees. Best suited to shared environments or flexible seating arrangements.

Open Workstation Cubicles (Approx. 50 SF): Semi-private individual desks with low dividers that allow for some visual and acoustic separation while preserving openness and daylight access. Ideal for

Opposite Right
Open Workstations







1.1 **Capacity:** 4 staff members
Size: 120-140 SF (30-35 SF/staff)
Use: Hot desking, hoteling, touch-down
Note: Ideal for hybrid staff, field staff, staff with few phone calls/meetings

1.2 **Capacity:** 4 staff members
Size: 200 SF (50 SF/staff)

1.3 **Capacity:** 6 staff members
Size: 300 SF (50 SF/staff)

Use: Open workstations
Note: Ideal for hybrid staff, field staff, staff with few phone calls/meetings, less privacy, higher collaboration; combine with phone booth and huddle rooms for privacy

staff who require regular, focused work in a shared environment.

Private Offices (80–200 SF): Fully enclosed offices for staff who handle confidential materials, need regular privacy, or conduct frequent one-on-one meetings. Sizes vary based on seniority, function, or team leadership responsibilities.

Phone Booths (Approx. 50 SF): Single-user, soundproof enclosures for focused calls, virtual meetings, or private work. Equipped with power, lighting, and small work-surfaces, they offer an important reprieve in open offices.

Social & Support Spaces

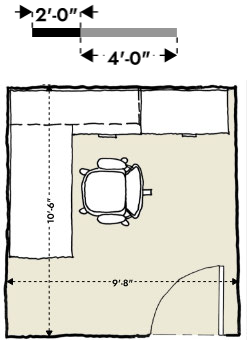
Cafés and Breakrooms: Centralized gathering spots for meals, casual conversations, or cross-team socialization. Equipped with kitchen amenities, varied seating, and natural light. These spaces can also function as informal work areas during off-peak times.

Lounge Areas: Comfortable, informal seating zones dispersed throughout buildings or near high-traffic areas. These spaces support spontaneous collaboration or moments of individual relaxation and are often furnished with sofas, soft chairs, and coffee tables.

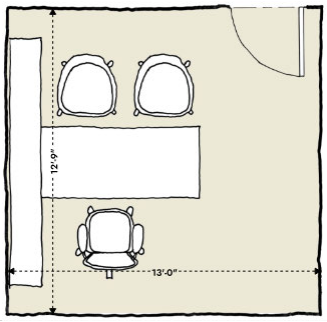
Print/Copy and Supply Rooms: Dedicated rooms for shared equipment like copiers, printers, and supply storage. Placement should be central to work areas and designed for easy access while minimizing noise and disruption.

Flexible Open Spaces: Wide circulation zones or niches, lobbies, or shared areas that double as gathering or overflow workspace. Outfitted with light furniture such as stools, café tables, or mobile boards, these areas support event staging and pre-function, collaboration, or casual work.

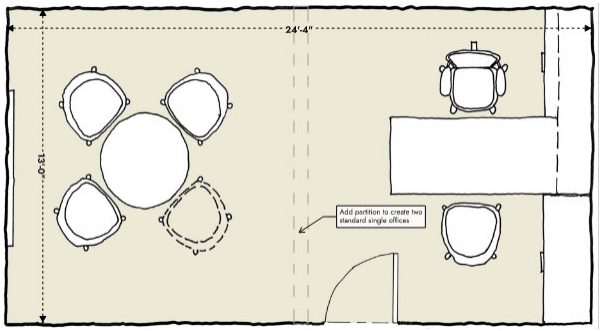
Standard Workspaces



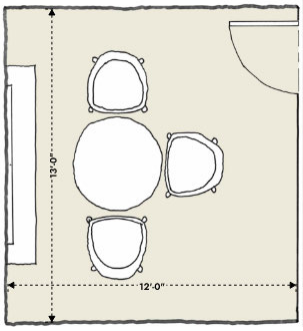
2.1 **Capacity:** 1 staff member
Size: 90-110 SF



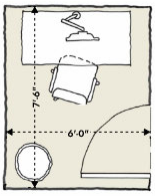
2.2 **Capacity:** 1 staff member, 1-3 visitors
Size: 100-170 SF



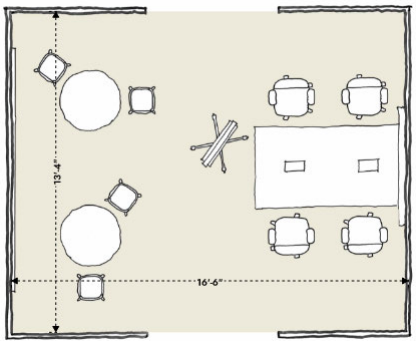
3.1 **Capacity:** 1 Executive Director, 4-5 visitors
Size: 200-300 SF



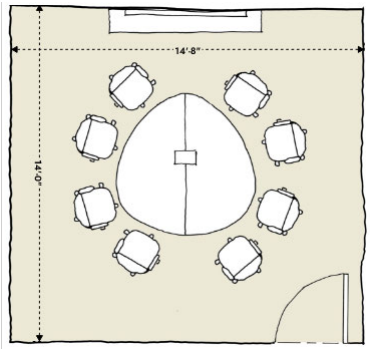
4.2 **Capacity:** 2-3 staff members
Size: 140-160 SF
Use: Small team meeting room, team remote meetings



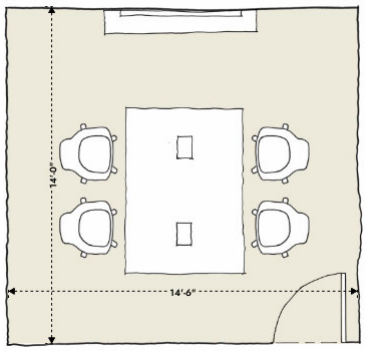
4.1 **Capacity:** 1-2 staff members
Size: 45-80 SF
Use: Private phone booth, remote meetings, quiet and individual contributor work



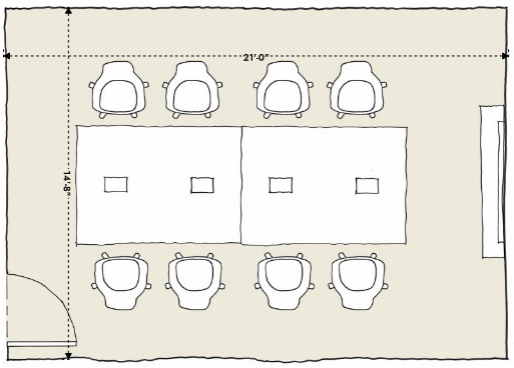
4.4 **Capacity:** 8-10 staff members
Size: 190-225 SF
Use: Large team huddle room, project room



4.3 **Capacity:** 6-8 staff members
Size: 180-200 SF
Use: Medium team huddle room, project room

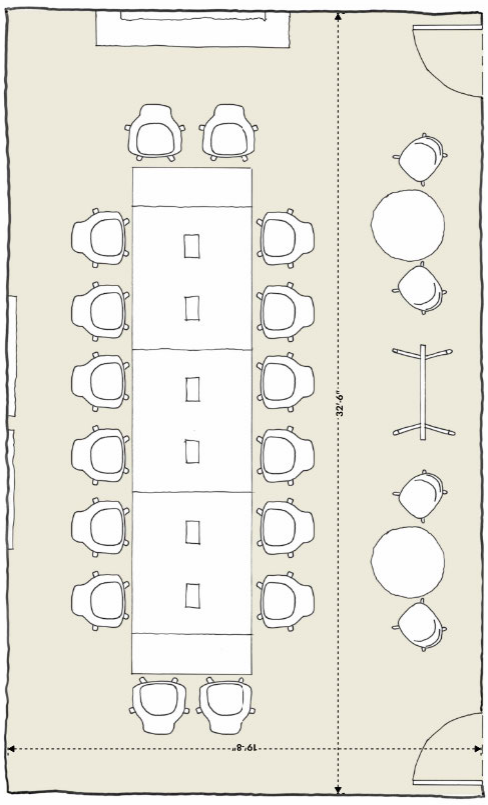


5.1 **Capacity:** 4 staff members
Size: 200 SF
Use: Small conference room



5.2 **Capacity:** 8 staff members
Size: 315-330 SF
Use: Medium conference room

5.3 **Capacity:** 20-24 staff members
Size: 600-660 SF
Use: Large conference room



Before the implementation of any design or renovation, a detailed programming analysis should be conducted for each facility. This analysis helps align functional needs with available space and provides the foundation for effective capital planning. Key elements of the programming analysis include:

- Functional use and intensity of each space
- Number of employees per department and projections for future staffing
- Physical proximity and adjacency requirements between divisions
- Inventory of needed spaces and accessory/support programs
- Identification of safety and security concerns
- Evaluation of information technology and systems infrastructure
- Alignment with acceptable emergency service response times for public safety facilities
- Assessment of current functionality and opportunities for reconfiguration
- Forecasts for growth and space allocation
- Desired amenities and workspace improvements
- Cost-effective strategies for layout, equipment, and finish updates

Standardizing workplace design across departments will improve operational efficiency, support employee well-being, and provide a clear framework for future renovations and new construction. This strategy allows Ashland to manage its civic real estate portfolio proactively, with an emphasis on flexibility, equity, and long-term value. The city may choose to partner with a standard vendor that can supply furniture systems that support needed programs.

Public vs. Private Space Planning

Social and support spaces must be carefully planned to distinguish between areas intended for public use and those reserved for staff. This separation should be clearly defined through layout, signage, and visual cues, without sacrificing the overall sense of welcome and openness that civic buildings should provide. Thoughtful transitions between public-facing areas and staff-only zones help ensure both security and inclusivity.

Swing Space and Temporary Office Layouts

As facility improvements and new construction are phased in over time, departments will need access to swing space, temporary office environments that accommodate staff during transitions. These spaces should be flexible, furnished with modular workstations, mobile storage, and movable partitions to replicate the function and comfort of a permanent office. While typically more utilitarian, swing spaces must still provide basic workplace needs such as access to daylight, Wi-Fi, printing, break areas, and private meeting rooms to maintain productivity. Reusable, adaptable furniture solutions help reduce long-term costs and ease relocation logistics, ensuring departments can continue operations with minimal disruption while permanent facilities are upgraded or constructed.

Both The Grove and Community Development are utilized as swing space in the master plan to allow for necessary new construction and the renovation of facilities to remain. Schemes for each of these facilities are included on the following pages.

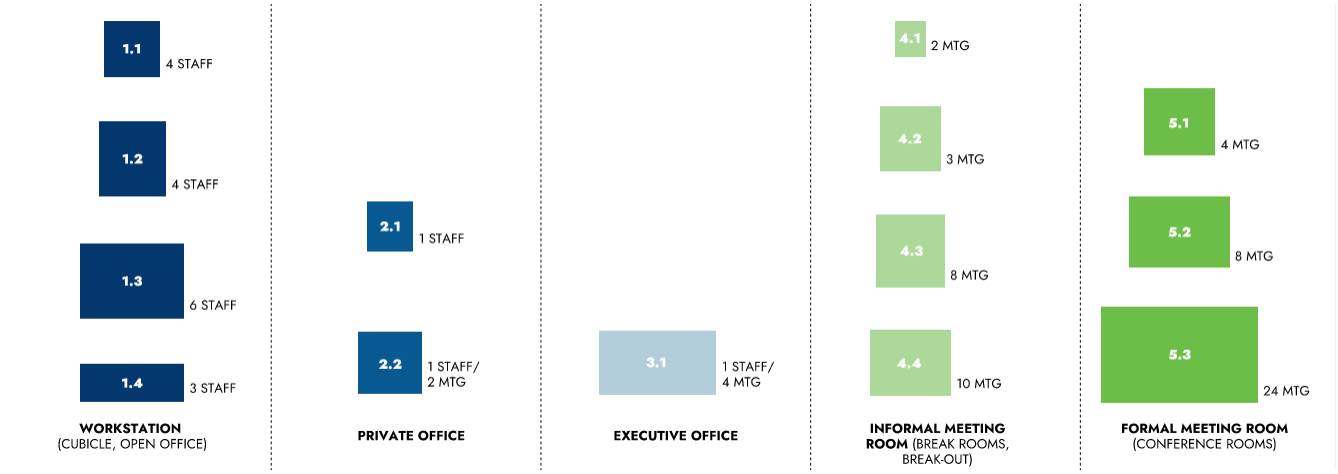
Opposite Left

Private Offices

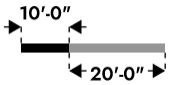
Informal Meeting Rooms

Formal Meeting Rooms

Programming Considerations



Above
Program key to scale



Recommendations for Community Development

1. Digitize archive real estate to open up additional area for staff workstations.

2. Conduct a minor alteration to improve the comfort and functionality of the lobby, break room, and generally update finishes.

3. Standardize workstation sizes through selection of furniture systems and demise plan as required to achieve "proposed" layout of space and add capacity.

4. City to provide assigned parking spaces to city staff at the public lot at 130 N Pioneer Street and the Hargadine parking structure (ea at a 6-7 minute walk). Provide assigned ADA loading and assigned visitor parking spaces at 51 Winburn Way.

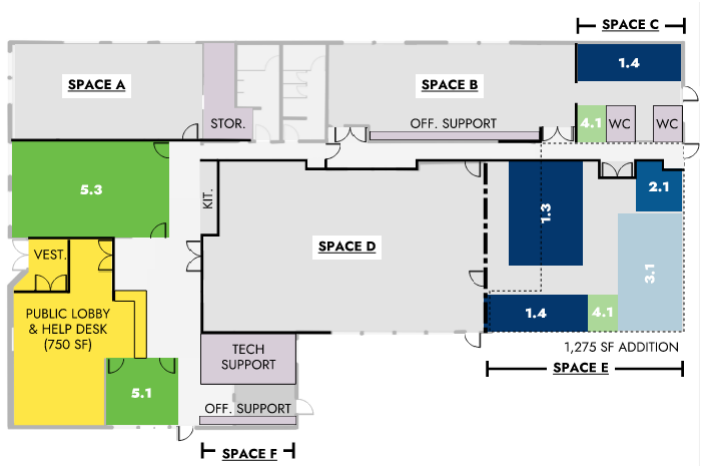
5. Utilize the Community Center and Pioneer Hall for additional meeting space when necessary.

6. Relocate all city staff located at the current City Hall and divest of that facility.

Existing Conditions | +/- 20,750 SF
Use: 3 director offices, 2 conference rooms, 5 private offices, 30 open workstations

Proposed | No Change to Area
Use: 3 director offices, three meeting rooms, 4 private offices, 49 open workstations, 5 phone booths

Existing Conditions | +/- 9,750 SF
Use: 1 director office, 3 private offices, 8 open workstations, 2 multi-purpose rooms, recording studio



Phase 1 | +/- 11,020 SF (Addition included)
Use: 1 director office, 2 meeting rooms, 1 private office, 9 open workstations, 2 phone booths

Phase 2 & 3 | +/- 11,020 SF (Addition included)
Use: 1 director office, 3 meeting rooms, 5 private offices, 47 open workstations, 5 phone booths

Recommendations for The Grove

1. The frontage of the Grove along Main St is inaccessible. Remove deemphasize public entry to the Grove from this access point. Reconfigure lobby and convert bike shop to interior office space.

2. Complete an addition to add approximately 10% to the overall size of the Grove.

Phase 1: The Grove > Municipal Court and Council Chambers

- Spaces A and B are for jury selection and deliberation, consecutively.
- Space C is staff touchdown space
- Space D is the court/council chambers with Space F as tech support.
- Space E is court administration and the judge's office.

Phase 2: The Grove > Service Center office space

- Standardize workstation sizes through selection of furniture systems and demise plan as required to achieve "proposed" layout of space and add capacity.
- Renovate locker rooms restrooms in the Service Center for continued use.

Phase 3: The Grove > Police Headquarters

- While an addition or re-build occurs on the police headquarters site, move police staff to the Grove during construction.

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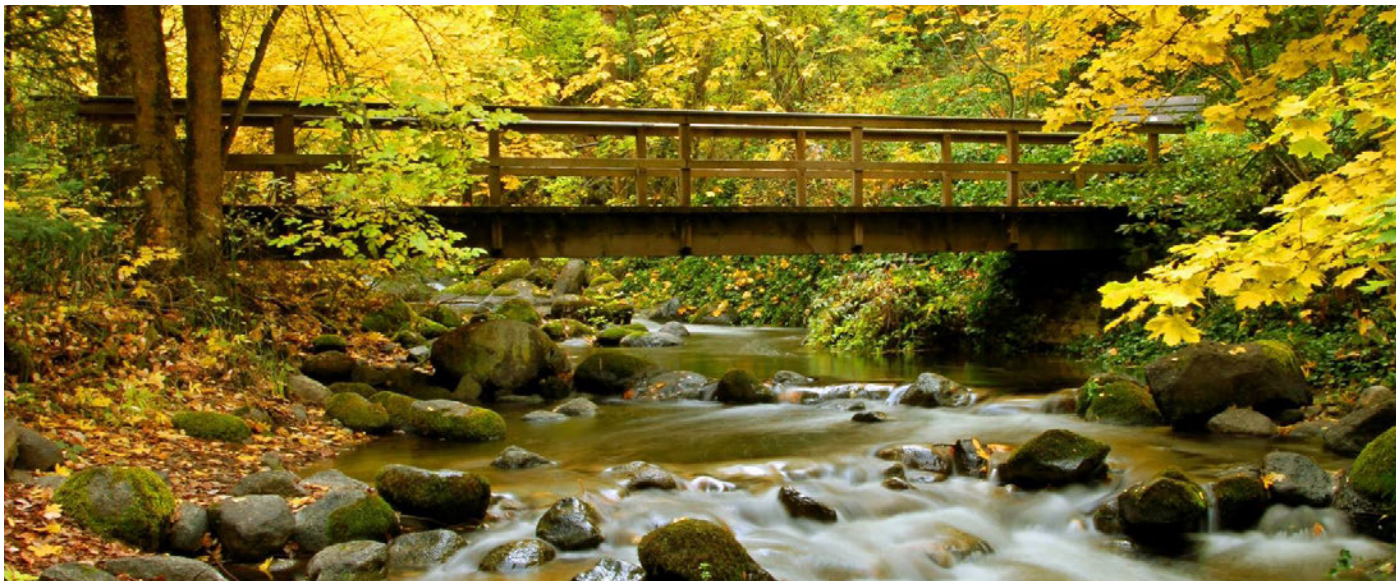
Facility Condition Assessment Executive Report (McKinstry)
Department Interview Notes



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Facility Condition Assessment Executive Report

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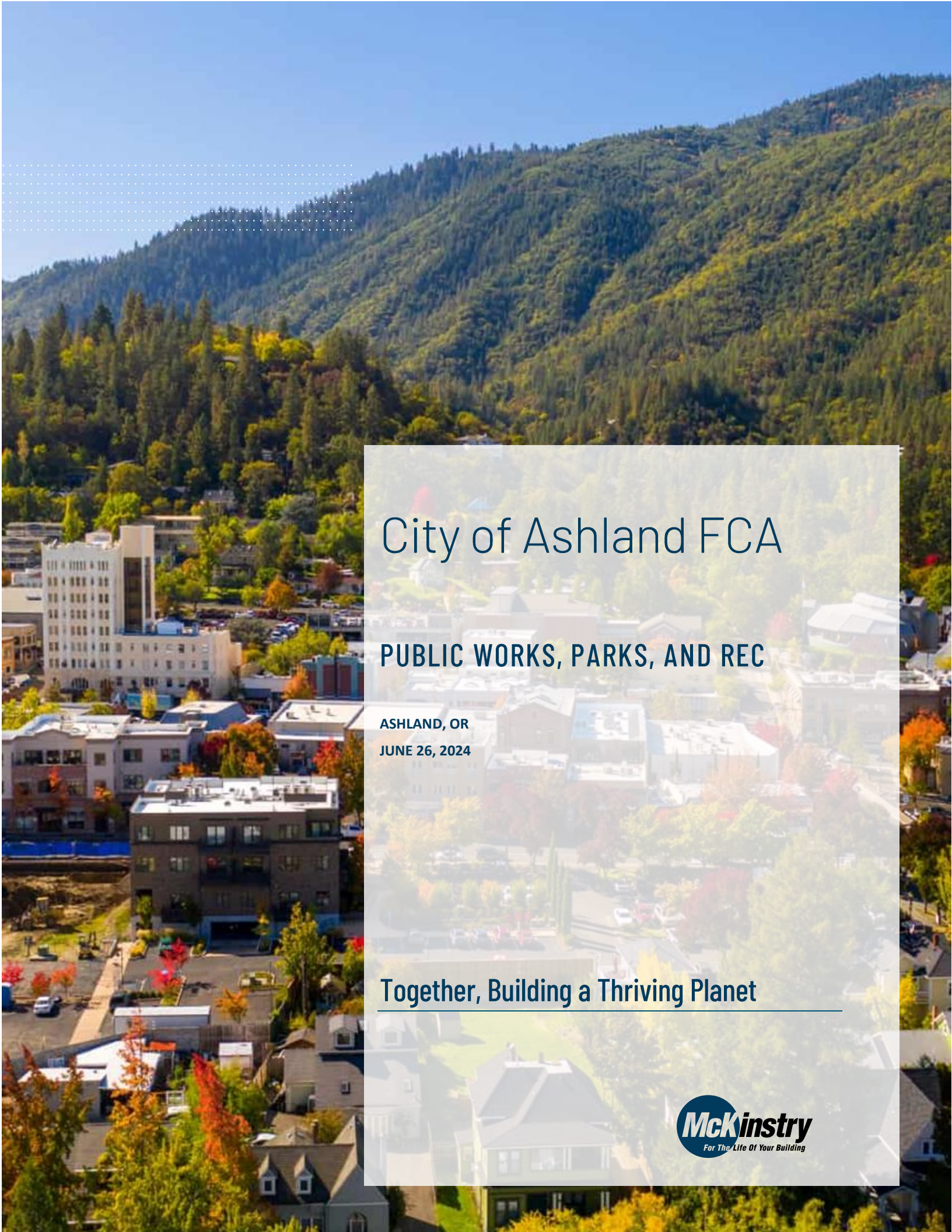

City of Ashland FCA

PUBLIC WORKS, PARKS, AND REC

ASHLAND, OR

JUNE 26, 2024

Together, Building a Thriving Planet

McKinstry
For The Life Of Your Building

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Table of Contents

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Section

1

Executive Summary

Executive Summary

PROJECT GOALS

The contents of this Summary Narrative Report present the results of the Facility Condition Assessment (FCA) performed at the request City of Ashland stakeholders, who intend to utilize the findings of this report to inform both capital and operating budgets, prioritize maintenance efforts, and optimize planning processes as replacements and upgrades of assets and facility systems become necessary in the future.

FACILITY LIST

The scope of the FCA project included assessments on the following buildings.

Table 2-1: Facility List

FACILITY NAME	AREA (SF)	YEAR(S) BUILT
ASHLAND CREEK PARK RR	401	2014
BRISCOE ELEMENTARY	32,289	1950, 1996
CALLE GUANAJUATO RESTROOMS	1,342	1970
CITY HALL	4,451	1889, 1913, 1970, 1990
COMMUNITY CENTER	4,289	1922
COMMUNITY DEVELOPMENT	20,748	1980, 2002
COUNCIL CHAMBERS/ COURTS	5,568	1980
DOG PARK RR	343	1990
FIRE STATION #1	12,964	2003
FIRE STATION #2	7,120	2020
GARDEN WAY PARK RR	280	1994
GARFIELD PARK RR NEAR SPLASH PAD	1,057	1992
GOLF DRIVING RANGE	1,715	1990
GOLF PRO SHOP	3,647	1990
HUNTER PARK RR	2,494	1974
HUNTER PARK-DANIEL MEYER POOL LOCKER ROOMS	5,506	1984
LITHIA PARK COTTON MEMORIAL RR	588	1993
LITHIA PARK ROOT MEMORIAL RR	679	1993
LITHIA PARK SHOPS	402	1990
LITHIA PARK STORAGE	4,052	1990
LITHIA PARK TENNIS COURT RR	598	1990
LITHIA PARKS MATERIALS & EQUIPMENT STORAGE	2,189	1998
N MOUNTAIN PARK BASEBALL BATTING CAGE & STORAGE	3,556	1994
N MOUNTAIN PARK BASEBALL CONCESSION STAND, RR, CLUBHOUSE	2,822	1990
N MOUNTAIN PARK NATURE CENTER BARN	1,010	1990
N MOUNTAIN PARK NATURE CENTER OFFICE	2,384	1990
N MOUNTAIN PARK SHOP, SOFTBALL CONCESSION STAND, RR, CLUBHOUSE	2,418	1994
N MOUNTAIN PARK SOFTBALL MATERIAL AND EQUIPMENT STORAGE	3,678	1994

Executive Summary

PARKS ADMIN OFFICE AKA THE CABIN	**1,568**	1984
PARKS ADMIN, AKA PARKS ANNEX AND PUBLIC RR	**1,422**	1995
PIONEER HALL	**2,860**	1900
POLICE DEPARTMENT	**9,770**	1980
RAILROAD PARK RR	**395**	1990
SENIOR CENTER	**4,396**	1998
SERVICE CENTER, WATER DISTRIBUTION	**20,426**	1984
SKATE PARK RR	**293**	1998
STREET/SHOP; STREET OPERATIONS, FLEET, FACILITIES	**6,380**	1980
SWIM RESERVOIR RR	**247**	1990
THE GROVE, PARKS & REC, UTILITY BILLING	**9,745**	1998

FACILITIES SUMMARY – PUBLIC WORKS

Starting with Briscoe Elementary, our assessment has highlighted concerns regarding aging fire alarm systems, HVAC units, plumbing, and electrical infrastructure. Recommendations include enhancements with ADA compliance, improvements to parking accessibility, and attention to building envelope maintenance and replacement.

Fire Station #1 and Fire Station #2, both face challenges with reprogramming/updating fire safety systems, aging HVAC equipment, plumbing issues, and lighting upgrades. Addressing ADA compliance, parking lot resurfacing, and building envelope maintenance are crucial steps to ensure operational readiness and safety.

Council Chambers and the Police Department also require attention to fire safety systems, HVAC equipment, plumbing, and lighting. Improvements in electrical infrastructure and ADA compliance are necessary to enhance functionality and safety.

Furthermore, Community Development, Calle Guanajuato Restrooms, and the Service Center/Water Distribution facility need upgrades to fire safety systems, HVAC equipment, plumbing, electrical systems, lighting, and ADA compliance. In addition to parking lot resurfacing and building envelope maintenance, City Hall Community Center should focus on enhancing fire safety systems, HVAC equipment, plumbing, electrical systems, and lighting.

At Parks Storage, the absence of fire alarm and suppression systems, coupled with improper fire extinguisher storage, poses significant safety risks. Urgent action is required to ensure compliance with fire safety regulations. Mechanical, plumbing, electrical, and lighting systems also need attention to enhance functionality and safety. Similarly, Pioneer Hall and the Community Center lack essential fire safety measures, adequate HVAC systems, and compliant ADA accommodations. Immediate installations and upgrades are necessary to ensure the safety and accessibility of these buildings.

By addressing these concerns comprehensively, Ashland can ensure the safety, functionality, and accessibility of its municipal buildings, ultimately contributing to the well-being and satisfaction of its residents and visitors. For specific details, please refer to individual reports.

Executive Summary

FACILITIES SUMMARY - PARKS

Currently, none of the park restrooms are equipped with fire alarm systems. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations. However, it's noteworthy that the Public Rest Room associated with the Parks Annex does have a dry system in place, enhancing fire safety measures. HVAC systems in all restrooms have surpassed their life expectancy, and water heaters and sump pumps also need replacement. Electrical systems are adequate, transitioning to LED lighting and integrating energy-efficient sensors is advised. ADA accommodations are satisfactory within the restrooms, but pathway assessments for accessibility and faucet upgrades are necessary.

Parking spaces meet ADA requirements, but parking lot resurfacing and door replacements are needed for enhanced accessibility and security. Additionally, aging roofing systems across various buildings require replacement, with the recommendation for metal roofing for longevity. Addressing these issues comprehensively is crucial for ensuring the safety, accessibility, and functionality of Ashland's park facilities.

As for the Golf Pro Shop, the Golf Cart Barn and the Golf Maintenance Shop, a lack of fire alarms was noted in the Maintenance shop, and installation is recommended. The majority of HVAC systems across these buildings are in need of replacement due to exceeding their industry expected life. Plumbing systems require only minimal attention for a water heater replacement, and electrical systems throughout are functional. Replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. There was minimal weathering on the exteriors of each building, regular repair and repainting is recommended. ADA requirements are satisfactory for the entrances, restrooms, and where public parking is available, but the parking lot is approaching the end of its industry expected life and will soon require resurfacing.

The Hunter Park Daniel Meyer Pool Locker Rooms lacked a fire alarm system, the installation of which is recommended to ensure the safety of occupants. Most mechanical, HVAC and plumbing systems are within their industry expected life, with a few exceptions. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. ADA requirements are satisfactory for the entrances, restrooms, and available parking. The building envelope is primarily in fair condition, although several spots for the interior finish in the mechanical basement require attention.

Out of the Lithia Park Shop, Lithia Park Storage and Lithia Park Materials and Equipment Storage, fire alarms are recommended to increase occupant safety within the Lithia Park Materials and Equipment Storage building. The HVAC and plumbing systems across all buildings have exceeded their industry expected life. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. All buildings would require updates to be completely ADA compliant, particularly in the case of restrooms, as well as parking, as there are no ADA compliant spots where parking is available. The building exteriors were in poor condition from weathering, dry rot, and plant growth on and around the buildings, particularly the Lithia Park Storage roof that is damaged and due for replacement.

The North Mountain Park Buildings included the Baseball Concession Stand, Clubhouse and Restroom, the Baseball Batting Cage and Storage, the Softball Concession Stand, Clubhouse and Restroom, and the Softball Material and Equipment Storage. None of these buildings are equipped with fire alarm systems, which are recommended to ensure the safety of occupants. The HVAC and plumbing systems across all buildings have surpassed their useful life expectancy and require replacement. Electrical systems throughout are functional,

and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. Most buildings were ADA compliant except for the Batting Cage and Storage not having an accessible main or alternative entrance. The parking lots lack appropriate ADA signage at spots and the paint is in poor condition. The roofs of all buildings are recommended for replacement due to age and some dry rot on the corners of roof fascia.

The Nature Center Office and Barn were in fair condition overall, the Nature Center Office possesses a fire alarm system, and the Barn did not have any HVAC, plumbing, electrical or lighting systems. The HVAC and plumbing systems in the Nature Center Office have surpassed their useful life expectancy and require replacement. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. Both buildings would require upgrades to their entrances and accessible routes to be ADA compliant, and appropriate ADA signage in the parking lot is recommended. The parking lot, asphalt shingle roof, and flat roof of the Nature Center Office have reached their industry expected life.

The Parks Administrative Office, also known as the Cabin, has a dry sprinkler system located in an adjacent building, but all its HVAC and electrical systems have reached the end of their industry expected life. Replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. The ADA accommodations of the building are satisfactory, but the parking lot, especially the ADA spots, has severe moss growth in shaded areas and large cracks from tree roots are also present. Most envelope components are in fair condition, but the asphalt shingle roof and windows have exceeded their industry expected life.

The Senior Center does not have a fire alarm system, which is recommended to ensure the safety of occupants. The majority of HVAC and plumbing systems within the building have exceeded their industry expected life, with a couple exceptions. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. While ADA accommodations within the building are satisfactory except for appropriate signage of restrooms, the available ADA parking lacks van accessible spots and access aisles; an additional curb ramp would also increase accessibility to the building. The building envelope is in fair condition, with the wood siding requiring minimal attention and repair, but the roof has reached the end of its useful industry life.

Executive Summary

Figure 2-1: City of Ashland Portfolio

CRITICAL ASSESSMENT SUMMARY

The following issues are recommended to be considered:

1. Roofing systems will need replacement across multiple buildings.
2. Plan for repair/replacement of HVAC systems, particularly at City Hall and Fire Station #1.
3. Replacement or reprogramming of fire alarm systems, Briscoe Elementary, Community Development, Fire Station #1, The Grove.
4. Replacement of Briscoe Elementary Main Power Distribution.
5. The exterior metal doors at the Hunter Park Restroom that were damaged from forced entry will need replacement.
6. The HVAC systems in the majority of Parks Buildings will need replacement.
7. Replacements of parking lots for the Golf Pro Shop, Hunter Park Restroom, North Mountain Park Baseball Concession Stand, Restroom and Clubhouse, and the Nature Center Office.

Executive Summary

Replacement costs associated with the Annual Capital Expenditure table are in constant 2024 dollars and do not include any inflation or discount. Building systems outside of the scope of this assessment are not included; any costs to correct deficiencies in those systems are in addition to the costs presented here.

Table 2-2: 5-Year Annual Capital Expenditure by Equipment Type

Building	Equipment Type	Qty./Size	Total Years 1-5
Ashland Creek Park Restroom	Unit Heater	1	$3,090
Briscoe Elementary	Roofing	3300 SqFt	$618,970
Briscoe Elementary	Fuel Fired Boiler	1	$165,860
Briscoe Elementary	Exterior Doors	19	$85,270
Briscoe Elementary	Roofing	2400 SqFt	$45,020
Briscoe Elementary	MDP	1000A	$24,020
City Hall	Roofing	4451 SqFt	$57,770
Community Development	Chiller Air Cooled	1	$137,290
Council Chambers/ Courts	Parking Lot	33000 SqFt	$251,840
Council Chambers/ Courts	Roofing	5568 SqFt	$65,150
Dog Park Restroom	Roofing	343 SqFt	$4,010
Dog Park Restroom	Unit Heater	1	$3,090
Dog Park Restroom	Exhaust Fan	2	$3,080
Dog Park Restroom	Water Heater	1	$830
Fire Station #1	Roofing	8700 SqFt	$112,920
Fire Station #1	Backup Generator	125 KW	$77,180
Garden Way Park Restroom	Roofing	280 SqFt	$3,280
Garden Way Park Restroom	Unit Heater	1	$2,470
Garfield Park Restroom	Roofing	1057 SqFt	$12,370
Garfield Park Restroom	Split System Ductless Unit	1	$6,180
Golf Maintenance and Restroom	Fuel Tank	1	$24,710
Golf Maintenance and Restroom	Unit Heater	1	$8,280
Golf Maintenance and Restroom	Exhaust Fan	3	$4,620
Golf Maintenance Shop	Air Compressor	1	$13,590

Golf Maintenance Shop	Water Heater	1	$11,860
Golf Maintenance Shop	Exhaust Fan	3	$4,620
Golf Pro Shop and Driving Range	Parking Lot	57000 SqFt	$435,000
Golf Pro Shop and Driving Range	Roofing	3647 SqFt	$42,680
Golf Pro Shop and Driving Range	Split System Condensing Unit	2	$37,640
Golf Pro Shop and Driving Range	Furnace	2	$11,880
Golf Pro Shop and Driving Range	Exhaust Fan	2	$3,080
Golf Pump House	Hydronic Pump	3	$83,090
Golf Pump House	Variable Frequency Drive	3	$25,170
Golf Pump House	Roofing	500 SqFt	$5,850
Golf Pump House	Unit Heater	1	$2,220
Golf Pump House	Exhaust Fan	1	$1,540
Hunter Park – Daniel Meyer Pool Locker Rooms	Water Heater	1	$11,860
Hunter Park – Daniel Meyer Pool Locker Rooms	Unit Heater	1	$2,470
Hunter Park Restroom	Parking Lot	54000	412,100
Hunter Park Restroom	Furnace	1	$4,7300
Hunter Park Restroom	Panelboard	3	$11,400
Hunter Park Restroom	Exhaust Fan	3	$4,620
Hunter Park Restroom	Exterior Metal Door		
Lithia Park Cotton Memorial Restroom	Furnace	1	$4,730
Lithia Park Material and Equipment Storage	Air Compressor	1	$13,590
Lithia Park Material and Equipment Storage	Split System Ductless Unit	1	$6,180
Lithia Park Material and Equipment Storage	Unit Heater	1	$3,460
Lithia Park Material and Equipment Storage	Water Heater	1	$2,080
Lithia Park Playground Restroom	Roofing	1161 SqFt	$13,590
Lithia Park Playground Restroom	Exhaust Fan	2	$3,080

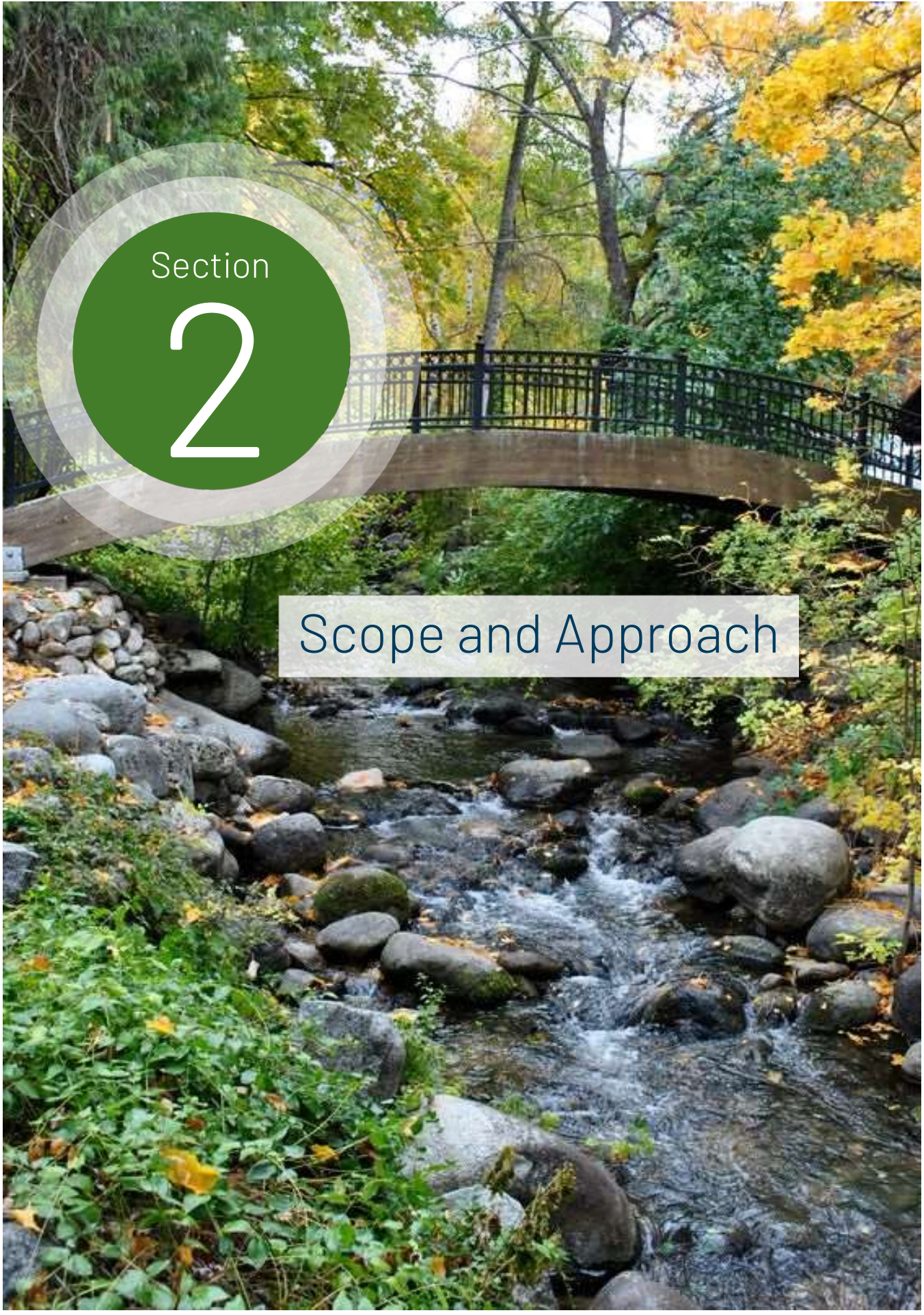
Lithia Park Playground Restroom	Unit Heater	1	$2,220
Lithia Park Root Memorial Restroom	Exhaust Fan	2	$3,080
Lithia Park Shops	Roofing	402 SqFt	$4,700
Lithia Park Storage	Roofing	4052 SqFt	$47,420
Lithia Park Storage	Air Compressor	1	$13,590
N Mountain Park Baseball Batting Cages and Storage	Roofing	3556 SqFt	$41,610
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Parking Lot	60,000 SqFt	$457,890
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Roofing	2822 SqFt	$33,020
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Unit Heater	3	$6,660
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Water Heater	1	$4,160
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Exhaust Fan	2	$3,080
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Expansion Tank	1	$2,400
N Mountain Park Nature Center Office	Split System Condensing Unit	3	$34,780
N Mountain Park Nature Center Office	Parking Lot	4500 SqFt	$34,340
N Mountain Park Nature Center Office	Roofing	2384 SqFt	$30,600
N Mountain Park Nature Center Office	Split System Ductless Unit	2	$12,360
N Mountain Park Nature Center Office	Exhaust Fan	2	$3,080
N Mountain Park Nature Center Office	Water Heater	1	$830
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Roofing	2418 SqFt	$28,290
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Unit Heater	3	$7,410

Executive Summary

N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Water Heater	1	$4,160
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Exhaust Fan	2	$3,080
N Mountain Park Softball Material and Equipment Storage	Roofing	3678 SqFt	$43,040
N Mountain Park Softball Material and Equipment Storage	Split System Condensing Unit	1	$13,980
N Mountain Park Softball Material and Equipment Storage	Air Compressor	1	$13,590
N Mountain Park Softball Material and Equipment Storage	Split System Ductless Unit	2	$12,360
N Mountain Park Softball Material and Equipment Storage	Unit Heater	3	$7,410
N Mountain Park Softball Material and Equipment Storage	Exhaust Fan	3	$4,620
N Mountain Park Softball Material and Equipment Storage	Water Heater	1	$2,080
Parks Admin Office AKA the cabin	Roofing	1568 SqFt	$18,350
Parks Admin Office AKA the cabin	Split System Condensing Unit	1	$13,980
Parks Admin Office AKA the cabin	Split System Air Handling Unit	1	$12,680
Parks Admin Office AKA the cabin	Panelboard	1	$3,690
Parks Admin Office AKA the cabin	Radiant Baseboard Heating	2	$2,480
Parks Admin, AKA Parks Annex and Public Restroom	Roofing	1422 SqFt	$16,640
Parks Admin, AKA Parks Annex and Public Restroom	Split System Condensing Unit	1	$6,180
Parks Admin, AKA Parks Annex and Public Restroom	Water Heater	1	$830
Police Department	Parking Lot	22780 SqFt	$173,850
Police Department	Roofing	9770 SqFt	$114,330
Railroad Park RR	Roofing	395 SqFt	$4,620

Executive Summary

Railroad Park RR	Unit Heater	1	$2,220
Senior Center	Split System Condensing Unit	3	$44,370
Senior Center	Split System Ductless Unit	3	$15,440
Senior Center	Split System Air Handling Unit	1	$12,680
Senior Center	Exhaust Fan	4	$6,160
Skate Park Restroom	Roofing	293 SqFt	$3,430
Skate Park Restroom	Unit Heater	1	$2,220
Swim Reservoir Restroom	Unit Heater	2	$4,440
Upper Duck Pond Pump Station	Unit Heater	1	$2,220
Upper Duck Pond Pump Station	Exhaust Fan	1	$1,540
	Total:		$4,270,170



Section

2

Scope and Approach

Scope and Approach

SCOPE OF WORK

This Facility Condition Assessment involves a comprehensive visual inspection of the mechanical, electrical, and plumbing (MEP) equipment (including controls), foundations and flooring, siding, windows, insulation, lighting systems. The goal is to evaluate the current condition, identify visible issues, and gain an overall understanding of the facility's infrastructure through a non-intrusive, observational analysis without any invasive procedures or operational testing.

RATINGS, METHODS, AND SCORING

To allow Labor and Industries more flexibility in prioritizing capital planning efforts, McKinstry has developed the following metrics which assign various scores to each asset.

ASSET CONDITION

Condition ratings are presented for each asset as a score of 1 – 5. Scores are based on a visual inspection during the building evaluation period. A score of 1 signifies that the asset is in great, "like new" condition. A score of 2 indicates that the asset is in Good (2) condition. A score of 3 signifies that the asset is in the expected "average" condition based on function and the age of the asset. A score of 4 signifies that the asset is in poor condition, in need of repair, and will require replacement soon. A score of 5 signifies that the asset is in very poor or failed condition and needs imminent replacement.

SCORE	CONDITION ASSESSMENT
1	The asset is in great condition; no action is required.
2	The asset is in Good (2) condition, regular maintenance expected.
3	The asset is in the expected condition, regular replacement/maintenance is expected.
4	The asset is in poor condition, well past useful service life and/or maintenance/replacement is recommended soon.
5	The asset is in very poor condition; urgent replacement is needed.

BUILDING IMPACT OF FAILURE

Building Impact of Failure scores is presented for each asset on a scale of 1 – 5. This metric considers occupant comfort as well as health and safety risks associated with the equipment if it were to fail. For example, if an air handler serving a critical space in the building fails, and there is no backup unit to serve the space, the asset may receive a score of 5, indicating a potential severe Impact. If an air handler fails that serves a common area, and there is a backup unit present, the asset may receive an Impact of Failure score of 3, signifying a moderate impact to the occupants and/or overall capability of the building able to conduct business. A Building Impact Failure score of 1 will be assigned to an asset that serves a typically unoccupied area (such as a mechanical room or basement corridor) such that if it were to fail, the asset would not have a significant impact on the building, occupants, or the ability for the building to continue to conduct business.

SCORE	BUILDING IMPACT OF FAILURE SCORE
1	Failure poses no significant impact.
2	Failure poses a low impact.
3	Failure poses a moderate impact The asset serves non-critical area or has backup.
4	Failure poses high impact.
5	Failure poses severe impact. Asset serves critical area and has no backup.

INDUSTRY LIFE EXPECTANCY

The designed life expectancy for a given asset is determined using a combination of widely accepted industry standards including the American Society of Heating, Refrigerating, and Air-Conditioning (ASHRAE), and the Building Owners and Managers Association (BOMA), as well as a manufacturers' database of equipment life expectancies. This value is expressed in number of years.

OBSERVED REMAINING LIFE

The Observed Remaining Life is also expressed in number of years and takes into consideration the function and operating environment of the asset, as well as a determination based on a visual inspection of the asset. The Observed Remaining Life value may vary from the Design Life value. For example, a secondary heat exchanger that has been well maintained may have an Observed Remaining Life that is greater than the expected Design Life. Likewise, a primary chilled water pump that has not been well maintained, and shows visual signs of premature wear and tear, may have an Observed Remaining Life that is less than the expected Design Life.

COST ESTIMATING

Each asset receives an Estimated Replacement Cost, presented in dollars. The Estimated Replacement Cost includes both the material cost of the asset and the installation of that asset. This information is intended to assist in the prioritization and resource allocation associated with maintenance and capital replacement projects. Cost estimates are determined using specific characteristics of each asset (tonnage, motor size, capacity, etc.) along with one of several cost information data sets. These data sets include industry standards, RS Means (a construction estimating database), and data sourced through McKinstry's construction division. Additionally, site-specific construction and equipment invoices have been utilized as available. **It is important to note that the Estimated Replacement Cost given to a component or system is for standard replacement only.**

DATA-DRIVEN MAINTENANCE APPROACH

Included with the submission of this report is the FCA Data Collection Workbook, which includes all data collected for each asset. The workbook can be used to quickly sort through equipment and prioritize maintenance and replacement efforts. Additional observations and equipment details are provided within the workbook for each asset. Each asset is classified according to the building system, size, capacity, and other standards, as well as ratings of current condition and impact of failure. Such organization and classification facilitate searching and sorting the data for maintenance and replacement priorities.

As each of the components identified in the workbook is repaired or replaced, the information can be revised to reflect the new conditions. Remaining useful life values can also be manually iterated one year from the assessment date to reflect fewer remaining years of life. Assets no longer in service can be removed from the list. Similarly, assets that have been newly installed can be added to the list. Following the impact guidelines, relative priority can be calculated for these assets

Section

3

Condition Assessments

Condition Assessments

PUBLIC WORKS, PARKS, AND REC

Public Works

Airport/FBO Terminal Building

Black Swan Theater

Brisco Elementary School

Calle Guanajuato Restrooms

City Hall

Community Center

Community Development

Council Chambers and Courts

Fire Station #1

Fire Station #2

Parks Storage

Pioneer Hall

Police Station

Service Center and Water Distribution

Shakespeare Admin Building

Street/Shop, Street Operations, Fleet Facilities

The Grove

Parks and Recreation

Golf Pro Shop, Maintenance Shop, and Golf Cart Barn

Hunter Park – Daniel Meyer Pool Locker Rooms

Lift and Pump Stations

Lithia Park Shop and Storage Buildings

Nature Center Office

North Mountain Park Nature Center Barn

North Mountain Park Buildings

Parks Admin Building – The Cabin

Parks Restrooms

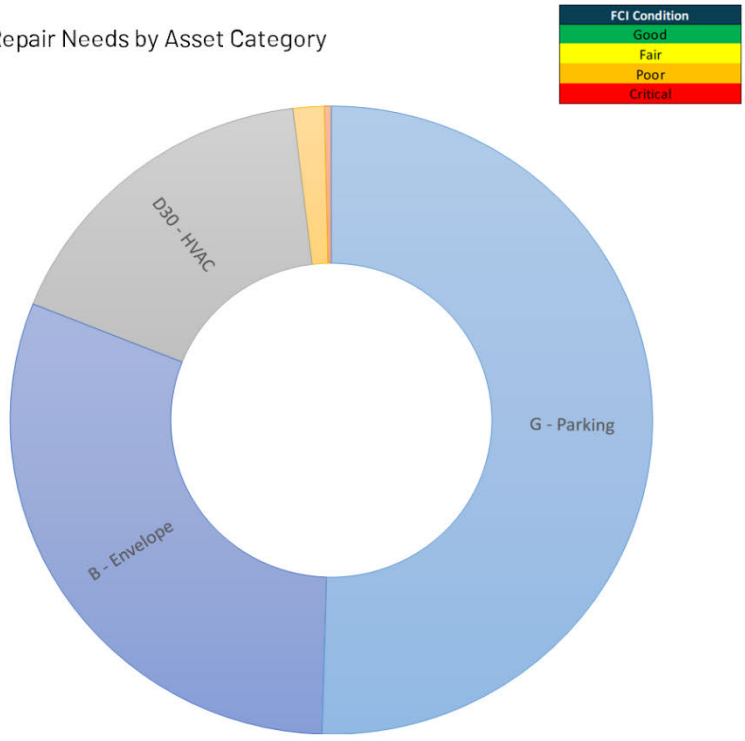
Senior Center

Facility Category: Public Works
Facility Age (Yrs): 57
Year Built: 1967
Total Square Footage: 6,700
Date(s) of Assessment: 6/4/2024

Airport/FBO Terminal Building
403 Dead Indian Memorial Rd, Ashland, OR.

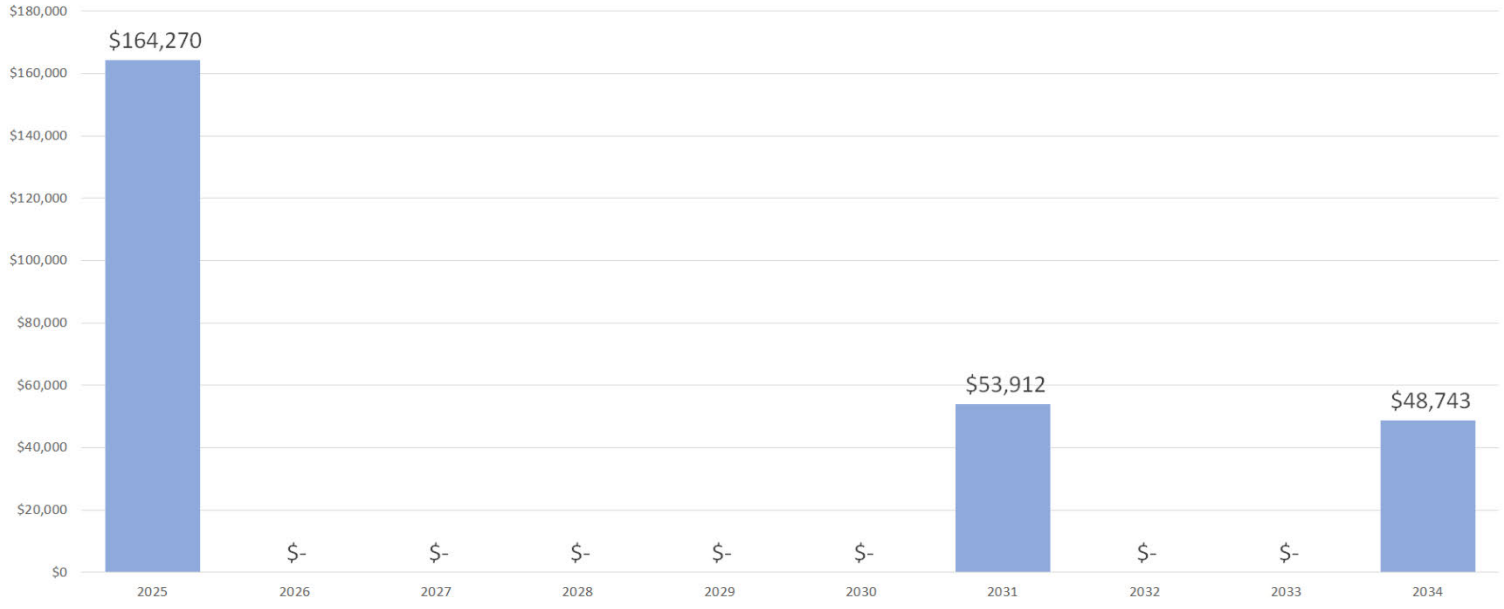
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
14	3.4	10.1	$266,925	$4,020,000	0.04

10-Year Capital Replacement and Repair Needs by Asset Category

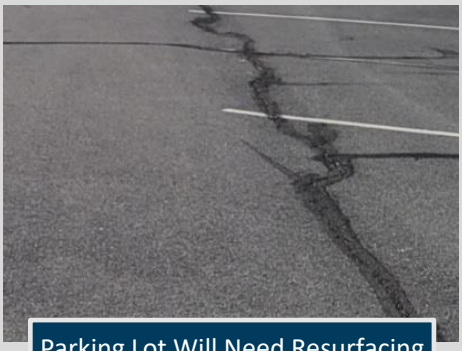


Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$72,120
D10 - Conveying	$0
D20 - Plumbing	$830
D30 - HVAC	$40,230
D40 - Fire Protection	$0
D50 - Electrical	$3,690
G - Parking	$119,050
TOTAL:	**$235,920**

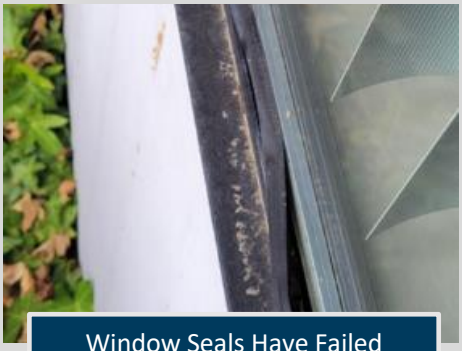
Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary



Parking Lot Will Need Resurfacing



Window Seals Have Failed

Door Knobs Should Be Replaced With Door Levers

Scupper Drains Are Clogged

Fire, Life, Safety

There are currently no fire alarm or fire suppression systems in place. It is strongly advised to install fire extinguishers and battery-operated smoke detectors for safety measures.

Mechanical & HVAC

The Rooftop Unit, installed in 2013, meets the building's requirements adequately. However, there is slight damage to the coil fins, and the unit is expected to reach the end of its useful life in 4 years.

Plumbing

A single electric water heater, with a capacity of only 6 gallons, is currently installed. However, it has exceeded its useful life. It is advisable to replace it with a tankless system.

Electrical

The power distribution systems currently meet the building's requirements satisfactorily. However, in the event of increased load requirements, it is recommended to consider upgrading the system.

Lighting Systems

The lighting systems in the building vary in technology and condition, with some fixtures requiring upgrades to enhance energy efficiency and performance. While LED lighting is employed in certain areas, others still utilize outdated technologies like CFL and T8 Fluorescent tubes. It is advised to replace these fixtures with LEDs for improved efficiency and performance.

ADA

Sinks have appropriate plumbing protections; however, doorknobs need to be substituted with door levers. Additionally, signage is lacking at inaccessible entrances to direct individuals to accessible entrances.

Parking

The parking lot currently meets the needs of the occupants adequately; however, resurfacing is recommended.

Building Envelope

The building envelope is deemed adequate considering its age; however, the windows are significantly past their useful life and should be planned for replacement. Additionally, both the thermoplastic roofing and asphalt mansard roofing have exceeded their useful life and should be scheduled for replacement.

Facility Category: Arts
Facility Age (Yrs): 114
Year Built: 1910
Total Square Footage: 8,725
Date(s) of Assessment: 6/4/2024

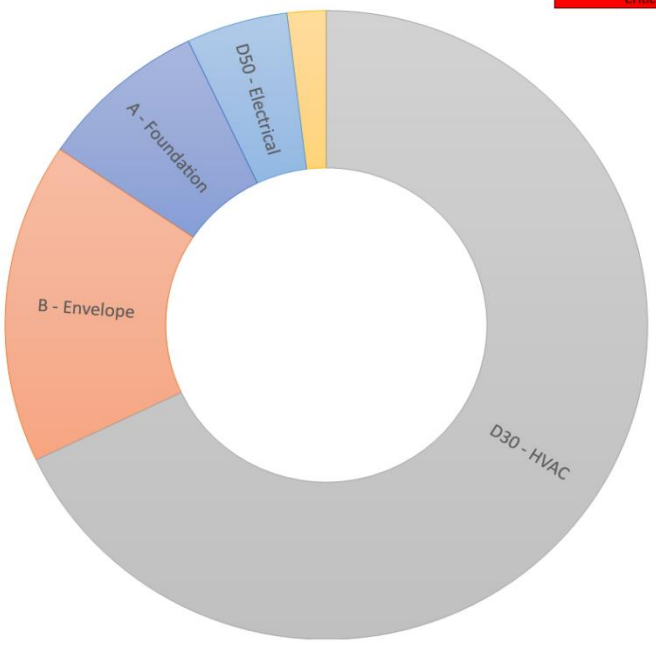
Black Swan Theatre
15 S Pioneer St. , Ashland, OR.

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
27	3.8	3.1	$1,023,777	$5,671,300	0.14

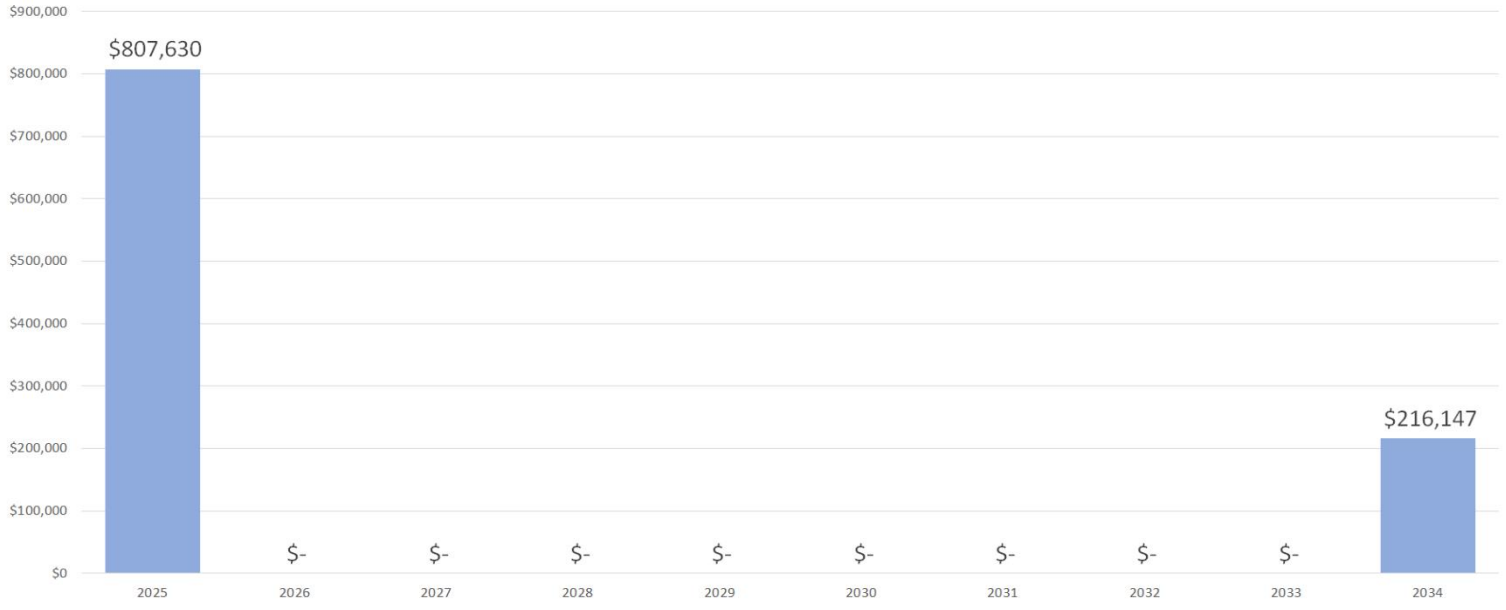
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$80,440
B - Envelope	$156,200
D10 - Conveying	$0
D20 - Plumbing	$0
D30 - HVAC	$643,370
D40 - Fire Protection	$18,590
D50 - Electrical	$48,360
G - Parking	$0
TOTAL:	**$946,960**



Annual Projected Capital Replacement and Repair Needs



Flashing Damaged at Grade Level

Roofing Past Useful Life

Sink Missing ADA Protections

Door KNobs Should be Replaced With Door Levers

Fire, Life, Safety

The wet system is installed and routinely tested to maintain its functionality. Additionally, fire extinguishers are strategically positioned throughout the area for immediate access in case of emergencies.

Mechanical & HVAC

The mechanical and HVAC inventory encompasses a variety of units, ranging from air handling units to condensing and rooftop units, with a history spanning several decades. Notable entries include a condensing unit dating back to 1976, boasting a 3-ton rating, alongside multiple units from the 1990s and early 2000s utilizing R22 refrigerant. These include a 1995 1-ton condensing unit, a 1998 3-ton rooftop unit, and a 2002 4-ton condensing unit. Additionally, a rooftop unit from 1993 with a 7.5-ton capacity is documented. All these units have surpassed their expected lifespan and should be prioritized for replacement.

Plumbing

The plumbing system includes a 5-gallon water heater situated in the ceiling above the attic, but unfortunately, access to it is currently unattainable.

Electrical

The electrical power distribution systems presently fulfill the building's requirements adequately. However, they have exceeded their intended lifespan and warrant upgrading.

Lighting Systems

The lighting systems throughout the building exhibit a range of technologies and conditions, with certain fixtures in need of upgrades to bolster energy efficiency and functionality. Although LED lighting is utilized in select areas, others continue to rely on outdated technologies such as CFL and T8 Fluorescent tubes. It is recommended to replace these fixtures with LEDs to optimize efficiency and performance.

ADA

While most areas feature suitable accommodations, the current doorknobs need to be replaced with door levers to ensure accessibility. Furthermore, there is a deficiency in signage at inaccessible entrances, necessitating the installation of signage to direct individuals to accessible entry points.

Parking

Though street parking is provided for public use, limited accessibility to the building from these spaces poses challenges for visitors. Improvements to parking accessibility are required to better cater to individuals with disabilities and enhance overall convenience.

Building Envelope

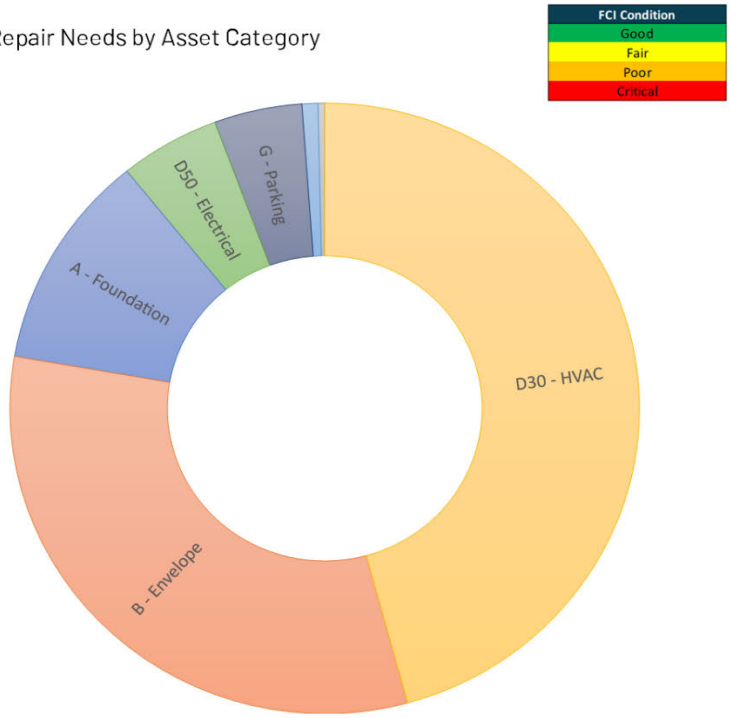
While the building envelope is considered adequate given its age, the windows have surpassed their useful lifespan and should be earmarked for replacement. Furthermore, both the silver-coated roofing and asphalt roofing have exceeded their expected lifespan and should be scheduled for replacement.

Facility Category: Child Development
Facility Age (Yrs): 74
Year Built: 1950
Total Square Footage: 32,289
Date(s) of Assessment: 4/8/2024

Briscoe Elementary
265 N Main St, Ashland, OR 97520

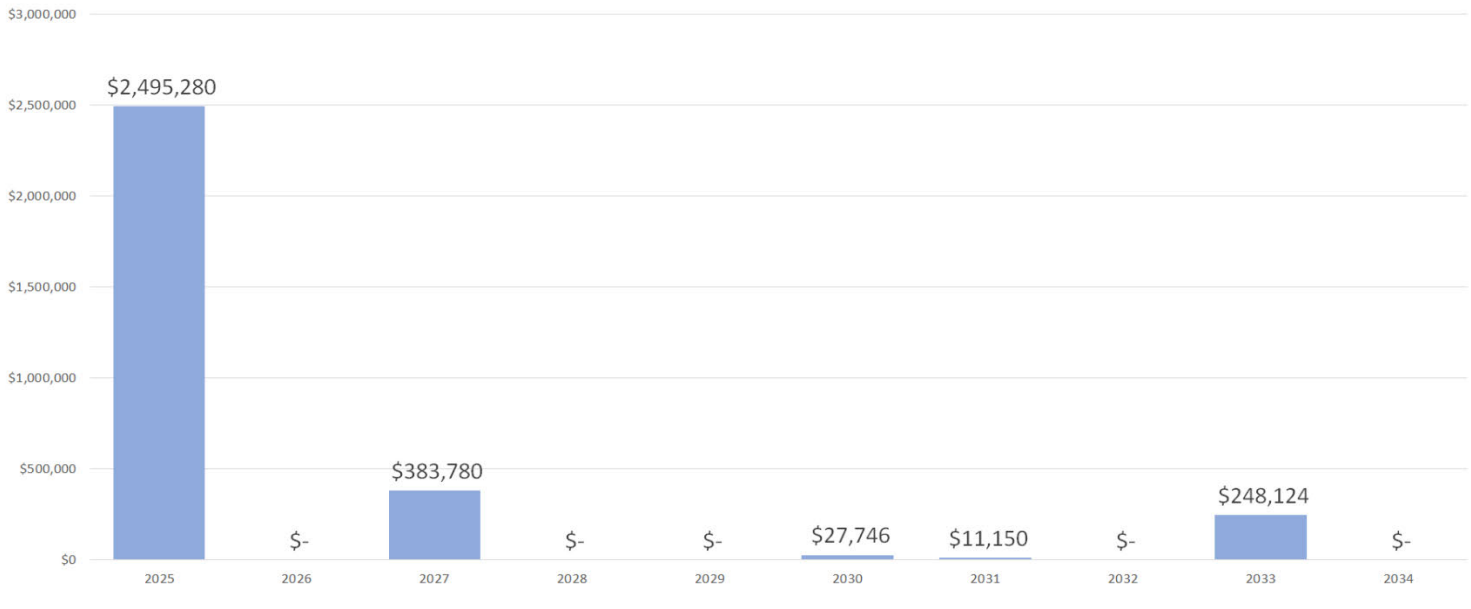
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
85	3.8	3.7	$3,166,080	$19,373,400	0.15

10-Year Capital Replacement and Repair Needs by Asset Category

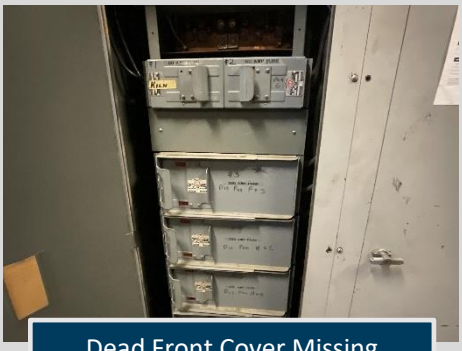


Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$348,100
B - Envelope	$972,360
D10 - Conveying	$0
D20 - Plumbing	$10,400
D30 - HVAC	$1,391,650
D40 - Fire Protection	$25,000
D50 - Electrical	$156,500
G - Parking	$137,370
TOTAL:	**$3,041,380**

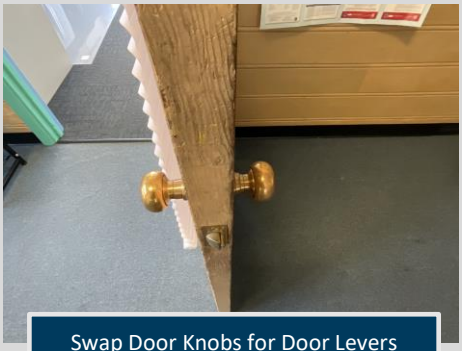
Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

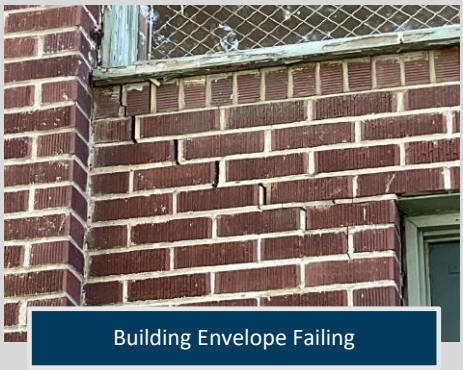


Dead Front Cover Missing



Swap Door Knobs for Door Levers

Combustible Material in Radiators



Building Envelope Failing

Fire, Life, Safety

The fire alarm system, installed in 1996 is beyond useful life. It is recommended to reprogram or replace the panel.

Mechanical & HVAC

Various mechanical and HVAC components within the building exhibit signs of wear and aging. Most of these systems, such as split system ductless units and energy recovery units, have surpassed their useful service life.

Plumbing

Plumbing systems, including water heaters and pumps, are generally in fair condition. While they function adequately for now, regular maintenance and eventual replacement are expected. However, one of the original gas-fired boilers, have reached the end of their service life and appear to be abandoned in place.

Electrical

The electrical infrastructure of the building, including panel boards and lighting systems, requires close monitoring and maintenance. While some components are still in good condition (score 2), the majority are original to the 1950s construction, and should be scheduled for replacement.

Lighting Systems

The lighting systems in the building are a mix of technologies. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. Overall, the condition of the lighting systems varies, with most rated at 4, indicating the need for maintenance or replacement soon to ensure optimal illumination and energy savings.

ADA

The ADA assessment reveals significant deficiencies, including the presence of doorknobs instead of levers, inaccessible main entrance, and missing signage. Recommendations include replacing doorknobs with levers, providing accessibility to the main entrance, and installing compliant signage to ensure equitable access for all occupants and visitors.

Parking

While street parking is available for the public, there are limitations, notably the lack of on-site parking and the absence of van accessible spaces. Enhancing parking facilities to align more closely with ADA standards will be essential to fostering an inclusive environment and meeting the diverse needs of building occupants and visitors.

Building Envelope

Original doors and windows dating back to the 1950s exhibit significant deterioration. Additionally, the northeast exterior wall of the gymnasium displays masonry failure, posing safety hazards and structural integrity concerns. Furthermore, the roofing system has surpassed its useful life, leading to pervasive leaks and moisture intrusion throughout the building.

Facility Category: Public Works
Facility Age (Yrs): 54
Year Built: 1970
Total Square Footage: 1,342
Date(s) of Assessment: 4/11/2024

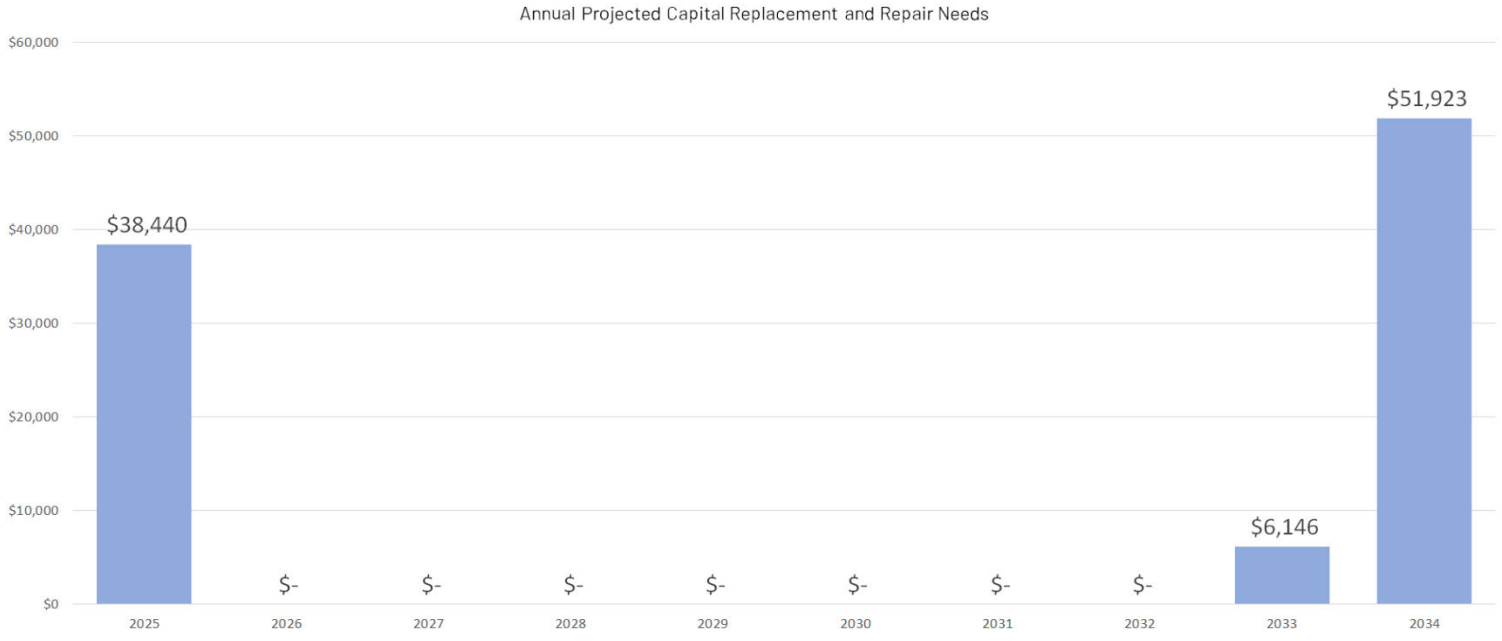
Calle Guanajuato Restrooms
51 Winburn Wy

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
13	3.4	8.1	$96,509	$805,200	0.05

10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

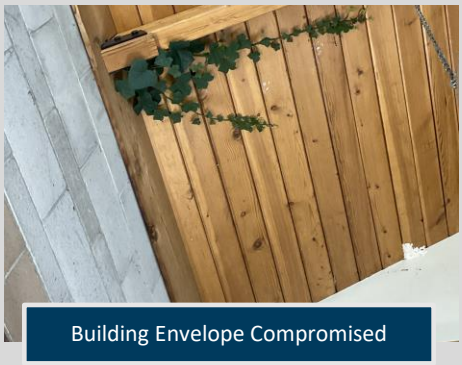
Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$28,470
D10 - Conveying	$0
D20 - Plumbing	$4,160
D30 - HVAC	$4,700
D40 - Fire Protection	$0
D50 - Electrical	$8,210
G - Parking	$30,530
TOTAL:	**$76,070**



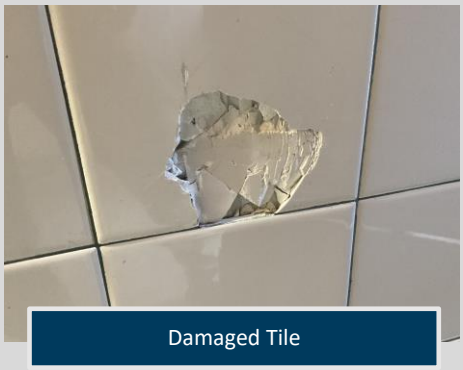
FCA Scope of Work Summary

Terminals Exposed

J-box Open Exposed Wires in Both Rest Rooms



Building Envelope Compromised



Damaged Tile

Fire, Life, Safety

No fire suppression or alarm system is present. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations.

Mechanical & HVAC

Ventilation and heating within the building may meet the immediate needs. However, ongoing evaluation and maintenance are necessary to ensure optimal functionality and efficiency of the heating system, thereby promoting comfort and safety for users of the facility.

Plumbing

While the plumbing systems are deemed adequate, attention should be directed towards planning the replacement of the hot water heater with a tankless unit once it exceeds its useful life. This proactive approach will ensure continuous access to hot water and minimize disruptions to restroom facilities.

Electrical

The current Panelboard remains. However, it is lacking terminal protection. Instead of proper shielding, duct tape has been used to conceal the missing breaker, creating significant electrical hazards. Additionally, Junction Boxes have been forcibly opened, leaving wires exposed. Immediate intervention is imperative to address these issues and ensure the safety of restroom facility users.

Lighting Systems

T-18 tubes are the primary source of illumination. Recommending the installation of LED lighting fixtures will not only enhance energy efficiency but also improve illumination levels and longevity, contributing to a safer and more sustainable environment.

ADA

The building satisfies ADA requirements, demonstrating its dedication to ADA compliance and fostering an inclusive environment where everyone can engage fully and autonomously.

Parking

ADA parking is available. However, only one space is accessible. Improving accessibility and ensuring adequate provisions for accessible parking, will enhance convenience and safety for all visitors utilizing the restroom facility. The parking area is showing signs of wear and should be scheduled for re-sealing.

Building Envelope

The building's CMU construction and metal roofing provide durability; however, the presence of plant life penetrating the roofline and entering the building signifies potential vulnerabilities in the building envelope. Remedial action is recommended to address roof maintenance and prevent further ingress of plant life, thereby preserving the integrity and safety of the restroom facility.

Facility Category: Public Services
Facility Age (Yrs): 135
Year Built: 1889
Total Square Footage: 4,451
Date(s) of Assessment: 4/9/2024

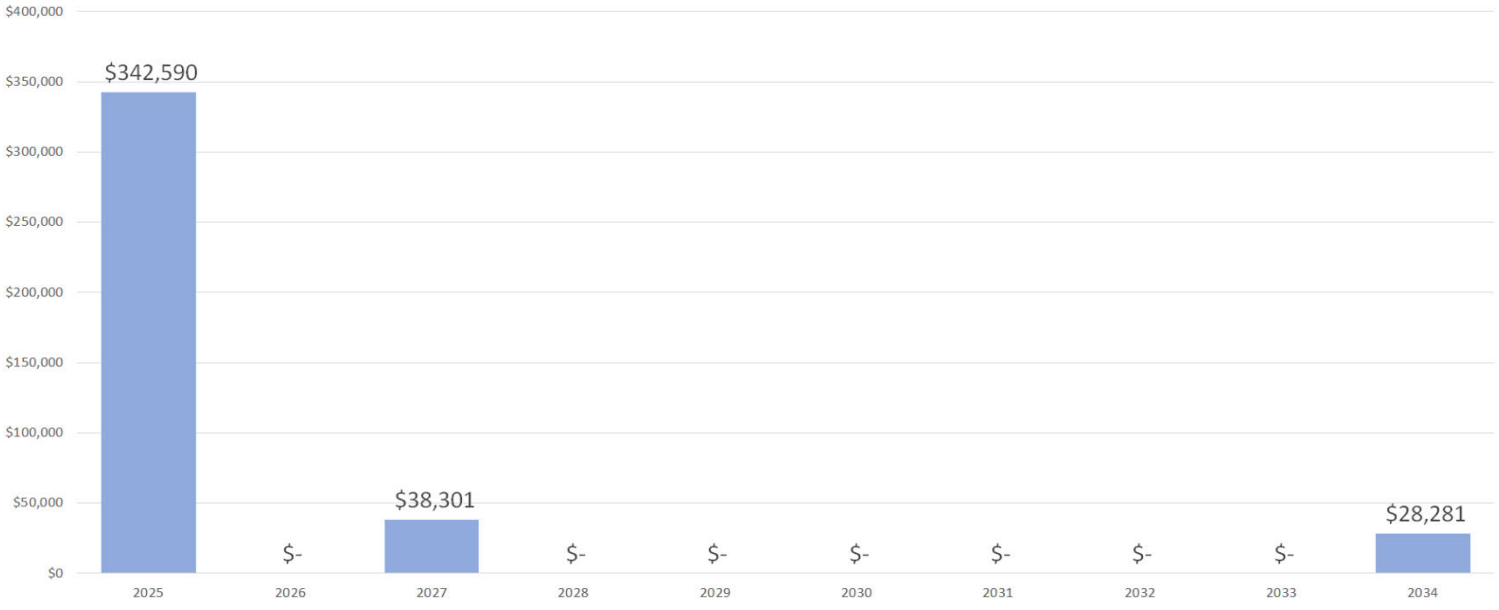
City Hall
20 E Main St, Ashland, OR 97520

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
22	3.7	5.2	$409,172	$2,670,600	0.14

10-Year Capital Replacement and Repair Needs by Asset Category

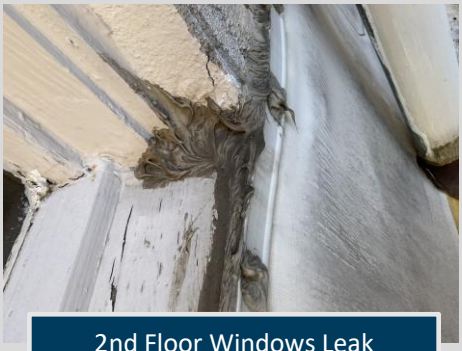
Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$46,950
B - Envelope	$173,510
D10 - Conveying	$0
D20 - Plumbing	$3,120
D30 - HVAC	$127,750
D40 - Fire Protection	$9,490
D50 - Electrical	$34,740
G - Parking	$0
TOTAL:	**$395,560**

Annual Projected Capital Replacement and Repair Needs

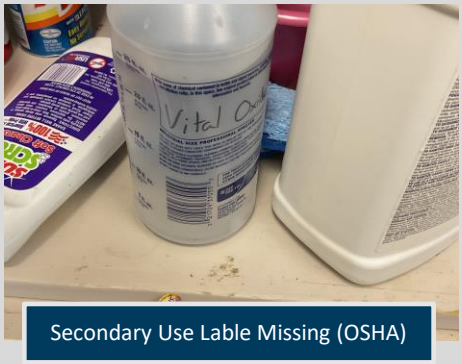


FCA Scope of Work Summary

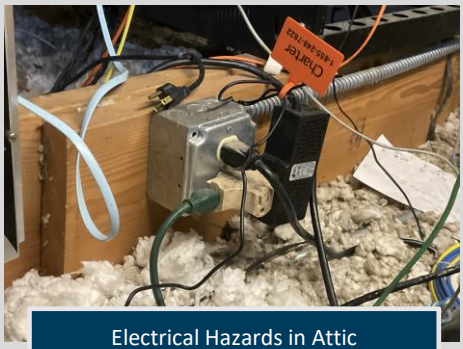
Brickwork & Mortor Deteriorated



2nd Floor Windows Leak



Secondary Use Lable Missing (OSHA)



Electrical Hazards in Attic

Fire, Life, Safety

Although a fire sprinkler system was installed in 1997 and is regularly inspected, the absence of a fire alarm system poses a significant concern. However, fire extinguishers are appropriately placed throughout the building, ensuring immediate response capabilities.

Mechanical & HVAC

All HVAC equipment has surpassed its useful life expectancy, and the use of R22 refrigerant presents environmental and efficiency issues. Urgent upgrades or replacements are necessary to ensure optimal functionality and compliance with modern standards.

Plumbing

The water heater installed in 2010 is past useful life. We strongly advise replacing it with a tankless unit and relocating it to the janitor's closet to improve efficiency and safety.

Electrical

The panelboards are acceptable, However, the generator installed in 1997 exhibiting deterioration. Additionally, the accumulation of leaves around the generator enclosure poses a potential fire hazard. Immediate action is imperative to address these issues to prevent any catastrophic incidents.

Lighting Systems

The lighting systems within the building vary in technology and condition, with some fixtures requiring upgrades for enhanced energy efficiency and performance. While LED lighting is present in certain areas, others still rely on outdated technologies like CFL and halogen. Maintenance or replacement is advised to ensure consistent illumination and energy conservation.

ADA

Ada requirements are met for accessibility.

Parking

While street parking is available for the public, limited access to the building from these spaces presents challenges for visitors. Improvements to parking accessibility are necessary to accommodate individuals with disabilities and enhance overall convenience.

Building Envelope

The building envelope exhibits significant structural deficiencies, including failures in the brickwork and mortar. Additionally, the roofing has exceeded its useful life, and windows installed across different decades require attention. Comprehensive repairs and replacements are essential to maintain the integrity and functionality of the building envelope.

Facility Category: Public Works
Facility Age (Yrs): 102
Year Built: 1922
Total Square Footage: 4,289
Date(s) of Assessment: 4/11/2024

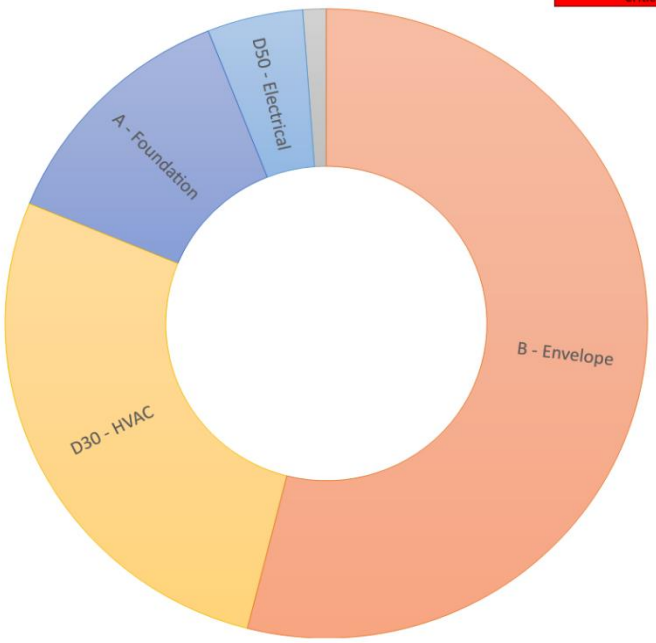
Community Center
51 Winburn Way, Ashland, OR 97520

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
15	4.0	2.0	$399,664	$2,573,400	0.11

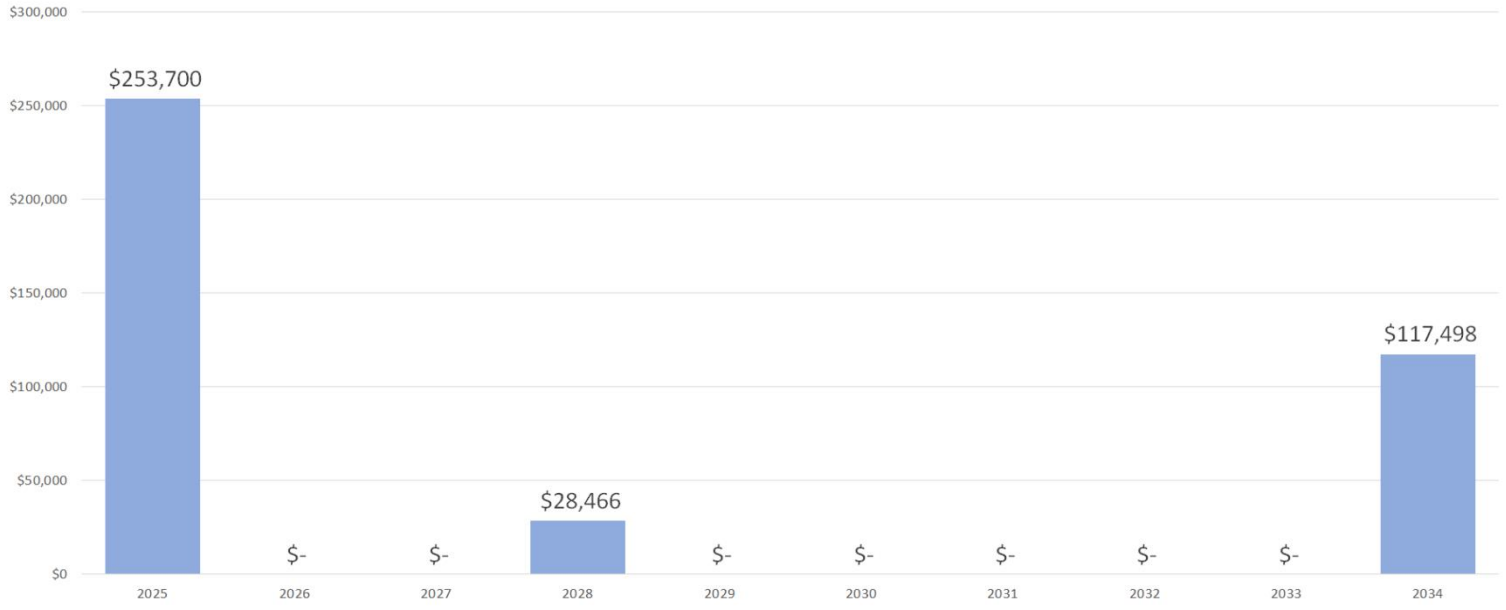
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$45,240
B - Envelope	$190,990
D10 - Conveying	$0
D20 - Plumbing	$4,160
D30 - HVAC	$96,570
D40 - Fire Protection	$0
D50 - Electrical	$17,070
G - Parking	$0
TOTAL:	**$354,030**

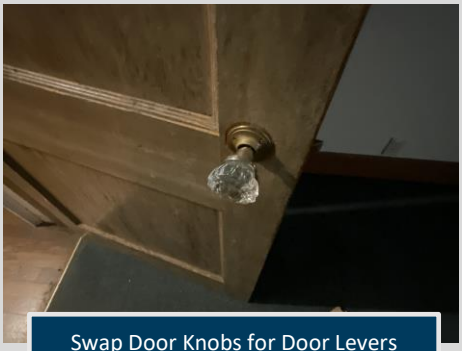


Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Single Pane Windows Damaged



Swap Door Knobs for Door Levers

Missing ADA Signage

HVAC Equipment Past Useful Life

Fire, Life, Safety

Upon inspection, it has been noted that the building lacks essential fire alarm and fire sprinkler systems, which are crucial components for ensuring the safety of occupants in case of a fire emergency. Immediate installation of these systems is recommended to comply with fire safety regulations and to protect the lives of individuals within the premises.

Mechanical & HVAC

The building's mechanical and HVAC systems exhibit signs of aging and inefficiency. Original radiators are still present, presumably abandoned in place. Additionally, the split systems have surpassed their useful life and need replacement to ensure optimal performance and energy conservation.

Plumbing

The hot water heater has exceeded its useful life expectancy. It is imperative to replace the hot water heater promptly to prevent potential disruptions to the building's plumbing system and to maintain adequate hot water supply for occupants.

Electrical

The electrical system in the building is outdated and requires replacement to meet current safety standards and to mitigate the risk of electrical hazards. Upgrading the electrical system is essential to ensure reliable power distribution and to minimize the likelihood of electrical fires or accidents.

Lighting Systems

The lighting systems within the building are a mixture of outdated technologies, resulting in suboptimal energy efficiency and performance. Upgrades to lighting fixtures are recommended to improve energy efficiency, enhance illumination levels, and reduce operating costs over time.

ADA

Several deficiencies in ADA compliance have been identified, including inadequate restroom signage, lack of proper protections under sinks, and the presence of doorknobs instead of door levers. Addressing these issues is essential to ensure accessibility for individuals with disabilities and to comply with ADA regulations.

Parking

While street parking is available for the public, limitations exist regarding the accessibility path to the building. Improvements to the access path should be implemented to enhance convenience and safety for visitors and occupants requiring parking facilities.

Building Envelope

The building's envelope is predominantly original construction (1920), with subsequent installation of the roof in 1996. The windows are in a deteriorated state, with some boarded up and damaged. Repairing or replacing the windows and roof is recommended to enhance energy efficiency, aesthetics, and structural integrity.

Facility Category: Public Works
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 20,748
Date(s) of Assessment: 4/11/2024

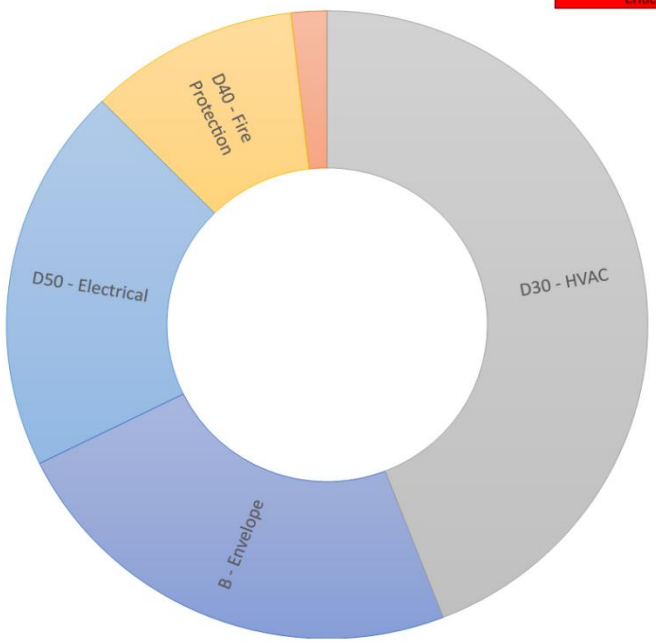
Community Development
51 Winburn Way, Ashland, OR 97520

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
33	3.5	11.8	$778,048	$12,448,800	0.04

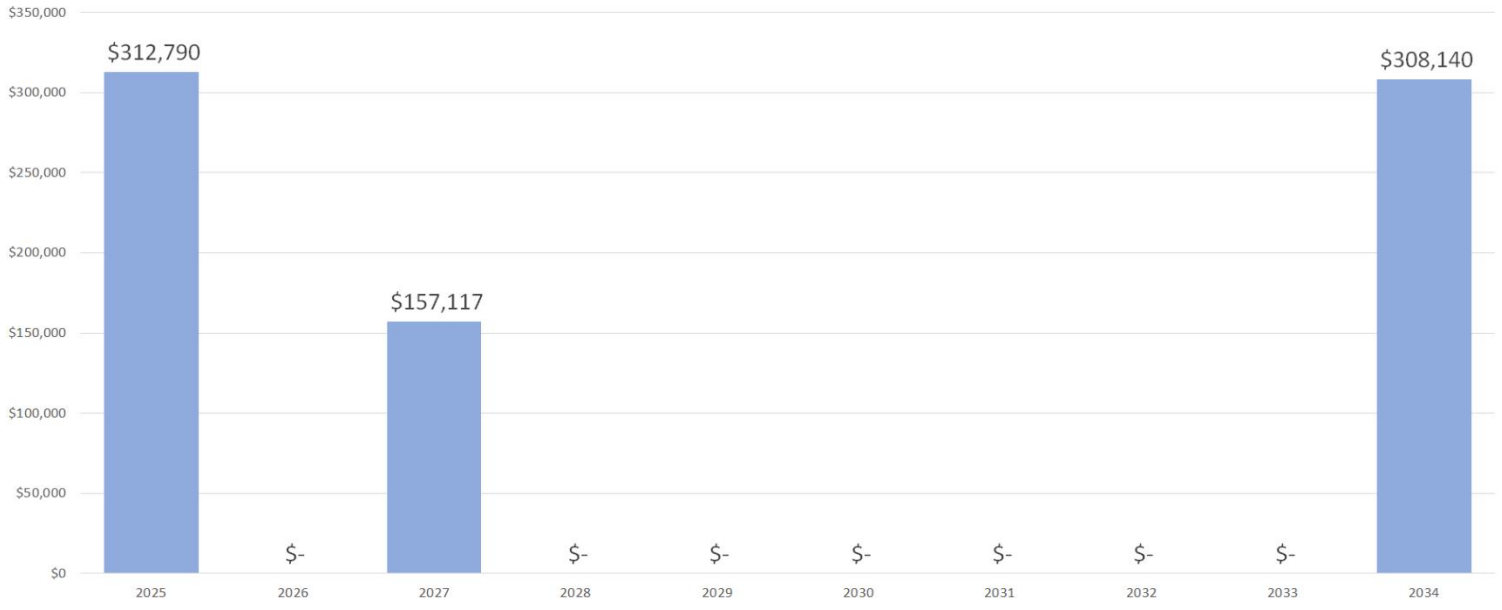
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

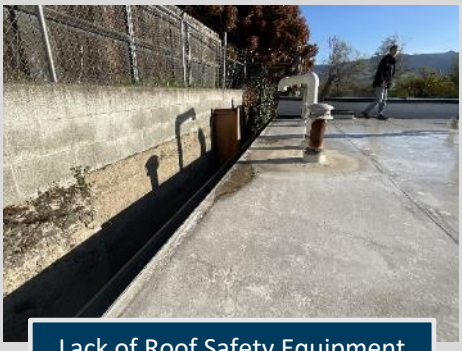
Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$154,410
D10 - Conveying	$0
D20 - Plumbing	$11,860
D30 - HVAC	$288,390
D40 - Fire Protection	$69,220
D50 - Electrical	$130,050
G - Parking	$0
TOTAL:	**$653,930**



Annual Projected Capital Replacement and Repair Needs



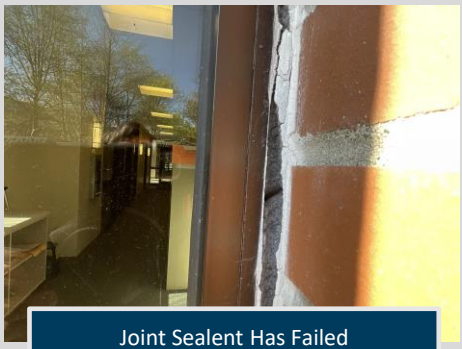
FCA Scope of Work Summary



Lack of Roof Safety Equipment

Gate Valves Should Be Replaced With Ball Valves

Sprinkler Head In File Room Leaks



Joint Sealent Has Failed

Fire, Life, Safety

Tie-offs and safety barriers are notably absent on the roof, posing a significant risk to individuals accessing this area. Additionally, a sprinkler head in the file room exhibits evidence of a past leak, warranting immediate attention to prevent potential water damage or malfunction. Tripping hazards are prevalent throughout the facility, primarily due to deteriorating carpeting that requires either replacement or stretching. Furthermore, duct detectors and the fire alarm panel need replacement or reprogramming to ensure the effectiveness of the fire detection and alarm systems. Moreover, fire sprinkler gauges have expired, necessitating prompt replacement to maintain regulatory compliance.

Mechanical & HVAC

The hot water boiler safety relief valve exhibits signs of leakage, indicating potential pressure regulation problems that may compromise system integrity and safety. Additionally, circulation pumps are leaking. Furthermore, gate valves for the air handler should be upgraded to ball valves to enhance operational efficiency and ease of maintenance.

Plumbing

The plumbing systems within the facility are generally functional, albeit showing signs of aging. Regular maintenance and eventual replacement are recommended to ensure continued functionality.

Electrical

The electrical systems are still operating within their useful life. Infrared scan and arch flash analysis are recommended to assess potential hazards and ensure safety compliance. Additionally, the backup generator is past its useful life and requires replacement, with a spare key to be made available on-site for emergency access.

Lighting Systems

The lighting systems in the building display a mix of technologies, with some areas requiring upgrades for improved energy efficiency and performance. Maintenance or replacement of fixtures with LEDs is recommended to ensure optimal illumination and energy savings throughout the facility.

ADA

ADA Inaccessible entrances lack signs with the International Symbol of Accessibility, neglecting to guide individuals to the nearest accessible entrance. However, Adequate signage is present within the facility as well as adequate hardware for doors and plumbing fixtures.

Parking

While street parking is available for public access, further provisions for accessible parking and egress should be investigated.

Building Envelope

The roofing, windows, and siding are in good condition overall. However, failed seals around windows and efflorescence on the main sign obelisk require attention. For the sign, a muriatic acid wash and seal coating are recommended to mitigate further seepage and ensure structural integrity.

Facility Category: Court House
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 5,568
Date(s) of Assessment: 4/9/2024

Council Chambers/ Courts
1174 E Main St

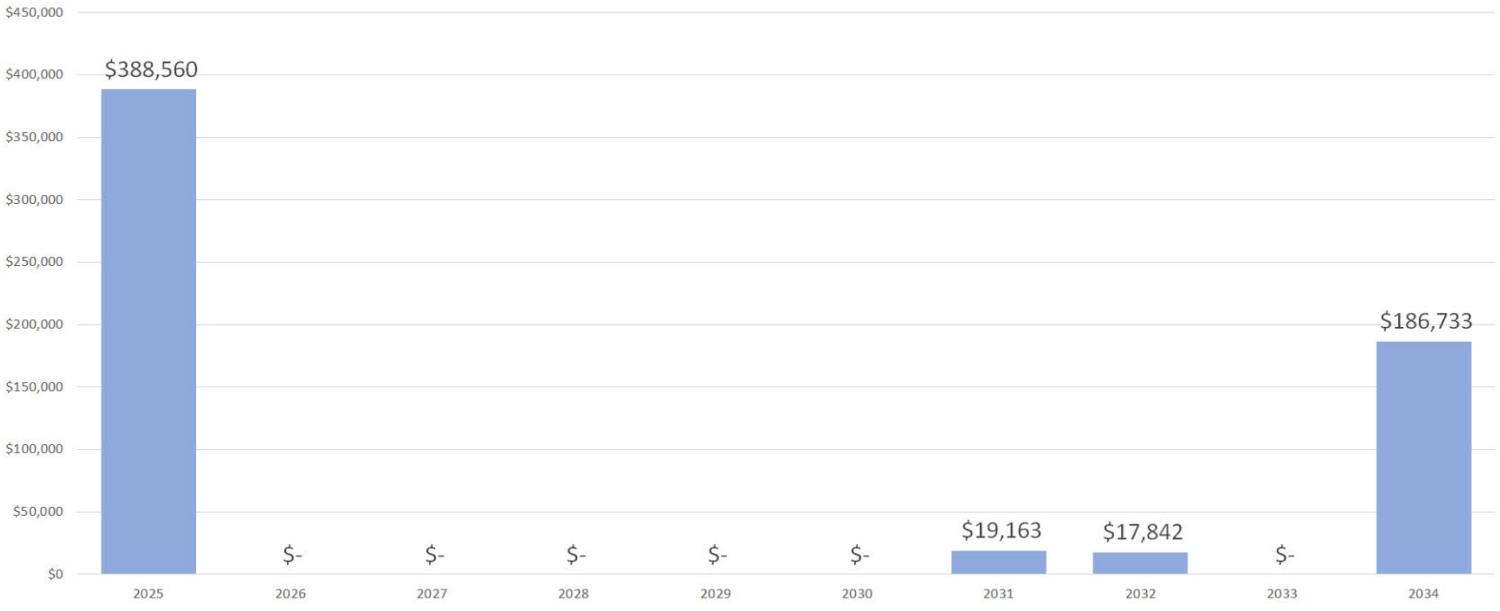
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
16	3.4	6.3	$612,299	$3,340,800	0.12

10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$193,530
D10 - Conveying	$0
D20 - Plumbing	$0
D30 - HVAC	$63,320
D40 - Fire Protection	$0
D50 - Electrical	$27,220
G - Parking	$251,840
TOTAL:	**$535,910**

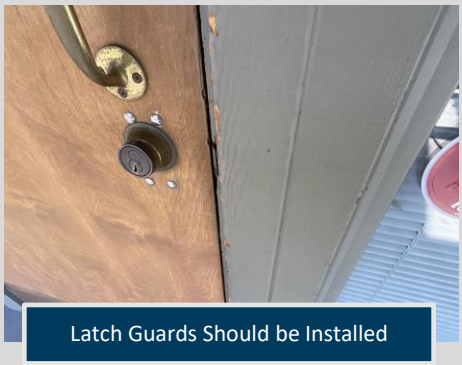
Annual Projected Capital Replacement and Repair Needs



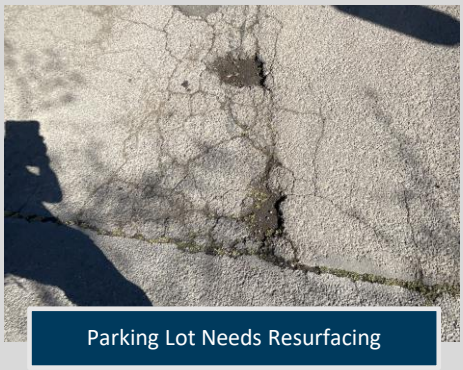
FCA Scope of Work Summary

Access Controll System Batteries Should be Replaced.

Swap Door Knobs to Door Levers



Latch Guards Should be Installed



Parking Lot Needs Resurfacing

Fire, Life, Safety

It is recommended to replace the batteries in access control systems s they have expired. Installation of door latch or door jamb guards would be prudent to enhance security measures and prevent unauthorized access.

Mechanical & HVAC

While most HVAC equipment falls within acceptable age tolerances, one 2.5-ton condensing unit has surpassed its useful life and requires replacement to maintain optimal performance and prevent potential failures. Additionally, sharp points around equipment in the condensing unit enclosure pose safety risks and should be addressed promptly to mitigate potential hazards.

Plumbing

The recent replacement of the water heater in 2023 ensures adequate hot water supply for minimal usage. No immediate concerns are identified in this area.

Electrical

Original panelboards are functional; however, it's advisable to conduct an Infrared (IR) scanning and arc flash analysis to identify any potential issues and ensure electrical safety within the facility.

Lighting Systems

The lighting systems exhibit a mix of technologies, with some areas utilizing energy-efficient LED lighting while others rely on older technologies such as CFL and halogen. There is a need for maintenance or replacement soon to optimize energy efficiency, performance, and illumination levels throughout the facility.

ADA

Door hardware replacement is recommended to ensure compliance with ADA standards and enhance accessibility for all building occupants.

Parking

ADA parking facilities meet regulatory requirements, but resurfacing is needed to maintain safety and usability within parking areas.

Building Envelope

Original windows from the 1980s and the need for roof replacement indicate areas for improvement to enhance energy efficiency, weather resistance, and overall building integrity. Additionally, replacing door hardware will contribute to improved functionality.

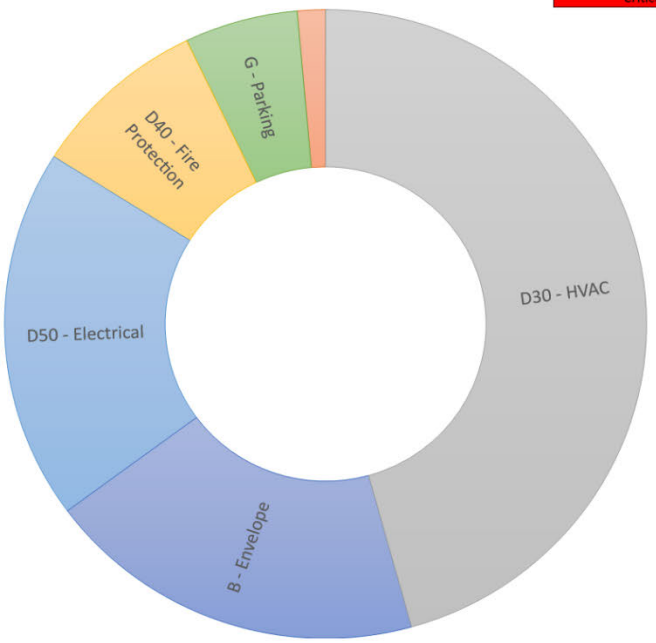
Facility Category: Fire Station
Facility Age (Yrs): 21
Year Built: 2003
Total Square Footage: 12,964
Date(s) of Assessment: 4/9/2024

Fire Station #1
455 Siskiyou Blvd, Ashland, OR 97520

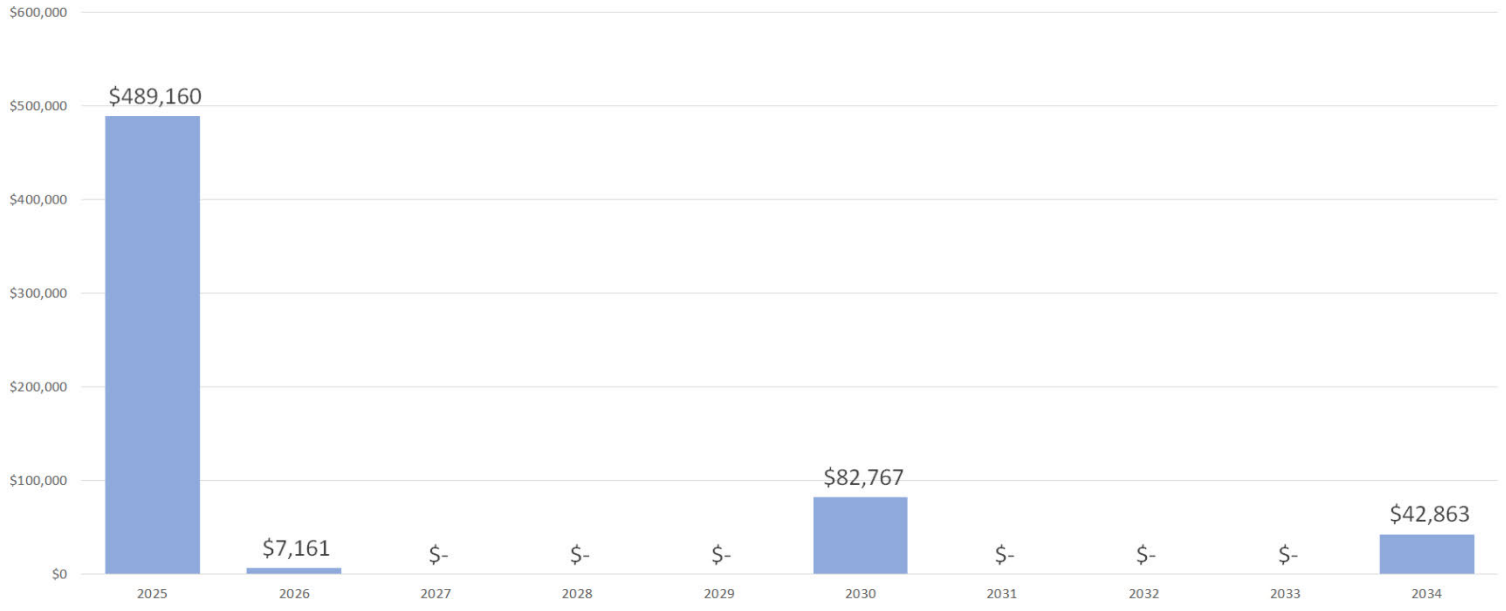
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
38	3.5	10.4	$621,951	$7,778,400	0.06

10-Year Capital Replacement and Repair Needs by Asset Category

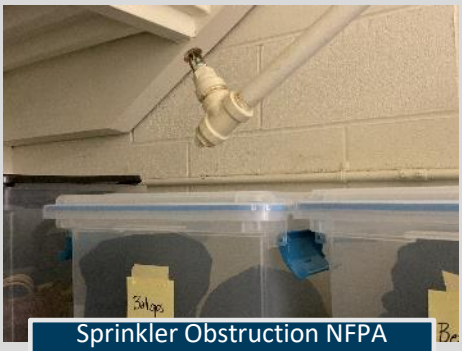
Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$112,920
D10 - Conveying	$0
D20 - Plumbing	$8,320
D30 - HVAC	$268,820
D40 - Fire Protection	$52,630
D50 - Electrical	$112,190
G - Parking	$33,580
TOTAL:	**$588,460**



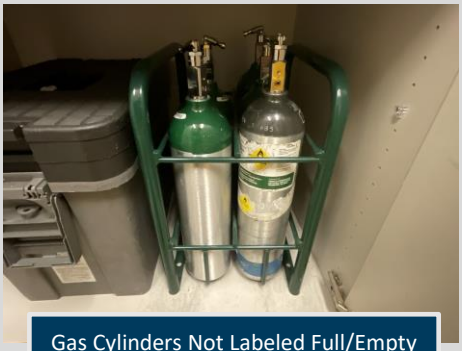
Annual Projected Capital Replacement and Repair Needs



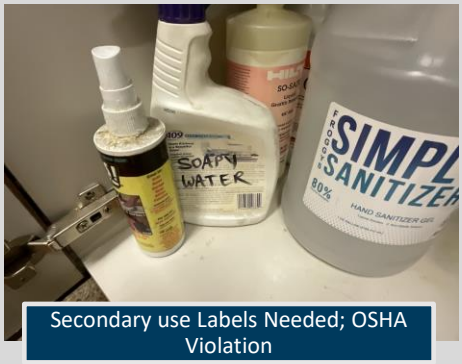
FCA Scope of Work Summary



Sprinkler Obstruction NFPA Violation



Gas Cylinders Not Labeled Full/Empty



Secondary use Labels Needed; OSHA Violation

Expansion Joint Sealant Failed Exposing Backer Rod

Fire, Life, Safety

The fire alarm system, installed in 2003, requires attention due to the need for software/firmware updates or potential replacement to ensure compatibility with current standards and protocols. Additionally, multiple obstructions to sprinkler heads have been identified.

Mechanical & HVAC

HVAC equipment has exceeded its useful life expectancy and should be prioritized for replacement to prevent operational inefficiencies and potential system failures.

Plumbing

While the water heater remains functional, its age indicates that it is beyond its useful life. Planning for replacement to avoid disruptions in service and mitigate the risk of unexpected failures.

Electrical

The electrical systems are deemed adequate and are supported by a reliable backup generator, ensuring uninterrupted power supply during outages or emergencies, thus safeguarding building occupants and critical operations.

Lighting Systems

Efforts should be made to replace any remaining CFLs with energy-efficient LED lighting to enhance illumination levels, reduce energy consumption, and lower maintenance costs over time.

Conveyance

The hydraulic elevator is currently deemed adequate; however, it is imperative to ensure that all required category 10 tests have been conducted to verify its operational integrity and compliance with safety regulations.

ADA

While ADA standards regarding height, hardware, and signage requirements are met within the facility, attention is needed to address accessibility issues at the main entrance, which is difficult to open, potentially hindering access for individuals with disabilities.

Parking

The ADA parking facilities meet regulatory requirements; however, the general parking lot requires resurfacing to ensure safety, accessibility, and overall usability for all visitors.

Building Envelope

Apart from the failing joint sealant, the building envelope is adequate. Nonetheless, plans should be made to replace the TPO roofing system to maintain structural integrity and weather resistance.

Facility Category: Fire Station
Facility Age (Yrs): 4
Year Built: 2020
Total Square Footage: 7,120
Date(s) of Assessment: 4/9/2024

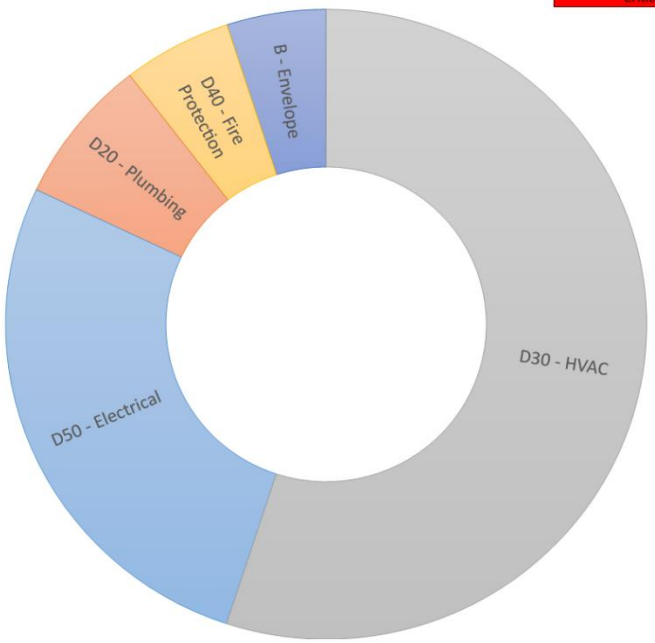
Fire Station #2
1860 Ashland St, Ashland, OR 97520

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
31	2.6	19.0	$353,817	$4,272,000	0.04

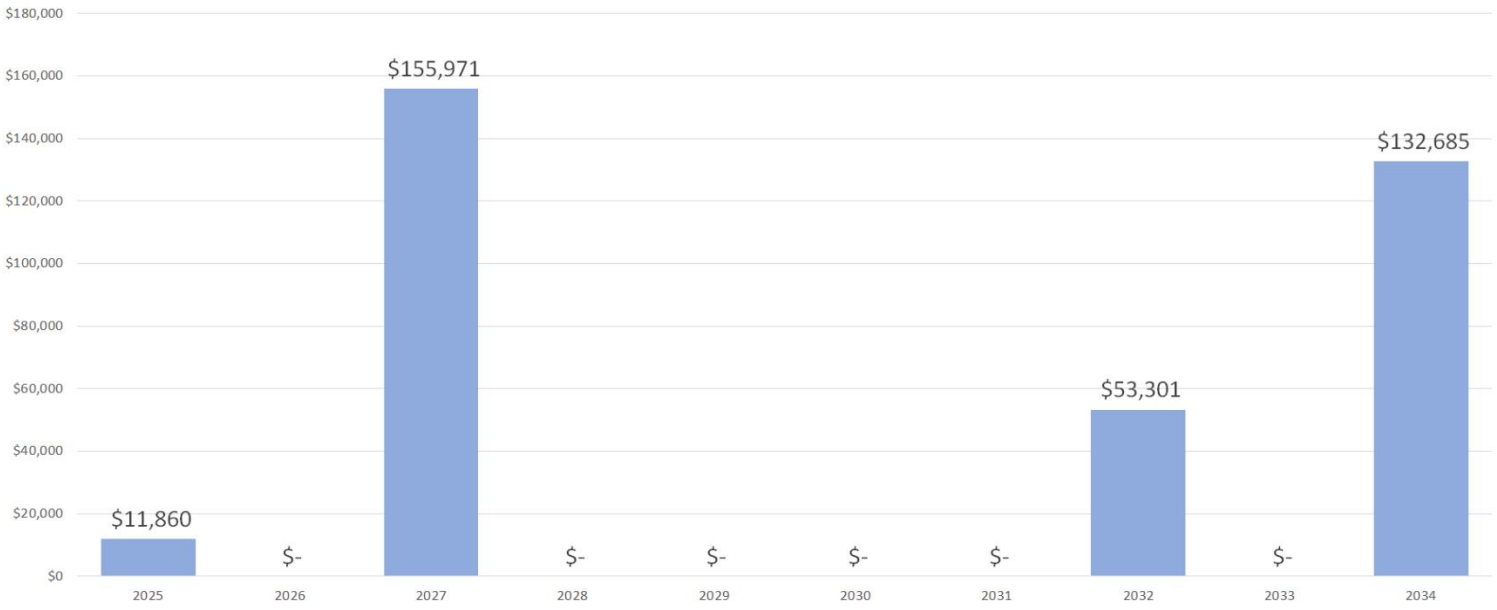
10-Year Capital Replacement and Repair Needs by Asset Category

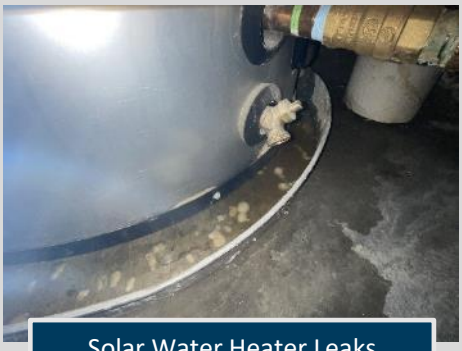
FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$13,870
D10 - Conveying	$0
D20 - Plumbing	$20,700
D30 - HVAC	$152,290
D40 - Fire Protection	$15,170
D50 - Electrical	$74,710
G - Parking	$0
TOTAL:	**$276,740**

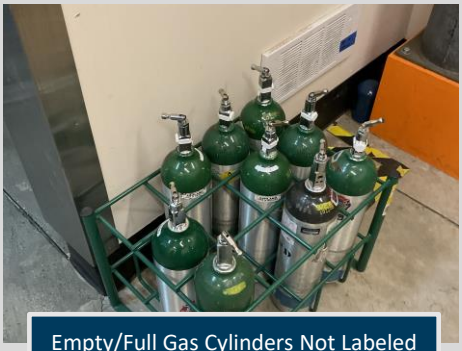


Annual Projected Capital Replacement and Repair Needs

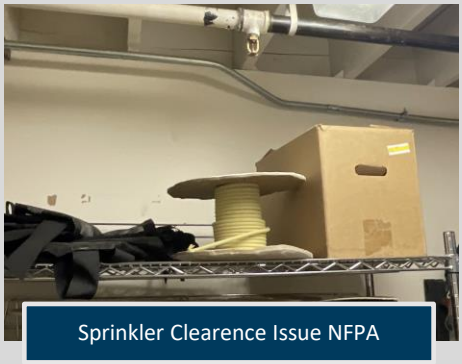




Solar Water Heater Leaks



Empty/Full Gas Cylinders Not Labeled



Sprinkler Clearence Issue NFPA

Scupper Drains Blocked

Fire, Life, Safety

The fire alarm system is functioning optimally without any reported issues. However, it's noted that the fire sprinkler gauges, and NAC (Notification Appliance Circuit) batteries are expired, requiring immediate attention to ensure compliance and operational readiness.

Mechanical & HVAC

The Rooftop Units (RTUs) within the facilities have surpassed their useful life expectancy. Although other HVAC equipment is currently functioning normally, proactive measures should be taken to address the aging RTUs to prevent operational disruptions and ensure occupant comfort.

Plumbing

The hot water system is supplemented with solar technology, reflecting a commitment to sustainability. However, there are concerns regarding a leaking solar water tank, necessitating repairs or replacement to optimize system efficiency and prevent water damage.

Electrical

The electrical systems are deemed to be in good condition overall. However, it's recommended to conduct an Infrared (IR) scan and arc flash analysis to identify any potential issues proactively. The generator, serving as a reliable backup power source, is in good working order, providing additional assurance during power outages.

Lighting Systems

The lighting systems within the buildings have been upgraded to energy-efficient LED technology, promoting sustainability and cost savings while ensuring adequate illumination levels for occupants.

ADA

Accessibility features such as door levers, interior signage, and accessibility heights are in place, demonstrating compliance with ADA regulations. However, it's noted that not all inaccessible entrances have signage indicating the location of the nearest accessible entrance, highlighting an area for improvement to enhance accessibility for all individuals.

Parking

While accessibility provisions are in place, it's observed that not all inaccessible entrances are adequately marked with signs bearing the International Symbol of Accessibility. Addressing this discrepancy will improve wayfinding for individuals with disabilities, enhancing overall accessibility within parking facilities.

Building Envelope

The roofing, doors, and windows are deemed adequate, providing structural integrity and weather protection. However, there are concerns regarding the condition of structural silicone and expansion joints, which are showing signs of deterioration. Timely maintenance and repairs are recommended to prevent further deterioration and ensure the longevity of the building envelope.

Facility Category: Public Works
Facility Age (Yrs): 54
Year Built: 1970
Total Square Footage: 1,270
Date(s) of Assessment: 4/11/2024

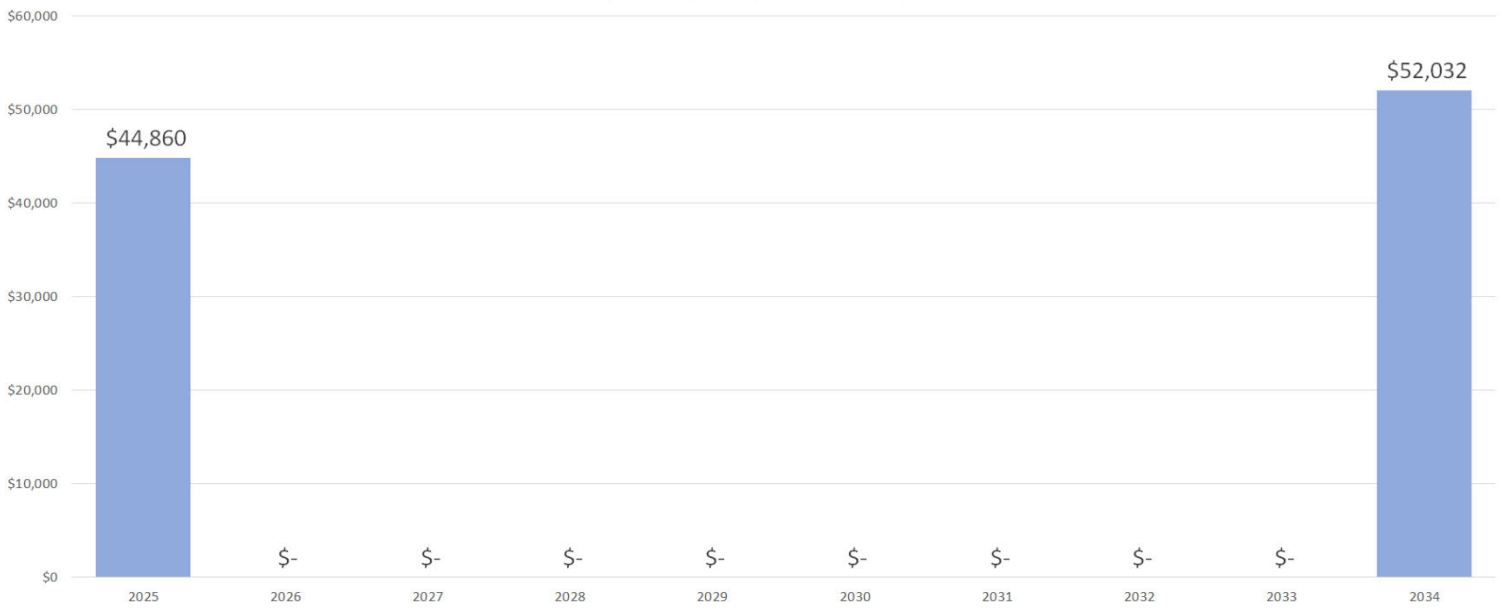
Parks Storage
130 Winburn Way, Ashland, OR 97520

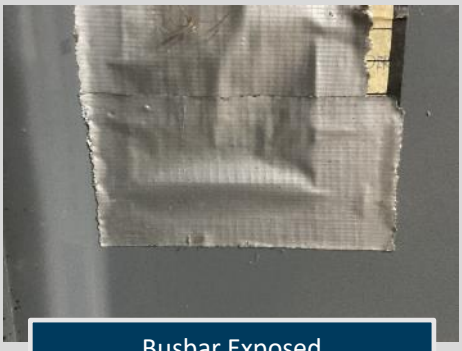
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
8	4.0	6.0	$96,892	$508,000	0.09

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$70,420
D10 - Conveying	$0
D20 - Plumbing	$0
D30 - HVAC	$0
D40 - Fire Protection	$0
D50 - Electrical	$7,980
G - Parking	$0
TOTAL:	**$78,400**

Annual Projected Capital Replacement and Repair Needs





Busbar Exposed

J-box Wires Exposed

Combustibles Not Stored in Fire Cabinet

Fence Damaged

Fire, Life, Safety

The absence of fire alarm and suppression systems is a glaring concern, leaving the building vulnerable to rapid fire spread and endangering lives. Additionally, the improper storage of fire extinguishers on the ground not only violates safety standards but also increases the likelihood of damage to the extinguishers, rendering them ineffective in the event of a fire emergency. Urgent action is imperative to address these deficiencies and ensure compliance with fire safety regulations to safeguard occupants and property.

Mechanical & HVAC

The absence of mechanical systems, particularly the lack of an exhaust system, poses challenges to maintaining indoor air quality and regulating temperature within the building. Installation of an exhaust system is strongly recommended to mitigate potential health hazards and enhance comfort for occupants.

Plumbing

The absence of plumbing systems signifies a lack of basic amenities crucial for the functionality and habitability of the building. The installation of plumbing infrastructure is necessary to provide essential services such as water supply and sanitation, thereby improving the overall usability of the facility.

Electrical

The outdated electrical panel poses significant risks of electrical hazards due to exposed bus bars and deteriorated wire insulation. Immediate attention is warranted to upgrade the electrical system to ensure the safety of occupants and prevent potential fire incidents.

Lighting Systems

The utilization of outdated lighting technologies, such as CFL and incandescent bulbs, not only contributes to higher energy consumption but also compromises lighting quality and efficiency. Recommending the installation of LED lighting fixtures would not only reduce energy costs but also enhance illumination levels and longevity.

ADA

Non-compliance with ADA standards impedes accessibility and inclusivity within the building, particularly for individuals with disabilities. Although the primary function of the building is storage, it remains imperative to ensure that the facility accommodates diverse needs and promotes equal access for all users, including those with disabilities.

Parking

Limited ADA egress due to unpaved hardscapes and uneven ground impedes accessibility for individuals with disabilities, posing challenges for ingress and egress to the facility. Improving parking infrastructure and addressing accessibility issues is essential to facilitate safe and convenient access for all users.

Building Envelope

The deteriorated condition of the building envelope, characterized by damaged siding, joints, and roofing, compromises structural integrity and weather resistance. Urgent repairs and replacement of exterior components are necessary to prevent further deterioration and maintain the building's functionality and aesthetics.

Facility Category: Public Works
Facility Age (Yrs): 124
Year Built: 1900
Total Square Footage: 2,860
Date(s) of Assessment: 4/11/2024

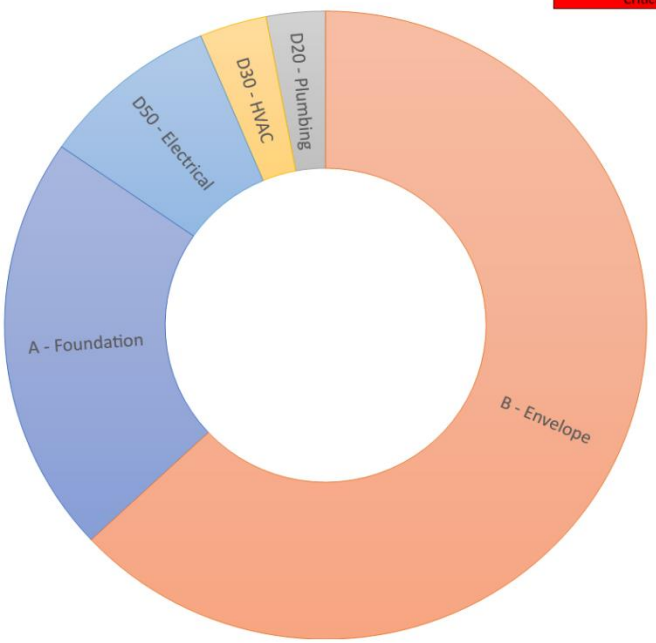
Pioneer Hall
Pioneer Hall, 73 Winburn Way, Ashland, OR 97520

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
9	3.4	6.7	$179,676	$1,716,000	0.03

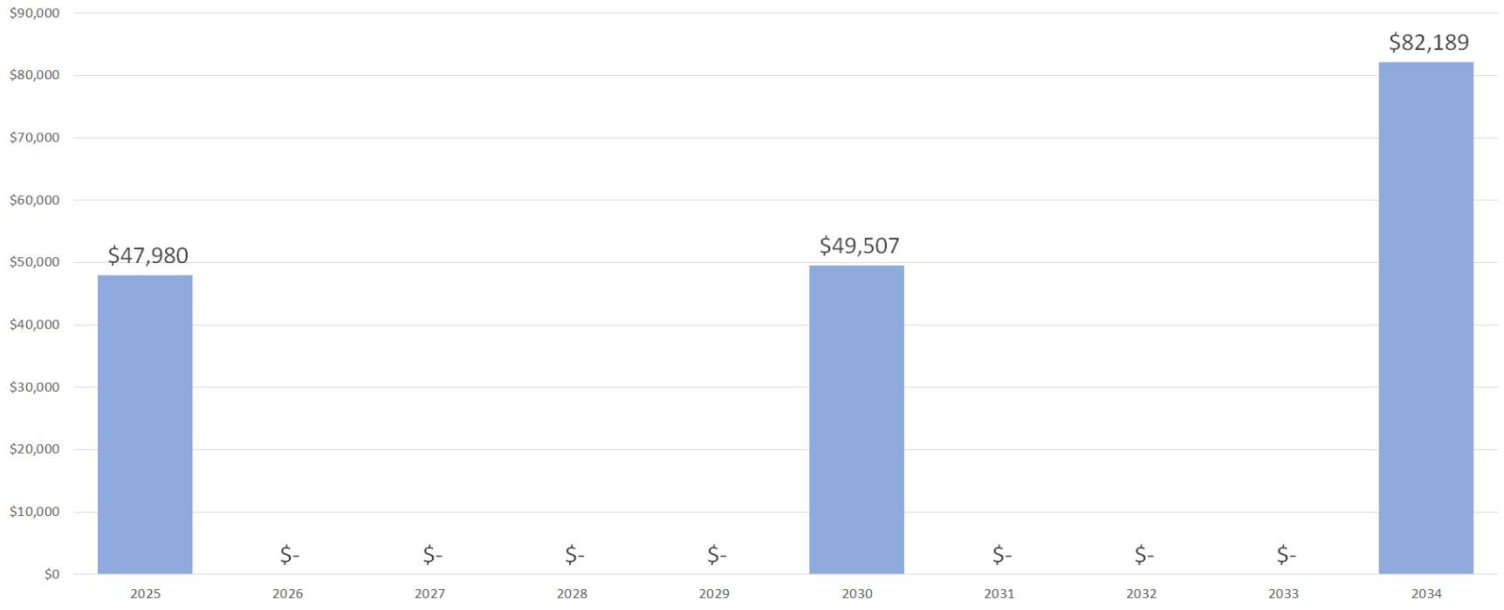
10-Year Capital Replacement and Repair Needs by Asset Category

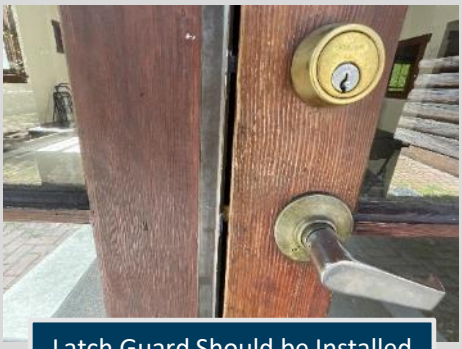
FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$30,170
B - Envelope	$88,080
D10 - Conveying	$0
D20 - Plumbing	$4,160
D30 - HVAC	$4,730
D40 - Fire Protection	$0
D50 - Electrical	$12,610
G - Parking	$0
TOTAL:	**$139,750**

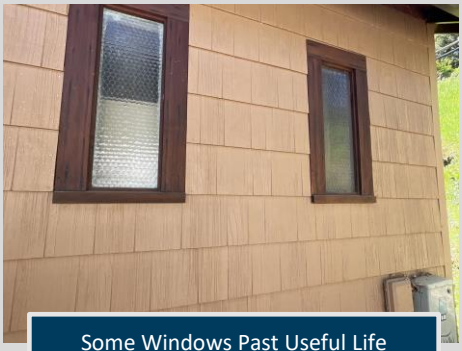


Annual Projected Capital Replacement and Repair Needs



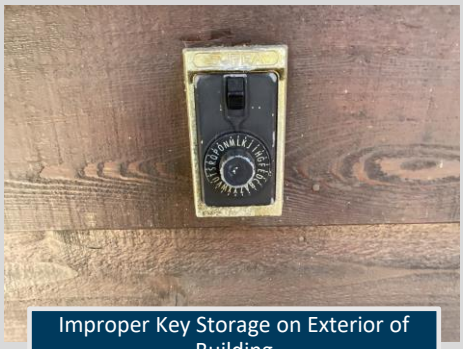


Latch Guard Should be Installed



Some Windows Past Useful Life

ADA Signage not Present at Main Entrance



Improper Key Storage on Exterior of Building

Fire, Life, Safety

The building is equipped with a battery-operated smoke detector system, meeting the basic requirements for fire safety. However, it's essential to note that carbon monoxide (CO) detectors must be replaced every seven years for optimal functionality. Inspection and replacement of CO detectors should be scheduled to ensure continued protection against CO poisoning.

Mechanical & HVAC

The HVAC systems have surpassed their useful life expectancy. An outdated HVAC system can lead to inefficiencies, poor air quality, and increased operating costs. Upgrading to modern, energy-efficient HVAC systems will improve comfort levels for occupants while reducing energy consumption and maintenance expenses.

Plumbing

The hot water heater has exceeded its useful life. Replacement of the hot water heater is recommended to prevent potential disruptions to hot water supply and to avoid costly repairs associated with system failures.

Electrical

Although the electrical systems were upgraded in 1988, it is prudent to conduct an infrared (IR) scan and an arc flash analysis to assess the current condition and safety of the electrical infrastructure. These assessments will help identify potential hazards and inform necessary upgrades or maintenance measures to ensure electrical safety within the building.

Lighting Systems

The lighting systems within the building feature a mix of technologies, including LED and CFL fixtures. While LED lighting is known for its energy efficiency and longevity, areas still relying on older technologies may experience higher energy consumption and maintenance requirements. Upgrading all lighting fixtures to LED will enhance energy efficiency, reduce operating costs, and improve lighting quality throughout the building.

ADA

The building meets ADA standards for door hardware and accessible restroom facilities. However, ADA signage directing occupants to accessible entrances is notably absent. Installing proper ADA signage will facilitate navigation for individuals with disabilities and ensure compliance with accessibility regulations.

Parking

Although street parking is available for the public, limitations exist regarding the pathway from public parking to building entrances. Improving accessibility pathways will enhance convenience and safety for visitors and occupants requiring parking facilities.

Building Envelope

Most of the building features an original log cabin exterior wall, contributing to its historical significance. However, the roofing has surpassed its useful life and should be replaced to prevent water infiltration and structural damage. While most windows were replaced in 2009, further evaluation may be necessary to identify any structural issues and prioritize replacements or repairs as needed.

Facility Category: Police Station
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 9,770
Date(s) of Assessment: 4/9/2024

Police Department
1175 E Main St, Ashland, OR 97520

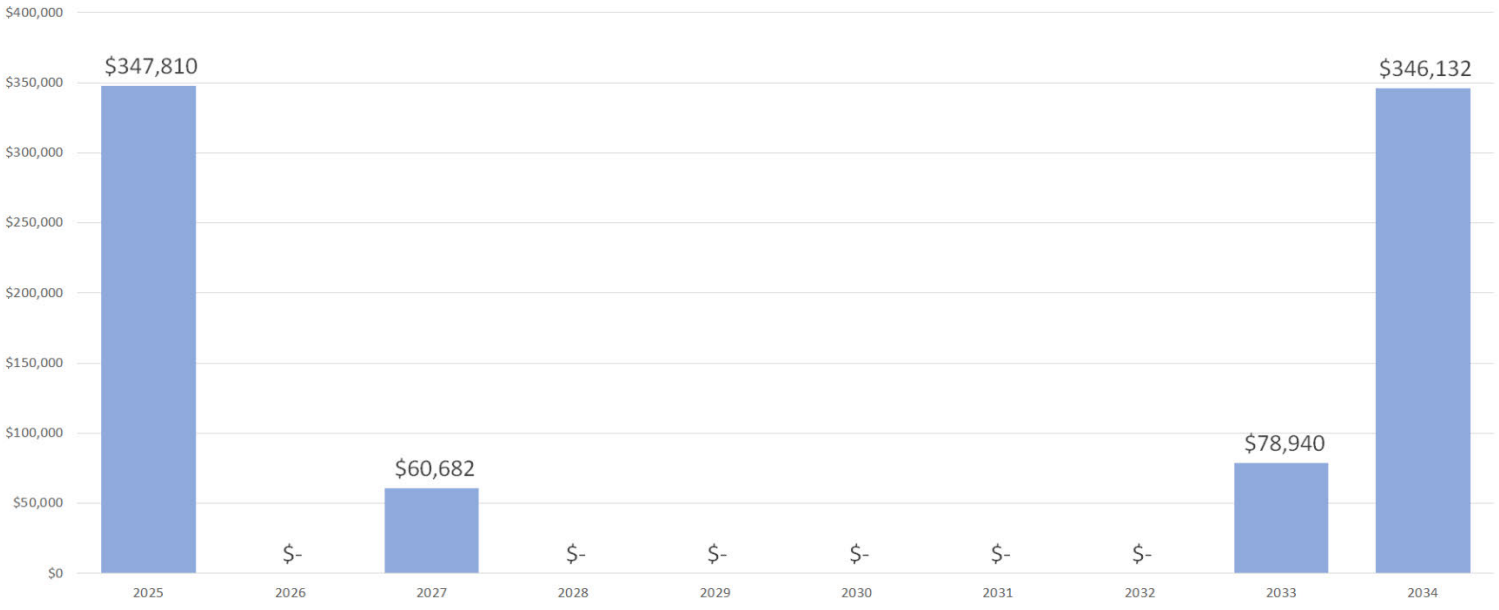
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
28	3.3	11.8	$833,564	$5,862,000	0.07

10-Year Capital Replacement and Repair Needs by Asset Category

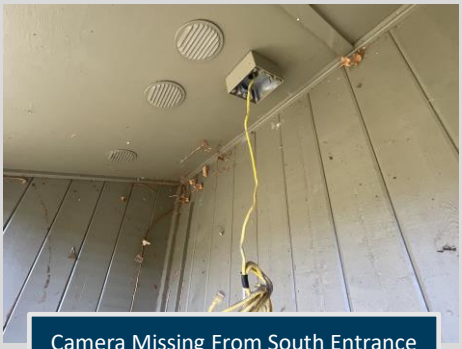
FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$344,380
D10 - Conveying	$0
D20 - Plumbing	$4,160
D30 - HVAC	$126,530
D40 - Fire Protection	$0
D50 - Electrical	$30,480
G - Parking	$173,850
TOTAL:	**$679,400**

Annual Projected Capital Replacement and Repair Needs



Items Blocking Panel Boards on 2nd Floor



Camera Missing From South Entrance

Parking Lot Will Need Resurfaceing

Water Heater Suppluy Valve Leaks

Fire, Life, Safety

While fire extinguishers are in place there in no sprinkler systems or notable fire alarms present, posing a significant risk in the event of a fire emergency. Additionally, a camera is missing from the South Entrance, potentially compromising security measures. Finally, access to the roof from low points on the east side allows individuals to circumnavigate the fence.

Mechanical & HVAC

The HVAC components within the building were deemed adequate overall. However, it was observed that the mini split in the MDF and some exterior condensing units are past their useful life and should be replaced.

Plumbing

The plumbing system in the building is generally adequate, but it was observed that one water heater has exceeded its useful life and requires replacement. Prompt action is necessary. Additionally, the supply valve to the 2nd floor water heater is leaking and should be repaired or replaced.

Electrical

While the electrical systems are sufficient, it was noted that the solar panels have failed. Additionally, it is recommended to conduct an infrared (IR) scan and arch flash analysis to identify any potential electrical hazards and ensure the safety of the building occupants and equipment.

Lighting Systems

The lighting systems within the building consist of a mix of technologies, with some fixtures requiring upgrades for improved energy efficiency and performance. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. A complete LED install should be planned.

ADA

The building is lacking signage indicating the location of the nearest accessible entrance, posing challenges for individuals with disabilities. However, the existing door hardware allows for automatic egress. It is recommended to install appropriate signage with the International Symbol of Accessibility to clearly designate accessible entrances.

Parking

The officer parking lot requires resurfacing to address wear and tear. The public parking lot provides ADA access, ensuring accessibility for individuals with disabilities.

Building Envelope

Multiple windows of varying ages were observed, with some being original and others newer. The older door hardware should be replaced to enhance security measures, and latch guards should be installed to prevent unauthorized entry. Additionally, it is recommended to install new roofing to address any existing issues and ensure the integrity of the building envelope.

Facility Category: Public Works
Facility Age (Yrs): 40
Year Built: 1984
Total Square Footage: 20,426
Date(s) of Assessment: 4/10/2024

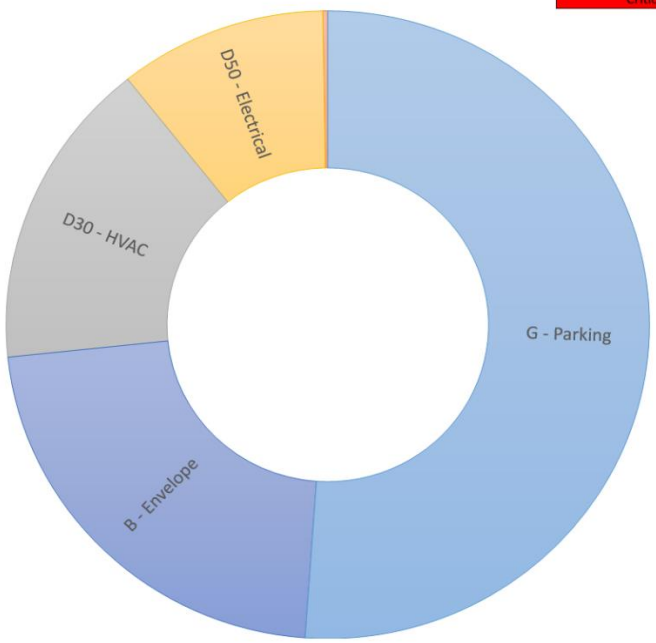
Service Center, Water Distribution
90 N Mountain Ave

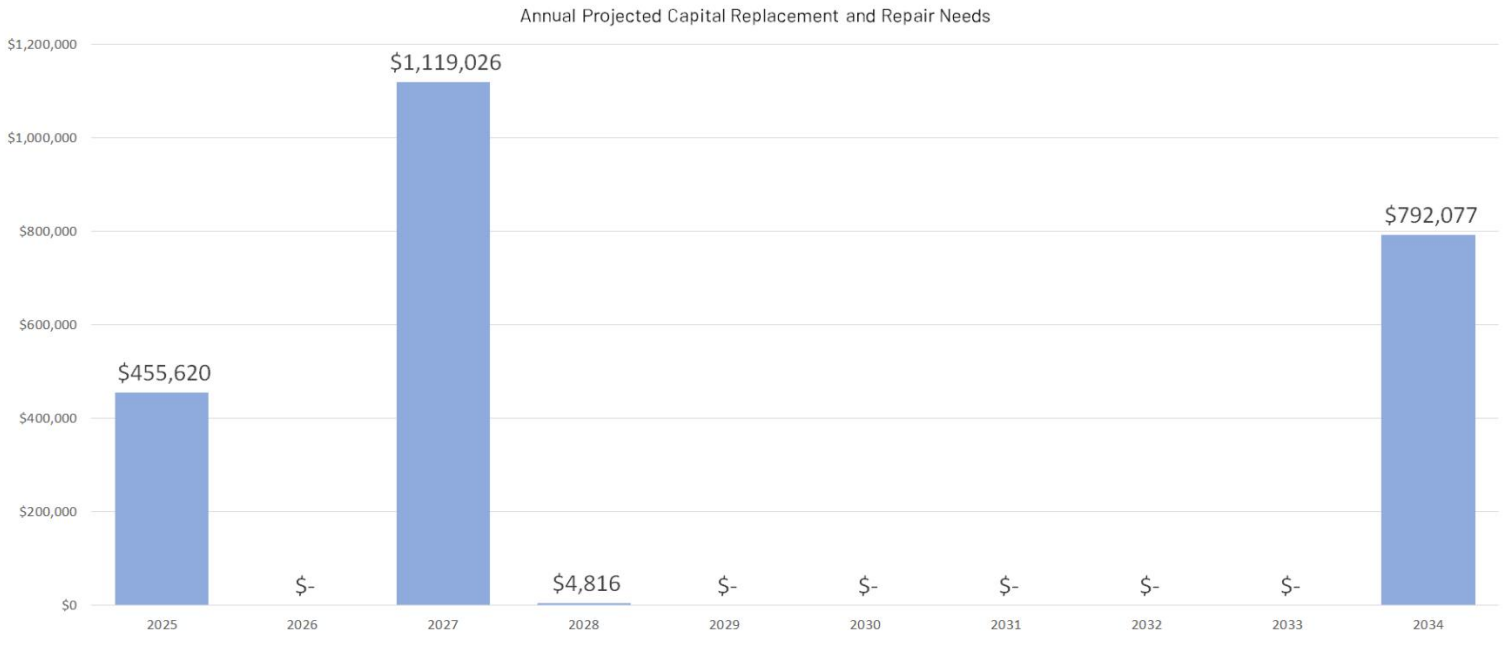
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
63	3.7	4.8	$2,371,539	$12,255,600	0.13

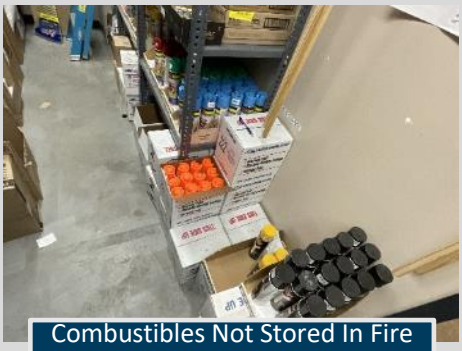
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

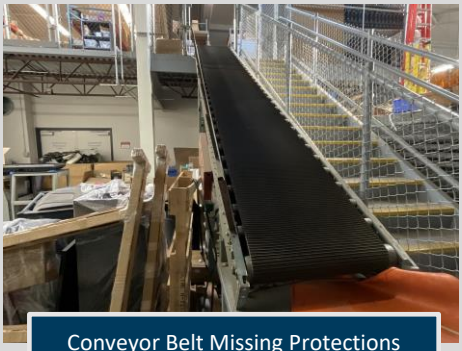
Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$441,280
D10 - Conveying	$0
D20 - Plumbing	$4,990
D30 - HVAC	$316,760
D40 - Fire Protection	$0
D50 - Electrical	$207,330
G - Parking	$1,014,990
TOTAL:	**$1,985,350**





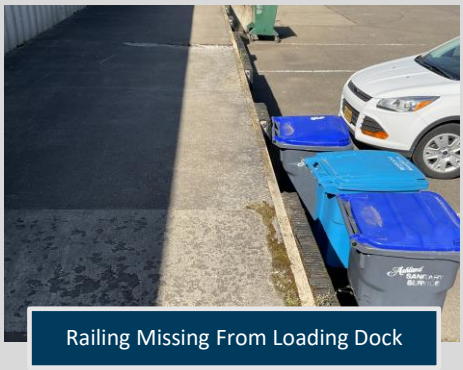


Combustibles Not Stored In Fire Cabinet



Conveyor Belt Missing Protections

Parking Lot Will Need Resurfaceing



Railing Missing From Loading Dock

Fire, Life, Safety

The facility lacks a fire alarm and fire suppression system. However, fire extinguishers are present. At a minimum, It is crucial to install a comprehensive fire alarm system to ensure the safety of occupants.

Mechanical & HVAC

Much of the equipment, particularly the units for the “Head End Room” are past useful life. Additionally, several R-22 units remain. Transitioning to more energy-efficient HVAC systems and phasing out R-22 units is advisable to reduce operational costs and environmental impact.

Plumbing

Both water heaters have surpassed their useful life and should be replaced. Consideration should be given to installing a tankless water heating system for improved efficiency. Replacement of water heaters is essential to prevent potential disruptions and ensure consistent hot water supply. Installing a tankless system can offer long-term benefits in terms of energy efficiency and space utilization.

Electrical

Most panelboards are original and in need of replacement. The existing generator meets the building's needs adequately. An arch flash analysis and IR scan are. Conducting an arch flash analysis and IR scan will help identify any underlying issues and ensure compliance with safety standards.

Lighting Systems

The lighting systems feature a mix of installations including CFL, T18, and halogen bulbs. Consideration should be given to replacing them with energy-efficient LEDs for long-term cost savings and environmental benefits. Plan for the gradual replacement of existing lighting fixtures with LED alternatives to improve energy efficiency and enhance lighting quality.

ADA

The International Symbol of Accessibility is not present in some areas, particularly at inaccessible toilet rooms. Additionally, certain doorknobs are still present, necessitating replacement with door levers for improved accessibility. Install appropriate signage to ensure clarity and compliance with ADA requirements. Replace existing doorknobs with door levers to enhance accessibility for all occupants.

Parking

The parking lot requires resurfacing to address wear and tear and maintain a safe and functional parking area. ADA parking requirements are currently met, ensuring accessibility for individuals with disabilities.

Building Envelope

Original doors and windows from 1980 are still in use, with door hardware showing signs of wear. The building roof and siding are metal. Due to their age we recommend inspection for leaks. Anchor points are not present on the roof and should be installed for safety. Plan for the replacement of doors and windows to improve energy efficiency and enhance security. Conduct a thorough inspection of the roof for any signs of leaks and install anchor points to reinforce structural integrity.

Facility Category: Arts
Facility Age (Yrs): 115
Year Built: 1909
Total Square Footage: 5,980
Date(s) of Assessment: 6/5/2024

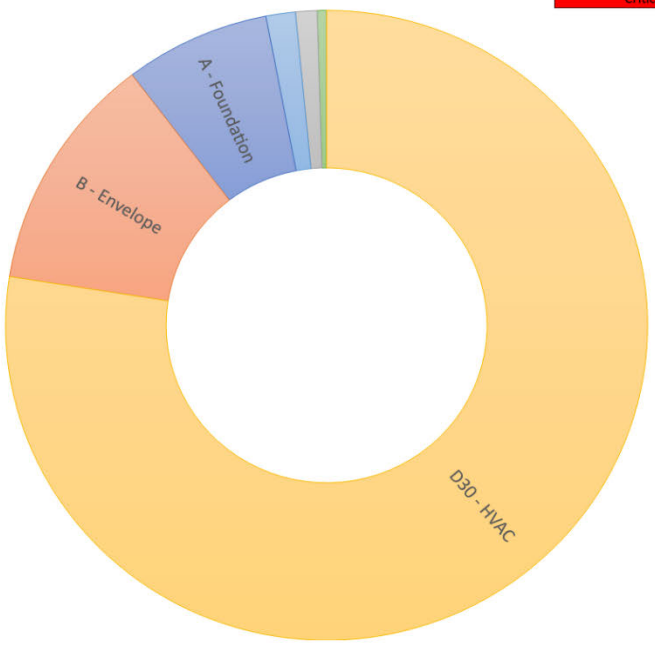
Shakespeare Admin Building
76 E Main St, Ashland, OR 97520

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
36	3.4	8.3	$1,050,555	$3,887,000	0.08

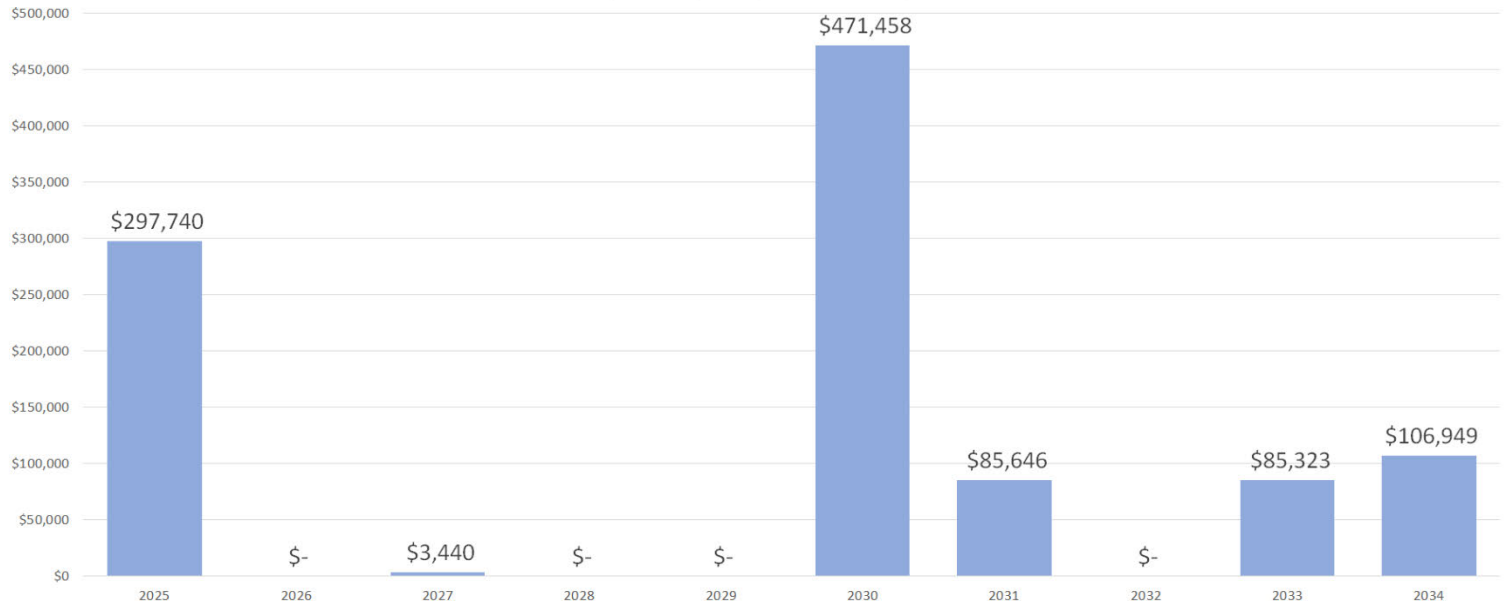
10-Year Capital Replacement and Repair Needs by Asset Category

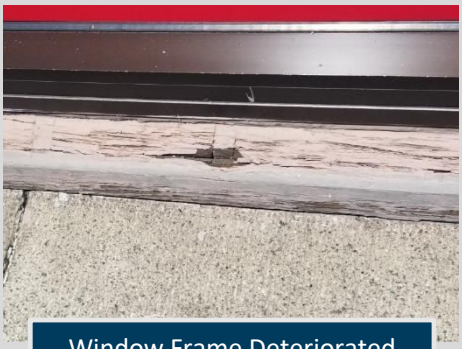
FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$63,080
B - Envelope	$104,640
D10 - Conveying	$0
D20 - Plumbing	$9,360
D30 - HVAC	$667,000
D40 - Fire Protection	$12,760
D50 - Electrical	$4,020
G - Parking	$0
TOTAL:	**$860,860**



Annual Projected Capital Replacement and Repair Needs





Window Frame Deteriorated

FACP past Useful Life 15 Years

Sinks Missing ADA Protections

Items In Front Of Radiant Heater

Fire, Life, Safety

The fire alarm system, installed in 1998, has exceeded its useful life and should be replaced or reprogrammed. In contrast, the wet suppression system is found to be adequate, with up-to-date testing and maintenance.

Mechanical & HVAC

The inspection of HVAC systems reveals a mix of units installed between 1973 and 2015. Most older units still using R-22 refrigerant and are past useful life. Overall, while the systems are operational, the older units will need replacement.

Plumbing

The building has 3 electric hot water heaters. All of which are past useful life and need to be replaced.

Electrical

Most of the power distribution systems are adequate for the buildings needs. One panelboard installed in 1988 is reaching it end of useful life and should be considered for replacement.

Lighting Systems

The lighting systems throughout the building exhibit differences in technology and condition, with certain fixtures needing upgrades to improve energy efficiency and performance. Although LED lighting is utilized in some areas, others continue to rely on outdated technologies such as CFL and T8 Fluorescent tubes. It is recommended to replace these fixtures LEDs.

ADA

The ADA inspection reveals several compliance issues: all sinks lack proper plumbing protections, doorknobs need to be replaced with door levers, ADA signage is missing from accessible entrances, and directional signage is absent from inaccessible entrances to guide individuals to accessible entrances.

Parking

While street parking is available for the public, limited access to the building from these spaces creates challenges for visitors. Enhancements to parking accessibility are necessary to better accommodate individuals with disabilities and improve overall convenience.

Building Envelope

The building envelope is in adequate condition for its age, it is noted that the windows are far past useful life and should be scheduled for replacement.

Facility Category: Public Works
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 6,380
Date(s) of Assessment: 4/10/2024

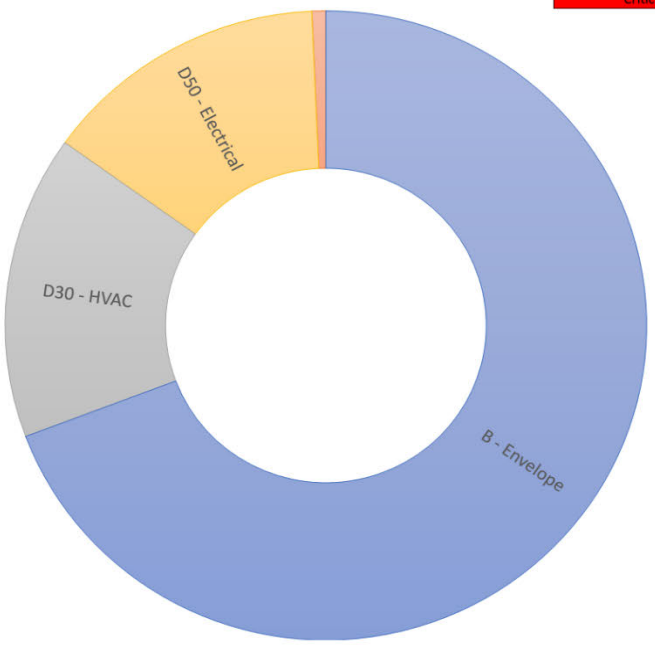
Street/Shop; Street Operations, Fleet, Facilities
90 N Mountain Ave, Ashland, OR 97520

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
29	3.4	6.0	$373,061	$3,509,000	0.04

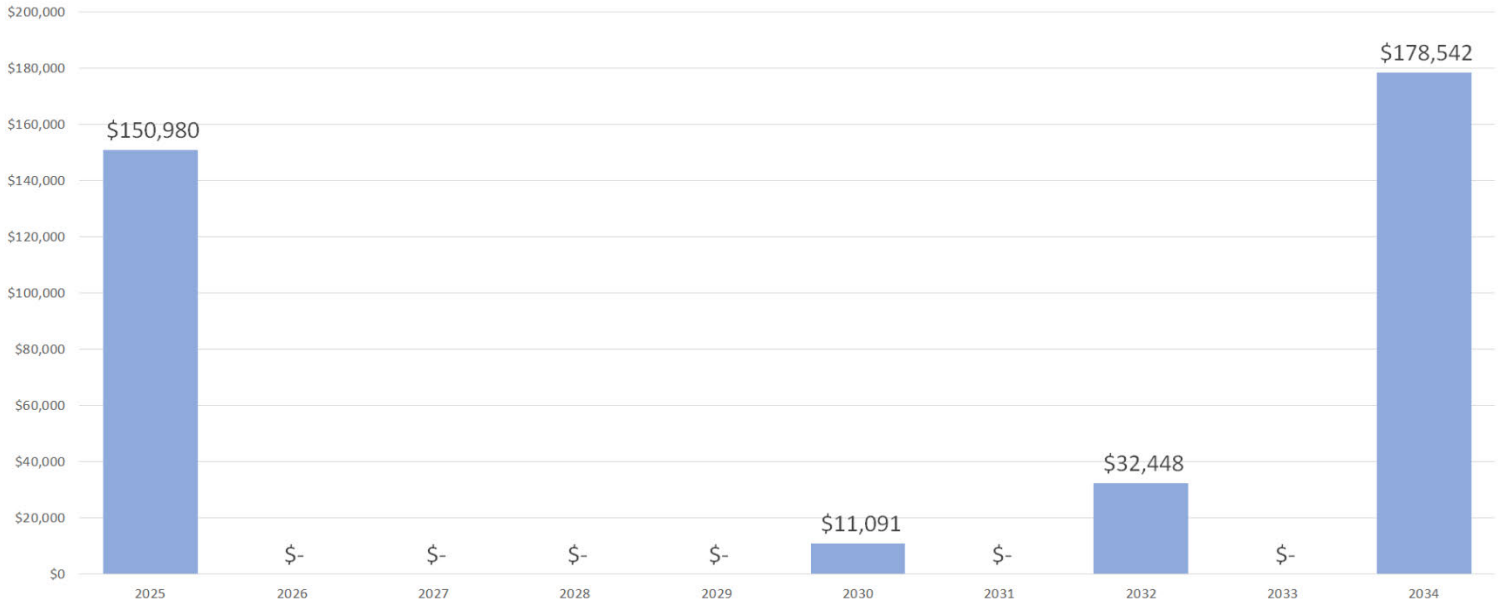
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$206,270
D10 - Conveying	$0
D20 - Plumbing	$2,080
D30 - HVAC	$46,500
D40 - Fire Protection	$0
D50 - Electrical	$42,970
G - Parking	$0
TOTAL:	**$297,820**



Annual Projected Capital Replacement and Repair Needs



Biohazard Signage Not Present at Welding Shop

Parking Lot Will Need Resurfacing

Combustibles Not Stored in Fire Cabinet

Used Batteries Stored Outside

Fire, Life, Safety

While type ABC fire extinguishers are present, specific hazards in the welding shop require installation of a Type D extinguisher, alongside hazard signage for welding gas storage areas. Notably, a sufficient fire alarm system is lacking, highlighting a significant gap in fire detection and evacuation capabilities. Addressing these shortcomings by installing appropriate extinguishers, signage, and a comprehensive fire alarm system is imperative to mitigate fire risks and ensure the safety of occupants and visitors within the building.

Mechanical & HVAC

While the wall AC units are currently functional, they have surpassed their useful life and require replacement. Notably, commendable proactive maintenance efforts are underway for the scheduled replacement of unit heaters in the service bay and the split system in the parts room.

Plumbing

While the water heater is still within its useful life, its small size may pose limitations on hot water supply, especially during peak demand periods. Considering the benefits of tankless systems, replacement with a tankless water heater when appropriate is recommended to enhance hot water availability and energy efficiency.

Electrical

The electrical infrastructure of the building is adequate but due to the load requirements close monitoring and maintenance should be employed. The possible need for upgrading the electrical system should be considered based on the future needs of the service shop.

Lighting Systems

The building's lighting systems comprise a mix of technologies, with some fixtures needing upgrades for improved energy efficiency and performance. While LED lighting is beneficial for energy savings and longevity, areas still relying on older technologies like CFL should be considered for upgrades to enhance overall lighting quality and efficiency.

ADA

The building lacks signage at all inaccessible entrances, hindering navigation for individuals with disabilities. Installing signs with the International Symbol of Accessibility to indicate the location of the nearest accessible entrance is crucial for ensuring accessibility and compliance with ADA standards.

Parking

While parking is adequate for ADA needs, the resurfacing of the parking lot is necessary to maintain safety and usability. Addressing pavement deterioration will enhance the overall accessibility and aesthetics of the parking area.

Building Envelope

While the metal roof and siding remain in good condition, providing durability and structural integrity, the windows from the original construction have surpassed their useful life. Therefore, it is advisable to schedule replacement of the windows to enhance energy efficiency and ensure proper climate control within the building.

Facility Category: Public Works
Facility Age (Yrs): 26
Year Built: 1998
Total Square Footage: 9,745
Date(s) of Assessment: 4/10/2024

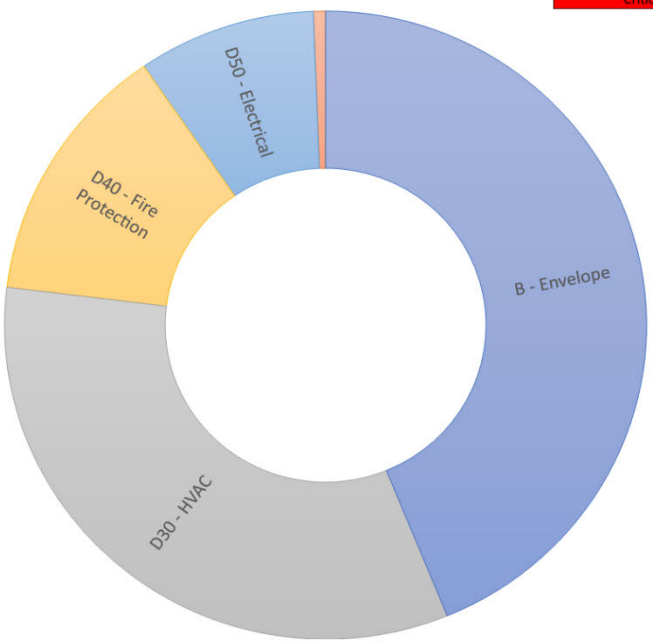
The Grove, Parks & Rec, Utility Billing
90 N Mountain Ave

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
26	3.3	12.5	$419,659	$5,359,800	0.03

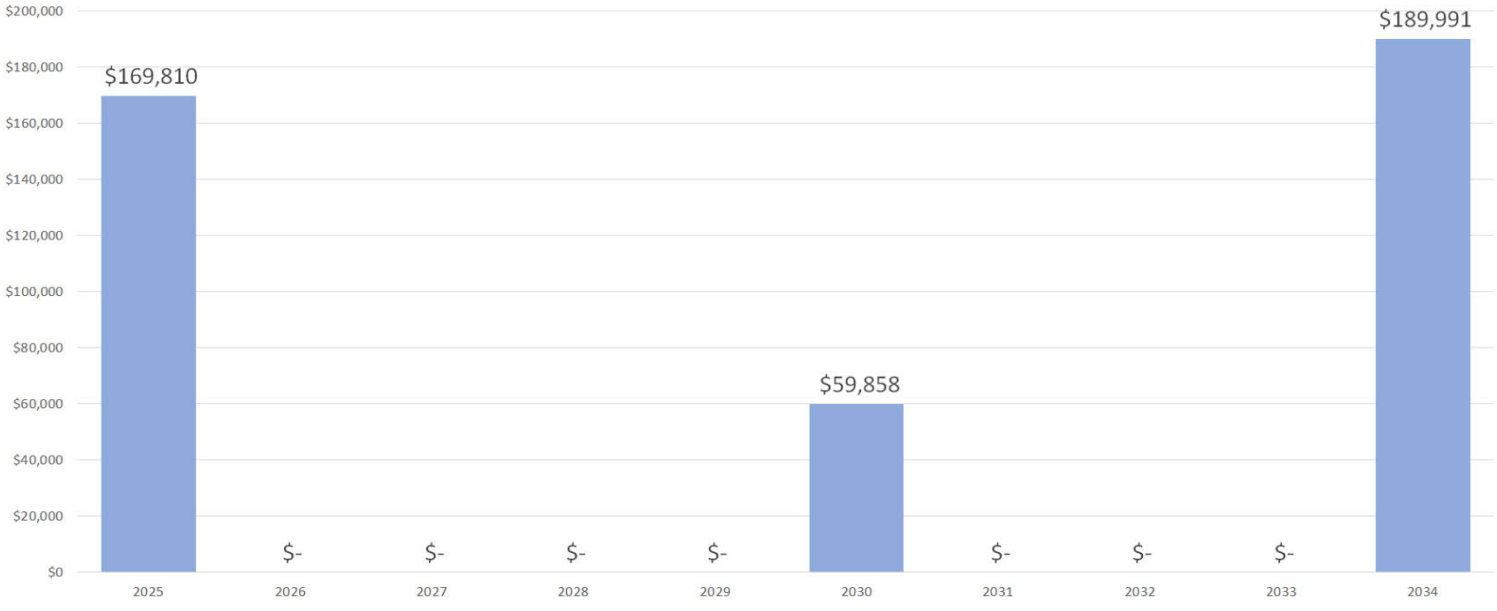
10-Year Capital Replacement and Repair Needs by Asset Category

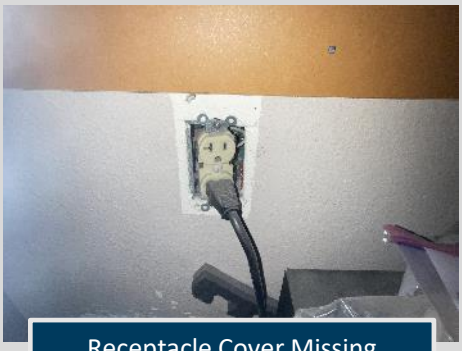
FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	$0
B - Envelope	$148,600
D10 - Conveying	$0
D20 - Plumbing	$2,080
D30 - HVAC	$112,330
D40 - Fire Protection	$45,770
D50 - Electrical	$30,400
G - Parking	$0
TOTAL:	**$339,180**



Annual Projected Capital Replacement and Repair Needs





Receptacle Cover Missing

Install Latch Guards

Flashing Needs Replacement

Damage at Southern Entrance

Fire, Life, Safety

The fire alarm system, installed in 1998 is past useful life. Additionally, the pressure gauges are expired. It is recommended to either reprogram or replace the panel and replace expired gauges. Upgrading or modernizing the system is crucial to ensure it meets current safety standards and effectively alerts occupants in the event of a fire emergency.

Mechanical & HVAC

The mechanical and HVAC equipment in the building has exceeded its useful life and needs replacement. Failure to address this issue could lead to inefficient operation, increased energy costs, and potential breakdowns, compromising the comfort and safety of occupants. Scheduling replacement for these systems is vital to maintain optimal functionality and indoor air quality within the building.

Plumbing

The water heater in the building has surpassed its useful life. It is recommended to install a tankless unit. This upgrade not only ensures reliable hot water supply but also improves energy efficiency, reducing operational costs and environmental impact. Addressing plumbing concerns promptly enhances the overall safety and functionality of the building's infrastructure.

Electrical

While the electrical systems are deemed adequate, the recent installation of a large generator further enhances safety measures, allowing the building to serve as an emergency response office when needed. This addition ensures continuity of operations during power outages or emergencies, bolstering the building's resilience and capacity to protect occupants and critical assets.

Lighting Systems

The lighting systems in the building encompass a mix of technologies, with some fixtures requiring upgrades for improved energy efficiency and performance. While certain areas benefit from LED lighting, others still rely on older technologies like CFL and halogen. Updating lighting fixtures throughout the building enhances energy efficiency, visibility, contributing to a safer and more sustainable environment.

ADA

Inaccessible entrances lacking signs with the International Symbol of Accessibility. This poses a significant barrier to individuals with disabilities, hindering their ability to navigate the building safely and independently. Installing proper signage indicating the location of the nearest accessible entrance is essential to ensuring compliance with ADA regulations and promoting inclusivity within the building.

Parking

Although parking availability meets the building's current needs, resurfacing is necessary to maintain safety and functionality. Addressing the condition of the parking lot enhances accessibility, prevents accidents, and improves the overall aesthetic appeal of the property, contributing to a positive experience for occupants and visitors.

Building Envelope

Despite damage to the CMU joint at the south entrance, the metal roof and siding remain well within their useful life. Prioritizing repairs to the damaged joint preserves the structural integrity of the building and prevents further deterioration. Maintaining the building envelope is essential to safeguarding occupants, protecting against weather elements, and prolonging the lifespan of the property.

Facility Category: Golf Buildings
Facility Age (Yrs): 31
Year Built: 1990 to 1999
Total Square Footage: 13,028
Date(s) of Assessment: 4/10/2024

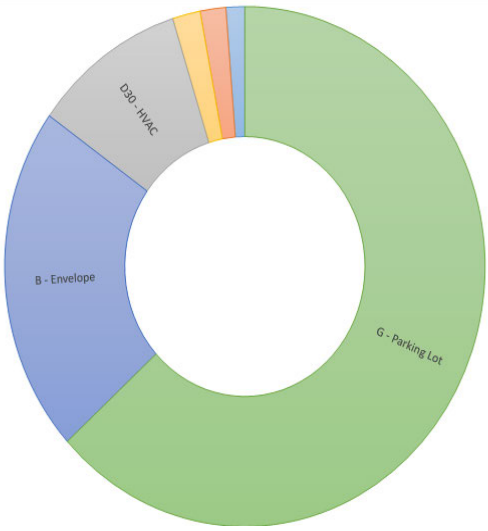
Golf Pro Shop, Maintenance Shop and Golf Cart Barn
City of Ashland

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
42	3.4	15.0	$790,824	$5,758,250	0.05

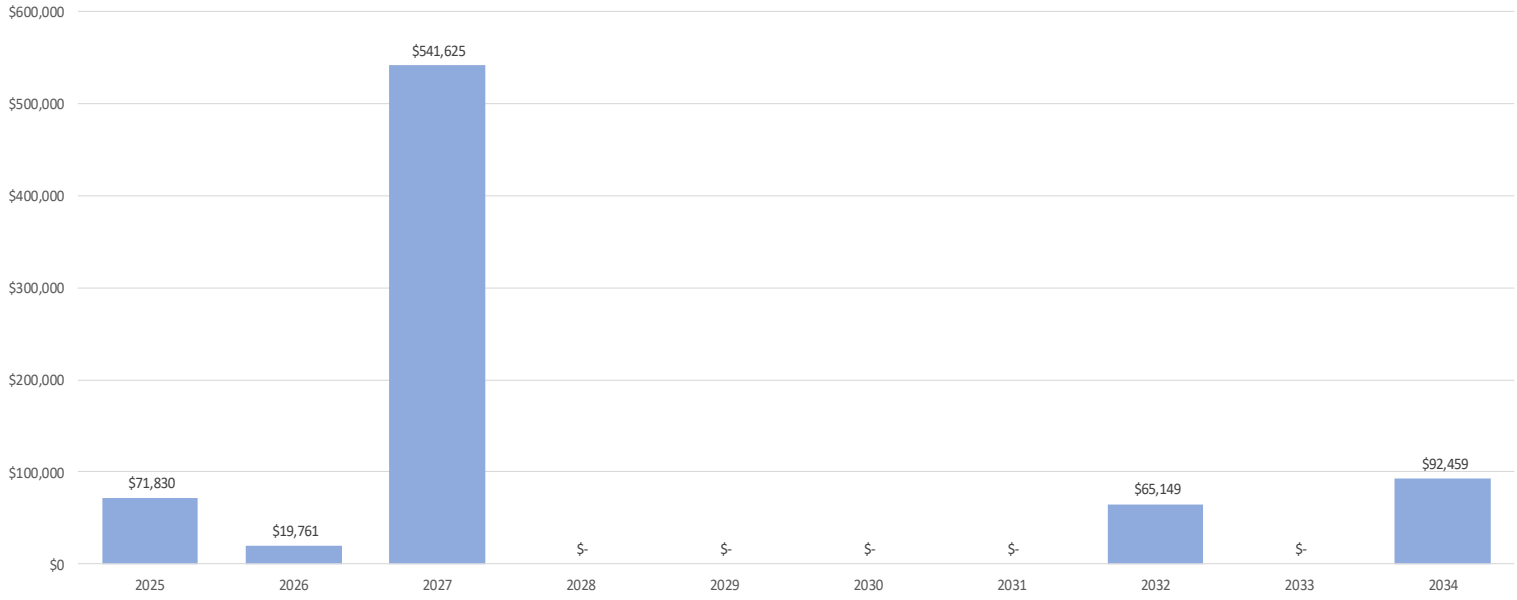
FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	$0
B - Envelope	$148,580
D20 - Plumbing	$11,860
D30 - HVAC	$70,810
D40 - Fire Protection	$12,860
D50 - Electrical	$8,710
G - Parking Lot	$435,000
TOTAL:	**$687,820**



Annual Projected Capital Replacement and Repair Needs



Condensing Unit at Golf Pro Shop Beyond Useful Life Expectancy.

Gas Water Heater in Maintenance Shop Beyond Useful Life Expectancy

Wood Fascia of Golf Pro Shop Roof Requiring Repainting

Wood Soffit of Golf Cart Barn Requiring Repair

Fire, Life, Safety

Fire alarm and suppression systems were observed in the Golf Pro Shop, but not in the Maintenance Shop. Considering the occupancy of the shop and the office spaces within, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems. Additionally, the kitchen hood fire suppression system within the Golf Pro Shop has exceeded its industry expected life, and replacement is recommended.

Mechanical & HVAC

The majority of HVAC systems across this property found in the Maintenance Shop and the Golf Pro Shop were given a poor condition score due to their age. The exhaust fans have all surpassed their useful life expectancy and necessitate replacement. Both condensing units and gas furnaces within the Golf Pro shop have also exceeded their industry expected life and require replacement to continue to provide optimal comfort for occupants.

Plumbing

Plumbing systems were minimal throughout the buildings, although the natural gas water heater within the Maintenance Shop has exceeded its useful industry life and requires replacement.

Electrical

The panel boards within the buildings, located in the Maintenance Shop and Gold Pro Shop, are functional and remain within their useful expected life.

Lighting Systems

The lighting systems in the buildings are primarily LED, but also contain older technologies such as CFL, sodium halide and T12 fixtures. It's recommended to transition to LED lighting throughout to maximize energy savings and address the upcoming difficulty of older technologies such as the T12 fixtures becoming unavailable.

ADA

The existing ADA accommodations for restrooms, entrances, and fixtures such as door hardware are considered satisfactory throughout these buildings.

Parking

There is an adequate amount of ADA spaces available where parking is available to the public, including van accessible spots with access aisles and appropriate signage. The Maintenance Shop lacked marked ADA spaces and signage, which would increase accessibility at this site if desired and added. Furthermore, resurfacing of the parking lot is recommended as it approaches the end of its industry expected life and in poor condition.

Building Envelope

Most envelope components of the building are original, with minimal wear issues observed. However, the wood facia and soffit of the roofs on the Golf Pro Shop and the Golf Cart Barn both display signs of weathering that necessitates attention and repainting to prevent dry rot. The golf cart barn additionally was observed with minimal debris in its gutters and some moss growing on its roof. The installation of gutter guards could extend the life of the gutters and therefore the building while also cutting costs associated with cleaning them. Minimal rust was observed on the metal frame of the doors to the exterior storage closet of the Maintenance shop, warranting attention.

Facility Category: Hunter Park-Daniel Meyer Pool Locker Rooms
Facility Age (Yrs): 40
Year Built: 1984
Total Square Footage: 5,506
Date(s) of Assessment: 4/9/2024

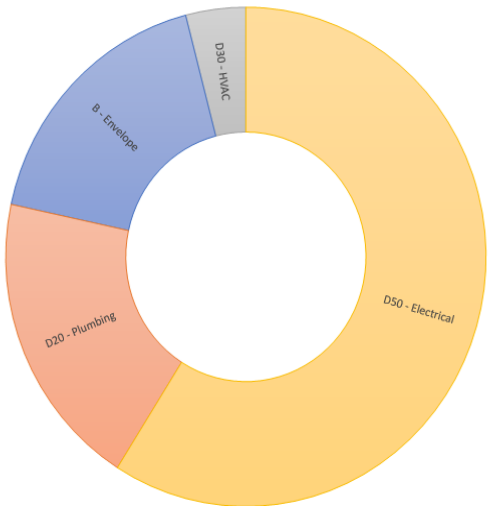
Hunter Park - Daniel Meyer Pool Locker Rooms
City of Ashland

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
13	3.5	12.8	$64,018	$3,028,300	0.02

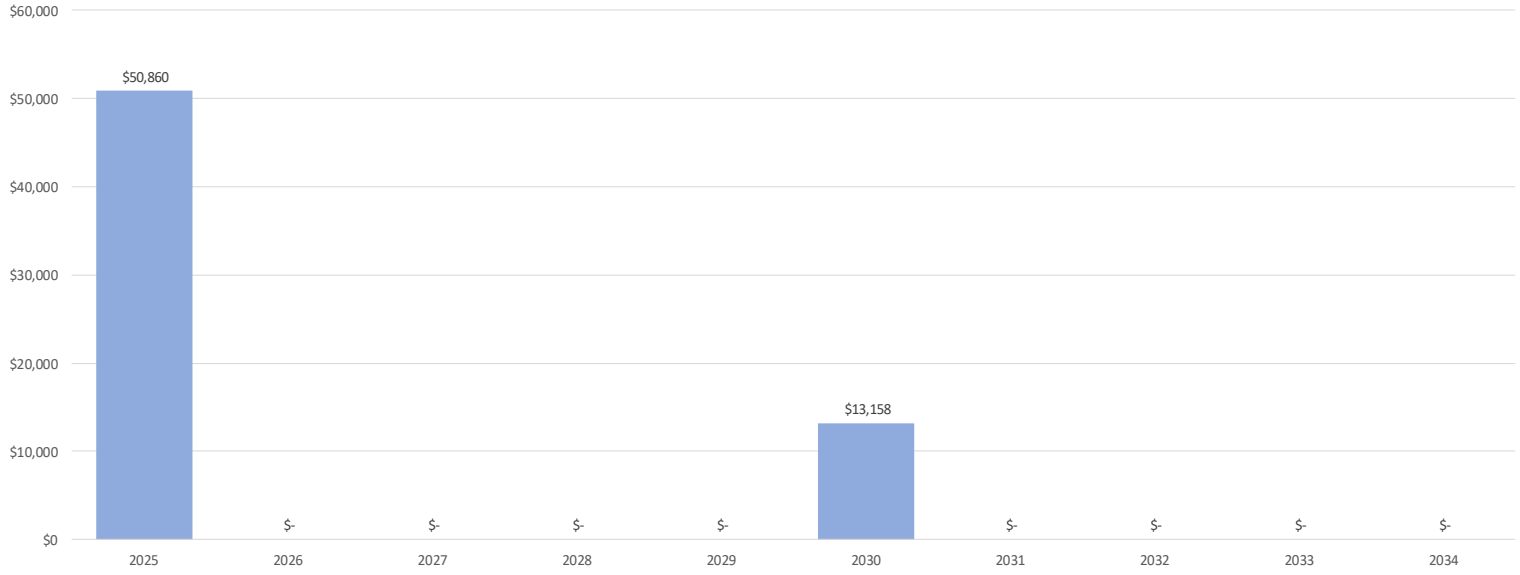
FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	$0
B - Envelope	$10,760
D20 - Plumbing	$11,860
D30 - HVAC	$2,470
D40 - Fire Protection	$0
D50 - Electrical	$36,080
G - Parking Lot	$0
TOTAL:	**$61,170**



Annual Projected Capital Replacement and Repair Needs



Unit Heater Surpassed Useful Life Expectancy

Water Heater Surpassed Useful Life Expectancy

Exposed insulation in Mechanical Room

Hole in Mechanical Room Ceiling

Fire, Life, Safety

There were not fire alarm or sprinkler systems found in the building. Considering the occupancy, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The electric unit heater in the mechanical basement of the pool locker rooms has surpassed its useful life expectancy, recommend replacement. The natural gas boiler and furnace are both in fair condition and within their industry expected life.

Plumbing

The gas water heater in the mechanical basement has significantly surpassed its useful life expectancy and is recommended for replacement.

Electrical

The electrical systems within the building are in fair condition and within their industry expected life.

Lighting Systems

Throughout the building there is a combination of CFL, T8 and sodium halide lighting fixtures, which were given poor scores for being older technologies that are becoming more unavailable for replacement. It is recommended to upgrade to LED lighting throughout the building to maximize energy savings.

ADA

The building is compliant with ADA standards, noting the benches in the locker rooms and showers and compliant hardware and fixtures, and accessible entrances.

Parking

While there is an adequate amount of ADA compliant spaces, including van accessible spaces and adjoining access aisles, the signage does not specify the van accessible spaces. Recommend updating signage.

Building Envelope

The building envelope is primarily in fair condition, with most assets within their industry expected life. However, the metal doors are beyond their useful expected life with some visible wear due to age and outdated hardware. Replacement recommended. Within the mechanical basement, there is exposed insulation on near the vaulted ceiling one on side, and a hole in the drywall ceiling above the doors that both necessitate attention.

Facility Category: Lift and Pump Stations
AVG Facility Age (Yrs): 22
Year Built: N/A
Total Square Footage: N/A
Date(s) of Assessment: 4/11/2024

Lift and Pump Stations
City of Ashland

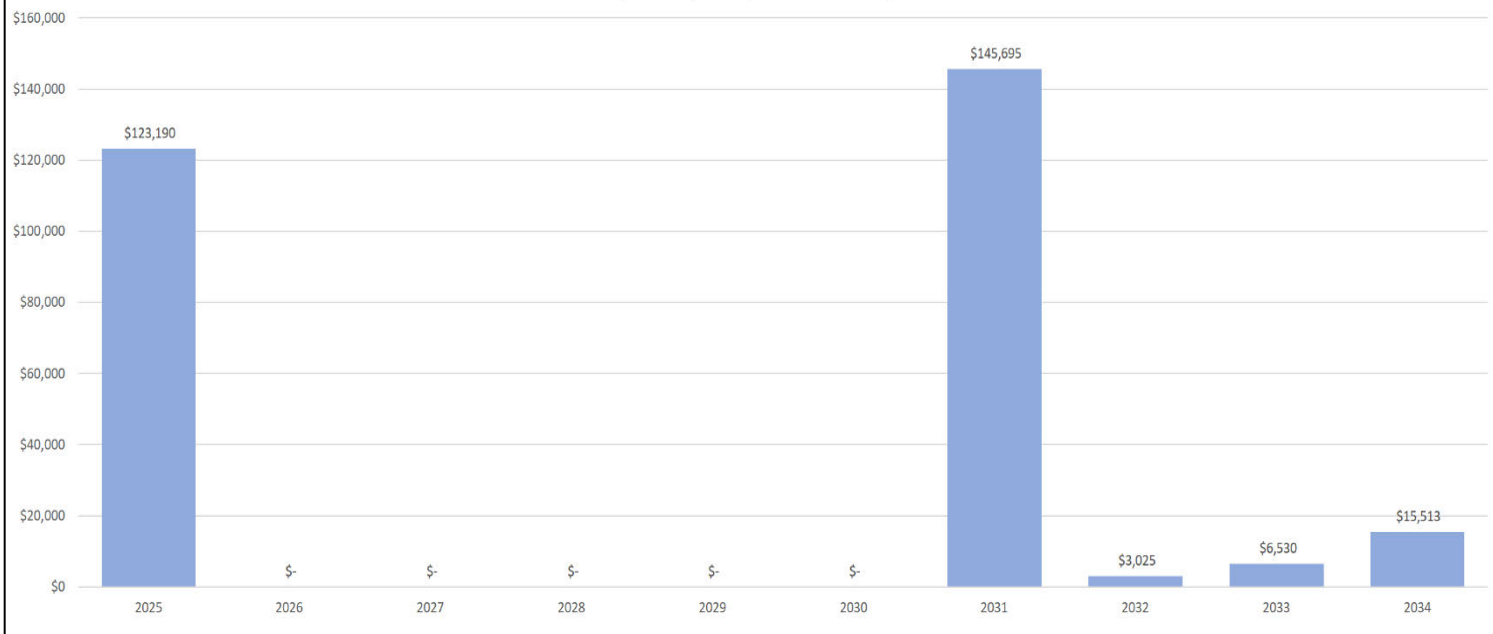
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
32	3.2	11.0	$248,480	N/A	N/A

10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	$0
B - Envelope	$18,000
D20 - Plumbing	$191,190
D30 - HVAC	$7,520
D40 - Fire Protection	$0
D50 - Electrical	$31,770
G - Parking Lot	$0
TOTAL:	**$248,480**

Annual Projected Capital Replacement and Repair Needs



No image

Dead Front Cover Missing

No image

Swap Door Knobs to Door Levers

No image

Combustible Material in Radiators

No image

Building Envelope Failing

FCA Scope of Work in Summary

Fire, Life, Safety

The fire alarm system, installed in 1996. It is recommended to reprogram or replace the panel due to its past useful life. Upgrading or modernizing the system is crucial to ensure it meets current safety standards and effectively alerts occupants in the event of a fire emergency.

Mechanical & HVAC

Various mechanical and HVAC components within the building exhibit signs of wear and aging. Most of these systems, such as split system ductless units and energy recovery units, have surpassed their useful service life. The impact of failure for these systems varies but generally falls within the moderate to severe range, depending on their criticality and backup availability.

Plumbing

Plumbing systems, including water heaters and pumps, are generally in fair condition (score 3). While they function adequately for now, regular maintenance and eventual replacement are expected due to their age. However, certain components, like the gas-fired boiler, have reached the end of their service life and require immediate attention.

Electrical

The electrical infrastructure of the building, including panel boards and lighting systems, requires close monitoring and maintenance. While some components are still in good condition (score 2), others, particularly the panel boards, exhibit signs of wear and aging, warranting a condition rating of 4.

Lighting Systems

The lighting systems in the building are a mix of technologies, with some fixtures needing upgrades for improved energy efficiency and performance. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. Overall, the condition of the lighting systems varies, with most rated at 4, indicating the need for maintenance or replacement soon to ensure optimal illumination and energy savings.

ADA

ADA standards, such as door hardware, and accessible restroom facilities, there are notable deficiencies, particularly concerning alternative accessible entrances and the limited provision of accessible parking spaces.

Parking

While street parking is available for the public, there are limitations, notably the lack of on-site parking and the absence of van accessible spaces. there remains room for improvement, particularly in expanding the number of accessible spaces and ensuring equitable access for individuals with disabilities. Enhancing parking facilities to align more closely with ADA standards will be essential to fostering an inclusive environment and meeting the diverse needs of building occupants and visitors.

Building Envelope

Original window frames from 1950, rated as a 5 on the condition scale, highlight a critical need for repair or replacement to prevent further deterioration and maintain energy efficiency. Additionally, exterior doors from the same era exhibit wear and tear, with hardware replacement recommended to enhance security and functionality. A joint failure in the masonry of the exterior wall, coupled with identified issues in the roofing from 2003, underscores the importance of addressing potential water ingress points to mitigate the risk of moisture damage and structural compromise.

Facility Category: Lithia Park Buildings
Facility Age (Yrs): 31
Year Built: 1990 to 1998
Total Square Footage: 6,643
Date(s) of Assessment: 4/8/2024

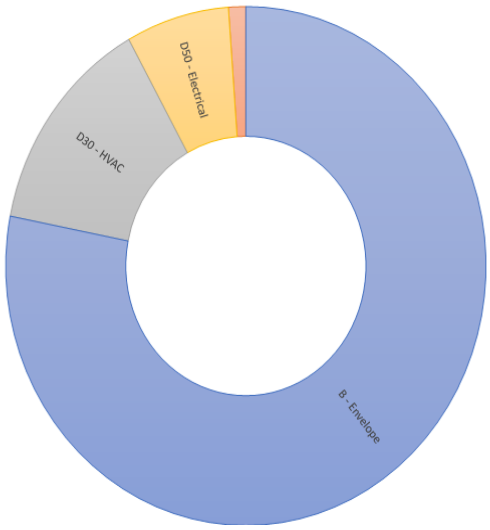
Lithia Park Shop and Storage Buildings
City of Ashland

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
29	3.5	11.0	$304,284	$2,681,650	0.13

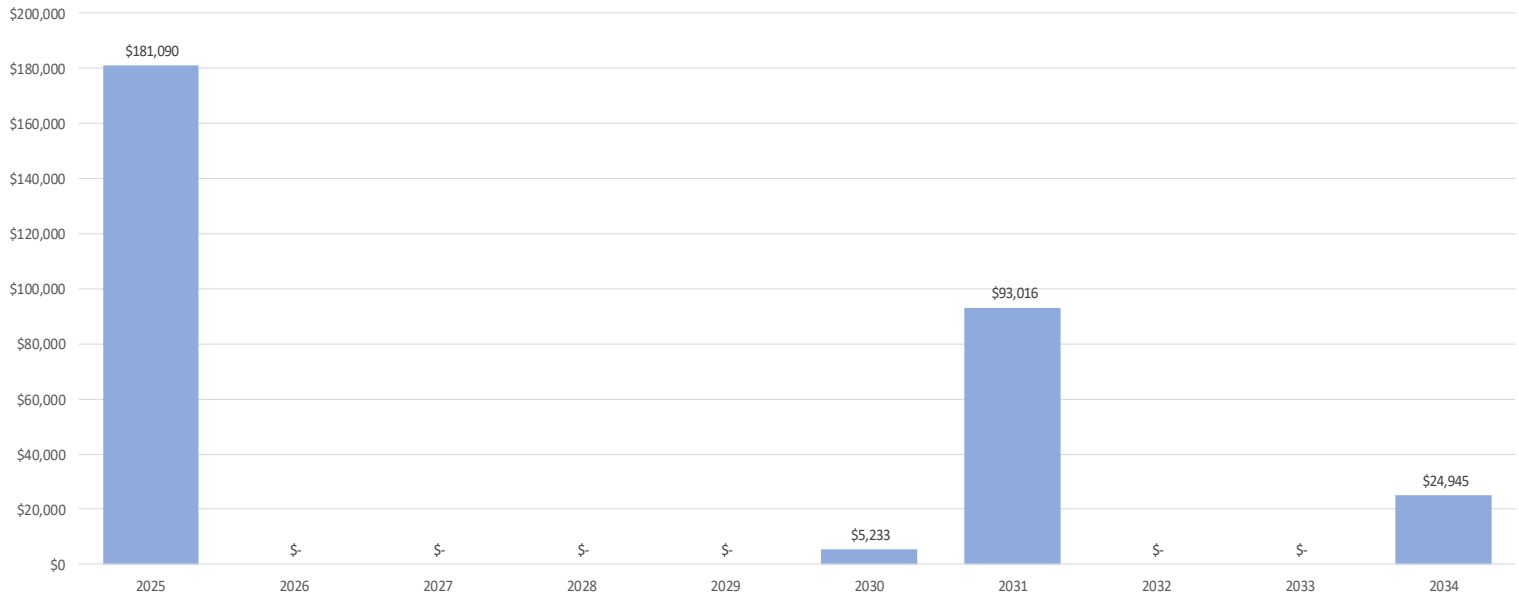
FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	$0
B - Envelope	$208,150
D20 - Plumbing	$3,100
D30 - HVAC	$36,820
D40 - Fire Protection	$0
D50 - Electrical	$18,510
G - Parking Lot	$0
TOTAL:	**$266,580**



Annual Projected Capital Replacement and Repair Needs



Vining Plants and Full Gutters at Lithia Park Material and Equipment Storage

Lithia Park Storage Roof in Poor Condition

Lithia Park Storage Roof Failing

Unit Heater Past Industry Expected Life at Lithia Park Material and Equipment Storage

Fire, Life, Safety

There were no fire alarm systems found in the Lithia Park Shop, Lithia Park Storage or Lithia Park Material and Equipment Storage buildings. Considering the occupancy of the Lithia Park Material and Equipment Storage Building, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The HVAC systems across all the buildings have surpassed their useful life expectancy. The Lithia Parks Materials and Equipment Storage building is heated with both a gas unit heater and an electric air handling unit located in the attic space.

Plumbing

The electric water heater located in the Lithia Park Material and Equipment Storage building is beyond its useful life expectancy, replacement recommended.

Electrical

All the panelboards withing the buildings are functional and remain within their useful service life.

Lighting Systems

The lighting systems within the buildings are a mix of LED, sodium halide, T8 and CFL fixtures. It is recommended to transition all lighting to LED to maximize energy savings and address the upcoming difficulty of older technologies such as the T8 fixtures becoming unavailable.

ADA

The Lithia Park Shop and Lithia Park Storage buildings are largely inaccessible due to the lack of accessible routes to main entrances and surrounding unpaved areas. Lithia Park Material and Equipment Storage lacks ADA accommodation in its restroom, but other ADA accommodations such as entrances and door hardware were satisfactory.

Parking

Where parking is available, there are no ADA compliant spots.

Building Envelope

Most envelope components are in fair condition and within their industry useful life, but both the Lithia Park Shop and the Lithia Park Storage building roofs are in poor condition and due for replacement, Lithia Storage especially due to damage, dry rot, moss growth and asset age. Gutters were observed full of tree debris, indicating that gutter guards could be necessary to allow gutters to perform as designed. The exterior wood siding of the Lithia Park Storage building has also exceeded its industry expected life. Additionally, it is recommended to remove vining plants and moss on or near the exterior wood siding and foundation of the Lithia Park Material and Equipment Storage building to extend asset life.

Facility Category: Office
Facility Age (Yrs): 34
Year Built: 1990
Total Square Footage: 2,384
Date(s) of Assessment: 4/9/2024

Nature Center Office
City of Ashland

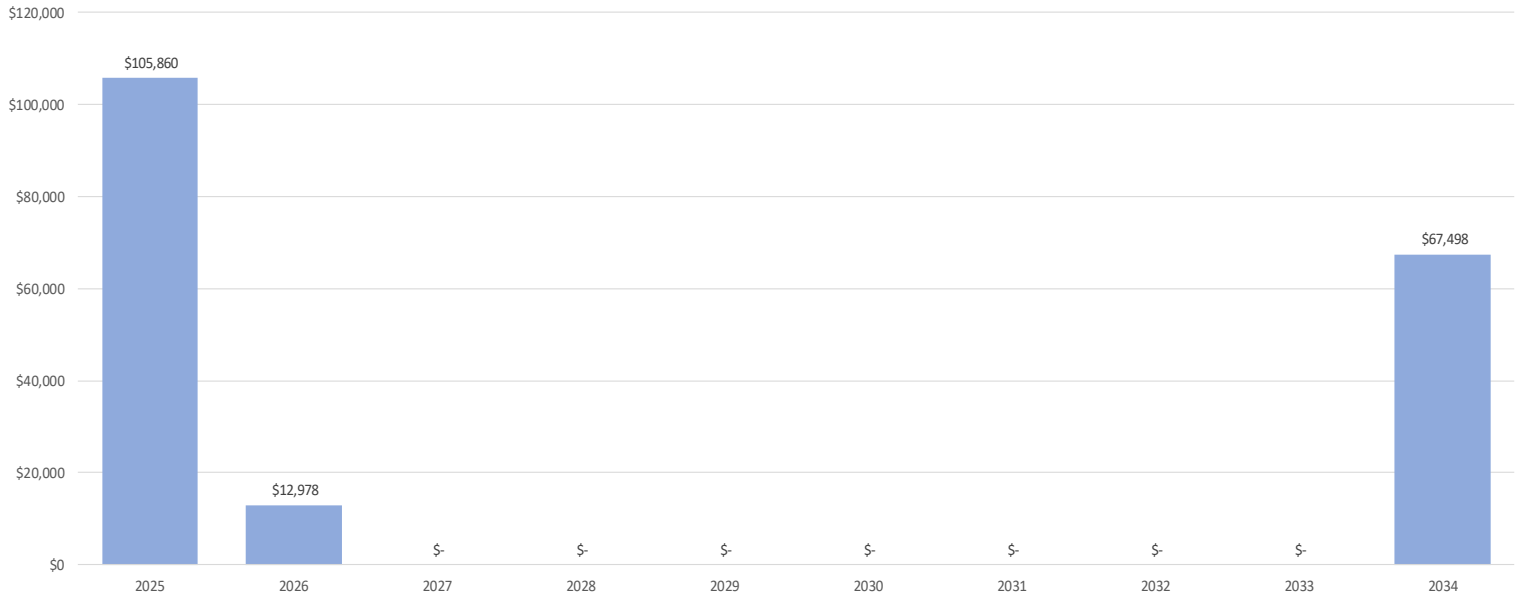
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
18	3.7	6.7	$186,336	$1,311,200	0.12

FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

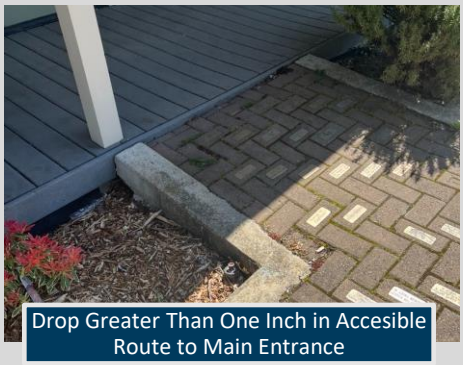
Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	$0
B - Envelope	$74,110
D20 - Plumbing	$830
D30 - HVAC	$50,220
D40 - Fire Protection	$0
D50 - Electrical	$2,230
G - Parking Lot	$34,340
TOTAL:	**$161,730**

Annual Projected Capital Replacement and Repair Needs



Outdoor Condensing Unit Beyond Industry Expected Life

Upstairs Water Heater Beyond Industry Expected Life



Drop Greater Than One Inch in Accesible Route to Main Entrance

Modified Bituminous Roof Beyond Industry Expected Life.

Fire, Life, Safety

The Nature Center Office has a fire alarm system as well as some emergency lighting on site. To further improve occupant safety, a fire sprinkler system could be added if desired.

Mechanical & HVAC

All the HVAC systems in the building have surpassed their industry useful life and require replacement. Electric split system air handling units are used to condition this space.

Plumbing

The electric water heater in the upstairs restroom that serves the building has reached the end of the expected industry life and requires replacement.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

The lighting systems in the building are split between LED and CFL fixtures. It is recommended to transition to LED lighting throughout to maximize energy savings.

ADA

The existing ADA accommodations for the building including door hardware, fixtures heights and restroom accessibility are satisfactory. However, the route from the parking lot to the main entrance requires attention, as there is a drop between the ramp and the porch of the building greater than one inch and does not meet accessibility standards.

Parking

There is a sufficient amount of ADA spaces within the lot including van accessible spots and access aisles, but there are notable deficiencies considering signage. Signs identifying ADA spots that include the International Symbol of Accessibility and read “van accessible” where relevant are recommended. Additionally, the parking lot has reached the end of its industry expected life, necessitating replacement.

Building Envelope

Most envelope components of the building are in fair condition with minimal wear issues observed. However, both the asphalt shingle and modified bituminous flat roof have reached the end of their useful industry life and require replacement to protect building integrity. The windows were notably newer than the building and in fair condition.

Facility Category: N Mountain Park Nature Center Barn
Facility Age (Yrs): 34
Year Built: 1990
Total Square Footage: 1,010
Date(s) of Assessment: 4/9/2024

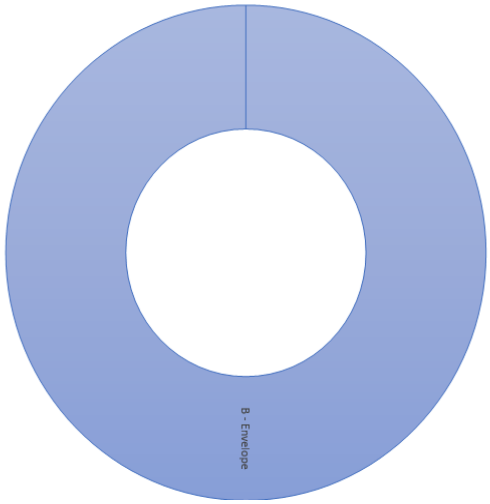
N Mountain Park Nature Center Barn
City of Ashland

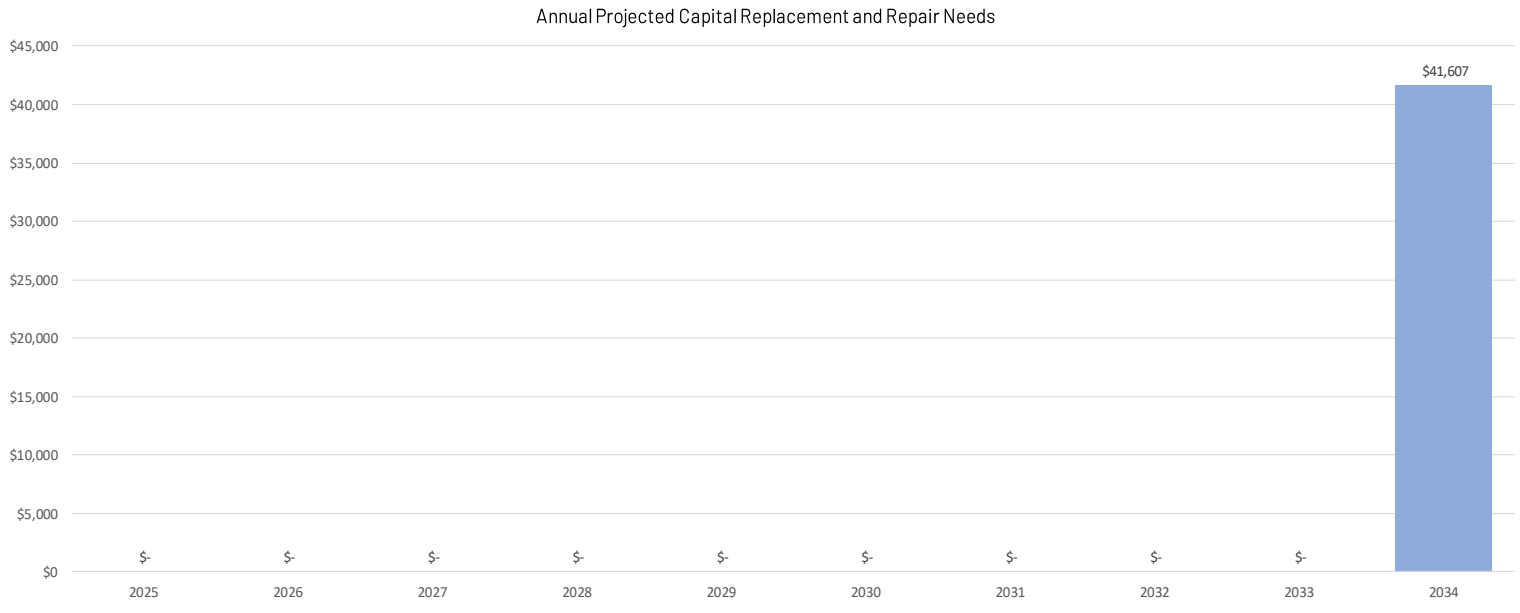
# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
4	3.0	24.5	$41,607	$328,300	0.13

FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	$0
B - Envelope	$26,820
D20 - Plumbing	$0
D30 - HVAC	$0
D40 - Fire Protection	$0
D50 - Electrical	$0
G - Parking Lot	$0
TOTAL:	**$26,820**





FCA Scope of Work in Summary

Ramp Too Steep to Meet ADA Requirements

Metal Roof in Fair Condition

Wood Siding in Fair Condition

Foundation in Fair Condition

Fire, Life, Safety

The Nature Center Barn is an unoccupied space used for storage, and therefore not equipped with fire safety systems.

Mechanical & HVAC

There are no mechanical or HVAC systems at this site.

Plumbing

There are no plumbing systems at this site.

Electrical

There are no electrical systems at this site.

Lighting Systems

There are no lighting systems at this site.

ADA

This building is largely inaccessible due to the lack of paved pathways from the road or other nearby accessible sites. A comprehensive assessment of the pathways leading to the site is advised to guarantee adequate accessibility for individuals with disabilities. There are also notable deficiencies at the main entrance which includes a ramp that is too steep, as well as door hardware at an inaccessible height.

Parking

The closest available parking would be that of the Nature Center Office by an unpaved path.

Building Envelope

All envelope components appear to be in fair condition with minimal wear issues. The exterior walls and doors are made up of wood, and there is a metal roofing system.

Facility Category: North Mountain Park Buildings
Facility Age (Yrs): 31
Year Built: 1990-1994
Total Square Footage: 12,474
Date(s) of Assessment: 4/9/2024

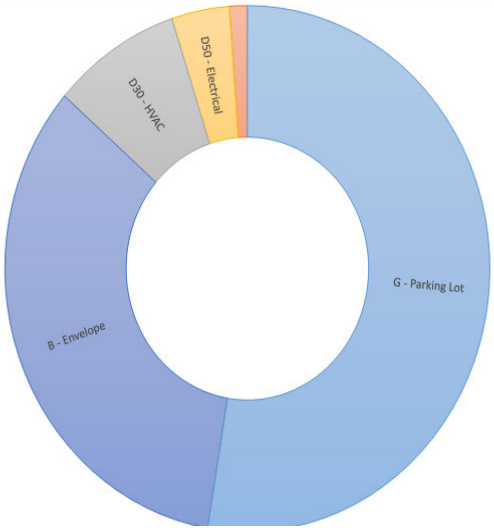
North Mountain Park Buildings
City of Ashland

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
55	3.6	7.0	$948,993	$6,327,300	0.08

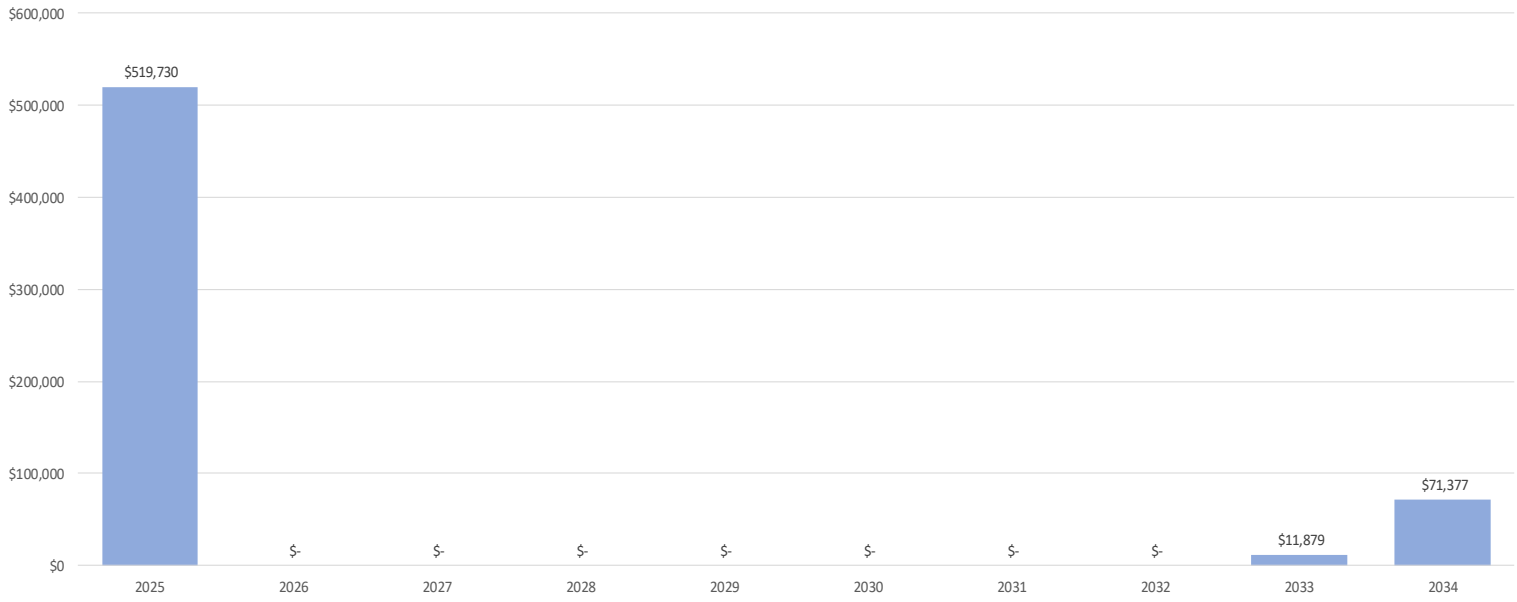
FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	$0
B - Envelope	$293,950
D20 - Plumbing	$10,400
D30 - HVAC	$74,590
D40 - Fire Protection	$0
D50 - Electrical	$33,470
G - Parking Lot	$457,890
TOTAL:	**$870,300**



Annual Projected Capital Replacement and Repair Needs



Baseball Concession Stand, Restroom and Clubhouse Roof Fascia Rotting

Softball Concession Stand, Restroom and Clubhouse Unit Heaters Exceeding Useful Life

Softball Material and Equipment Storage Water Heater Exceeding Useful Life

Baseball Concession Stand, Restroom and Clubhouse ADA Parking Lacks Signage

Fire, Life, Safety

Currently, none of the North Mountain Park buildings were equipped with fire alarm systems. Considering the use of the buildings by students and the around the year use of the Softball Material and Equipment Storage building offices spaces, the installation of fire alarm systems is recommended.

Mechanical & HVAC

The HVAC systems across all buildings have surpassed their useful life expectancy and require replacement to provide optimal environments for building occupants. While electric unit heaters are used to heat the Baseball and Softball restrooms, concession stands, and clubhouses, ductless split systems are used to condition the Softball Material and Equipment Storage building.

Plumbing

All the electrical water heaters within the buildings have exceeded their useful life expectancy, warranting attention for replacement.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

The lighting systems in the buildings are primarily LED, but also contain older technologies such as CFL and T8 fixtures. It's recommended to transition to LED lighting throughout to maximize energy savings and address the upcoming difficulty of older technologies such as the T8 fixtures becoming unavailable.

ADA

ADA standards, such as door hardware, and accessible restroom facilities, there are notable deficiencies, particularly concerning alternative accessible entrances and the limited provision of accessible parking spaces.

The existing ADA accommodations at these sites are primarily satisfactory, with the exception of one building. The Baseball Batting Cages and Storage building does not have an accessible entrance or acceptable door hardware within accessible heights. A comprehensive assessment and reconfiguring of the pathway, entrances and door hardware at the batting cages would be needed to guarantee adequate accessibility for individuals with disabilities. Another issue was signage at parking spaces.

Parking

Where parking is available, the number of parking spaces for ADA requirements are considered sufficient, and all include van accessible spaces with adjoining access aisles. However, the paint in all lots is in poor condition, and all spots lack appropriate signage.

Building Envelope

The roofs of all buildings are due for replacement due to age, and the roof fascia of all buildings except the Baseball Batting Cages and Storage is rotting in some corners, necessitating repair or replacement to protect the structural integrity of the buildings. Additionally, the windows of the Softball Material and Equipment Storage building have exceeded their industry expected life.

Facility Category: Office
Facility Age (Yrs): 40
Year Built: 1984
Total Square Footage: 1,568
Date(s) of Assessment: 4/9/2024

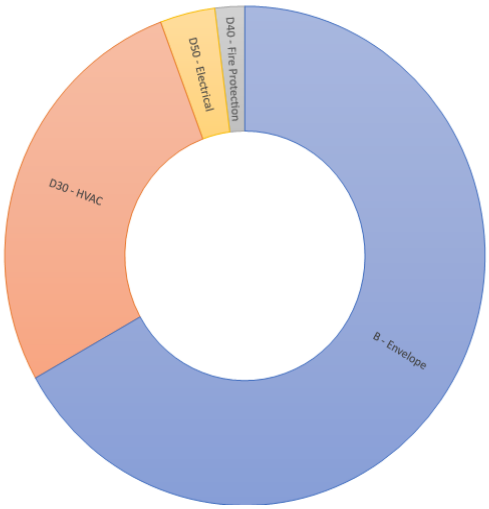
Parks Administrative Office - The Cabin
City of Ashland

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
13	3.6	6.8	$121,617	$1,254,400	0.10

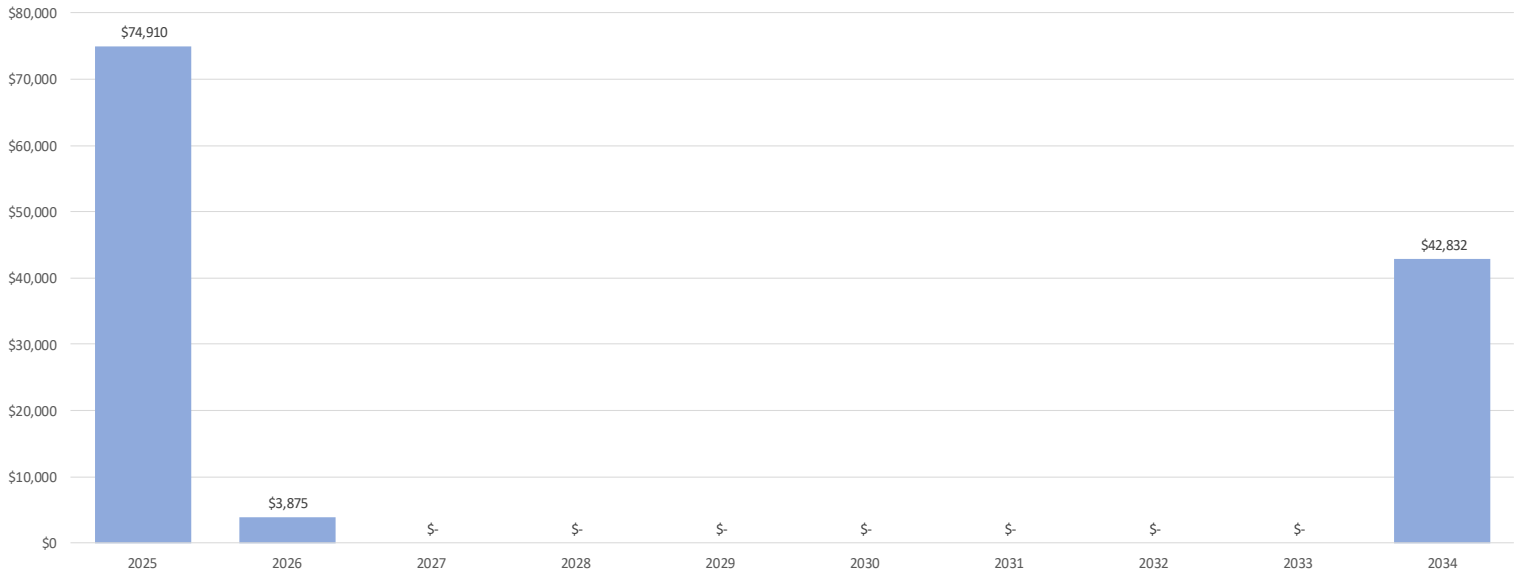
FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	$0
B - Envelope	$71,010
D20 - Plumbing	$0
D30 - HVAC	$29,140
D40 - Fire Protection	$2,130
D50 - Electrical	$3,930
G - Parking Lot	$0
TOTAL:	**$106,210**



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Glass Broken On Lower Level Storefront Exterior Doors

Indoor Air Handling Unit Beyond Industry Expected Life

Outdoor Condensing Unit Beyond Industry Expected Life

Asphault Shingle Roof Beyond Industry Expected Life

Fire, Life, Safety

This building is served by the dry sprinkler system located in the Administrative Annex building next door, enhancing fire safety measures.

Mechanical & HVAC

The electric condensing units, air handling units and radiant base board heaters have all exceeded their industry expected life and require replacement.

Plumbing

There are no plumbing assets within the building.

Electrical

The panelboard located in the building has reached the end of its useful industry life and requires replacement.

Lighting Systems

The lighting systems in the building are a mix LED and T8 fixtures. It is recommended to transition to LED throughout the building to maximize energy savings and address the issue of T8 fixtures becoming unavailable.

ADA

The existing ADA accommodations at the site are considered satisfactory, including the entrance, door hardware and appropriate signage.

Parking

The parking lot, and ADA spots especially, exhibits extreme moss growth covering the asphalt in shady areas and is in poor condition. Large nearby trees have also cracked the surface in places, necessitating attention and repair.

Building Envelope

Most envelope components are in fair condition and exhibit minimal wear. However, the windows and asphalt shingle roof both require replacement due to exceeding their useful industry life.

Facility Category: Parks Rest Rooms
Facility Avg Age (Yrs): 33
Year Built: 1973 to 2017
Total Square Footage: 16,782
Date(s) of Assessment: 4/8-10/2024

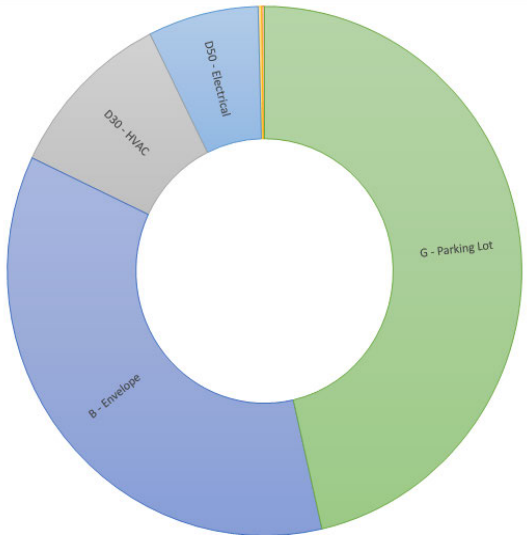
Parks Rest Rooms
City of Ashland

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
164	3.4	12	$1,049,931	$9,230,100	0.10

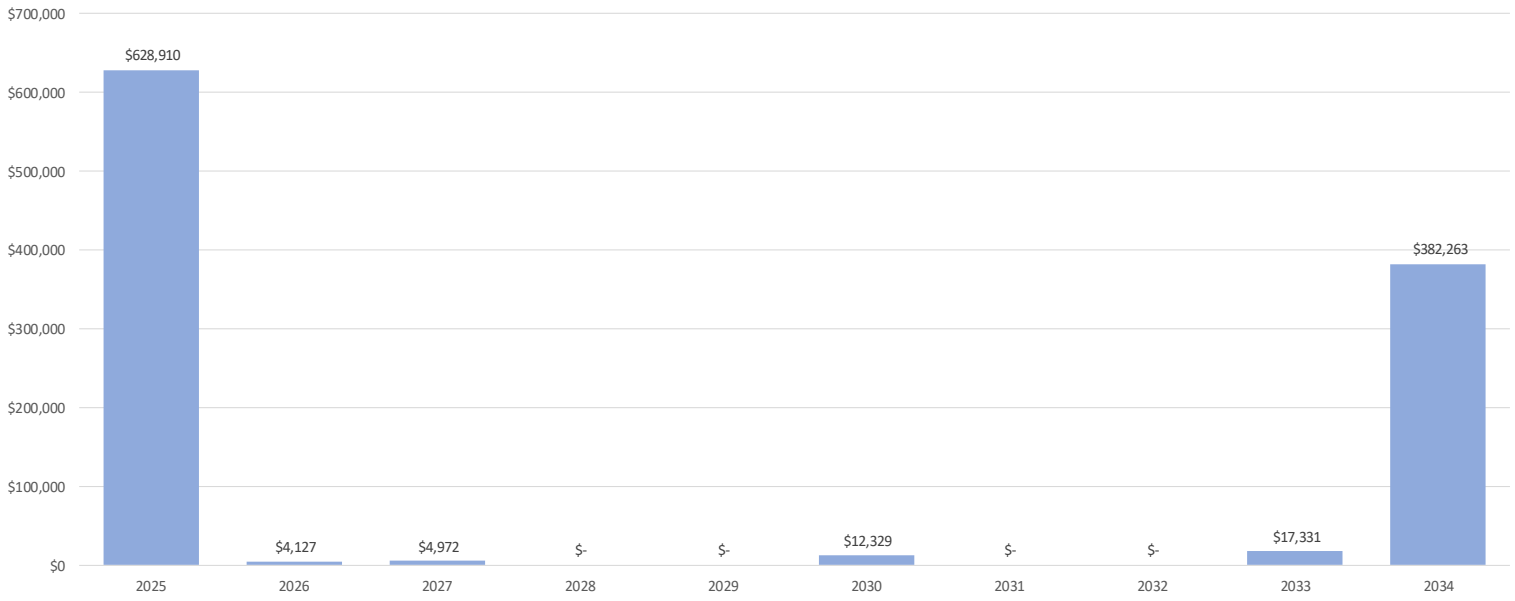
FCI Condition
Good
Fair
Poor
Critical

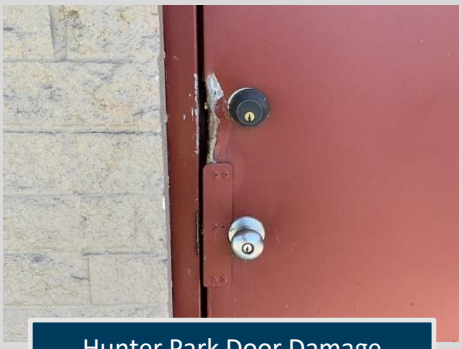
10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	$0
B - Envelope	$316,240
D20 - Plumbing	$1,660
D30 - HVAC	$94,310
D40 - Fire Protection	$1,930
D50 - Electrical	$61,660
G - Parking Lot	$412,100
TOTAL:	**$887,900**



Annual Projected Capital Replacement and Repair Needs





Hunter Park Door Damage

Swim Reservoir Siding Rust

Dirty Coils Parks Annex

Metered Faucet ADA Requierments

Fire, Life, Safety

Currently, none of the restrooms within the city parks of Ashland are equipped with fire alarm systems. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations. However, it's noteworthy that the Public Rest Room associated with the Parks Annex does have a dry system in place, enhancing fire safety measures.

Mechanical & HVAC

The HVAC systems across all restrooms have surpassed their useful life expectancy. While most restrooms utilize small unit heaters, gas-fired furnaces are installed at Hunter and Lithia Park Cotton Memorial Restrooms.

Plumbing

Water heaters and sump pumps within the restrooms have also exceeded their useful life expectancy, warranting attention for replacement or upgrade.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

Lighting systems within the restrooms vary, primarily consisting of fluorescent fixtures with some LED lighting. It's recommended to transition to LED lighting throughout and integrate PIR sensors for energy efficiency.

ADA

The existing ADA accommodations in the restrooms are considered satisfactory. However, a comprehensive assessment of the pathways leading to the restrooms is advised to guarantee adequate accessibility for individuals with disabilities. Some metered faucets are in place. While they meet ADA standards, ensure that water flows for a minimum of 10 seconds.

Parking

If available, parking spaces for ADA requirements are considered sufficient. Furthermore, resurfacing of the parking lot at Hunter Park is necessary to uphold accessibility standards.

Building Envelope

Most envelope components of the restrooms are original, with minimal wear issues observed. However, the door at Hunter Park has sustained forced entry damage and necessitates replacement. Other doors may require hardware replacements. Siding is generally adequate with moderate wear, although the swim reservoir restroom's metal siding shows signs of rust and deterioration. Roofing systems across several buildings, including The Dog Park, Garden Way, Garfield, Lithia Playground, Parks Admin Public Rest Room, Railroad, and the Skate Park, require replacement due to aging. Considering minimal usage, the recommendation is to install metal roofing systems for longevity and durability.

Facility Category: Senior Center
Facility Age (Yrs): 26
Year Built: 1998
Total Square Footage: 4,396
Date(s) of Assessment: 4/10/2024

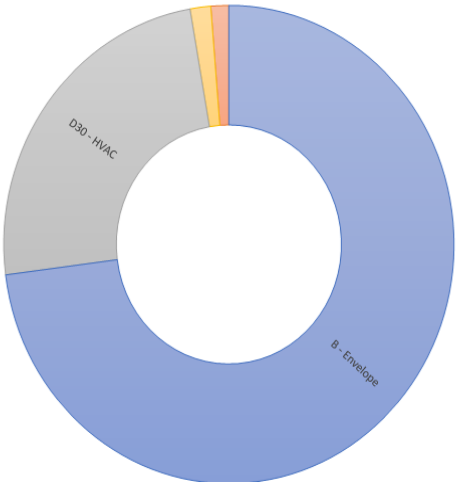
Senior Center
City of Ashland

# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
24	3.6	7.1	$391,246	$1,033,100	0.38

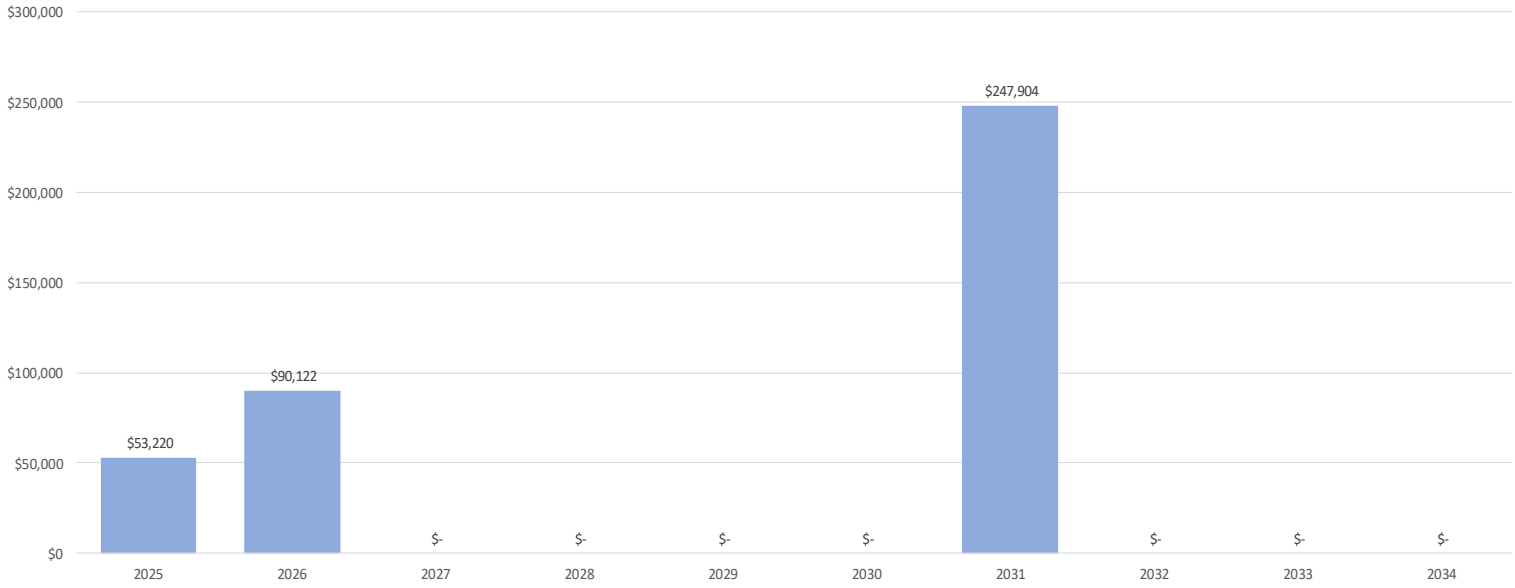
FCI Condition
Good
Fair
Poor
Critical

10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	$0
B - Envelope	$236,430
D20 - Plumbing	$4,160
D30 - HVAC	$78,650
D40 - Fire Protection	$0
D50 - Electrical	$4,800
G - Parking Lot	$0
TOTAL:	**$324,040**



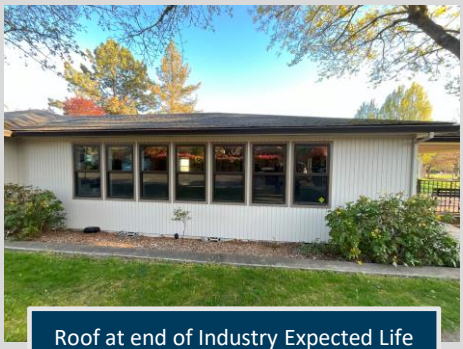
Annual Projected Capital Replacement and Repair Needs



Condensing Unit Past Industry Expected Life

Window Frames Experiencing Weathering

Roof Overhang Wood Broken



Roof at end of Industry Expected Life

Fire, Life, Safety

There was not a fire alarm or sprinkler system found in the building, however there were fire extinguishers throughout. Considering the occupancy, it is important to address any safety deficiencies to ensure the wellbeing of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The HVAC systems within the Senior Center have all surpassed their industry expected life save for the air handler in the closet of office #105. Replacement of all other exhaust fans, split system condensing, and air handling units recommended.

Plumbing

The electric water heater that serves the kitchen is in fair condition, whereas the electric water heater in the foyer is at the end of its useful life expectancy.

Electrical

The panelboards in the building are functional, in fair condition, and remain within their industry expected life.

Lighting Systems

Lighting systems within the building are split between primarily LED lighting with some CFL fixtures. It is recommended to transition to LED lighting throughout to maximize energy savings.

ADA

All restrooms were ADA compliant, although there was not proper signage on the restrooms adjoining the dining room. Besides parking all other ADA accommodations were satisfactory.

Parking

While there was a sufficient amount of ADA spots reserved for the building with appropriate signage, there were no van accessible spot or access aisles among the spaces. Additionally, only half the accessible spots had an accessible curb ramp.

Building Envelope

Overall, the envelope of the building is in fair condition, with the wood siding around the front windows and under the roof overhang only needing minimal attention to prevent entry of pests or further weathering. The roof has reached the end of its industry expected life, replacement recommended within the next 2 years.

CITY OF ASHLAND PARKS REPORT FCI RATING

Table 2-3: City of Ashland Parks Report FCI Rating

Facility Name	Report	FCI Rating (1 - 10 Yr Selection)
Golf Pro Shop and Driving Range	Golf Buildings	0.10
Golf Maintenance Shop	Golf Buildings	0.04
Golf Cart Barn	Golf Buildings	0.00
Lithia Parks Materials & Equipment Storage	Lithia Park Buildings	0.11
Lithia Park Storage	Lithia Park Buildings	0.11
Lithia Park Shops	Lithia Park Buildings	0.19
N Mountain Park Softball material and equipment storage	North Mountain Park Buildings	0.10
N Mountain Park Shop & Softball concession stand, RR, clubhouse	North Mountain Park Buildings	0.09
N Mountain Park Baseball concession stand, RR, clubhouse	North Mountain Park Buildings	0.08
N Mountain Park Baseball batting cage & storage	North Mountain Park Buildings	0.04
Swim Reservoir RR	Parks Rest Room	0.13
Skate Park RR	Parks Rest Room	0.15
RR South Lithia Bandshell	Parks Rest Room	0.04
Railroad Park RR	Parks Rest Room	0.12
Parks Admin, aka parks annex and public RR	Parks Rest Room	0.13
Lithia Park Tennis Court RR	Parks Rest Room	0.10
Lithia Park Root Memorial RR	Parks Rest Room	0.07
Lithia Park Playground RR	Parks Rest Room	0.15
Lithia Park Cotton Memorial RR	Parks Rest Room	0.05
Hunter Park RR	Parks Rest Room	0.03
Golf Maintenance & RR	Parks Rest Room	0.07
Garfield Park RR	Parks Rest Room	0.07
Garden Way Park RR	Parks Rest Room	0.14
Dog Park RR	Parks Rest Room	0.16
Ashland Creek Park RR	Parks Rest Room	0.02

Capital Planning

The 30-year present value in today's dollars, including 2nd and 3rd replacement costs, of replacing equipment reviewed in this study for The City of Ashland assessed in this report is $72,045,025**.** This equals $ 2,401,500 per year for the next 30 years in today's dollars.

These costs are estimates for what it will take to replace the existing assets with like-in-kind systems when they reach their end of life. It does not consider potential technology upgrades, changes in demand at the facilities, or alternative sources of funding such as capital levies, bonds, or financing.

The ***estimated*** average remaining life ass assets, systems, and components *found within the inventory workbook* for Ashland is approximately **6.3 years**. This does not necessarily mean that there will be a failure at that time, but the probability of failure increases each year past the expected life date. Planned replacements always cost less than unplanned emergency replacements.

The term "expected useful life" is relevant because as equipment approaches or passes its expected useful life, the probability of failure dramatically increases. The bathtub curve is a widely used analogy that reliability engineers use to demonstrate equipment failure rates over time.

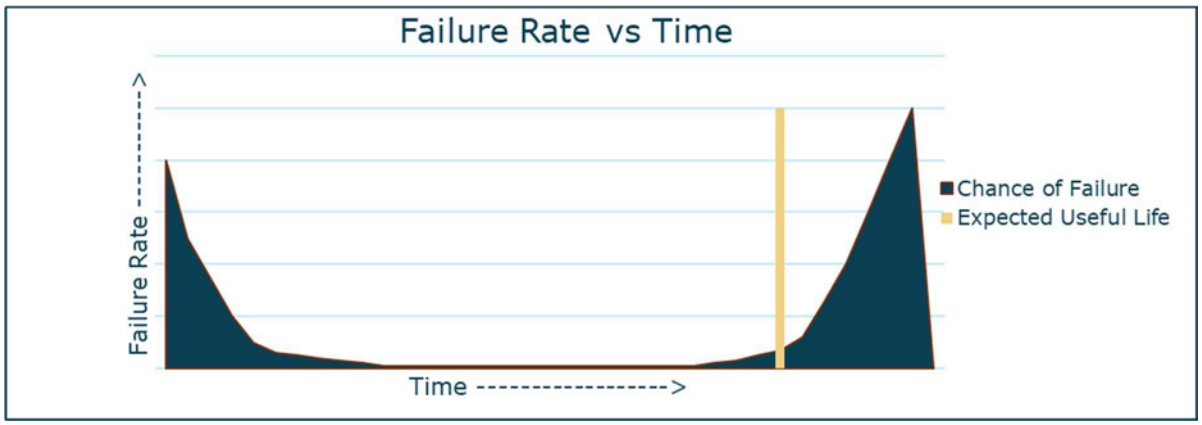


Figure 2-5: Bathtub curve.

Section

4

Appendix

Appendix A

Appendix A: ADA Survey

The inspection appendix delineates the regulatory framework surrounding “path of travel” requirements outlined in the Americans with Disabilities Act (ADA). With a particular emphasis on alterations made to public accommodations and commercial facilities. This Accessibility Review serves as an evaluation of a property's adherence to pertinent federal, state, and local accessibility regulations. The ADA, enacted in 1990, lacks a "grandfathering" provision for older facilities, meaning that all establishments, ***regardless of age,*** are subject to compliance. Additionally, state, and local building accessibility codes must also be followed.

The primary standards for ADA compliance are established in the 2010 ADA Standards for Accessible Design (Standards), which outline minimum requirements for newly designed, constructed, or altered state and local government facilities, public accommodations, and commercial establishments. These standards are enforced to ensure that these facilities are readily accessible and usable by individuals with disabilities. Moreover, other regulations, such as the Fair Housing Amendments Act and the Uniform Federal Accessibility Standards, supplement the ADA in governing accessibility standards.

Accessibility Reviews were completed for existing facilities. The accessibility review includes an evaluation of the paths of travel throughout the exterior and interior portions of a property, as well as the accessible design of parking spaces, ramps, stairs, public spaces, restrooms, signage, guestrooms, residential dwelling units, and other special uses.

*Architectural Barriers Act (ABA) Standards

The ABA stands as the first measure by Congress to ensure access to the built environment for people with disabilities. The law requires that buildings or facilities that were designed, built, or altered with federal dollars or leased by federal agencies after August 12, 1968, be accessible. Facilities that predate the law generally are not covered, but alterations or leases undertaken after the law took effect can trigger coverage.

The law covers a wide range of facilities, including U.S. post offices, Veterans Affairs medical facilities, national parks, Social Security Administration offices, federal office buildings, U.S. courthouses, and federal prisons. It also applies to non-government facilities that have received federal funding, such as certain schools, public housing, and mass transit systems.

The ABA is enforced through standards for accessible design. Four Federal agencies are responsible for these standards: the Department of Defense, the Department of Housing and Urban Development, the General Services Administration, and the U.S. Postal Service. The standards indicate where access is required and provide detailed specifications for ramps, parking, doors, elevators, restrooms, assistive listening systems, fire alarms, signs, and other accessible building elements. Facilities covered by the ABA must meet these standards.

Appendix A

ADA Reports by Building

Ashland Creek Park Restroom

ADA ASSESSMENT - Ashland Creek Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Dog Park Restroom

ADA ASSESSMENT - Dog Park Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Garden Way Park Restroom

ADA ASSESSMENT - Garden Way Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Garfield Park Restrooms

ADA ASSESSMENT - Garfield Park Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Maintenance and Covered Area

ADA ASSESSMENT - Golf Maintenance Covered Area and Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Maintenance Shop

ADA ASSESSMENT - Golf Maintenance Shop				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Hunter Park – Daniel Meyer Pool

ADA ASSESSMENT - Hunter Park: Daniel Meyer Pool House				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Hunter Park

ADA ASSESSMENT - Hunter Park Daniel Meyer Pool and Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.	X			
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Lithia Park Cotton Memorial Restroom

ADA ASSESSMENT - Lithia Park Cotton Memorial Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.		X		
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		Not ADA compliant, recommended to add paving
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Material and Equipment Storage

ADA ASSESSMENT - Lithia Park Material and Equipment Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).		X		
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Playground Restroom

ADA ASSESSMENT - Lithia Park Playground Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		Not all spots have signs
There are signs reading "van accessible" at van accessible spaces.		X		Not all spots have signs
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Root Memorial Restroom

ADA ASSESSMENT - Lithia Park Root Memorial Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Lithia Park Restroom South of Bandshell

ADA ASSESSMENT - Lithia Park Restroom South of Bandshell				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.		X		Paved route to main entrance uneven slope with an inch drop
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Storage

ADA ASSESSMENT - Lithia Parks Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.			X	
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.			X	
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).			X	
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.			X	

Appendix A

Lithia Park Tennis Court Restroom

ADA ASSESSMENT - Lithia Park Tennis Court Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		Path to main entrance is not ADA compliant, recommend paving paths to restrooms
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Shops

ADA ASSESSMENT - Lithia Park Shops				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.	X			
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	No toilets
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

North Mountain Park Baseball Batting Cage and Storage

ADA ASSESSMENT - North Mountain Park Baseball Batting Cage and Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			North Mountain Parking lot is accessible and connected to a paved path leading to the batting cages.
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.		X		Although there is a paved path, the paving does not extend to the main entrance of the batting cages, where there is a door frame that is a few inches above the ground with no ramp
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	No bathrooms
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Baseball Concession Stand, Clubhouse, and Restroom

ADA ASSESSMENT - North Mountain Park Baseball Concession Stand, Clubhouse and Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.		X		
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Softball Concession Stand, Clubhouse, and Restroom

ADA ASSESSMENT - North Mountain Park Softball Concession Stand, Clubhouse and Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Nature Center Barn

ADA ASSESSMENT - North Mountain Park Nature Center Barn				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		The barn is greatly inaccesible
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.		X		While there is a ramp to the
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.		X		
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.			X	
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.			X	

Appendix A

North Mountain Park Nature Center Office

ADA ASSESSMENT - North Mountain Park Nature Center Office				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.		X		Accessible route from parking spaces to door has a one inch drop from the porch to the ramp.
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Softball Material and Equipment Storage

ADA ASSESSMENT - North Mountain Park Softball Material and Equipment Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			The access aisles aren't directly connected to the accessible route , but there is an accessible way to get to the route.
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.			X	Ramp unnecessary, as route is the same level as the parking lot
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Admin Office, Annex, and Public Restrooms

ADA ASSESSMENT - Admin Office, Annex and Public Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Railroad Park Restroom

ADA ASSESSMENT - Railroad Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Senior Center

ADA ASSESSMENT - Senior Center				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.		X		No access aisles from accesible parking spots
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.		X		Half of the accessible parking spots do not have crubs ramps near them
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			No accessibility signage on half of the restrooms
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Skate Park Restroom

ADA ASSESSMENT - Skate Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Swim Reservoir Restroom

ADA ASSESSMENT - Lithia Parks Swim Reservoir Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.				
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.		X		The ramp from the unpaved parking lot is too steep, and the paving is sinking infront of the bathroom entrance, causing a inch or greater curb.
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			Stall lacks appropriate signage
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Pro Shop and Driving Range

ADA ASSESSMENT - Golf Pro Shop and Driving Range				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

APPENDIX F

Department Interview Notes

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CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon
PROJECT: Facility Planning Optimization and Management Plan
LOCATION: Siskiyou Conference Room, 51 Winburn Way
JOB #: 2317
DATE: December 17, 2024

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED

ORW ARCHITECTURE
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29 S GRAPE STREET
MEDFORD OR 97501
P 541.779.5237

ATTENDEES:
David Sommer – ORW
Lindsey Maguire – ORW

9-10:30 AM	**Sabrina Cotta – City Manager** **Scott Fleury, PE – Public Works Director**
10:45-11:15 AM	Tighe O'Meara – Police Chief Ralph Sartain – Fire Chief (not in attendance) Scott Fleury, PE – Public Works Director
11:15-11:45 AM	Mike Morrison – Deputy Public Works Director Chad Sobotka – AFN Operation Manager (not in attendance) Thomas McBartlett – Director of Electric Utility Scott Fleury, PE – Public Works Director
11:45 AM-12:15 PM	Brandon Goldman – Community Development Director (meeting did not occur)
1:30-3:45 PM [Tours]	City Hall, Community Development & Public Works, The Grove, Civic Center & The Yard, Pioneer Hall, Community Center
4-5 PM	Rocky Houston – Parks Director Kevin Caldwell – Parks Superintendent Rachel Dials – Parks Deputy Director

References:
See "Facilities Master Plan" from 2008 at Public Works Master Plans
See "City of Ashland_Facility Condition Assessment" from June 2024 at City of Ashland FCA
See "2317_Ashland Facility Planning_Review of 2008 Feedback" at 2008 Comments for staff feedback to the early facilities planning study

AGENDA

I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement process* which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
   - Develop a comprehensive plan that establishes the appropriate number of facilities.
   - Ensure services effectively meet the needs of the public.
   - Provide a safe and efficient workspace for staff.

2. In your view, the main objective of this process is to…
   - Encourage City Council to make informed decisions that address key issues.

3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
   - "Efficient" should emphasize having the correct number of facilities and optimizing building operations to maximize the use of taxpayer dollars.
   - "Safe" should encompass safety for both staff and the community.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
   - Increased opportunities for remote and hybrid work, including a "4x10" schedule.
   - Shift to digital operations with less reliance on paper, facilitated by software like Laserfiche.
   - Records storage is decentralized, with some stored in the cemetery building; digitization efforts are behind schedule.
   - Public interactions now often require appointments, though some accessibility improvements have been piloted, including "office hours" for 90 minutes a week but only one community member has shown up.
   - Current City Hall usage includes City Manager, HR, Legal, and a police substation, with approximately 15–16 people in the building at any given time.

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
   - **City Hall Facility Issues:**
     1) Uncomfortable working environment due to pests and HVAC challenges.
     2) Space limitations require the City to lease a separate building for Finance at $80,000 per year.
   - **Public Accessibility Perception:**
     1) City Hall is seen as not open or accessible; current pilot hours (90 minutes per week) have drawn minimal public interaction.
   - **Staffing and Workspace Needs:**
     1) HR, Legal, and the City Manager require on-site workspaces due to frequent staff interactions and limited community-facing responsibilities.
     2) City Hall is functional as a police substation but inadequate for public service.

6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
   - Current staffing includes six FTEs in the department, with no significant growth anticipated.
   - HR and Legal each have three staff members, and the addition of the Conservation Division could add approximately five more.
   - Staffing levels are holding steady or potentially declining, with Finance reporting an 8% turnover rate.

7. How *collaborative* is your department internally, interdepartmentally, and with the community?
   - **Internal Collaboration:** Frequent and ongoing.
   - **Interdepartmental Collaboration:** Weekly leadership meetings, with City Manager engaging regularly in person. Emergency management and HR/Legal maintain consistent interdepartmental connections.
   - **Community Engagement:** Limited, primarily through emergency management efforts. Kelly Burns, the emergency manager interfaces with the public often and has an office in FS #2.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
   - City Hall

9. Are programs spread across multiple locations? What is working well and what is just not working?
   - Reference other responses.

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
    - **Emergency Preparedness Facility:** A dedicated emergency preparedness and operations center (EOC) is critical. The City currently relies on SOU to host the EOC, creating vulnerabilities. A flexible facility, such as the one in Phoenix, could serve both emergency preparedness and public meeting purposes.
    - **Training and Conference Rooms:** The City lacks sufficient conference room space. The Siskiyou Room is heavily utilized, highlighting the need for more gathering and training spaces.

- **Public Meeting Spaces:** There is growing community demand for public meeting spaces. The ability for residents to walk into City Hall and easily request a meeting with the City Manager would enhance public accessibility and transparency.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
    - Legal and HR require secure, private workspaces.
    - The City Manager's office should balance public access with private workspace needs.
    - Current security measures, including panic buttons and lockdown protocols, need enhancement.
    - Transitioning from traditional keys to ID-based access control is underway but requires completion.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
    - Facilities should reflect a historic and civic aesthetic, consistent with community expectations and the surrounding context.
    - The community deserves high-quality, functional spaces. Examples of desirable civic center complexes include facilities in Talent, Phoenix, and Central Point.
    - The current layout, spread across 14 buildings and six miles, creates inefficiencies that should be addressed.

Final Remarks

I. Current Challenges & Observations

A. Multiple Facilities with High Maintenance Needs:
   1. The City has many facilities, many of which are underused or in poor condition, creating high maintenance demands.
   2. There are concerns about keeping dilapidated buildings that are not intended for reuse. There are emotional connections to some of the buildings by the community.
   3. Lack of investment in infrastructure by the City Council, despite public interest in preserving and updating these facilities.

B. City Hall Issues:
   1. City Hall is not 'seen' as open to the public, causing confusion about where residents can access services. Confusion about where residents can access any services is an ongoing issue.
   2. City staff parking downtown takes up spots that could be used by visitors, creating a strain on the business community.
   3. Resistance to change, with some community members very vocal in their attachment to City Hall. Hellman Trust owns CH and the plaza and the City is trying to get the deed.
   4. A bond failed to pass meaning that the much needed City Hall seismic upgrades cannot occur.

C. Building Conditions and Concerns:
   1. Winburn Way is located in a flood plain and was supposed to have a second level.

D. Former Briscoe Elementary Building:
   1. There's significant emotional attachment to the building but concerns over its safety and condition.

II. Strategic Planning and Development Focus

A. City Council Challenges:

1. Change is difficult at the council level, and decisions are often delayed.
2. Strategic planning process begins late summer, with a focus on the development and economic opportunities analysis.

B. Recommendations for the Future:
1. Focus on affordable, long-term investments in infrastructure rather than temporary fixes.
2. Prioritize keeping well-maintained buildings in good condition, as poorly maintained facilities lead to staff retention issues.
3. Consider buildings and sites going offline to transform to workforce and affordable housing sites.

C. Climate and Energy Action Plan:
1. Difficulty in upgrading existing buildings to meet climate action goals.
2. Emphasize the importance of investing in infrastructure, as avoiding these projects could lead to long-term negative consequences for the community.

III. Emergency Recovery Planning

A. Emergency Management Needs:
1. The City needs to invest in emergency response teams, such as the Public Information Officer and Emergency Manager roles.
2. There's a need to protect staff to ensure recovery efforts can continue after events like wildfires and floods.

B. Community Advocacy:
1. One-on-one advocacy may be an effective way to gain support for infrastructure projects.
2. Council members not running again in two years represent a "sweet spot" for pushing through more controversial projects.
3. Engage with council members individually to understand their perspectives.

IV. Building and Facility Conditions

A. Building Updates and Concerns:
1. Service Center: Roof is in good condition.
2. Briscoe Building: Requires updates.
3. City Hall: Roof leaks, requiring attention. Seismic upgrades are essential.
4. Winburn Building: Roof is still under warranty, but overall condition is poor.

B. New Construction vs. Renovation Costs:
1. Need to evaluate whether new construction is more cost-effective than renovating existing buildings, considering both cost per square foot and long-term benefits.

C. Needed Facilities and Infrastructure:
1. Emergency Operations Center (EOC): Needed for improved crisis management.
2. Continuous data backup and server storage capacity need attention.
3. Standardization of workstations and better layout for increased efficiency.
4. There is underutilized office space, especially with project managers working from home two days per week.

V. Redevelopment of Surplus Properties

A. Potential for Surplus Property Redevelopment:
1. Designate surplus properties for redevelopment through a council vote.
2. Redevelopment could support economic drivers like low-income and workforce housing, which could have political sway.

B. Community Engagement:

1. Present to Council and staff first, with community engagement planned for 80% of the project timeline.
2. Communication with community members is vital for transparency and support of city infrastructure projects.

VI. City Council Goals and Interests

A. Key Priorities:
   1. Save the Climate: Sustainability and energy efficiency.
   2. Resiliency: Preparing the city for emergency events like wildfires.
   3. Fiscal Responsibility: Prioritize budget savings without sacrificing key services.
   4. Budget Priorities: Focus on cost-effective solutions that align with long-term goals.

VII. Additional Recommendations for City Hall and Winburn

A. Layout and circulation:
   1. Need to improve overall layout and circulation within City Hall for better efficiency and accessibility.
   2. Upgrades to the front door to create a welcoming presence.
   3. Continuous cloud backup is essential.
B. Rico Scanning and Cloud Storage:
   1. Move toward more digital systems with Rico scanning and cloud storage availability to streamline records management.
C. Standardization of Workspaces:
   1. Standardize workstation sizes and improve layout without the need for increased space.
   2. Address underutilized office space, especially for project managers working remotely.

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.
2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

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II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
    - Expand facilities to meet current and future needs:
        - Current facilities are undersized and do not adequately serve the department.
        - Add more bathrooms, including those tailored to women's needs, with separate locker rooms and showers.
    - Improve The Yard:
        - Enhance security measures.
        - Increase parking capacity for vehicles and equipment.
        - Address overutilization of the B Street Yard, which serves as storage for street sweepers, refuse transfer, material piles, and surplus vehicles.
    - Upgrade fleet maintenance capabilities:
        - The current facility is too small; the golf course location could be repurposed if a larger fleet maintenance facility is provided.
        - Add two more bays to the fleet maintenance shop.
        - Relocate the 'street division' from the Service Center and B Street Yard to free up office space.
    - Proposed Facility Projects:
        - Construct a new metal building at the Harvesty Building site:
            - The design has been approved, but funding is an issue ($4 million needed).
            - Incorporate full build-out plans to replace the B Street Yard and repurpose the golf course building for Parks and Recreation.

    - Geothermal and renewable energy initiatives:
        - Explore a 1-megawatt solar facility with backup storage at the airport to support electrical infrastructure.

2. In your view, the main objective of this process is to…
    - Not Applicable (N/A)

3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
    - Feedback:
        - Approved.
    - Additional Notes on Resiliency:
        - The water supply is secure, with established water rights and a tap connection to Medford to bolster resiliency.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
    - Current Workforce:
        - All staff have returned to in-person work.
    - Space Consolidation:
        - Electrical storage is spread across three locations (e.g., 90 North, airport).
        - A new consolidated storage facility is required.
        - If Public Works (PW) constructs a new building, the freed-up storage space could be repurposed for Electrical.
    - Service Yard Challenges:
        - Public Works has lost significant office and storage space.
        - The 40-year-old service yard is outdated and undersized.
        - The facility has undergone numerous incremental expansions ("add-on-itus"), resulting in inefficiencies.
    - Shared space issues:
        - Fiber and data center facilities lack proper hardening and have AC and infrastructure challenges.
        - The complex also houses ESCO communications, the school district, and the city's data hub.

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
    - Infrastructure and Climate Control:
        - Inadequate heating and cooling systems, especially for data servers.
        - Increased cooling capacity is critical for the data center.
        - Emergency alert systems (e.g., fire alarm system) need upgrades.

- Power and Energy Resiliency:
    - Generator capacity requires enhancements to ensure a 72-hour runtime for the data center during outages.
    - Consider solar and battery solutions for backup power.
    - Fueling capacity for service center operations is currently adequate:
        - 10,000 gallons unleaded.
        - 5,000 gallons diesel.
- Electrification Goals:
    - Transition to electrical passenger vehicles to meet the City's Climate and Energy Plan (CEP).
    - Financial backing is lacking for CEP-related goals.
    - Challenges with replacing natural gas systems nearing the end of their lifecycle due to electrification requirements.

6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
    - PW current staff: 67 total, with 40 based at the Service Center.
        - Projected growth: One additional staff member over the next 5–10 years.
        - Administrative side is limited and would benefit from additional positions.
    - Electrical Department consists of 17 staff members:
        - 3 office staff, with the remainder working in the field.
        - Existing crew room with shared terminals meets current needs for group meetings.
    - IT/AFM has 15 FTEs

7. How *collaborative* is your department internally, interdepartmentally, and with the community?
    - Collaborative Dynamics:
        - Water and wastewater treatment plants are not part of this study and operate independently.
        - Co-location has some benefits but is not essential for all functions.
    - Administrative Structure:
        - Admin staff are based at Winburn, handling permitting, project management, and technical inquiries.
        - The service center supports day-to-day operations.
        - Supervisors from the service yard travel to Winburn for monthly team meetings.
    - Shared Resources:
        - Lunchroom at the service center accommodates up to 40 people but could use a renovation to improve look and feel.
        - Parks Department handles landscaping and irrigation maintenance for all city facilities.
        - Janitorial services are managed by a team of three.

- Parks and Recreation Department:
    - Most removed from other City departments, with minimal daily interaction.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
    - The Service Yard, B Street, Winburn Way
    - There are three buildings at the Service Yard.
    - The main building or warehouse contains a mezzanine in the warehouse, office spaces, IT rooms, server rooms (w/ cooling challenges), a break room, and water distribution storage.
    - The fleet and street department should move to a new location. Confirm locations that are being considered or if Harvesty property is the location.
    - Ideally, all electrical department staff and storage would have one consolidated location.

9. Are programs spread across multiple locations? What is working well and what is just not working?
    - Programs are spread across the above-listed locations.
    - Challenges:
        - Many office spaces lack daylight and outdoor views, impacting staff comfort.

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
    - Touchdown Spaces:
        - Needed for Public Works staff in multiple divisions, including Water Street, Fleet, and Facilities.
    - Public Meeting Spaces:
        - Data on the use and needs for these spaces is required to better assess requirements.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
    - Current Security Concerns:
        - Security gates and card readers are not functioning effectively.
        - Security cameras are inoperable.
        - Fence at the Service Yard is frequently cut and repaired due to theft issues.
    - Improvements Made:
        - Additional security lighting has been installed along the greenway as an initial deterrent.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
    - Aesthetic and Functional Features:
        - Prioritize natural light and outdoor views.

    - Durable finishes for longevity.
    - Functional layouts tailored to departmental needs.
- Specific Spaces Required:
    - Mudroom for staff use.
    - Lunchroom with expanded offerings to support larger teams.
- Vehicle Storage:
    - Enclosed parking for large vehicles (e.g., jet vac trucks) to protect them from freezing temperatures.
    - Enclosures should include high-bay access (14 feet clearance) for seven large vehicles.

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.
2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon
PROJECT: Facility Planning Optimization and Management Plan
LOCATION: Teams (Remote)
JOB #: 2317
DATE: January 31, 2025

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED

ORW ARCHITECTURE
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ATTENDEES:

Kelly Burns – Emergency Manager

Lindsey Maguire – ORW

Scott Fleury – Public Works Director

References:

See "Facilities Master Plan" from 2008 at Public Works Master Plans
See "City of Ashland_Facility Condition Assessment" from June 2024 at City of Ashland FCA
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AGENDA

I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement process* which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
    - Identify the specific facilities that are working or not working and determine the next steps.
    - Quantify the cost of upgrades or improvements needed to optimize facilities and document findings for the City Council.
    - Plan for Ashland's future facility needs over the next decade, incorporating resilience and sustainability.
    - Ensure city facilities align with community values, fostering civic pride and engagement.
    - Improve emergency preparedness by identifying key facilities that need reinforcement or relocation.
        - The water treatment plant is susceptible to flooding and was located in the 1940s. Provide a more stable site.
    - Establish clear guidelines for construction, accessibility, and disaster resiliency in city buildings.
    - Evaluate options for a centralized civic center to enhance government operations and public interaction.

2. In your view, the main objective of this process is to…
    - Guide the next 20 years of investment in sustaining local government infrastructure.
    - Ensure well-organized and secure office spaces that support staff productivity and emergency preparedness.
    - Assess and plan to relocate critical infrastructure, such as the Water Treatment Plant, to a more stable location.

3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?

- These values are important but should include a financial metric to ensure reasonable maintenance costs and return on investment (ROI). Efficient often means projects go to the low bidder or the lowest cost solution wins the day. You get what you pay for.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
   - The department has evolved significantly. Initially, there was a period of political toxicity, with frequent turnover and highly contentious city council sessions. However, since Sabrina's arrival, she has revamped the team, leading to significant cultural improvements. The department is now focused on building plans for long-term success, despite Ashland being a small city with big aspirations. However, maintaining momentum on projects has been challenging due to short attention spans. After plan adoption recommend setting up periodic engagement with a steering committee to keep them involved twice a year and ensure the plan is implemented.

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
   - **Cultural Integration:** Communication between departments remains a significant challenge. Many departments operate in silos, with limited coordination or collaboration. Efforts are being made to foster more interdepartmental communication, such as monthly joint emergency operations center meetings.
   - **Engagement:** The department is struggling with community engagement. Ashland residents are eager for personalized interaction, but there is limited capacity to meet these demands.
   - **Staffing:** PD, FD, and EMS are understaffed, particularly with the single-role medic program, which is facing high turnover and burnout.

6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
   - Currently, the department operates with a small team. The emergency management role is a single-person position, and the department collaborates with various city teams. Given the demands and risks, it's crucial to plan for expanding the team and adding capacity. Key events like the 2020 Almeda Fire have shown the need for more robust staffing to handle emergencies effectively.

7. How *collaborative* is your department internally, interdepartmentally, and with the community?
   - While the department has a public-facing role, collaboration with other departments (such as IT, Public Works, FD, EMS, and SOU) is a work in progress. Monthly meetings with the Joint Emergency Operations Center are a step in the right direction, but engagement remains a challenge. The community's expectation of direct interaction is high, but limited resources make it difficult to meet every need.
     1) The messaging to the community is that they have to do the work to ensure their safety.
     2) Ashland partnered with the County to delineate workable Evacuation Zones

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
    - Currently, the department is based at City Hall, which is vulnerable to seismic risk. In the event of an emergency, the Fire Department (Station No. 1) is used as a satellite location.

9. Are programs spread across multiple locations? What is working well and what is just not working?
    - Some programs, such as the emergency operations center and the training center, are effective, but there is room for improvement. The City of Phoenix's Almeda Fire experience highlighted the importance of resilient facilities, and plans are in place to ensure buildings can withstand disasters, including creating multi-use spaces.
        1) Add a permanent facility with 15 beds
        2) Designate a temporary evacuation center with up to 200 beds (temporary)
        3) Resiliency hub includes shelter, insurance paperwork, resources
        4) The Emergency Operations Center (EOC) should be near but separate from the "resiliency hub". The EOC is for staff.

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
    - The City needs a secure, multi-functional emergency operations center (EOC), an adequate shelter for evacuation purposes, and a resiliency hub that can serve as both a shelter and a resource center for disaster recovery.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
    - Current facilities, including City Hall, are not optimally secure. While there are keypads at entrances, the building is located downtown, and multiple points of access can create security challenges.
    - Adequate security measures are needed to address "disruptions" and ensure staff safety.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
    - Future buildings should prioritize security, flexibility, and resilience, with multi-use spaces that can accommodate various needs. The design should reflect the City's commitment to both safety and sustainability.
        1) Seoul City Hall

Final Remarks

- The community's success depends on creating valuable, sustainable plans and sticking to them over time. The focus should be on long-term engagement, building capacity, and ensuring that the city's resources are used efficiently to meet the growing demands of its residents.

III. NEXT STEPS & REPORTING

ORW will:

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PROJECT: Facility Planning Optimization and Management Plan
LOCATION: Teams (Remote)
JOB #: 2317
DATE: January 31, 2025

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ATTENDEES:

Mariane Berry – Finance Director

Lindsey Maguire – ORW

Scott Fleury – Public Works Director

References:

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PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

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THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
    - Identify specific facilities that are working or not working and determine next steps.
    - Quantify costs for upgrades or improvements to optimize facilities.
    - Document findings and recommendations for City Council, considering Ashland's future facility needs in the coming decade.

2. In your view, the main objective of this process is to...
    N/A

3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
    - These values are important, but a financial metric should be included to ensure that facilities have reasonable maintenance costs.
    - High deferred maintenance costs for City Hall are not effective; the return on investment (ROI) for each facility should be evaluated.
    - City Hall is not the best use of space and should be sold.
    - The Service Center houses IT but is not in the best location for servers; Ashland Fiber Network needs a dedicated space.
    - Ashland, as a cultural hub, would benefit from a civic-centric development at Pioneer.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?

- Over the past four years, the department has been split into three locations, which has made managing staff support and morale difficult.
- The department now enjoys its rented space and does not foresee purchasing another location.
- A presence on the south side of town provides better accessibility to the community, particularly for utility billing services.
- The current building at 2245 Ashland Street has parking and is not in the tourism hub; check the size for long-term suitability.

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
    - **Centralization of administrative departments:** Keeping them together streamlines work and enhances efficiency.
    - **Space constraints for the utility billing division:** Employees share cubicles with competing calls; doubling the space to accommodate another person would improve workflow.
    - **Workstation configuration:** Open-plan seating close to computers and printers is essential; private offices are unnecessary. Laptops may introduce unnecessary complexity.

6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
    - **Current staff:** 17 employees, potentially growing to 23 in the same space.
    - **Future planning:** The leased space does not require significant investment but needs improvements.
    - **Additional needs:** Temporary staff, such as auditors, require side offices for short-term use.
    - **Customer service division:** It needs to remain in a bullpen layout with improved acoustics for better call management.
7. How *collaborative* is your department internally, interdepartmentally, and with the community?
    - **Internal collaboration:** Previously limited due to multiple locations but greatly improved since the department was consolidated.
    - **Community engagement:** The department has a customer service lobby.
    - **Interdepartmental collaboration:** Remote meetings are common. The meeting space within the rented building can accommodate a dozen attendees, enhancing functionality. It has all the necessary AV capabilities.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
    - **Current facility conditions:**
        1) The move to the current space was a significant improvement over the previous setup.
        2) The space is better tailored to meet operational needs.
    - **Long-term vision:**
        1) Ashland would benefit from a civic center to create better cohesion between government and the community.
        2) Other cities offer competitive facilities, whereas Ashland's are significantly lacking despite a thriving community.
    - Location of a Civic Center:

1) East Main Street is a thoroughfare connecting South Ashland.
2) The Service Center is already on East Main.
3) The National Guard Armory, located on the other side of East Main, offers significant land and accessibility without being directly downtown.

9. Are programs spread across multiple locations? What is working well and what is just not working?
   N/A

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
    N/A

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
    - Security is generally acceptable, and there is currently a separate employee entrance and controlled zones between staff and customers.
    - Our customer service lobby includes an ADA-accessible table, a conference room with frosted glass, and a kiosk with a sliding window.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
    - The design should reflect Southern Oregon's identity rather than the Pacific Northwest's style (e.g., beams and brick should be considered).

Final Remarks

- Leadership is prepared to move forward with maximizing or sunsetting existing facilities.
- A civic center vision for Ashland feels right and feasible.
- Consolidating facilities into a single entity would reduce deferred maintenance costs and enhance efficiency.

NEXT STEPS & REPORTING

ORW will:

Provide a summary of key insights from the meetings held today.
An outline of the next immediate steps and deadlines for any follow-up information.
Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon
PROJECT: Facility Planning Optimization and Management Plan
LOCATION: Siskiyou Conference Room, 51 Winburn Way
JOB #: 2317
DATE: December 17, 2024

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED

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ATTENDEES:
David Sommer – ORW
Lindsey Maguire – ORW

9-10:30 AM	Sabrina Cotta – City Manager Scott Fleury, PE – Public Works Director
10:45-11:15 AM	**Tighe O'Meara – Police Chief** **Ralph Sartain – Fire Chief (not in attendance)** **Scott Fleury, PE – Public Works Director**
11:15-11:45 AM	Mike Morrison – Deputy Public Works Director Chad Sobotka – AFN Operation Manager (not in attendance) Thomas McBartlett – Director of Electric Utility Scott Fleury, PE – Public Works Director
11:45 AM-12:15 PM	Brandon Goldman – Community Development Director (meeting did not occur)
1:30-3:45 PM [Tours]	City Hall, Community Development & Public Works, The Grove, Civic Center & The Yard, Pioneer Hall, Community Center
4-5 PM	Rocky Houston – Parks Director Kevin Caldwell – Parks Superintendent Rachel Dials – Parks Deputy Director

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I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

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Timeline

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II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
    - Establish a Dedicated Emergency Operations Center (EOC): The current EOC is a makeshift room in the basement of a university building, lacking proper communications infrastructure. A purpose-built facility is needed, exclusively for City staff, to effectively support emergency response efforts.
    - Improve Recruitment and Retention of Staff: Modern facilities are essential to attract and retain employees, especially considering competition from other agencies, such as the Sheriff's Department.
    - Modernize Aging Infrastructure: The current building, at 40 years old, is outdated and ill-suited for today's needs. A modernized facility, similar to Medford's headquarters with its Prescott Center training area, would better support staff and operations.

2. In your view, the main objective of this process is to…
    - NA

3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
    - The lack of adequate space undermines efficiency, highlighting the need for purpose-designed facilities.
    - Additional needs include:

- Garage Space: Adequate storage and workspace for the Police Department (PD).
- Dedicated Training Facilities: Spaces for defensive tactics and other specialized training, which currently occur in various community locations.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
    - Increased equipment requirements, necessitating more storage space to accommodate devices and tools effectively.
    - Additional infrastructure needs, such as outlets, mounts, charging stations, and devices for radios and other equipment.

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
    - Parking Limitations: Insufficient parking spaces, particularly for the Fire Department (FD). Shift trades require an additional 10 spaces to meet demand.
    - Customer Service Efficiency: Permit services and other customer-facing functions operate out of Station No. 1, which may not be ideal for accessibility and service delivery.
    - Response Times: Current response times exceed 10 minutes in large coverage areas. Expanding staff and resources is critical to improving these metrics. A response-time overlay map is recommended for visualization and planning.

6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
    - Police Department: 39 officers, with no immediate plans for growth.
    - Fire Department (FD): 75 staff members, with plans for expansion to enhance response times.
    - Ambulance Services: The department serves as an ambulance provider for southern Jackson County.
    - Roles: Firefighters and EMS providers currently operate in single-role positions.

7. How *collaborative* is your department internally, interdepartmentally, and with the community?
    - Internal Collaboration: Highly collaborative, with strong camaraderie among team members.
    - Interdepartmental Collaboration: Exceptional cooperation, with quarterly meetings involving all departments. However, meetings are currently held in a cramped briefing room with standing room only.
    - Community Engagement: Outstanding public-facing efforts, emphasizing exceptional customer service and community relations.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
    - Two substations: one located behind an existing laundromat and another at City Hall.
        - Both substations are functional with no current need for expansion.
        - Each substation has two desks.
    - Two fire stations:
        - Require a combined storage and training facility, including the integration of a training tower.
    - Current police department facility issues:
        - The new facility was undersized from the day it was occupied.
        - Plans for an Emergency Operations Center (EOC) build-out remain a priority.
        - Gender-specific infrastructure needs include coat hooks, additional lockers, locker rooms, and women's restrooms.
        - Space constraints are critical:
            1. Original facility built in the 1980s.
            2. 2011 plans for an EOC and training facility were approved but never executed.
            3. Storage is inadequate for training materials, defensive tactics mats, and general operations.
            4. Parking is insufficient for both staff and community members.
            5. Homeless encampments in front of the facility present ongoing challenges.
        - Acoustic privacy is lacking, making confidential conversations difficult.
        - Evidence and armory spaces are fire-protected but undersized.
        - Report-writing areas use bullpen-style offices, creating noise issues from simultaneous phone calls.

9. Are programs spread across multiple locations? What is working well and what is just not working?
    - Fire Department Feedback (Chief Sartain was unavailable; these points are from staff):
        - Space issues persist:
            1. Reliance on portable Conex boxes and rented storage sheds for logistics and training materials.
        - No dedicated training facility for fire department crews.
            1. A training ground with a fire hydrant is highly desired.
        - Staff growth has outpaced office capacity, requiring shared doors and offices.
        - Parking challenges:
            1. Staff must park down the road and wait for crew changes.

2. No parking available for community members.

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
    - Emergency Operations Center (EOC):
        - Relocate ham radio from council chambers to a dedicated space with emergency generator connections.
        - Explore use of Lythia Pavilion with significant upgrades for connectivity and infrastructure.
        - Requirements: power, Ethernet, wireless capabilities, Starlink (or updated technology), large-scale TVs, and breakout spaces.
        - Incorporate red generator-connected plugs and seismic upgrades.
        - Include community meeting spaces and department-specific meeting rooms.
    - Public Safety Communications within the police department facility:
        - Re-establish the ham radio station.
        - Upgrade IT infrastructure with dedicated fiber and enhanced security measures.
    - Shared Training Facility:
        - Serve both police and fire departments with state-of-the-art resources.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
    - Homeless encampment adjacent to the police department poses safety and logistical challenges.
        - Complex discussions ongoing to address issues without attracting additional encampments.
        - Designated camping areas, such as Rogue Retreat, are being considered.
        - Facility at 2200 Ashland:
        - Temporarily unused due to occupancy requirements (Category B to R).
        - Needs sprinkler system installation to qualify for permanent use.
        - Grant requirements stipulate repayment of $1.4 million to the state if the property is sold.
    - Security considerations:
        - Dedicated law enforcement fiber.
        - Potential need for additional facility hardening.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
    - Resolve severe acoustical issues to enhance privacy and reduce noise.
    - Office spaces:
        - Redesign the report-writing room to balance collaboration and individual needs.
        - Avoid island layouts for improved functionality.
    - Facility improvements:

    - Provide a comfortable break area for officers working 12-hour shifts.
    - Address the lack of a large, functional break room.
- Shared training facility for police and fire departments to foster collaboration and efficiency.

Final Remarks

- Not Applicable NA

III. NEXT STEPS & REPORTING

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II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
    - Lithia Park Master Plan:
        - Focus on revitalizing and maintaining the park with sustainable goals.
        - This study should report the approved master plan.
    - Relocation of Shop Buildings:
        - Move shop buildings out of the floodplain to ensure safety and resilience.
    - Centralization of Operations:
        - Consolidate all team members into one facility to improve operational efficiency and customer service.
    - Additional Considerations:
        - Property Management:
            - The City is attempting to vacate the B-Street property; explore the possibility of relocating the Parks and Recreation (P&R) fleet to this location.
        - Facility Needs:
            - Ashland Senior Center @ Hunter Park, Nature Center, The Grove, Lithia Cabin, Golf Course, Community Center, and Pioneer Hall need additional funding
            - $2M is needed to complete the Community Center project.
        - Facility Types:
            - There are two approaches to facilities:
                a. One new building is required to accommodate growing needs.

b. Preserve the historic assets, despite their high cost and underperformance.
    - Need adequate space for 60+ full-time employees (FTE); workspaces should be standardized.
    - Include touchdown spaces (cubbies and shared computers).
- Safety and Privacy:
    - Separate public spaces from staff access areas for safety.
    - The Grove has a challenging circulation pattern that isolates individuals in unsafe spaces.
- Storage and Consolidation Needs:
    - Significant storage shortages across all facilities.
    - Consider creating a consolidated operations center with a warehouse.
- Connectivity Issues:
    - The North Mountain site has ongoing connectivity issues (e.g., phones, internet)
- Floodplain Considerations:
    - The Barn is in the floodplain and cannot be used.
    - The Cabin is at full capacity, limiting functionality.
- Open Space Maintenance:
    - This department manages 19 developed properties and 500 acres of open space, much of which is in urban interface fire zones and requires maintenance.
    - Efforts should be made to preserve the acreage as part of the watershed and viewshed. Development of this land is not desired.

2. In your view, the main objective of this process is to…
    - Not Applicable (N/A)

3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
    - Sustainability – Ensure long-term sustainability in facilities and operations.
    - Access and Location – Improve access to facilities and prioritize strategic locations.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
    - Increased Land Management:
        - The department now manages more acreage than ever before but with fewer staff.
    - Higher Maintenance Standards:
        - Maintenance standards have significantly increased, requiring more resources and attention.

- Shift to Mobile and Remote Work:
    - The pandemic led to a more mobile work environment, with increased use of mobile meetings and Teams.
    - While this increased efficiency, there was a loss of personal connection, making it harder to build relationships and culture. There is a desire to co-locate staff and bring them together in one facility.
    - Full remote work is challenging for creating a strong departmental culture and connection to the place and people.
- Transition to Online Reservation Center:
    - The department is moving to a new online reservation system, impacting workflows and processes.

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
    - Centralization of Operations:
        - The need to centralize operations for greater efficiency and resource management.
    - Budget and Funding Scarcity:
        - Limited funding and the need to do more with fewer resources, leading to reduced morale and staff fatigue.
    - Staffing Levels and Morale:
        - Staff cuts during the pandemic, including six layoffs in April 2020.
        - Challenges in bringing back former employees and maintaining staffing at adequate levels.
        - Record utilization rates at the Senior Center and over-programming at Hunter Park.
    - Trail Maintenance and Usage:
        - Managing 53 miles of trails with increased usage and higher maintenance needs.

6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
    - Current Staffing:
        - 6 administrative staff
        - 5 recreation staff
        - 28 park staff
        - 36 total operations staff supporting the department though 67 FTE desired based on parks and acreage under management.
    - Future Staffing Considerations:
        - Evaluate future growth needs and ensure space capacity for additional staff members as required.

7. How *collaborative* is your department internally, interdepartmentally, and with the community?
    - Internal Collaboration:
        - The entire department is highly collaborative, with coordination on various projects and tasks.
    - Remote Work Challenges:
        - The shift to remote work with tools like Teams has led to more efficient communication but less effectiveness in fostering personal connections.
        - In-person interactions are needed to maintain strong relationships and create a cohesive team culture.
    - Connection to People and Nature:
        - The department emphasizes the importance of connecting with people and the natural environment. This connection is vital for staff engagement and successful program implementation.
    - Interdepartmental Collaboration:
        - Collaboration with Public Works, Planning, Community Development, and grounds maintenance.
        - Regular meetings and travel for coordination.
    - Community Engagement:
        - Strong community involvement with customer service and event coordination.
        - High-quality service for special events, classes, and sports.
    - Transition to New Online Reservation System:
        - The department is transitioning to a new online reservation center for its facilities to improve efficiency and customer experience.
    - Shared Resources:
        - Shared admin assistance between the Nature Center and The Grove, managing facility bookings and customer service.
        - Fleet operations are shared with Public Works, with some friction over space allocation, but overall functioning well.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
    - See above.
    - The current community center is concerning as there are issues with accessibility for seniors, parking and access are challenging.

9. Are programs spread across multiple locations? What is working well and what is just not working?
    - Nature Center, The Grove, and The Cabin, etc.
    - A centralized recreation center with admin staff would improve efficiency. Co-location is desirable for better coordination and service delivery.

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
    - East Main Park:
        - 6.5-acre park with Phase I completion by 2028 (between Clay and Crocker streets).
        - Features planned: pump track, dog park, and bike skills area.
    - Golf Course:
        - Could be reconfigured to include pickleball courts and a skate park.
    - Public Meeting Spaces:
        - Currently occupied by the Finance Department, creating a shortage for community and departmental use.
    - Senior Center Improvements:
        - The cafeteria, activity room, and office spaces need enlargement.
    - Aquatic Facility:
        - 25-yard by 50-meter pool (40 years old), recently relined.
        - Consideration to add a retractable roof.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
    - The Grove:
        - Location next to the Yard, Police Department, and urban encampment presents security challenges.
    - Capital Improvement Plan (CIP):
        - Review and improve security measures across facilities.
    - Public Facility Locking:
        - Current locking system is manual. Standardizing access control across all facilities would improve security.
    - Urban Campers:
        - Campers, once removed from public spaces, often relocate to nearby parks.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
    - Character of Ashland:
        - The city should maintain its unique character. Concerns about overdevelopment and the spread of low-income housing.
        - Ashland is not like Portland or LA.
    - Facility Design:
        - Preference for a welcoming and community-focused facility, like the new library.
        - Avoid generic office designs like Herman Miller cubicles.
    - Inspiration from Bend Parks & Recreation:
        - Strive for a world-class, top-tier facility that meets community needs.
        - However, there is some mistrust in the city's government regarding project execution.

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.
2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon
PROJECT: Facility Planning Optimization and Management Plan
LOCATION: Teams (Remote)
JOB #: 2317
DATE: January 31, 2025

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED

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ATTENDEES:
Chad Sobotka – AFN

Lindsey Maguire – ORW

Scott Fleury – Public Works Director

References:
See "Facilities Master Plan" from 2008 at Public Works Master Plans
See "City of Ashland_Facility Condition Assessment" from June 2024 at City of Ashland FCA
See "2317_Ashland Facility Planning_Review of 2008 Feedback" at 2008 Comments for staff feedback to the early facilities planning study

AGENDA

I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement process* which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
   - Improve the functionality and working conditions of the facility for staff.
   - Plan for future needs and ensure adequate space and resources.
   - Address inefficiencies in a building originally designed in the 1980s for non-office use (Chad has been employed with the city for 19 years).

2. In your view, the main objective of this process is to…
   - Improve the current workspace, which is overcrowded and inefficient.
   - Enhance staff comfort and accessibility, including the addition of a dedicated women's restroom.
   - Provide more space and better-defined workstations to improve productivity.

3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
   - These values are important, but some may be difficult to achieve in the current facility (Service Center). The Service Center was originally a warehouse and not intended for office use.
   - Access to natural light should be prioritized.
   - Security improvements, including automatic exterior door locks, are necessary to prevent unauthorized access. Doors are often propped open.
   - Efficiency is impacted by overcrowding and the need for better co-location of departments.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?

- The Department of Innovation and Technology (DOIT) merged with finance and technology department.
- During the pandemic, a skeleton crew worked on-site while most staff operated remotely; post-pandemic, staffing has increased significantly.
- Staff has grown to 15, with an anticipated expansion to 20 within two years, necessitating additional workspace.
    1) Help desk staff
    2) Senior network engineer
    3) Office assistant
    4) Two (2) junior network engineers
    5) Recently added a fourth field tech

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
    - **Space limitations:** The facility is overcrowded, impacting efficiency and comfort.
    - **Infrastructure concerns**: The head-end server room is aging, with outdated AC units and inadequate cooling and power capacity. The building's structural integrity poses a risk in a seismic event.
        1) Every cell tower in Ashland is connected fiber-wise through the Service Center facility (University, hospital, and other critical facilities – 300 strands)
        2) There is no fire suppression system in the headend room
    - **Storage and facilities:**
        1) Removal of satellite dishes will free up parking, but significant additional storage is needed for fiber equipment. Some storage needs to be protected from the elements, not climate controlled.
        2) Women's restroom facilities are inadequate, with seven or more employees sharing a single restroom. Additional locker storage for staff is needed.
        3) Field technicians require more indoor and outdoor storage.
        4) HVAC issues cause discomfort due to inconsistent temperature control. The mini-splits produce inadequate heat during colder months.

6. What is the current number of staff and projected growth in your department? How do we build extra capacity for future staff members?
    - **Current staff:**
        1) Internal IT: Includes AFN Manager and Interim Deputy Director of IT (oversees GIS and IT)
        2) AFN, IT, and GIS divisions occupy separate, but crowded, spaces.
        3) Field technicians work in separate offices but frequently visit the facility at the start and close of the workday.
        4) GIS staff are split across multiple rooms, with one employee working remotely. GIS staff often work and meet with members of other city departments.
    - **Projected growth:**
        1) Expected increase to 20 employees within two years.
        2) Future space planning must accommodate expansion while improving current inefficiencies.

7. How *collaborative* is your department internally, interdepartmentally, and with the community?

- Internal collaboration is strong, though limited by a lack of private spaces. The open-office concept results in acoustic issues where there are competing phone calls; but it is good for collaboration.
- Most staff use desktops and laptops with multiple monitors, requiring substantial desk space.
- The primary meeting room ("Grizzly Room") doubles as a supply closet, limiting its usability.
- The facility's layout hinders community engagement; improvements could include a more welcoming public-facing entrance and better access for service drop-offs. The public entrance has limited parking, is difficult to locate, and the experience for visitors is a locked door. Staff members must give out phone numbers for visitors to access the facility.
- Linking AFN and Electric Departments, physically, is critical.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
   - Service Center

9. Are programs spread across multiple locations? What is working well and what is just not working?
   - Multiple divisions are housed within the building, creating spatial challenges.
   - Some areas, such as the "murder death hallway," are notably inefficient. This windowless hallway is narrow and runs the length of the Service Center building for access to all offices.

10. What are the three *most needed* facilities, spaces, or programs at the Service Center? What is the City's take on the need for public meeting spaces?
    - A purpose-built server room, next to the current footprint of the 40'x25' head-end to reduce costs associated with rerouting fiber lines.
    - A dedicated public-facing entrance with improved signage and parking.
    - Additional storage and expanded office space.
    - A dedicated meeting space.
    - HVAC improvements for consistent climate control.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
    - Security improvements are needed, including better lighting and controlled access.
    - Exterior doors remain unlocked after hours, raising safety concerns.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
    - A modernized layout with a central work area surrounded by management offices. Cubicles in Community Development space are too tall.
    - Adequate office space and dedicated storage to prevent overcrowding.
    - The redevelopment of the Service Yard site will create a functional and efficient workspace.
    - A dream scenario would be to construct a new data center within close proximity to the current head-end server room.
    - Repurposing the existing head-end room for additional storage following the cable TV plant shutdown.

- Add shipping container storage units.
- Generally, re-organization effort of the facility is greatly needed and desired.

Final Remarks
N/A

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.
2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

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