

AGENDA
CITY COUNCIL WORK SESSION
TUESDAY, NOVEMBER 6, 2018 – 7:00 P.M.
Lowell City Hall, 107 East 3rd Street, Lowell, Oregon

CALL TO ORDER/ROLL CALL

Councilors: Mayor Bennett ____ Burford ____ Osgood ____ Angelini ____ Harris ____

Work sessions are held for the City Council to receive background information on City business and to give Council members an opportunity to ask questions and express their individual views. No decisions are made, and no votes are taken on any agenda item. The public is invited to attend, however, there is generally no public comment period.

WORK SESSION TOPIC(S)

1. Park Irrigation Projects
2. Community Facilities Study
3. Service Improvements Report
4. Social Media Report
5. Downtown Master Plan Report
6. Parks and Recreation Master Plan Report
7. Strategic Plan Review
8. City Administrator Review

ADJOURN

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to Joyce Donnell at 541-937-2157.

**REQUEST FOR PROPOSALS
SCORING MATRIX
RFP #2018-02**

Evaluation Criteria		Urban Collaborative	Seder/ PARC
Experience & Qualifications of Project Team Members and Firm	30	28	26
Project Understanding & Approach	30	30	27
Examples Provided of Similar Work Products	20	19	18
Contract Price	20	13	18
Total Points:	100	90	89

"It's like having a group of experts in our back pocket!"

*Wanda Powless
Klamath Crisis Center*

For PARC Resources

"PARC's assistance has brought many millions of dollars into this community and I truly appreciate the professional manner in which you have assisted this County and community."

*Steve Grasty, Retired Judge
Harney County*

For PARC Resources

"Great Work! Great Job! And Much Thanks! I am looking forward to continuing our partnership and once again I want to thank you for the incredible work you have done for us "

*Dean Dollarhide
Board Chairman
Northern Wasco County
Parks & Recreation District*

For Seder Architecture+ Urban Design

"So often communities don't have professionals with vision available to them. You (Mark Seder) have vision, a successful history in a number of places, and credibility ... not to mention a can-do positive attitude ... all of which brings the light of hope and optimism to a community when they 'see' what could happen."

*John McArdle, Mayor,
City of Independence*

For Seder Architecture+ Urban Design



Courtesy of Trip Advisor

PROPOSAL

for services for the Lowell Community Facilities Study

PARC RESOURCES

With Seder Architecture + Urban Design LLC

1-800-758-6812

www.parcresources.com

Eastern Regional Office:

PO Box 549/101 East Main
Weston, Oregon 97886
(541) 566-9384

Central Regional Office:

64644 Cook Road
Bend, Oregon 97701
(541) 330-0485

Legal Status:

Limited Liability Company (LLC)

Service Area:

United States of America

Authorized Contact:

Stan Foster, President

EXPERIENCE

PARC Resources has been actively involved in a multitude of community planning efforts over the years. From Master Planning the Burns Paiute Reservation with Seder Architecture + Urban Design, to creating a pathway and a Facility Plan for the Town of Twisp, Washington, PARC Resources has demonstrated the benefits of a community-based grassroots planning approach to assisting communities plan their future. We have provided Business, Feasibility, Facilities, Capital and Master Planning for the Port of Morrow, City of Reedsport, Oakridge, Rufus, Umatilla, Pilot Rock, Lincoln City 4-Cs, City of Rockaway Beach, Airway Heights, Washington Industrial Park, and many more. Our knowledge of rural communities and working knowledge of economic development planning makes us an excellent choice to assist the City in this important effort.

Master Planning in all of its forms and varieties has been a specific and acknowledged strength of Seder Architecture + Urban Design. Their long list of planning projects includes many community Facilities Plans, including several collaborating with PARC Resources, as well as twelve adopted Downtown Revitalization and Action Plans. The firm's groundbreaking college and university Facilities Master Plans for Western Oregon University, Arizona State University, and Oregon Institute of Technology have received accolades and have led directly to major renovations, expansions, and upgrades of key university facilities, two of which have won national design awards. A number of Master Planned, designed and completed City Halls, libraries and Community Centers in rural communities makes Seder particularly a good fit both in collaboration with PARC Resources, and for your Lowell Community Facilities.

QUALIFICATIONS

Public Affairs Research Consultants (PARC) Resources

Founded in 1985, PARC Resources is a consortium of professional consultants who provide professional services under contract for state, regional, local, and tribal governments as well as for private sector for-profit and not-for-profit organizations.

We shape each project team to fit our client's needs, bringing together the best-suited people to achieve results. Our pool of experts includes facilitators, marketing specialists, researchers, grant writers, architects and urban designers, feasibility analysts, AICP-certified planners, economic development specialists, and project managers. Our strength is the extent and diversity of qualifications that our affiliate consultants bring to the consortium. Our consultants are selected on the basis of their capabilities and we subscribe to a Code of Values that includes a strict policy of nondiscrimination.

Seder Architecture + Urban Design LLC

Seder Architecture + Urban Design works in partnership with municipalities, stakeholders, citizens, officials, and potential funding sources to envision and plan for bright futures. We've been particularly focused on the needs, challenges, and unique "value-adding" opportunities of the Northwest's rural communities.

Seder projects have been published locally and nationally and have won national and local design awards and competitions. Most importantly, though, each plan and project has delivered initial, lasting, and sustainable value to the institution and community. Seder Architecture + Urban Design is, according to ORS 279A.120, a Resident Bidder in the State of Oregon.

Profile of the Project Team

Stan Foster, *President, PARC Resources*

Stan will take the lead on coordinating the team, assisting community facilitation, and participating in strategy development for the Facilities Plan. Stan's training and experience in planning, community consensus building, and economic development planning makes his contribution to our team important to maintaining a local approach to all strategic planning.

Mark A. Seder, RA, LEED ap, *Principal, Seder Architecture + Urban Design LLC*

A certified sustainability designer with national and local award-winning designs and completed projects, Mark will attend and contribute to all meetings with the City and will develop the architectural, and cost planning recommendations for the final Facilities Plan. Seder Architects will produce designs and concept options for City properties based on community input. These will include one set of building upgrades, renovations, re-purposing, and expansions, as well one set of new construction concepts for the Steering Committee's consideration. Site improvement concepts will also be integrated, which could involve aspects of parking improvements, accessibility upgrades, additional outdoor programmed space, etc.

Mark has led this process on numerous Strategic and Master Plans as well as on other Facilities and Downtown plans including the design and realization of a number of City Hall, Library and Community Center projects. Mark will integrate all physical aspects of your Facilities Plan into valuable and institutionally supported concepts and recommendations, building on both the assets of existing and potential facilities and sites, and integrating with institutional goals, missions, and visions. Mark will coordinate directly with the work of Stan Foster and Laura Prado to closely align facilities and site recommendations with current and projected and supported needs. Mark will also ensure that all copies of the conceptual designs are available digitally for easy access and dissemination.

Dr. Robert (Bob) Irvine, *Vice President PARC Resources*

Bob will oversee the drafting and development of the Facilities Plan as well as provide all economic development data essential to a viable plan. He has provided similar services to many enterprises in his more than a decade and a half with PARC Resources. Bob's experience will ensure that the study is a practical guide for integrating with a facility development/expansion/replacement strategy. Bob will direct the creative team, overseeing the researchers, writers, and analysts. Bob will integrate his findings directly with Mark Seder to determine best options to meet the economic and related needs of the citizens of Cascade Locks and the surrounding area in coming years and decades.

Laura Prado, *Client Services Manager, PARC Resources*

Laura will serve as the principal research specialist, conducting interviews and assisting with community workshop facilitation. Laura will also be involved in summarizing the findings of the community outreach efforts and presenting these results in representative tables, charts, and outcome summaries. Her support of research objectives will ensure that all information is sought to inform this process and final outcomes.

PARC and Seder will call upon other team members as needed to complete your Facilities Plan with the most efficiency and the most effective results. This may include computer graphics assistants, researchers, proofreaders, and desktop publishing specialists.

PROJECT APPROACH AND UNDERSTANDING

The scope of work below includes all elements requested in the City's request for proposals. As stated, we are a grassroots, community-based planning group committed to local control and practical results. While some groups come into a community with pre-conceived notions and boilerplate plans, we make every document a local product. We make sure that our final products are locally "owned" and committed to, as this local ownership is critical to any implementation strategy. Our team shares common values as active listeners, responsive planners, and creative strategists in all implementation. We are

dedicated to rural environments and believe that the size of the population should not be a factor in getting the best professional services possible. The PARC Team has worked together with our clients to make a difference in each community we work in and by providing the support necessary to effect change with the highest customer service.

PARC Resources and Seder Architecture + Urban Design will evaluate all previous strategic and physical planning work in order to establish a baseline of expectations and opportunities. After completing this review and performing an initial conference call with representatives of the steering committee, we will be ready to initiate the community-based planning process so integral to success. We propose a community-based process that will reach out to all segments of Lowell's population. This process will include initial interviews with city staff, a meeting with the Downtown Master Plan Steering Committee, a tour of the existing facility and potential project sites, and a community workshop, facilitated by PARC Resources to gain a sense of the community's needs – particularly with regard to the library and community center. PARC Resources will then distill this information to present to the Steering Committee with recommendations on top priorities for the committee's consideration and approval.

Once the Steering Committee sets the final priorities for the facility, Seder Architecture + Urban Design will complete the first draft of the two sets of conceptual drawings, to include one set for rehabilitation and one set for new construction. These drawings will be presented to the Steering Committee for feedback before editing and finalizing the designs and providing cost estimates. While Seder Architecture + Urban Design completes the drawings, PARC Resources will compose the accompanying narrative, which will include background information, needs statement, community outreach process, findings, proposed facility designs, timeline, budget, and funding plan.

All information will be presented to the city employees and the general public for one final round of community input and comment before the Steering Committee approves the plan. Once approved, PARC Resources and Seder Architect + Urban Design will present the plan to the City Council and PARC Resources will take the responsibility of publishing the document. The final deliverable will include a package containing five bound copies, one unbound copy, and a flash drive with all project documents.

Commitment to Community

Over the past 25 years, PARC Resources and Seder Architecture + Urban Design have worked on successful projects throughout the west. We prioritize the community process because we know that getting community support is paramount for any project's success. Our commitment not only to our clients, but to their communities provide long-term relationships, allowing us to draw on what we have learned working together to realize multiple projects over many years. Always, our business approach is to be responsive to the communities in which we are working, and to achieve positive sustainable results that can be relied upon.

WORK PRODUCT SAMPLES

PARC Resources and Seder Architecture + Urban Design have successfully partnered on a number of projects from Community Facilities to Master Planning. Our complimentary skills allow us to provide comprehensive Strategic Business Planning, Capital Facilities Planning, and Physical Site Planning and Envisioning and Design services that address institutional and community needs, strategic planning objectives, and phased development to meet long-term objectives. PARC and Seder have partnered or otherwise collaborated on the following projects, to name just a few:

- Wasco County Tenth Street Property Master Plan
- Burns Paiute Tribe Reservation Master Planning

- Klamath Commission on Children and Families Klamath Intergenerational Community Center Master Plan and Concept Design
- Elgin Opera House Master Plan and Phased Renovation/Restoration Project
- SAGE Center Port of Morrow Agricultural Visitor Center Business Feasibility and Master Plan Design
- Rogue River Community Center Business Feasibility Plan & Concept Design
- City of Rufus Community Center + Renewable Energy Visitor Center Renovation Master Plan & Design
- City of Rufus Strategic Plan + Town Center Plan
- City of Oakridge Strategic Plan and Community Center Feasibility and Design Master Plan Study
- City of Pilot Rock Strategic & Civic Center Plan
- Chiloquin Visions In Progress Strategic Plan
- North Wasco Park and Recreation District Thompson Park Master Plan (Seder), Phase One Design/Feasibility (Seder), and Business Feasibility Study (PARC), Seder went on to design and complete the new \$ 4.5 million Northern Wasco County Aquatic Center, including new 50 meter/8 lane multi-use pool, new Splash Park, new Bathhouse with second floor Parks District Offices, skateboard park and other site improvements. The center has enjoyed tremendous popularity and success in its three full summers of operations, drawing from the community and well beyond.
- Harney County Hines Mill Site Master Plan
- Chiloquin Mill Site Master Plan
- South Sherman Fire & Rescue Fire Station Capital Plan (PARC Resources) with Conceptual Designs (Seder)
- Athena's Gem Theatre Restoration Project

Burns Paiute Reservation Master Plan

Budget: \$35,000

PARC Resources and Seder Architecture + Urban Design provided an extensive evaluation of the existing infrastructure on the Burns Paiute Tribe Reservation Lands in Burns, Oregon. This work included design charrettes, detailed "as-built" evaluations of existing buildings, evaluation of the long-term needs of the Tribe, and a twenty-year Master Plan document that identifies key developments and improvements to the reservation lands. This project was a six-month process and included many local meetings and fact-finding efforts with Tribal members, workers, and the surrounding community. Dr. Irvine provided all economic analysis and drafting of the plan. Mark Seder provided all physical and projected development visual concepts, and Stan Foster provided all team coordination and facilitation.

Port of Morrow Agricultural Center Business Feasibility and Master Concepts Plan

Budget: \$30,000

PARC Resources and Seder Architecture + Urban Design completed a detailed Business Feasibility Plan as well as a Preliminary Design, respectively, for a new agricultural visitor center in Boardman, Oregon. This work included detailed programming and community participation in the concept of a new visitor center focused on energy, water, transportation, and agricultural practices, as well as companies, resources, and innovations shaping the industry. The coordinated work between design and business operation was critical in coming up with a sustainable approach to this interesting facility.

Elgin Opera House Master Plan and Phased Restoration Project

Budget: \$15,000

PARC Resources and Seder Architecture + Urban Design completed the conceptual designs and capital campaign strategy to restore an historic opera house in the small town of Elgin, Oregon in Union County. The opera house was in use as a community theatre and as it approached its centennial anniversary, the community determined the need to address deferred maintenance that had left the building in need of some significant repairs. In addition, the community wanted to strengthen the building to ensure its sustainability for the next hundred years. The project was completed over three phases and over a million dollars of renovations and improvements to the Opera House. Seder Architecture + Urban Design provided ongoing project management support with PARC Resources providing grant writing services. This culminated in a "Grand Re-Opening" day long Community Celebration marking both the completion of the Opera House Renovation phases, and the 100th Anniversary of the facility.

These examples represent only a small handful of the projects PARC Resources and Seder Architecture + Urban Design have worked on over the years. Additional examples are attached at the end of this proposal. Additional samples of our work are available upon request.

PROJECT COST

PARC Resources and Seder Architecture + Urban Design have prepared the following proposed scope of work and price structure for this planning effort. Numbers written in green represent the cost for services from Seder Architecture + Urban Design.

Timeframe	Item	Responsible party	Outcome	NTE Price
November	Review existing reports and plans	PARC Resources, Seder Architecture	Avoid redundancy	\$ 129 \$ 120
	Schedule interviews and meetings	PARC Resources, city staff	Itinerary set for December	\$ -
December	Meet with Downtown Master Plan Steering Committee	PARC Resources, Downtown Steering Committee, Seder Architecture	Ask questions about existing plan and gather Downtown Steering Committee perspective	\$ 129 \$ 120
	Interview city staff to identify and prioritize space and facility needs	City Staff PARC Resources Seder Architecture	Identify needs and priorities of staff	\$ 516 \$ 480
	Tour facilities and potential project sites	PARC Resources, Seder Architecture	Photograph problem areas; Architect to take measurements and gather information	\$ -
	Facilitate Community Workshop(s)	PARC Resources Seder Architecture	Gather needs/wants input from the community	\$ 516 \$ 480
	Begin drafting planning document	PARC Resources	Summarize current plans, clearly define facility problems, report on community input.	\$ 1,935
January	Meet with Steering Committee	PARC Resources, Steering Committee Seder Architecture	Report findings from interviews and workshop; finalize priorities	\$ 258 \$ 240
	Prepare conceptual drawings	Seder Architecture	Two sets of conceptual drawings (for rehabilitation and new facility) based on priorities set by Steering Committee	\$ 3,720
	Continue drafting planning document	PARC Resources	Document steering committee priorities	\$ 645
February	Meet with Steering Committee	PARC Resources, Steering Committee Seder Architecture	Comment on conceptual drawings	\$ 129 \$ 120
	Revise conceptual drawings, if needed	Seder Architecture	Conceptual drawings ready for steering committee approval	\$ -

	Prepare cost estimates	Seder Architecture	Projected cost of facilities' improvements or replacements	\$	800
	Complete first draft of planning document	PARC Resources	Draft ready for Steering Committee review	\$	2,193
March	Meet with Steering Committee	PARC Resources, Steering Committee	Review draft and note necessary changes	\$	258
	City staff meeting	PARC Resources, city staff	Progress update on planning & preliminary designs	\$	258
	Facilitate Second Community Workshop(s)	PARC Resources Seder Architecture	Progress update on planning & preliminary designs	\$	516
	Revise planning document as-needed	PARC Resources Seder Architecture,	Draft ready for Steering Committee review	\$	1,290
	Steering Committee final review	Steering Committee	Review draft and approve changes from previous meeting	\$	-
April	Proofread & finalize plan	PARC Resources	Finalized document ready for council approval	\$	1,032
	Present plan to City Council	PARC Resources Seder Architecture	Seek council approval	\$	- -
	Publish the documents	PARC Resources	Package includes five bound copies, one unbound copy and a flash drive with digital copies	\$	410
PARC Subtotal				\$	10,214
Seder Subtotal				\$	6,560
Associated Travel Costs				\$	2,913
Total				\$	19,687

ADDITIONAL SERVICES

PARC Resources is available to provide follow-up fundraising support services on an as-needed basis. Such support can include training volunteers to manage local fundraising efforts, creating brochure and other supporting fundraising documents, grant writing services, and technical assistance. Seder Architecture + Urban Design can provide full construction documents and project management upon request.

COST CONSIDERATIONS/STATEMENT OF AVAILABILITY

PARC Resources' representative for this proposal is Stan Foster. He is authorized to negotiate and execute an agreement between the parties. Stan is reachable through our Bend, Oregon office at 64644 Cook Avenue / Bend, OR 97703 / 800-758-6812 / stan@parcresources.com.

Mark Seder of Seder Architecture + Urban Design will lead the architectural and facility assessment team, which will evaluate the existing building and site(s) and provide recommendations on all aspects of existing and potential building facilities and site upgrades and changes. Mark can be reached at Seder's Portland Office at 3219 NE Thompson Street / Portland, OR 97212 / 503-209-5596 / markstudiopdx@gmail.com.

By affixing my signature below, I attest that I have the authority to commit PARC Resources to complete the proposed project described herein. The proposal is good for sixty (60)-days from the date of my signature.



October 8, 2018

Stan Foster

Date

PARC Resources & Seder Architecture + Urban Design thanks you for this opportunity to propose, and we much look forward to taking the next steps to be your selected team. As you can see, we've had much experience together, and as a measure of this, have collaborated in the production of this proposal, much as we will do if selected to work with you. The following pages contain supplemental materials, including references, individual consultant resumes, examples of similar projects, and a two-page sample of our work from a capital campaign plan for the City of Grass Valley, Oregon's Pavilion Restoration Project.

REFERENCES

for PARC RESOURCES

Mike Shippey, Chairman
Willamette Resources Educational Network (WREN)
(541) 683-6494

Steve Grasty, Judge
Harney County
(541) 573-6356

for SEDER ARCHITECTURE + URBAN DESIGN

Bob Francis, City Manager
City of Hood River
(541) 386-1488

Don Sampson, recent former Executive Director
Confederated Tribes of the Umatilla Indian Reservation
(541) 276-3165

for PARC and SEDER

Paul Koch, Executive Director, Port of Cascade Locks
Former City Manager, Cities of Cascade Locks and Pilot
Rock
(503) 309-1460

Scott Green, Executive Director
Northern Wasco County Park & Recreation District
541-296-9533

Joe Martin, Director
The Dalles Youth Center Coalition (541) 298-4277

Dean Dollarhide, Board Member
Northern Wasco County Park & Recreation District
541-296-1966

Phil Houk, Mayor
(541) 966-0200
City of Pendleton

PARC has the kind of background that an individual organization could not possibly replicate without hiring a very expensive staff member, which, of course, no small nonprofits have the ability to do. They have systems in place. They follow up with their clients. They get into the thinking of each organization they represent and help formulate ideas and strategies to achieve specific goals.

- Frank Geltner, Oregon Council for the Arts

"Great job last night. The Council was very impressed with the layout (and they are not easily impressed). They thought the flow was terrific and the space allocation was more than generous. They also appreciated the data on the costs associated with the "VW", "Chevy", "Caddy", and "LEED" options. This was VERY HELPFUL."

- Bob Francis, City of Hood River

STAN FOSTER

EXPERIENCE

1995-current	President Public Affairs Research Consultants (PARC)
1988-1994	Executive Director Community Action Program East Central Oregon (CAPECO)
1984-87	Chief Planner State of Oregon
1982-83	Business Development Planner/Special Transportation Manager Chemeketa Community College-Mid Willamette Valley SSA
1979-82	Senior Land-Use Planner/Social Services Director Polk County, Department of Community Development
1977-79	Social Service Director Yamhill County Board of Commissioners
1972-1974	Elementary School Teacher Ausable Springs School for Emotionally Disturbed Children (Canada)

EDUCATION & TRAINING

- 1977 Bachelor of Science, Portland State University
- 1978-82 American Planning Association
- 1984 Certified Emergency Planning Instructor
- 1985 Certified Hazardous Material Response Planning Instructor
- 1988 Outward Bound Instructor
- 1993 Senior Fellow - American Leadership Forum
- 1994 High Ropes Adventure Trainer

BOARDS & COMMISSIONS

- 1977 Child Care Commission
- 1979 Social Services Commission for Yamhill County
- 1982 Senior Citizen Transportation District for Polk County
- 1983 Oregon Hazmat Coordinating Council
- 1985 Peace Plaza Committee
- 1989 Youth Services Commission
- 1992 Umatilla County Home Rule Charter Committee

MARK A SEDER RA, LEED AP.

EXPERIENCE

Principal and founder, Seder Architecture + Urban Design LLC, 2007 to present

Principal, Seder Architecture pc, 1994 – 2007

Project Designer / Manager, Associating with Portland firms, 1990 - 1994

Design & Planning Principal, Bloodworth Ellis Seder McNamara, 1986 - 1990

EDUCATION & TRAINING

- University of Oregon, Bachelor of Architecture 1975, with Commendations for Design and Media.
- Continuing attendance at numerous professional seminars, trade shows and conferences.
- Continuing education courses in sustainability, computer graphics and other areas of practice.
- Oregon Registered Architect 1980.
- LEED Accredited Design Professional 2005.

SELECTED PRESENTATIONS, AWARDS, AND HONORS

- Rufus Community Center + Renewable Energy Visitor Center presentations to Governor's Office, Senator Ron Wyden, and other senate delegation representatives, the major power companies, Renewable Northwest Project, OMSI, Northwest Power & Conservation Council, SolarWorld Americas, and others
- OIT College Union Building, Citation for Design Excellence, Renovation and Modernization, published 2004, American School & University Magazine (included College Union Area Master Plan)
- Werner University Center Phases I, II and III, Citation for design excellence, Renovation and Modernization, 2002 (Resulting from Werner University Center Master Plan by Seder)
- Werner University Center Phases I, II and III Hammurabi Award, 2003. (Resulting from Werner University Center Master Plan by Seder)
- National Design Award: "CityKids" Child Development Center in The Portland Building, Portland, Oregon. 2003
- Citation for Design Excellence, project in process & completed project, OIT College Union Building, American School & University Magazine, 2002
- "Best in the West" and several other regional awards, Independence Station Mixed Use Development design
- Invited presenter and panelist, Oregon Mayors' Association Conferences, August 2003 and July 2004: "How to Plan and Design your City for Effective Growth and Development"
- Invited presenter, Oregon Design Conference 2003: Downtown Urban Design for Oregon's Small & Medium-Sized Cities
- Invited presenter, American Institute of Architects Regional Conference, August 2003: "The public process in downtown urban design and public projects"
- American Institute of Architects Design Award, Goodwill Industries Corporate Headquarters and Flagship Retail and Training Facility

SELECTED PUBLICATIONS

- American School & University Magazine; Werner University Center 2002
- American School & University Magazine; OIT College Union, 2002 (unbuilt) and 2004 (built)
- Northwest Passages; ACUI Region 14 Newsletter, Two student union design articles
- American School & University Magazine; "CityKids" Child Development Center
- Architecture Magazine; Goodwill Industries Corporate Headquarters, Design Award, 1995.

ROBERT IRVINE, Ph.D.

EXPERIENCE

Vice President, PARC Resources*	Weston, Oregon
Adjunct Professor, Blue Mountain Community College*	Pendleton, Oregon
Adjunct Professor of History, * Southern New Hampshire University	Manchester, NH
Resource Faculty Member, Eastern Oregon University	La Grande, Oregon
Associate Director, Homestead Youth Lodge	Pendleton, Oregon
Lecturer, Western Oregon University	Monmouth, Oregon
Instructor, Kansas State University	Manhattan, Kansas
Geological Associate, RZA-AGRA	Portland, Oregon

**Current positions*

SELECTED ACCOMPLISHMENTS

- Author: Built to Fail, Rowman & Littlefield, with Randy Trani, 2014
- Author: Fallacies in Education, Rowman & Littlefield, with Randy Trani, 2010
- Developed marketing and market capture models for regional tourism venues.
- Served as project manager and grant administrator for capital project funded, in part, by federal funds.
- Developed and presented water law and the historical development of the U.S.
- Successfully implemented funding plan through grant writing and loan packaging.
- Conducted field research and survey analysis for use in economic analysis.
- Successfully managed small tourism-related business in Alaska.
- Completed analysis of water law and the environment as it impacted the development of the American west.

SKILLS & TRAINING

- Grant Writing
- Financial Feasibility Analysis
- Research Techniques & Processes
- Public Facilitation
- Economic Analysis

EDUCATION

- 1997, Ph.D. in American History, Kansas State University
- 1992, Masters in Management, Willamette University
- 1990, B.A. in Geology, Whitman College

LAURA PRADO

Grant Writing Specialist and Lead Trainer, PARC Resources	Weston, OR
Continuity Specialist/Customer Service Coordinator, PARC Resources	Weston, OR
Phone-A-Thon Manager, Whitman College	Walla Walla, WA
Customer Support Technician, Sykes Inc.	Milton-Freewater, OR
Medical Records File Clerk, Family Practice Associates of Walla Walla	Walla Walla, WA

EDUCATION

- 2005-2009 Bachelor of Arts in Sociology, Whitman College
- 2016-Present Masters Candidate, Southern New Hampshire University

SELECTED ACCOMPLISHMENTS

- Researched, created and managed the company contact database.
- Organized employees for greater efficiency.
- Developed and presented informational lecture on sports medicine.
- Developed and presented informational lecture on race in the media.
- Facilitated financial gifts to Whitman College totaling \$129,736 in individual gifts over four months.

SKILLS & TRAINING

- Grant writing
- Research techniques & processes
- Effective communication
- Background in technology, specifically internet connectivity
- Computer proficiency
- Organizational skills
- Background in Customer Service

COMMUNITY SERVICE AND PROFESSIONAL ASSOCIATIONS

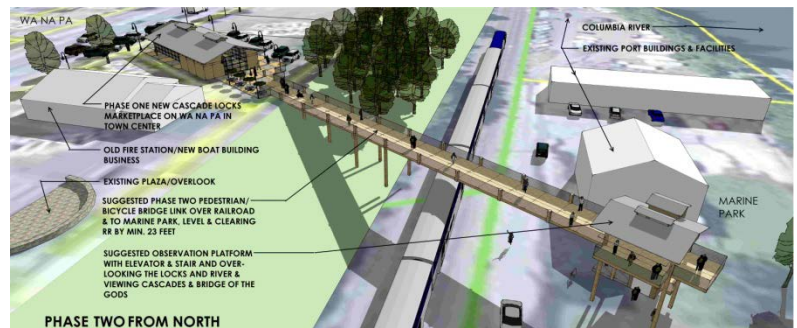
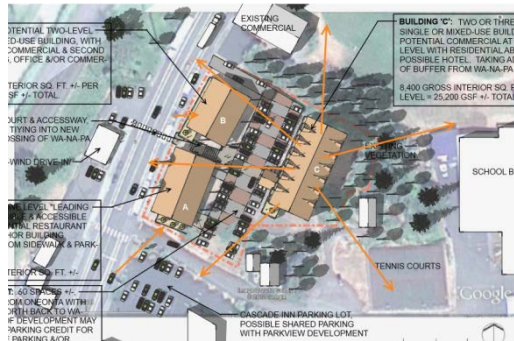
- 2004-2008: Triangle Little League Softball Coach
- 2007-2008: Blue Mountain Humane Society Volunteer
- 2009-2016: Whitman College Associate Class Representative
- 2013-2014: Weston Parks & Recreation Commission, Chair
- 2018: Milton-Freewater Trails Planning Group
- 2018: Walla Walla Community Council Affordable Housing Study Committee

SAMPLE PROJECTS

Port of Cascade Locks Studies

The Port of Cascade Locks' varied land holdings range from industrial infrastructured bare land to current industrial buildings, town center properties ideal for commercial development and Marine Park, a varied regional attraction on the Columbia.

Seder Architecture + Urban Design was asked by the Port to separately study planning & design options for their Parkview and Marketplace sites on WaNaPa Avenue in the Town Center. Working with the Port and community, our completed *Parkview Site Study* creates a three-building complex with two buildings taking advantage of prime WaNaPa commercial frontage, with the third building featuring tremendous views and screening from the street, being up slope and behind the lower buildings. The complex centers on a pedestrian-paved parking court serving all buildings and also suggests connecting to parking across a side street for flexible shared sites parking, rather than prescriptive site-by-site parking.



Our *Marketplace Site Study* creates two structures, a Farmers' Market Building and a Flex Building that will feature the new Thunder Island Brewpub. These linear shed roof buildings will have common themes of WaNaPa frontage, openness, and connections to their sites and views. Site between the buildings will again be a multi-use parking court serving both, usable for outdoor events at certain times. An exciting future possibility fulfilling a goal of the Port is to extend the Farmer's Market Building floor outdoors as a deck/bridge passing high over the railroad, becoming a new lookout interpretive platform in Marine Park, and then by stair and elevator, connecting down to the park. This experientially rich connection partially fulfills a port goal and would give pedestrians and cyclists a second and more direct, vehicle-free park access and other visitors a platform to enjoy the tremendous views of the Columbia, Bridge of the Gods, Thunder Island, and the Cascade Mountains on both sides of the river.



Historic Hood River City Hall Renovation Master Plan and Project

Seder Architecture + Urban Design, 2012 and continuing

Historic Downtown Facility Master Plan, CM/GC process leadership & selection, \$ 1.1 million renovation project, brought in on time and on budget. Structural upgrades, masonry restoration & interior historic woodwork renovation. New casework blending with historic character. Innovative glass and walls "open air" partially enclosed staff offices.



City of Umatilla City Hall and Library

PARC Resources

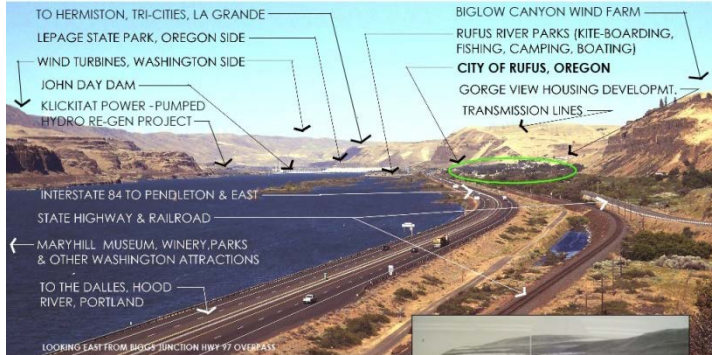


The City of Umatilla contracted PARC Resources to develop the fundraising strategy and complete grant work for the combined City Hall and Library. The City Hall project was already underway and the City needed to raise \$600,000 to complete the library portion

of the building. The community set an aggressive, but ultimately successful local fundraising goal of \$250,000, leaving the balance to come from private foundations. The completed building is still a point of pride in this small community, even a decade after the project's completion.

Rufus Projects

The small Eastern Columbia Gorge City of Rufus, Oregon sits in a scenic and very accessible location on the Columbia with a dry sunny climate, very visible wind towers and the John Day dam nearby. Since 2006, Seder Architecture + Urban Design has teamed with PARC Resources to envision renovations to the former elementary school to better serve the community as a Community Center. In the last five years with our addition of a Renewable Energy Visitor Center, the **RCC + Energy Center** has gained widespread knowledge and support from key state leaders in government, renewable energy, education and tourism.



"We're telling the stories of renewable energy...in the readily accessible heart of 'America's Foremost Renewable Energy Corridor'...while



More recently, Seder & PARC again collaborated in each of our disciplines on an innovative **Rufus Town Center & Strategic Plan** in 2012 to integrate not only the RCC + Energy Center, but a number of other current and coming projects and improvements. As well as having recently established the Rufus Industrial Park, a developer has recently broken ground on Phase 1 of a 53 lot Gorge Vista Housing Development in town. The highway department will repave and add streetscapes to the main street (i.e. the state highway) in the town center. Our plan also establishes an innovative new pathway beneath freeway and thru two large culverts to directly connect the town center to the three miles of Columbia Riverfront for pedestrians and cyclists.

RUFUS TOWN CENTER AND STRATEGIC PLAN

CITY OF RUFUS, OREGON

PARC RESOURCES SEDER ARCHITECTURE + URBAN DESIGN FEBRUARY 10, 2013



The Twisp Complex

PARC Resources: 2008 - 2010

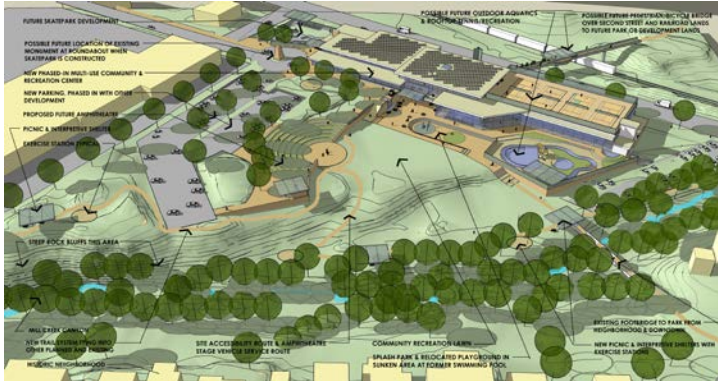
PARC Resources conducted a community-wide needs assessment and Business Feasibility Study on acquiring a surplus 6.8-acre forest service complex located in the heart of Twisp, Washington in the Methow Valley. We were able to determine a re-use strategy and determine an acceptable purchase price based on debt service capacity. After the purchase was made and closed, we completed a community-based planning process that resulted in a complete Master Plan and Business Plan for the next ten years for the complex to be fully re-utilized. The project has been renamed "Twisp Works" and is managed by a Public Development Authority. It has sustainable revenue streams to complete the redevelopment of the site over the next ten years.

City of Rockaway Beach – City Hall

PARC Resources

The City of Rockaway Beach hired PARC to develop the feasibility study for their combined City Hall and Community Center in 1999. The plan included a market analysis and operating budget for the community center in relation to the cost of construction the building. Once the plan was finalized and adopted by the City Council, the City hired PARC Resources to provide grant writing services, raising more than \$550,000 in private and state grants to supplement the USDA Facilities Loan and local contributions. The facility was completed by 2003 and remains open and much-used by the community today.





Thompson Park Master Plan, Phase One Design and Feasibility, and Design and Realization of new Northern Wasco County Aquatic Center

Seder Architecture + Urban Design 2009-present

Working with a parks and facilities committee as well as parks director and personnel, we provided

a strong vision-oriented Park Master Plan in 2009 based on capturing the maximum value of this well-located community park and resource. Our Master Plan centers on the creation of a new all-season multi-use aquatic, recreation and community center with incredibly high community and visitor visibility and access including directly from Interstate 84 and from the major community thoroughfare, Second Street. The new facility strongly showcases its multi-use recreation and fun aspects to passers by through major glazing of the entire street façade, while at the same time serving to shield all parklands from intrusive traffic and transportation impacts. A shelter and trail system take full advantage of the wonderful natural features of large rock outcroppings and the wild Mill Creek Canyon in this urban setting, with a community performance and lounging amphitheater set into a natural rock bowl.

We followed quickly from our Master Plan with the design and feasibility work for Phase One of the proposed overall park improvements. Phase I establishes the new aquatic and recreation center plus a new skateboard park and other initial site improvements. In 2011, we were asked to continue our design and project work, to realize the new Aquatic Center and related facilities, which opened in the summer of 2014. Easily visible from the I-84 freeway and very accessible from the community, the Northern Wasco County Aquatic Center, including new 50 meter/8 lane pool, splash park, Bathhouse with Concession and Parks District Offices and skateboard park has enjoyed tremendous popularity and success. Future phases will add other community facilities to the center and much enhance the park site with new and improved trail and shelter system, new tennis courts, restrooms and the new multi-use amphitheater.



NORTHERN WASCO COUNTY AQUATIC CENTER

NORTHERN WASCO COUNTY PARKS & RECREATION DISTRICT
SEDER ARCHITECTURE + URBAN DESIGN LLC

Chapter 3: The Existing Pavilion



Located just off Highway 97, the community Pavilion is a clearly visible landmark that unifies and symbolizes the community of Grass Valley. The building is surrounded by large and mature deciduous trees, sprawling lawns, and a seasonal stream. The 5,000 square foot one-story Pavilion also sits as the corner building on a major community intersection. With the crossing North Street leading to the Grass Valley/South Sherman County Elementary School and to the popular and growing Oregon Raceway Park only two miles from town,

it is a great location for the building. Further, it is nestled in idyllic surroundings, adding to the charm of this community landmark.

The Pavilion is a much beloved historic structure built circa 1916, which is “the” site in Grass Valley for large gatherings and community events. The construction is typical of the period in which it was built, and the overall structure is reminiscent of a barn with a stage, large open floor, and high ceilings, adding to the character and functionality of the building. As a community gathering point, the building should be familiar, open, accessible, and inviting, and this building achieves those goals, including ADA accessibility. This makes it ideal for a wide variety of events. For nearly 100 years, the building has hosted weddings, funerals, birthday parties, meetings, banquets, movies, plays, concerts, and even roller skating. It is truly a multipurpose facility that is the community’s first and best option for any sort of gathering.

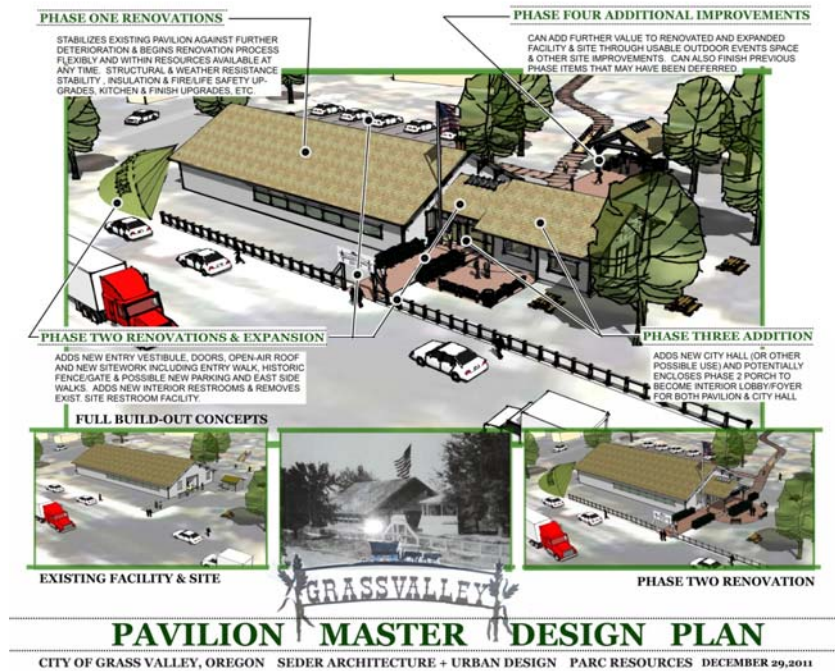


Despite all of the positive features of the building, the simple fact is that the building is nearing its 100th anniversary and much of the necessary maintenance to keep the building in good condition has been deferred due to budget constraints. Therefore, the community is committed to refurbishing the building and keeping it functional for another century.

Overall, the building is stable and will be useful for another few years. However, there are underlying problems that need to be addressed including cracks in the footings, points in the ceiling that sag, walls that are out of alignment and out of plumb, and outdated electrical and plumbing that will need to be brought up to current standards and codes. Other critical problems are the need for new and additional insulation, replacing windows and generally improving the energy efficiency of the building. Because of the poor insulation, the building is drafty and costly to heat, which is both uncomfortable and expensive for the City to operate in the winter.

In addition to the wear and tear of the aging building, there are also design flaws such the lack of bathroom facilities within the building. Instead, building patrons rely on an outdoor bathroom structure that is closed during the winter months. It is unclear whether the building contains hazardous substances such as asbestos. An exterior concrete ramp and railings in addition to the two steps to access the building at the main level, do give ADA-required access to this level, although not to the stage level. It also appears that the Auditorium should have a second and well separated means of fire egress, as the two exits either side of the stage go immediately up staircases and to non-existent and inadequate exterior exit balconies. Addressing these structural drawbacks is critical to enhancing the building for the health, comfort, and safety of patrons.

PARC Resources recommends restoring the building and addressing the critical concerns mentioned above. The building has significant historic and sentimental value to the residents of Grass Valley for obvious reasons. In addition, the cost of restoring the building is lower than new construction for a building with similar functionality, so there is no logical reason to build a new facility. Seder Architecture + Urban Design created the conceptual drawings for this facility, including descriptions of each construction phase as shown below.



CITY OF LOWELL

COMMUNITY FACILITIES STUDY



RFP Title:

Community Facilities Study
RFP #2018-02

Proposer Primary Contact

Mark Gillem, PhD, FAIA, FAICP
800 Willamette Street, Suite 790
Eugene, OR 97401

M. 510-551-8065
mark@urbancollaborative.com

Date of Submission

October 10, 2018

Prepared for:

City of Lowell
Jared Cobb, City Administrator
107 East Third Street
Lowell, OR 97452

Response to Request for Proposals

October 10, 2018

TRANSMITTAL LETTER

October 10, 2018

Jared Cobb
City Administrator
City of Lowell
107 East Third Street
Lowell, OR 97452

RE: Proposal for City of Lowell Community Facilities Study, RFP #2018-02

Dear Mr. Cobb and Members of the Selection Team,

I am pleased to submit our proposal for the City of Lowell Community Facilities Study. **The Urban Collaborative** (UC) is more than qualified to fulfill all services within the scope of work and project goals and objectives identified in the Request for Proposals. The UC is an interdisciplinary design firm that has prepared master plans, comprehensive plans, form-based codes, land use plans, and facilities concept plans regionally, nationally, and across the globe. As a local firm, we can provide on-site support throughout the entire project process. Moreover, we are currently working with the Lowell community to develop a Downtown Master Plan and would apply our experience to this next step in planning. The team will work closely with the City of Lowell, City Council, Downtown Master Plan Steering Committee, staff, residents, and other stakeholders throughout the design process. Working with the people who will implement and use the community facilities will ensure our team's ability to develop concept plans that reflect the community's vision and meet the needs and desires of staff and residents.

Our projects in the region include preparing concept plans, renderings, and a cost estimate for the Lutherwood Lodge and Administration building in Cheshire, Oregon. The plans, developed through a participatory process, included several community facilities. In Wilsonville, Oregon, our team developed architectural design standards for the Old Town neighborhood, including concepts for four distinct building types that adhered to the neighborhood's desired historic character. In addition, we have experience in similar scale community facilities studies and concept plans as a result of our work with the Department of Defense at installations in the U.S. and around the world. Similar to small towns, installations have limited budgets and a need for beautiful administrative and community facilities within their areas. Our team designed the Torii Community Center and Library at an American military base in Japan that supported a community of families similar in size to Lowell.

The UC is known for creating award-winning plans that promote the vision and goals of the community. Our comprehension of your objectives for the Community Facilities Study has guided the assembly of a team with a proven track record in community engagement, facilities studies, building concept plans, and cost estimates. We have enjoyed working with the City of Lowell during the first stages of developing the Downtown Master Plan and are eager to further collaborate with local government and community members in this important and exciting work. If you have any questions, please contact me anytime at mark@urbancollaborative.com or by phone at 510-551-8065.

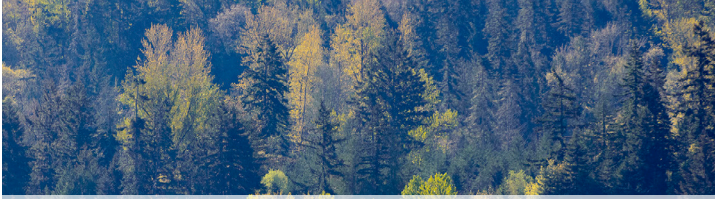
This proposal is irrevocable for 70 days from the proposal opening date.

Sincerely,



Mark Gillem, PhD, FAIA, FAICP
Principal
The Urban Collaborative, LLC

A New Vision for Community Facilities in Lowell



Beautiful and Functional Facilities



For the Entire Community,



That Enhance Lowell's Small Town Feel and Historic Character



Meeting the Needs of the Community



In a Central Location.

This vision supports the emerging Downtown Master Plan vision and goals and the 2018 Strategic Plan Vision of "A rural lakeside community, with a high quality of life, great outdoor activities, proud of our history, looking forward to the future through a representative government."

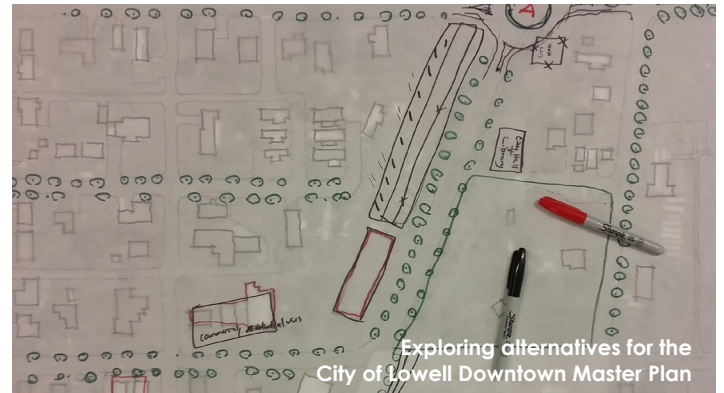
The Urban Collaborative's planning process starts with reviewing previous planning documents and working with the city and stakeholders to understand the opportunities and goals of the community. We use this information as a base to help the community create a new vision for future community facilities that addresses the administrative needs of the City, responds to the desires of the community, and identifies priorities for implementation.

EXPERIENCE

The Urban Collaborative has ample experience conducting community facilities studies for communities of all sizes. These studies help to identify the vision and components of concept plans for civic buildings. We have **completed architectural concept plans for over forty communities** worldwide. Our team is currently working with the Lowell community to develop the Downtown Master Plan and has experience working with other municipalities of similar size including a Joint Comprehensive Plan for the town of Emporia, Kansas, and community planning work at small American military installations around the world.

The UC has developed facility plans for numerous communities similar to Lowell, including a lodge and administrative building at a youth summer camp for Camp Lutherwood in Cheshire, Oregon; a Community Center and Library, Fire Station, and a Community Club for the Marine Corps Air Station Iwakuni; and administrative head quarters and flexible training facilities for several installations. These communities, while diverse, are of the same size as a small town and have similar needs and wants for their community and administrative facilities. Throughout each of these projects our team uses a participatory planning process to **engage communities and ensure the proposed facility design serves the needs and desires of the community** or the organization.

The UC has experience in **preparing budget estimates for the design and construction** of public facilities. In 2017 our team completed a Customer Concept Document for the Joint Operations Center at Fort Polk. Like a small town, the DoD installations we work with need a facility that could meet multiple needs on a tight budget. We help our clients in **identifying funding, including securing grant funding**. We design **flexible spaces for potential income generating activities** such as event rooms that can also be classrooms. Our team works with stakeholders to ensure a realistic budget for conceptual projects so a planning board can identify funding sources. It is our goal to help the City of Lowell to plan for future capital expenditures and inform the community about its capital needs while building a City Hall that supports the community's vision.



Our History and Services

The Urban Collaborative (UC) is a planning and design firm headquartered in Eugene, Oregon that helps communities establish a collaborative vision and define implementation plans to achieve their goals. The UC has a reputation for creating great places through community engagement, stakeholder collaboration, and context-based planning. Established in 2006, we have received over 35 national, state, and local planning and design awards. With 24 staff members with degrees in planning, architecture, landscape architecture, economics, and engineering, our multi-disciplinary team thinks creatively and brings expertise in planning and design along with effective implementation tools to all of our projects.

The Urban Collaborative provides the following services:

- Comprehensive Planning
- Architecture
- Strategic Visioning + Analysis
- Form Based Planning
- Street Design Guidelines
- Concept Plans
- Programming Documents
- Sustainability Analysis
- Transportation Planning
- Public Facilities Planning
- Low-Impact Development
- Resiliency Planning
- Implementation Plans



Recent Awards

- American Planning Association-Federal Planning Division (APA-FPD) Outstanding Federal Planning Project – Honor Award, USAG-Miami Future Development Plan, 2017
- American Institute of Architects and South West Oregon (AIA-SWO), People's Choice Award, Master Planning Category
- APA FPD. Outstanding Technical Plan or Study – Citation Award Fort Polk Joint Operations Center Customer Concept Document, Louisiana, 2017
- APA FPD. Outstanding Collaborative Planning Project – Merit Award: NASA Johnson Space Center Master Plan Update, Texas & New Mexico, 2017
- APA FPD. Outstanding Federal Area Development Plan Project – Honor Award: Fort Polk Warrior Plaza ADP, Louisiana, 2016
- American Planning Association Hawaii Annual Chapter Award. Outstanding Planning Award – Joint Base Pearl Harbor-Hickam Master Plan, 2016
- APA FPD. Outstanding Technical Plan or Study Merit Award: Parks Reserve Forces Training Area Development Execution Plan, Dublin, California, 2016
- APA FPD. Outstanding Federal Planning Project Honor Award: Fort Buchanan Area Development Plan, San Juan, Puerto Rico, 2016
- APA FPD. Outstanding Area/Site Development Plan Merit Award: Fort Knox South Wilson Area Development Plan, Radcliff, Kentucky (with Merrick and Co), 2016
- APA FPD. Outstanding Technical Plan or Study Honor Award: Fort Hood Area Development Execution Plan, Killeen, Texas, 2016
- Outstanding Environmental Planning Project Honor Award: Parks Reserve Forces Training Area Sustainability Component Plan, Dublin, California, 2016

Community Facilities Studies

The Urban Collaborative (UC) has experience conducting similar scale public facilities studies as well as developing concept plans for civic buildings for communities across the nation and American installations across the globe. These studies, developed through a participatory planning process, include floor plans, interior and exterior renderings, and cost estimates.

REFERENCES

Project: Torii Community Center and Library, (Iwakuni, Japan)

Contact:

Mr. Emilio Rovira
Planning Division, Facilities Department
MCAS Iwakuni, Misumi-Cho
Iwakuni-Shi, Yamaguchi-Ken
Japan, 740-0025
emilio.rovira@usmc.mil
+81 827.79.6403

Project: Camp Lutherwood Lodge and Administrative Offices, (Cheshire, Oregon)

Contact:

Mrs. Andrea Scofield
22960 OR-36
Cheshire, OR 97419
andrea@lutherwoodoregon.org
503.679.6625

Project: Parks RFTA Training Center, (Dublin, California)

Contact:

Mr. Jerry Zekert
Chief of Master Planning, Headquarters U.S. Army of Engineers
441 G Street NW
Washington, DC 20314-1000
Jerry.C.Zekert@usace.army.mil
540.847.5246

Project: Joint Operations Center at Fort Polk, (Alexandria, LA)

Contact:

Mr. Joey Ball
819 Taylor St., Rm 3B10
Fort Worth, TX 76102
joey.b.ball@usace.army.mil
817.886.1878



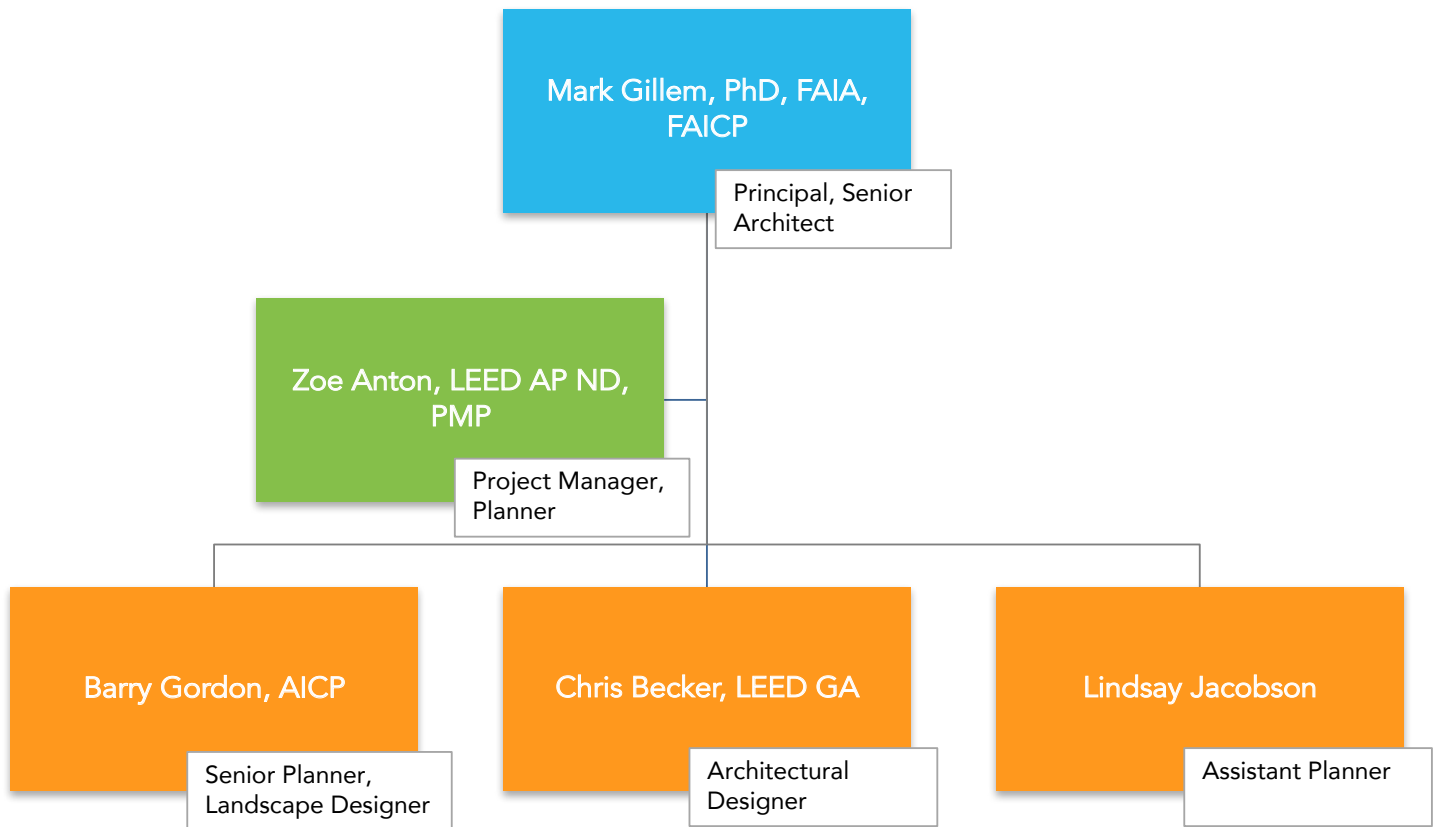
Atrium of the Community Club at Marine Corps Air Station Iwakuni

Community Club at Marine Corps Air Station Iwakuni



Team Organization

Our principal-in-charge, Mark Gillem, PhD, FAIA, FAICP, will be the Senior Architect and Facilitator and oversee the entire community facilities study effort. Zoe Anton, PMP, LEED AP ND, be the Project Manager for the team. She is currently leading the Downtown Master Plan for Lowell and is familiar with working with the City and Steering Committee. Keeping continuity of the team, Lindsay Jacobson will continue to be the Assistant Planner as well as Architectural Designer.



Our full staff are experienced and qualified and able to help as needed:

ARCHITECTURE STAFF

Virginia Bailey, CPHC
Dede Christopher
Lyndsey Deaton, RA, LEED AP, PMP
Marc Holt, RA, LEED AP
Jessica Kelly, LEED AP
Dale Masin, RA

LANDSCAPE ARCHITECTURE & PLANNING STAFF

Steve Baird, AICP
Hesham Issa, PhD, AIA
Tricia Kessler, AICP
Holly Workman, AICP
Kellie Dziedzic, LEED GA
Jane Jewett
Joaquin Pedrin, RLA
Donald Rickman, LEED AP

COST ESTIMATING STAFF

Jason Fajardo
Mike Knowles
Tim McAdams, AICP

GIS & CAD SUPPORT STAFF

John Gonzales
Eric Knobelspiesse
Jay Pezzotti

PROPOSER QUALIFICATIONS: Project Team

MARK GILLEM PhD, FAIA, FAICP

Principal, Senior Architect, The Urban Collaborative
Professor, University of Oregon



Education

Architecture PhD, University of California, Berkeley
Master of Architecture, University of California, Berkeley
Bachelor of Architecture, University of Kansas

Professional Registrations

Oregon Registered Architect, #6082
California Registered Architect, #C27707
Fellow, American Institute of Architects (FAIA)
Fellow, American Institute of Certified Planners (FAICP)
Director, International Association for the Study of Traditional Environments (IASTE)

Qualifications

Dr. Gillem has extensive experience in helping communities develop strategic visions that drive sustainable development. He has completed plans at a range of scales; from comprehensive plans at over 60 sites to numerous conceptual architectural plans (15% design). His planning work has received over 30 awards from the American Planning Association Federal Planning Division (APA FPD).

Selected Projects:

City of Lowell, OR, Downtown Master Plan

As the principal-in-charge, Dr. Gillem oversees all aspects of the Downtown Master Plan. He works directly with the in-house project manager and collaboratively with the Steering Committee and stakeholders to ensure the needs and desires of the community are met.

Torii Community Center and Library, Iwakuni, Japan

As the lead architect and principal-in-charge for this customer concept document Dr. Gillem's participation ensures the architectural designs meet the intent of the master plan and detailed form-based code developed under a larger real property master planning project. This 15% conceptual design architectural project includes a youth and teen center, library, and town pool. He worked directly with senior officials and stakeholder. This architecture project is one of nine projects developed at Iwakuni.

Camp Lutherwood Lodge and Administrative Offices, Cheshire, OR

As the principal-in-charge, Dr Gillem oversees all aspects of the Lodge and Administrative Offices Complex. He works directly with the in-house project manager

and collaboratively with the Camp Master Plan and Development Steering Committees, numerous focus groups, and community working sessions.

Parks RFTA Training Center, Dublin, CA

Dr. Gillem was the lead architect and principal-in-charge for this customer concept document. His involvement ensures the architectural designs meet the intent of the master plan developed under his guidance. This 15% conceptual design architecture project included two Marine Corps Reserve Centers with Administrative, Physical Training, and Vehicle Maintenance Centers.

Joint Operations Center, Alexandria, LA

Dr Gillem oversaw all aspects of this 15% conceptual design. The operations center laid the framework for all customer concept design and cost estimating for the U.S. Army.

Emporia and Lyon County, KS, Joint Comprehensive Plan.

As principal-in-charge and senior planner, Dr. Gillem guided the visioning process and facilitated an intensive planning charrette. He helped transition the city and county from a land use plan to a regulating plan in order to better implement the community's goals. Dr. Gillem led stakeholders and a team of planners to develop a principles, goals, and objectives to meet the community's vision and needs for a sustainable future.

Tacoma, WA, Joint Base Lewis-McChord Comprehensive Plan.

Senior planner and principal-in-charge of the master plan process. The project included direct planning with the local municipality and state department of transportation to solve major traffic issues. (Outstanding Sustainable Planning Design or Development, 2008; Outstanding Federal Planning Project, 2010)

Wilsonville, OR, Old Town Single-Family Design Standards

Dr. Gillem, as architect and senior planner, led the development of simple and flexible standards that helped to meet the community's desire to continue the historic character of their neighborhood.

Yakima, WA, Training Center Area Development Plan.

As principal-in-charge, Dr. Gillem led the effort for the U.S. Army's premier Pacific Northwest range and training installation. A small developed area, located on the west side of the 328,000 acre training complex, contains the parade field, headquarters and other support facilities for both permanent and transient units and families. The entire plan was designed using a natural, historic, and built systems overlay analysis methodology.

Clayton, OH, Comprehensive Plan.

As principal-in-charge, Dr. Gillem led the charrette facilitation and land use regulating plan development. In a diverse community, Dr. Gillem worked extensively with local government to ensure that all needs of the community were met. He helped to align the future land use plan with the community's goals, which will enable Clayton to grow while preserving their agricultural land and unique character.

PROPOSER QUALIFICATIONS: Project Team

ZOE ANTON, LEED AP ND, PMP

Project Manager, Planner
The Urban Collaborative



Education

Master of Science, Environmental Policy and Regulation,
London School of Economics and Political Science (LSE)
Bachelor of Arts, International Relations,
Bachelor of Arts, French, University of Oregon

Professional Registrations

U.S. Green Building Council, LEED Accredited Professional
Project Management Certification, Association for Project
Management

Qualifications

Ms. Anton has over eight years of experience in sustainable design and development, urban planning, and policy development. She has managed projects at various scales and consistently keeps projects on schedule and within budget. Ms. Anton has served as primary and contributing author to numerous comprehensive plans, economic development strategies, and community facilities studies. Her focus is on participatory planning, sustainable growth, and capacity building throughout the planning process.

Selected Projects:

Downtown Master Plan, City of Lowell, OR

Ms. Anton is currently the project manager and planner for the Downtown Master Plan. She has worked collaboratively with the Steering Committee and stakeholders to ensure the needs and desires of the community are met.

Old Town Single-Family Design Standards, Wilsonville, OR

As project manager, Ms. Anton directed all aspects of the process from initial analysis and stakeholder engagement to presenting at public hearings.

Joint Comprehensive Plan, Emporia and Lyon County, KS

As project manager, Ms. Anton led the overall project process as well as facilitated all community engagement, including one-on-one interviews, designing and implementing a web survey, leading focus groups, and co-facilitating a week-long planning charrette. She conducted a public facilities study and developed a phased implementation plan aligned with the community's vision.

Comprehensive Plan, Clayton, OH,

Ms. Anton co-facilitated the design charrette and worked specifically to align a new nodal development plan with the community's economic development goals.

BARRY GORDON, AICP, LEED Green Associate

Senior Planner, Landscape Designer
The Urban Collaborative



Education

Master of Landscape Architecture; Master of Community
and Regional Planning, University of Oregon
Bachelor of Science in Community Development and
Applied Economics, University of Vermont

Professional Registrations

American Institute of Certified Planners (AICP)
U.S. Green Building Council, LEED Green Associate

Qualifications

Mr. Gordon has extensive experience in sustainable design and development, education and training, policy development, public and private sector urban design, and landscape preservation planning. He has completed plans, form-based codes, and implementation plans for cities and communities at a range of scales worldwide.

Selected Projects:

Torii Community Center and Library, Iwakuni, Japan

Mr. Gordon is currently in his third year as the program manager and senior planner for this large planning program. He has led and or assisted in the facilitation of architecture and planning workshops and helped complete over 100 project deliverables from large-scale planning reports to detailed form-based codes, and 15% conceptual design architectural project. He works directly with senior officials and stakeholders alike.

Lutherwood Lodge and Administrative Offices, Cheshire, OR

As the quality assurance manager, Mr. Gordon reviewed all planning deliverables with the project team for quality and consistency prior to delivery to the client and then with the client and stakeholders during the design review period.

Parks RFTA Training Center, Dublin, CA

As a project planner, Mr. Gordon assisted in all aspects of a series of workshops that generated the planning vision and form-based code that informed this project. He worked with stakeholders, the planner from the adjacent city of Dublin, and the developer, ensuring an implementable project.

Joint Operations Center at Fort Polk, Alexandria, LA

As the quality assurance manager Mr. Gordon reviewed all planning deliverables with the project team for quality and consistency prior to delivery to the client.

PROPOSER QUALIFICATIONS: Project Team

CHRIS BECKER, LEED Green Associate

Architectural Designer
The Urban Collaborative



Education

Bachelor of Architecture, University of Oregon

Professional Registrations

U.S. Green Building Council, LEED Green Associate

Qualifications

Mr. Becker has over six years of experience in facilitating, urban design, and master planning. He brings expertise in graphic design, 3D modeling, architectural design, sustainable urban planning, and energy modeling. He works to ensure the project vision and goals developed with clients are reflected in the high quality products delivered at the end of the project.

Selected Projects:

Torii Community Center and Library, Iwakuni, Japan

Mr. Becker facilitated youth and adult focus groups and architectural design workshops. As the technical lead of the community's form-based code, he ensured the facility conforms to the form-based code, the community's needs, and the surrounding architectural styles. He also assisted in preparing an estimated capital construction budget.

Maintenance Facility and Administrative Center, Siting Study, Havelock, NC

As a technical lead, Mr. Becker helped execute all aspects of the project to ensure successful facility design and community engagement in the process. He conducted one-on-one interviews with stakeholders, drafted architectural plans, and helped prepare budget estimates for design and construction of the facility.

Lutherwood Lodge and Administrative Offices, Cheshire, OR

Mr. Becker met with clients and assisted with the architectural design documentation. He performed project quality and consistency reviews prior to delivery of the plans to the client.

Joint Operations Center, Customer Concept Document, Alexandria, LA

As an architectural designer, Mr. Becker assisted with the development of architectural plans, renderings, graphic communication, and facility programming documents. Additionally, he supported the overall quality assurance and quality check team.

LINDSAY JACOBSON

Assistant Planner, Architectural Designer
The Urban Collaborative



Education

Master of Architecture, Ecological Design Certificate;
University of Oregon
Bachelor of Arts in Interior Architecture, California State University in Sacramento

Qualifications

Ms. Jacobson is a Masters of Architecture graduate and has five years education and experience specializing in ecologically-focused architecture and planning. She has demonstrated understanding of the relationships between environmental and socio-cultural ecological processes, sustainable architecture and urban development, and how design and planning disciplines collaboratively approach these relationships.

Selected Projects:

Downtown Master Plan, City of Lowell, OR

Ms. Jacobson is currently the assistant planner for the Lowell Downtown Master Plan. She co-facilitated the downtown design workshop and is working with community members, Steering Committee members, and stakeholders to develop a new master plan for downtown Lowell.

Kintai Inn Lodge & Conference Center, Iwakuni, Japan

Ms. Jacobson assisted in the design for the Kintai Inn Lodge and Conference Center. She developed the Revit 3D Model, produced final architectural drawings for the customer concept document, and performed an energy analysis for the project.

Old Town Single-Family Design Standards, Wilsonville, OR

As a design assistant, Ms. Jacobson helped to develop and create 3D models and graphics illustrating the new design principles of the form based code for Old Town's Residential architecture.

Avionics Repair Facility Conceptual Design, NAS Lemoore, CA

As an architectural designer, Ms. Jacobson produced the Revit 3D Model and the final plans, sections, and elevations for the new facility conceptual design. She performed thorough energy calculations and systems analysis for the program needs for the facility, and created photo-realistic interior and exterior renderings for the project.

Proposed Process



November 2018

PRELIMINARY ANALYSIS

As a result of the planning process for the Downtown Master plan, our team is familiar with many past planning efforts in Lowell. We will build on our current analysis of existing conditions. This stage will further allow us to learn from existing reports and plans and ongoing efforts. We will:

- Evaluate previous city planning work that addresses City Hall, the library, and other community facilities
- Assess current zoning and land use, including any new proposals being developed during the Downtown Master Plan process
- Explore current administrative needs and community desires for an updated or new City Hall and community building
- Analyze Lowell's current community facilities and how they could be improved to better contribute to the overall goals of the community as well as contribute to economic development

This analysis and the corresponding recommendations would be presented to the Downtown Master Plan Steering Committee.

KICKOFF MEETING + STAKEHOLDER INTERVIEWS

We will attend a kick-off meeting with the Steering Committee to discuss the current state of the City Hall and Library building, potential project sites, and facility needs, as well as relevant findings from the Downtown Master Planning process. In addition, our team will conduct interviews with stakeholders including City

staff, residents, and other stakeholders to better identify and prioritize community facility needs.

DRAFT CONCEPTUAL PLANS DEVELOPMENT

Our team, building on public engagement input, will draft two conceptual plans for the City Hall and Library facility. One will address the rehabilitation of the existing facility and the other will present a conceptual plan for a new facility. Each draft conceptual plan will include the following elements:

- Floorplan
- Elevations
- Interior design rendering
- Exterior design rendering
- High level cost estimate

PUBLIC COMMUNITY WORKSHOP

Our team follows a proven methodology for participatory planning and design. As part of this process we will conduct a half-day community workshop, or two evening sessions of two hours each, for staff and residents. Throughout the workshop we will work with dedicated stakeholders and community members to refine a clear vision, goals, and objectives for community facilities in Lowell. In addition, we will consider design opportunities that could generate revenue and help Lowell meet its economic goals. In order to ensure informed planning decisions for the City, we will work with participants to analyze and refine the components of a rehabilitated or new facility, which will lead to a better understanding of the community's preferred conceptual plan.



April 2019

With this analysis in place, our team will evaluate relevant courses of action for the City Hall and Library. This will help to outline priority needs and functions for the facility in the near term.

STEERING COMMITTEE REVIEW MEETING

We will attend and present at a Steering Committee meeting to review outcomes from the public workshop and identify a preferred conceptual plan to carry forward.

FINAL CONCEPTUAL PLAN DEVELOPMENT

Based on the comprehensive analysis, community input, and Steering Committee review, we will develop a final concept plan for the preferred approach. The final conceptual plan will include the following elements:

- Floorplan
- Elevations
- Interior design renderings
- Exterior design renderings

DETAILED COST ESTIMATE DEVELOPMENT

Our team will develop a parametric cost estimate based on the preferred conceptual plan for the Lowell City Hall, Library, and Community Facility.

DRAFT SUMMARY PLANNING DOCUMENT

Our team will prepare a summary planning document that incorporates the conceptual plan and cost estimate as well as documents the planning process. The report will help the City plan for future expenditures while also informing the community about capital needs.

FINAL SUMMARY PLANNING DOCUMENT

Following a Steering Committee review, our team will incorporate comments and prepare a final summary planning document for the City Council's review.

PRESENTATION TO CITY COUNCIL

Our team will present the planning document and conceptual plan to the City Council for adoption. The report will address facility needs for administration as well as other services that are desired by the community and identify priorities.

PROJECT APPROACH AND UNDERSTANDING: Meeting Goals

The Urban Collaborative will facilitate a process that engages a wide range of community stakeholders. Our focus is on the creation of places rather than objects, and we think a strong vision is the key to successful community facilities. From the community's vision we will evaluate design opportunities that promote economic development and generate revenue. Throughout the process we will work with the City to develop a program that meets the needs and wants of the community.

Our philosophy and work approach is focused on four key areas:

Collaboration. We have pioneered a process that integrates the goals and needs of all involved, whether actively or passively, in an engaging and effective manner. We have deep knowledge and expertise in survey methods, focus groups, charrettes, and participatory facility planning, and we use these skills on all of our projects.

Our firm does not accept development ideas and programs at face value though. As our clients educate us on the nuances of their unique community that may impact planning, we also educate our clients on creative solutions that harness these attributes as **opportunities for economic and cultural growth** in the future.

This process results in more informed facility plans that serve the organization and the community.

Placemaking. We believe in the design and creation of great places. By working with community members to create these places, they are more invested in the outcome, and more likely to support urban amenities that lead to a more vibrant building and community.

We facilitate this process by working with community and organization members to create a facility vision as the first step. With the vision guiding the remainder of the process, we keep stakeholders focused on the overall objectives of the broader community and previously established economic goals.

Creating great places draws people to downtowns and neighborhoods, spurring private development and contributing to a thriving economy.

Using Illustrations to Communicate a Clear Vision



PROJECT APPROACH AND UNDERSTANDING: Characteristics of Service

Economic Sustainability. Our goal is to create places that are economically, environmentally, and socially sustainable. We will focus on including the city's economic development goals as a foundation of this community facilities study.

Through our preliminary analysis, we will evaluate previous planning studies, existing administrative needs, and analyze Lowell's current facilities for design opportunities which could stimulate economic development.

By conducting interviews with staff, residents, and stakeholders, our team will build on our **experience developing the Downtown Master Plan** to produce realistic and sustainable conceptual plans for the community facilities.

Responsiveness. We pride ourselves on being responsive to client needs and in our ability to orchestrate collaborative planning efforts for communities.

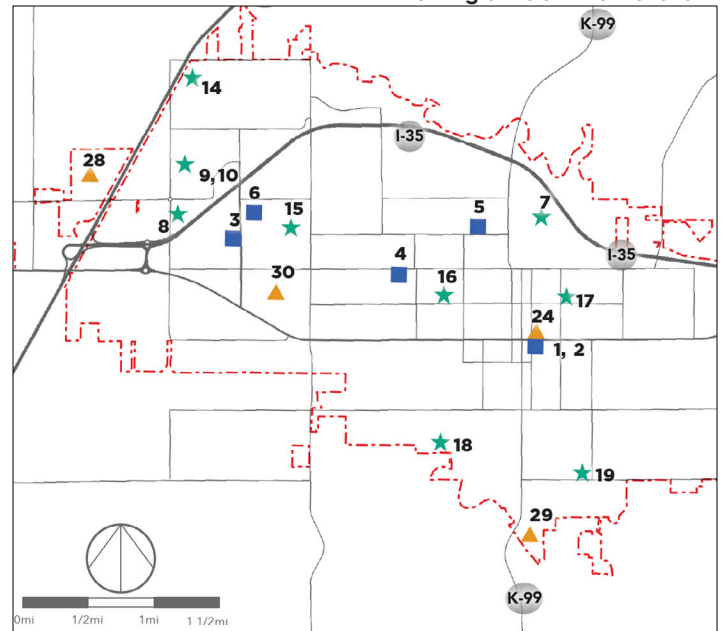
The UC will provide informed recommendations to **meet the needs and wants of the community** through the development of two conceptual plans for the City Hall and Library facility; one to address the rehabilitation of the existing facility and the other to present a conceptual plan for a new facility.

With the collaboration between stakeholders and the steering committee, the Urban Collaborative will facilitate the evaluation and analysis of the alternative plans in order to develop a recommended plan for the City Council to review and adopt.

Illustrating the Plan



Turning a Vision into Actions



WORK PRODUCT SAMPLES

Torii Community Center and Library Customer Concept Document (Iwakuni, Japan)

The Urban Collaborative led a public engagement process to generate conceptual architectural designs for a library, community center, teen center, and neighborhood pool. The project is located in the town center of Marine Corps Air Station Iwakuni - a growing small community of overseas families. Our team held **focus groups with youth, parents, adult community members, library staff, community planners, and key decision-makers** to determine a vision for the facility, the appropriate siting, and architectural plans to meet the client's and the community's needs.

The process resulted in a **vision statement and architectural concept** for the facility: **a contemporary mixed-use building that is welcoming to the community, with clearly defined spaces, incorporating narrow wings and collaborative spaces.**

The contractor and stakeholder team **analyzed multiple sites** and identified its preferred location. The site, located in the community's foremost residential and community-focused area, also sits adjacent to the installation's central park. Library staff and community planners worked with our architects to determine the building's programmatic requirements to include multi-purpose rooms, teen storage cubbies and hang out areas, maker rooms, reading alcoves, and staff work stations, personal offices, and break room/kitchen.

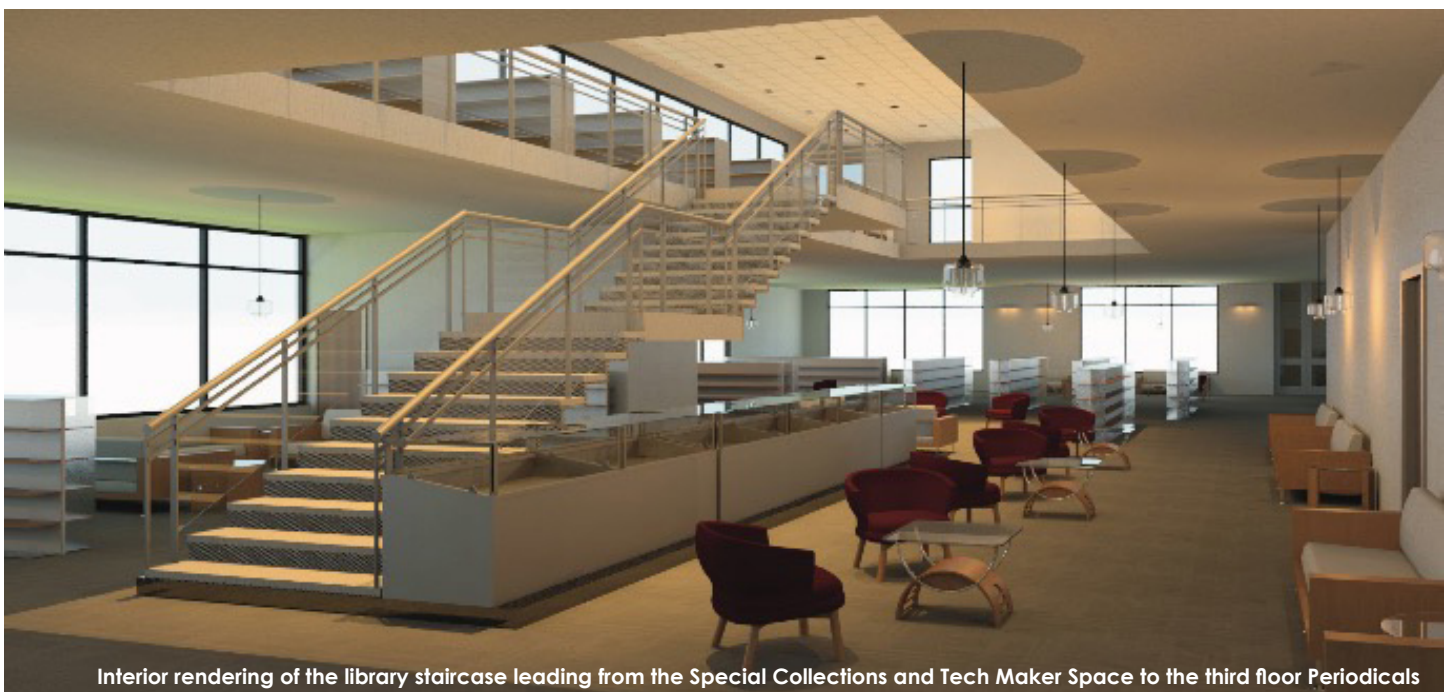
The UC created **architectural design alternatives and the preferred plan by** following the design vision, goals, and objectives, and inspiration gathered from stakeholder groups.

Project Reference:

Mr. Emilio Rovira
Planning Division, Facilities Dept
MCAS Iwakuni, Misumi-Cho
Iwakuni-Shi, Yamaguchi-Ken
Japan, 740-0025
emilio.rovira@usmc.mil
+81 827.79.6403



Youth Focus Group



Interior rendering of the library staircase leading from the Special Collections and Tech Maker Space to the third floor Periodicals

WORK PRODUCT SAMPLES

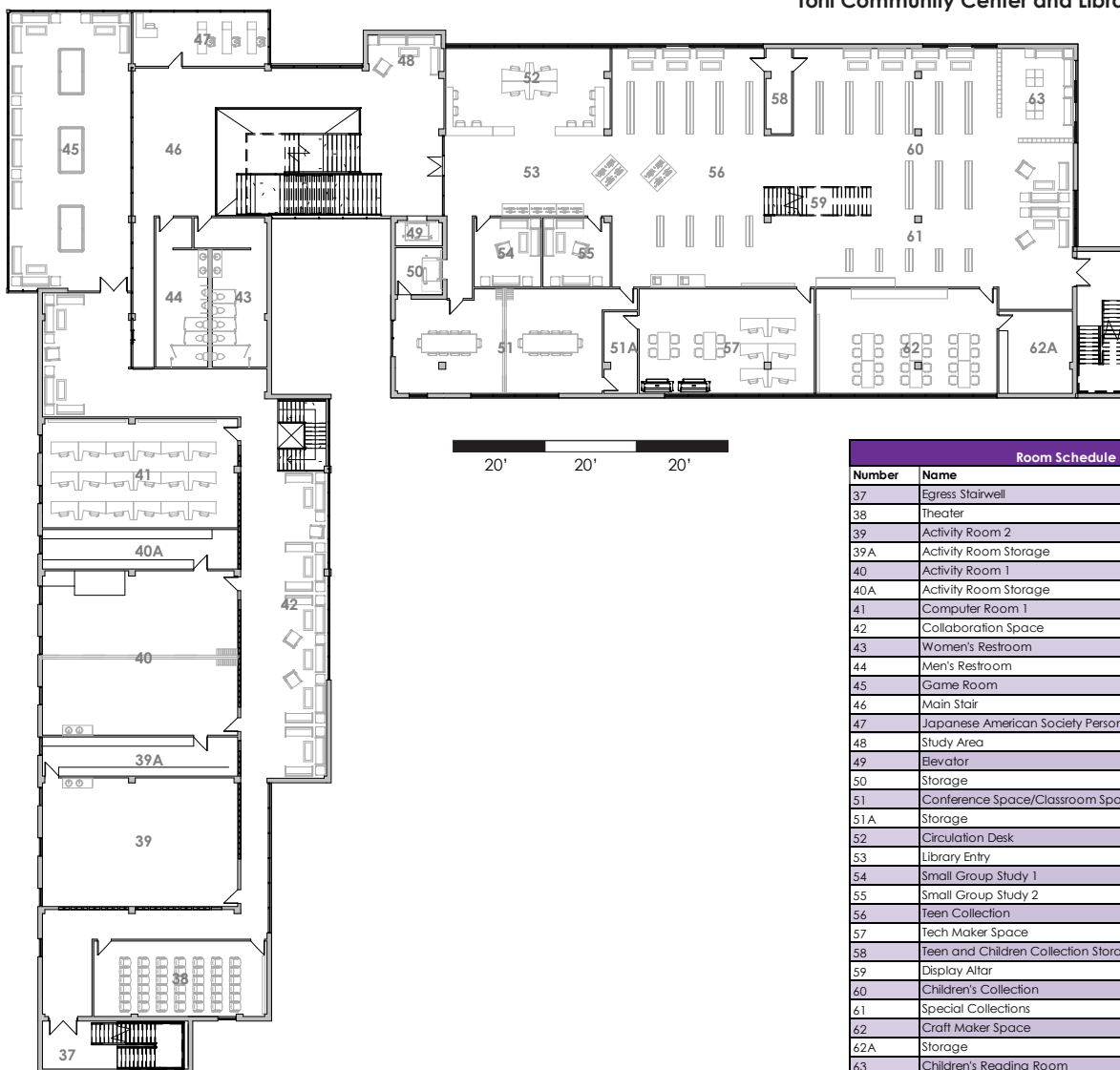
The conceptual design for the Torii Community Center and Library has narrow wings to create opportunities for **passive design strategies**, such as natural light and ventilation. The L-shape footprint allows for the segregation of different types of uses, including **public and administrative spaces**.

Our team of architects and planners developed a **detailed project cost estimate** based upon the selected conceptual design. We worked with our client to develop presentation materials for the planning board.

The deliverable establishes a planning framework for the facility and will reduce the design time, limit design changes and conserve design funds.

Project Elements:

- Public Engagement (including a four-day workshop, 40 interviews, open houses, focus groups, and follow-on reviews with stakeholders)
- Community Vision and Principles
- Focus Groups with Staff, Youth & Adults
- Site Identification within Master Plan
- Conceptual Floor Plans, Sections and Renderings
- Cost Estimate
- Energy Modeling



Torii Community Center and Library, Second Floor Plan

Room Schedule Level 2			
Number	Name	Area	Level
37	Egress Stairwell	334 SF	Level 2
38	Theater	620 SF	Level 2
39	Activity Room 2	1194 SF	Level 2
39A	Activity Room Storage	362 SF	Level 2
40	Activity Room 1	1527 SF	Level 2
40A	Activity Room Storage	366 SF	Level 2
41	Computer Room 1	1011 SF	Level 2
42	Collaboration Space	1076 SF	Level 2
43	Women's Restroom	411 SF	Level 2
44	Men's Restroom	345 SF	Level 2
45	Game Room	1608 SF	Level 2
46	Main Stair	2342 SF	Level 2
47	Japanese American Society Personal Office	343 SF	Level 2
48	Study Area	120 SF	Level 2
49	Elevator	56 SF	Level 2
50	Storage	106 SF	Level 2
51	Conference Space/Classroom Space	1022 SF	Level 2
51A	Storage	127 SF	Level 2
52	Circulation Desk	682 SF	Level 2
53	Library Entry	739 SF	Level 2
54	Small Group Study 1	221 SF	Level 2
55	Small Group Study 2	221 SF	Level 2
56	Teen Collection	1724 SF	Level 2
57	Tech Maker Space	869 SF	Level 2
58	Teen and Children Collection Storage	101 SF	Level 2
59	Display Altar	280 SF	Level 2
60	Children's Collection	1453 SF	Level 2
61	Special Collections	1388 SF	Level 2
62	Craft Maker Space	897 SF	Level 2
62A	Storage	286 SF	Level 2
63	Children's Reading Room	343 SF	Level 2

WORK PRODUCT SAMPLES

Camp Lutherwood, Cheshire, Oregon Lodge and Entry Facility Customer Concept Documents

In 2016 **The Urban Collaborative** completed a set of two customer concept designs for a youth summer camp in Cheshire, Oregon. The customer concept designs were part of a multi-year collaborative effort starting with the camp's master plan and continuing through the schematic design and preliminary cost estimate of the new buildings on-site.

Project Reference:

Andrea Scofield
22960 OR-36
Cheshire, OR 97419
andrea@lutherwoodoregon.org
503.679.6625

The Urban Collaborative engaged over 250 participants in 14 workshops and focus groups over a period of four-years to complete the Master Plan and customer concept designs. During the customer concept design process, the team relied and built on the information collected during the previous workshops by facilitating focus groups, stakeholder workshops, and individual interviews aimed at creating a vision and identity for the new facilities that aligned with the overall Master Plan.

To understand the requirements for the new facilities, the team completed a detailed site and existing building analysis through interviews, creating as-built drawings of the existing buildings, reviewing utility and man-made/natural constraints, and facilitating site-walks with stakeholders.

Through exhaustive analysis of site constraints and opportunities, detailed document review, and comprehensive engagement with stakeholders the camp can move forward with energy-efficient, rustic-modern development that aligns with the master-plan, has been approved by the majority of stakeholders including the board of directors, and builds on their operational vision and growth strategy.



The Board of Director's Workshop



Showing Main Entry to Lodge/Hotel Facility

WORK PRODUCT SAMPLES

Lodge Vision:

"Our vision of the lodge is a series of flexible spaces made of natural materials, flooded by natural light, with a strong connection to nature from within."

Entry Vision:

"Our successful entry is a place that is efficient, welcoming, and safe, with clear signage and wayfinding. The entry should contain buildings with complimentary functions, ample and hidden parking, and appropriate landscaping to help set the tone for the camp upon arrival."

Project Elements:

- Existing Conditions Analysis
- Utilities Analysis
- Programming
- Alternative Analysis
- Energy Modeling
- Master Plan
- Camp Vision and Principles
- Public Engagement (including 14 workshops, with interviews, presentations, and focus groups)
- Two Customer Concept Documents



WORK PRODUCT SAMPLES

Dublin, California

Parks RFTA Training Center, Customer Concept Document

The UC developed a customer concept document for a new Reserve Center for the Marine Forces Reserve Command in Dublin, California. The report outlines a **comprehensive set of program requirements** for the design and construction of a new Marine Corps Forces Reserve Training Center at Parks Reserve Forces Training Area.

The Parks RFTA Training Center, customer concept document includes a conceptual **site plan linked to an existing master plan**, conceptual **floor plans** and **elevations** were **linked to the Installation Design Guide** and **master plan design standards**, conceptual **building sections**, a **systems narrative**, and a conceptual **cost estimate**.

The report also includes a **detailed program table**, a **summary of the vision and planning patterns** for the facility, and **renderings** of the facility. In addition, an **energy model of the proposed project identifies a path towards net-zero energy**.

The customer concept document enables the installation and MARFORRES to understand the implications of their requirements, validate the programmed areas and enable the project manager to facilitate design with a clear statement of customer requirements.

The plan **establishes a planning framework** for the facilities, and **will reduce the design time, limit design changes**, and **conserve design funds**.

Project Reference:

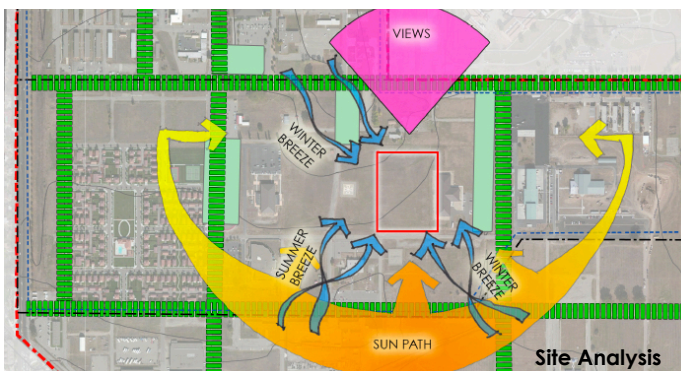
Ms. Cyndi Skinner
cynthia.a.skinner.civ@mail.mil
503.570.1536

Project Elements:

- Existing Conditions Analysis
- Vision and Principle Development
- Utilities Analysis
- Programming
- Alternative Analysis
- Parametric Cost Estimating
- LEED Analysis
- Conceptual Floor Plans, Elevations, Sections



Above: East and West Elevations



WORK PRODUCT SAMPLES

Alexandria, Louisiana

Joint Operations Center, Customer Concept Document

This Customer Concept Document outlines a **comprehensive set of program requirements** for the design and construction of a new Joint Operations Center at Fort Polk.

A customer concept document includes a **conceptual site plan linked to the installation's Master Plan**, **conceptual floor plans for each floor linked to the Facility Standards**, **conceptual elevations for each side of the building linked to the Vision Plan**, **conceptual building sections, a systems narrative, and a conceptual cost estimate**. All of these elements are created at the planning level.

The report includes a **detailed program table**, a summary of the vision and planning patterns for the facility, and renderings of the facility. In addition, an energy model of the proposed project **identifies a path for energy efficiency**. A capital construction and design budget estimate based upon the architectural drawings, enable decision makers to plan for funding. These are all conceptual planning documents only and are not to be used for construction.

This customer concept document will enable the client to understand the implications of their requirements, validate the programmed areas and enable the project manager to facilitate design with a clear statement of customer requirements. It establishes a planning framework for the facility, and will reduce the design time, limit design changes, and conserve design funds.

Project Reference:

Mr. Joey Ball
joey.b.ball@usace.army.mil
817.886.1878

Project Elements:

- Existing Conditions Analysis
- Vision and Principle Development
- Utilities Analysis
- Programming
- Alternative Analysis
- Parametric Cost Estimating
- Energy Modeling
- Conceptual Floor Plans, Elevations, Sections



Ground Perspective



Bird's-Eye Perspective

PROJECT COST

Project Budget

<u>Community Facilities Study Tasks</u>	<u>Total Cost</u>	<u>Total Hours</u>
Stakeholder Interviews and Engagement	\$1,050.00	15
Conceptual Plans Development	\$12,650.00	235
Public Community Workshop	\$2,200.00	32
Summary Planning Document and Cost Estimate	\$7,900.00	133
Meetings and Presentations	\$700.00	10
Total Burdened Labor Cost	\$24,500.00	
Travel, Printing, & Other Direct Costs	\$390.00	
TOTALS	\$24,890.00	425

Assumptions

1. The City of Lowell and will provide background information, maps, and other technical knowledge.
2. The City of Lowell will be responsible for printing all draft and final deliverables other than materials used during meetings.
3. In-person meetings include two steering committee meetings, one public community workshop, and one City Council presentation.
4. The City of Lowell will coordinate outreach and public communication.

Hourly Rates and Estimated Hours for Each Team Member

<u>Position</u>	<u>Estimated Hours</u>	<u>Fully Burdened Hourly Rates</u>
Senior Architect	13	\$150
Project Manager	75	\$90
Senior Planner	14	\$90
Architectural Designer	162	\$50
Assistant Planner	161	\$40

ADDITIONAL SERVICES

The Urban Collaborative has the capability to provide final design construction documents and specifications, energy modeling, LEED certification assistance (Neighborhood Development, Building Design and Construction, Interior Design and Construction), additional renderings and physical model making, construction administration, bid management, owners rep services, value engineering, design management if another firm is selected for the final design.

For example, the Urban Collaborative can assist the city to identify a team to prepare the construction drawings and coordinate that process. Additionally, we can assist the city to identify a contractor team to build the project using a design-bid-build or design-bid approach and serve as the Owner's Representative through the entire process. We can help manage the financing process as well.



City Administrator's Office
P.O. Box 490 Lowell, OR 97452
Phone: 541-937-2157
Fax: 541-937-2936
Email: jcobb@ci.lowell.or.us

TO: Mayor Bennett and Council
FROM: Jared Cobb, City Administrator
DATE: November 3, 2018
SUBJECT: Service Improvements

The 2018 City Administrator Objectives included an annual report on improvements made to City services. The following is a list of improvements for all departments:

Community Development

- Started development of the City's first Downtown Master Plan.

Police

- Conducted a review and developed a report on available options, costs, and funding to increase public safety services.
- Developed and posted community outreach materials on the City website.
- Posted monthly call log reports on the City website.
- Developed and distributed public survey on public safety services.

Information Technology

- Developed and implemented new City website to provide timely information to and engage the public.
- Facilitated adoption of new social media policy and implemented social media archiving software.

Code Enforcement

- Hosted first Lowell Beautification Day, provided two disposal containers, recycling container, curbside collection service, and completed parks improvement projects.
- Disseminated community outreach materials to educate the public and increase voluntary code compliance.
- Implemented a Yard of the Month Program to recognize the efforts of residents who take pride in their home and landscape.

Library

- Coordinated the Summer Reading Program with the Lowell School District.

Finance

- Improved the budget process and document to conform with standards for the Government Finance Officers Association Budget Award.

Economic Development

- Entered into agreement with Oregon RAIN to provide technical assistance to local entrepreneurs.

Public Works

- Installed security camera systems and lighting at Paul Fisher Park and Rolling Rock Park.
- Started development of a Pavement Preservation and Maintenance Plan.
- Completed Phase I and started Phase II of the water meter replacement program.
- Settled roofing and siding lawsuit in the amount of \$330,000.

Parks

- Started comprehensive update of the Parks and Recreation Master Plan.
- Started Paul Fisher Park Irrigation Project.



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Phone: 541-937-2157
Fax: 541-937-2936
Email: jcobb@ci.lowell.or.us

TO: Mayor Bennett and Council
FROM: Jared Cobb, City Administrator
DATE: November 3, 2018
SUBJECT: Annual Communications Report

The following is an annual review of the official communications using the City website and social media. This includes the titles of each news release posted on the website and Facebook, as well as Facebook statistics.

Topics:

- Public Safety Survey
- 2018 General Election
- Backyard Burning
- Downtown Master Plan
- Park and Downtown Survey
- 2017 Consumer Confidence Report
- 2018 City Council Election
- Budget Hearing
- Lowell Beautification Day
- Board and Committee Vacancies
- New City Website

Facebook Statistics:

The following statistics covers the period of November 1, 2017 through November 1, 2018. There are four key statistics that have been reviewed, including: Likes, Impressions, Reach, and Engagement.

Type	Count
Impressions	59,363
Reach	31,517
Engaged Users	2,585
Likes	307

- Impressions – The number of impressions seen of any content associated with your Page.
- Reach – The number of people who have seen any content associated with your Page.
- Engaged Users – The number of people who engaged with your Page (i.e. clicked).
- Likes – The total number of people who have liked your Page.



City Administrator's Office
P.O. Box 490 Lowell, OR 97452
Phone: 541-937-2157
Fax: 541-937-2936
Email: jcobb@ci.lowell.or.us

TO: Mayor Bennett and Council
FROM: Jared Cobb, City Administrator
DATE: November 3, 2018
SUBJECT: Downtown Master Plan Report

The following is an update on the progress of the Downtown Master Plan. A copy of the scope of work is attached for your reference:

Meetings and Events

- June 4, 2018 – Steering Committee Meeting #1
 - Introduced project consultants.
 - Reviewed the scope of work and project schedule.
- Downtown Master Plan Survey
- July 16, 2018 – Steering Committee Meeting #2
 - Reviewed Technical Memoranda 1: Project Background, Context and Plan Review.
 - Reviewed Technical Memoranda 2: Physical Analysis of Downtown Study Area.
 - Provided update on the Downtown Master Plan Survey.
 - Discussed outreach strategies for the BBJ Festival.
 - Solicited information on stakeholder interviews.
- July 28, 2018 – Public Outreach #1, BBJ Festival
 - Provided an opportunity for residents to offer feedback on existing condition of downtown and propose new amenities.
- September 25, 2018 – Steering Committee Meeting #3
 - Reviewed Technical Memoranda 3: Stakeholder Outreach,
 - Discussed Downtown Design Workshop.
- September 29, 2018 – Downtown Design Workshop
 - Visual Preference Survey
 - Site Analysis (walking tour of downtown)
 - Vision Development
 - Design Game
 - Draft Conceptual Plan
- November 5, 2018 – Steering Committee Meeting #4
 - Review Draft Conceptual Plan.
- November 14, 2018 – Downtown Master Plan Public Meeting #1
 - Open house to review Draft Conceptual Plan with the public and solicit feedback.

Next Steps

- January – Steering Committee Meeting #5
 - Finalize Conceptual Plan.
 - Development of Policy and Code Amendments.

2017-2019 DLCD GF GRANT RECOMMENDATION

Part 2 of 2: Project Description and Award Conditions

PROJECT DESCRIPTION AND BUDGET

PROJECT PURPOSE STATEMENT

The purpose of the Lowell Downtown Master Plan project is five-fold:

- Identify opportunities to expand the supply of affordable housing;
- Develop a downtown streetscape plan to attract services and retail businesses that support resident, business, and visitor needs and provide local jobs;
- Develop concept designs for transportation infrastructure to reduce conflicts with vehicles, cyclists, and pedestrians, particularly school children;
- Develop concept designs for stormwater facilities in redeveloped areas to retain water, reduce discharges, and improve water quality in Dexter Lake; and,
- Evaluate potential locations for future public facilities, including a new City Hall, Library, and Community Center to increase downtown foot traffic and economic activity.

Expected outcomes/products include:

- Inventory of existing conditions in the study area for buildings, streets, water, sewer, and stormwater infrastructure;
- Illustrated vision and boundaries for the downtown areas. Concept plans will be developed for each streetscape (including street sections) and the entryways located within the study area;
- Comprehensive plan policies and zoning code amendments to implement the vision regarding downtown zoning, affordable housing, transportation, and building design standards; and,
- Prioritized capital improvement plan and implementation strategies.

PROJECT OVERVIEW AND MANAGEMENT

Overall management of the Project will be the responsibility of Grantee, and assisted by the DLCD Grant Manger. Specific Project management duties of Grantee will include:

- a. Organizing and managing the advisory committee;
- b. Selecting a consultant and contracting for consultant services;
- c. Overseeing consultant work described in this scope of work;
- d. Scheduling and managing meetings, including activities such as, preparing and distributing meeting notices, agendas, and summaries; and assisting the consultant with meeting facilitation.

Advisory Committee

The Project will employ a Steering Committee comprised of representatives from the city's Economic Development Committee, local business community, and other stakeholders. The Steering Committee will meet on a regular basis to review Project materials and advise on technical and policy issues throughout the Project. Lowell City Administrator, Jared Cobb, will provide project and consultant oversight, staff support, public outreach, meeting planning, and coordination.

Project partners include local community members, City staff, Lane County staff, representatives from the Lowell School District, Lowell Fire District, Lowell Grange, Southern Willamette Valley Regional Solutions Team (RST) including DLCD, DEQ, ODOT, and Business Oregon, and other local and regional stakeholders.

Agency Role

DLCD will provide financial, administrative, and technical assistance to the Project. DLCD supports the collaborative, community-inspired approach envisioned in the Project.

Consultant Role

The Project will use consultant services to perform technical analysis related to the Lowell Downtown Master Plan. The consultant is expected to complete all work products identified in Tasks 1-7 of the work program. The consultant, at the direction of the City Administrator, is expected to attend Project Advisory Committee meetings and assist City staff in presenting to the Lowell Planning Commission and/or City Council.

Project Meeting Materials

Written Project documents or memoranda prepared by the consultant shall be provided to Grantee in digital format at least one week prior to any scheduled Steering Committee meeting.

Grantee shall prepare meeting agendas and summaries for each Steering Committee meeting. Grantee shall distribute meeting materials to project committee members at least five (5) working days prior to any scheduled meeting.

Project Schedule

The schedule identified in “Schedule, Products, and Budget” section of this Project Description will be observed. DLCD may require an amendment to this Agreement if the timeframes in the schedule are not satisfied. The Project End Date is May 31, 2019.

Expectations for All Written and Graphic Products

All reports and Products will be delivered to the DLCD Grant Manager according to the schedule provided in this Project Description.

All reports, studies, and other documents produced under the Project must bear the statement in Project Requirement 3, below.

Grantee and the consultant will provide all draft and final Products, including memos, reports, and maps produced by this grant agreement in a digital media format. The term “digital media” means a compact disc, digital video disc, USB flash drive, e-mail, or FTP submittal authorized by DLCD.

PROJECT REQUIREMENTS

Grantee agrees to carry out the Project and submit Products in accordance with the requirements in this section.

1. Grantee will produce and submit to DLCD those Products as specified in this Agreement and this Project Description and Budget.
2. Grantee will provide copies of all final Product(s) produced under this Agreement to DLCD in the manner described in this Project Description.
3. All reports, studies, and other documents produced under the Project must indicate on the cover or the title page an acknowledgement of the financial assistance provided by DLCD by bearing the following statement: “This project is funded by Oregon general fund dollars through the Department of Land Conservation and Development. The contents of this document do not necessarily reflect the views or policies of the State of Oregon.”
4. Grantee will identify the location of the originals of any Product(s) if a copy is submitted to DLCD or if the product is one-of-a-kind document.
5. Grantee will provide all letters, memos, reports, charts, products and maps produced by this grant agreement in a digital media format.
6. Grantee will provide a legible copy of the signed agreement between the jurisdiction and the contractor no later than three business days after both parties have signed the agreement.
7. Grantee will complete the following by June 30, 2018:
 - a. Identify the name, address, telephone number, and e-mail address of those persons who will be completing the project and which of tasks listed under the Project Description for this Agreement they will work on.
 - b. Identify the name, address, telephone number, and e-mail address of those persons who are members of the Steering Committee formed to carry out work on this Agreement.
8. Grantee will, in performing the Project under this Agreement, ensure consistent, coordinated use of population, employment, housing, and land needs projections associated with any post-acknowledgment plan and land use regulation amendments proposed by the Grantee.
9. Any final product must be proposed under Attachment D, Form 1, “Notice of Proposed Change,” at least 35 days before the first evidentiary hearing as set forth in ORS 197.610 and OAR 660-018-0020, -0021, and -0022. The products must be adopted by the governing body and submitted under Attachment E, Form 2, “Notice of Adoption” as set forth in ORS 197.615 and OAR 660-018-0040.
10. Grantee will consult closely with the DLCD Grant Manager to ensure that adoption of Product(s) under the post-acknowledgment plan amendment process is completed on or before the Project End Date.
11. A draft Product may be accepted for approval instead of an adopted Product when requested in writing and received in the DLCD Salem office at least 60 days prior to the Project End Date. The request will be reviewed and approved in writing by DLCD if substantial progress

has been made toward adoption and adoption is scheduled to occur on or before the date that is 120 days after the Project End Date.

12. Any final draft product (e.g., ordinances, maps, websites, databases, supporting documents, and photographs) shall be a hearings-ready draft approved by a resolution of the governing body and accompanied by a report that details why the product was not adopted and a timeframe for the future adoption of the product.
13. Any notice issued by Grantee that is eligible for reimbursement under ORS 227.186 – Notice to city property owners for costs incurred for Measure 56 – is not reimbursable under this Agreement.
14. Grantee will coordinate and provide notice to DLCDC, Lane County, and any other agencies and organizations listed in the Steering Committee roster of public meetings, workshops, work sessions, and hearings to develop, review or approve products prepared under this Agreement.
15. Grantee will consult with the DLCDC Grant Manager in the development of Products and provide an opportunity for timely review of all draft Products.
16. Grantee will submit a written status report at the request of the DLCDC Grant Manager at any time outside of the payment schedule in addition to the reports submitted with Attachment C.
17. DLCDC will provide no more than one interim payment before the Project End Date and a final payment. Payments will be made only upon submittal of qualifying Product(s) and progress report(s) in accordance with the terms of this Agreement and Attachment C. The report(s) must describe the progress to date on each Task(s) or Product(s) undertaken during the billing period. Other written or verbal progress reports will be provided upon reasonable request by the DLCDC Grant Manager.
18. Payments under this Agreement may be reduced if Product(s) scheduled to be completed are not completed by the timeline provided in the Project Description.
19. Grantee will not use or charge grant funds provided under this Agreement for consultant(s) trip expense(s), lodging, or any other expense submitted by consultant(s), except for the initial consultant(s) trip to Grantee. Grantee may use grant funds to pay for Product(s) produced by consultant(s).
20. Grantee will not use grant funds provided under this Agreement for any regularly scheduled or other scheduled meetings and hearings. Grantee must use its own funds, or in-kind contributions for all regularly scheduled or other scheduled meetings and hearings.

GIS Requirements

21. If a new comprehensive map or zoning map is created or an existing map is revised or updated, the Product(s) must be submitted in an electronic form compatible with Environmental Systems Research Institute's (ESRI) file formats (coverage, shapefile or geodatabase).

22. Geospatial data should be free of topological errors and metadata must comply with the current State of Oregon Metadata Standards accessible at <http://www.oregon.gov/DAS/CIO/GEO/pages/standards/standards.aspx>, “Oregon GIS Data Standards.” The projection of the data may be determined by the jurisdiction. All data should have the projection defined with the dataset and must be documented in the metadata.
23. DLCD may display appropriate Product(s) on its Web site, including corporate GIS data generated under this Agreement and any additional data provided that is not specifically restricted into state agency databases, acknowledging that Grantee and agents of Grantee are not responsible for the accuracy of such data. DLCD may also share the data specifically generated under this Agreement with other agencies and organizations, as this is data that DLCD owns as Product(s) under Grant Agreement Section 11.
24. If GIS capability is not available to the Grantee, map Product(s) on digital media will be accepted with the written approval of the DLCD Grant Manager.

SCHEDULE, PRODUCTS, AND BUDGET

Pre-Task Submittals

The consultant contract required by Project Requirement 6, the report on task responsibilities required by Project Requirement 7a, and the Steering Committee contact list required by Project Requirement 7b in this Project Description and Budget will be submitted.

Timeline: No later than June 30, 2018

Pre-task budget: \$0

Task 1: Project Background / Plan Reviews

The consultant, with assistance from the Grantee, will conduct background research, including a review of existing land uses, zoning, plan policies, and development codes that apply in the downtown/project study area, previous plans and studies for the downtown/study area, economic and demographic data for the community, and historic and current photos of the study area.

Task 1 Products:

- 1-1 Technical Memo (or comparable) that compiles the project background documents, maps, photos, etc.
- 1-2 Steering Committee Meeting #1 – Project Kick-off.

Task 1 timeline: July 1, 2018 to July 31, 2018

Task 1 budget: \$1500

Task 2: Physical Analysis of Downtown/Study Area

The consultant, with guidance from the Grantee, will conduct fieldwork to document and evaluate the study area's general physical characteristics through mapping, measurements, field notes, and photography. Based upon the field research, the consultant will evaluate existing conditions with an emphasis on the following: Existing land uses; vacant sites; buildings/sites with redevelopment potential; streetscapes; streets and parking; existing/potential stormwater facilities; existing/potential public spaces and locations for affordable housing; pedestrian safety and circulation; and, physical appearances of gateways leading into the downtown.

Task 2 Products:

- 2-1: Technical Memo (or comparable) that documents the study area's physical characteristics and existing conditions
- 2-2: Steering Committee Meeting #2 – Review memo on physical characteristics and existing conditions of downtown/study area; identify stakeholders for individual and group interviews

Task 2 timeline: August 1, 2018 to September 30, 2018

Task 2 budget: \$3750

Task 3: Stakeholder Interviews and Community Engagement

Consultant, with guidance from the Grantee, will interview key business owners, community organizations, and other stakeholders. The consultant will present to the Steering Committee key findings from the stakeholder interviews. The consultant and Grantee will facilitate efforts to obtain feedback from the broader community through a survey distributed to all residents and through an active presence at the community's annual Blackberry Jam Festival. Outreach shall include the following components: Introductions; Project Process and Objectives; Downtown/Study Area Challenges and Opportunities; Identification of other Model Downtowns; Visual Preference Survey; and, Solicitation of Public Comments.

Task 3 Products:

- 3-1: Technical Memo (or comparable) that reports on key findings from stakeholder interviews
- 3-2: Steering Committee Meeting #3 – Presentation on key findings from stakeholder interviews
- 3-3: Community Survey and Blackberry Jam Festival Booth/Outreach

Task 3 timeline: September 1, 2018 to October 30, 2018

Task 3 budget: \$2250

Task 4: Downtown Concept Plan Development

Consultant, with assistance from the Grantee, will facilitate a public design charrette with PAC members and key stakeholders. The Consultant will develop an illustrative map of the study area

with project locations. Based on input from the steering committee, stakeholders, and public, the Consultant will develop concept plans for the downtown gateway areas and each streetscape with integrated stormwater facilities (including street sections for Pioneer Street, Main Street, North Shore Drive, and Moss Street). The Consultant, with assistance from the Grantee, will gain feedback from the steering committee and public on the concept plans.

Task 4 Products:

- 4-1: Downtown Design Charrette
- 4-2: Technical Memo (or comparable) that highlights Design Charrette Outcomes
- 4-3: Study Area Map including Project Locations
- 4-4: Concept Plans for the Downtown Gateway Areas
- 4-5: Concept Streetscape Plans with Integrated Stormwater Facilities (including Street Sections for Pioneer Street, Main Street, North Shore Drive, and Moss Street)
- 4-6: Steering Committee Meeting #4 – Review and Refine Concept Plans
- 4-7: Public Meeting #1 – Feedback on Concept Plans

Task 4 timeline: November 1, 2018 to December 31, 2018

Task 4 budget: \$11,250

P1 - Interim Payment

Reimbursement **up to \$18,750** upon submittal of ☑pre-task reports and the Product(s) listed in Tasks 1–4. Submit Products and a signed Attachment C, Request for Reimbursement Form on digital media to the Grant Manager and the Grant Administrative Specialist to the e-mail addresses listed in Attachment B, DLCD Contact Information.

Task 5: Policy and Code Amendments Development

Based on background information collected in Task 1, and based on public comments received, Consultant will develop a set of recommended comprehensive plan policy amendments and a set of recommended development code amendments to advance implementation of the downtown vision.

Task 5 Products:

- 5-1: Set of recommended Comprehensive Plan Policy Amendments
- 5-2: Set of recommended Development Code Amendments
- 5-3: Steering Committee Meeting #5 – Review proposed Plan and Code Amendments

Task 5 timeline: January 1, 2019 to February 15, 2019

Task 5 budget: \$4500

Task 6: Prioritized Capital Improvement Plan and Implementation Strategy

Consultant to develop descriptions, details, and cost estimates for individual capital improvement project concepts and create an implementation strategy to complete the identified projects and programs.

Task 6 Products:

- 6-1: Technical Memo (or comparable) that provides descriptions, details, and cost estimates for individual capital improvement concepts
- 6-2: Technical Memo (or comparable) that provides an implementation strategy to complete the individual capital improvement projects and programs
- 6-3: Steering Committee Meeting #6 – Capital Project Prioritization

Task 6 timeline: January 1, 2019 to February 15, 2019

Task 6 budget: \$3750

Task 7: Review of Draft Lowell Downtown Master Plan

Consultant to produce draft Lowell Downtown Master Plan, solicit feedback on the draft document from the Steering Committee and public, and make amendments, as appropriate. Consultant, with support and direction from Grantee, will submit the draft plan and sets of associated plan policies and development code amendments to the Lowell Planning Commission and City Council for review.

Task 7 Products:

- 7-1: Draft Lowell Downtown Master Plan
- 7-2: Steering Committee Meeting #7 – Review Draft Lowell Downtown Master Plan

Task 7 timeline: February 1, 2019 to March 16, 2019

Task 7 budget: \$2,500

Task 8: Public Hearings and Adoption

Grantee, with assistance from Consultant, will present the hearings-ready draft Lowell Downtown Master Plan and associated comprehensive plan policies and zoning code amendments at public hearings before the Lowell Planning Commission and City Council. The City Council will adopt the Downtown Master Plan and associated plan policies and code amendments.

The public hearing schedule is generally as follows:

- April 4, 2019 – Initial Public Hearing before the Lowell Planning Commission
- April 17, 2019 – Continuation of Planning Commission Public Hearing (if necessary); Recommendation to City Council
- May 7, 2019 – Final Public Hearing before the Lowell City Council
- May 21, 2019 – Continuation of City Council Public Hearing (if necessary); Adoption

Submit 35-day notice. Prepare and submit Attachment D, Form 1 DLCD Notice of Proposed Change to a Comprehensive Plan or Land Use Regulation, and Product(s) from Tasks 1-7 at least 35 days before first evidentiary hearing. Send Attachment D and Tasks 1-7 Products in a digital media format to the Grants Administrative Specialist listed in Attachment B, DLCD Contact Information, and to the Plan Amendment Specialist at the e-mail address specified in Attachment D, Form 1 DLCD Notice of Proposed Change to a Comprehensive Plan or Land Use Regulation.

Submit Notice of Adoption. Prepare and submit Attachment E, Form 2 Notice of Adopted Change to a Comprehensive Plan or Land Use Regulation, with the signed ordinance according to the instructions on the form. Submit the notice on digital media to the Grants Administrative Specialist listed in Attachment B, DLCD Contact Information, and to the Plan Amendment Specialist at the e-mail address specified in Attachment E, Form 2 Notice of Adopted Change to a Comprehensive Plan or Land Use Regulation.

Task 8 Products:

- 8-1: Hearings-Ready Draft Lowell Downtown Master Plan
- 8-2: Hearings-Ready Sets of recommended Comprehensive Plan Policy Amendments and Development Code Amendments
- 8-3: Attachment D, Form 1 DLCD Notice of Proposed Change to a Comprehensive Plan or Land Use Regulation, including the draft Lowell Downtown Master Plan and recommended Plan and Code Amendments, at least 35 days prior to the initial evidentiary hearing.
- 8-4: Attachment E, Form 2 DLCD Notice of Adopted Change to a Comprehensive Plan or Land Use Regulation, and signed ordinances, any findings, and the participation list.

Task 8 timeline: March 19, 2019 to May 31, 2019

Task 8 budget: \$500

FP – Final Payment

Reimbursement of **up to \$11,250** and the balance of previously unused grant funds from P1 upon submittal of Products listed in Tasks 5-8. Submit the Products and a signed Attachment C, Final Closeout Form acceptable to DLCD on digital media to the Grant Manager and the Grants Administrative Specialist listed in Attachment B, DLCD Contact Information **no later than May 31, 2017.**

Budget Summary

Task 1 – Project Background / Plan Reviews	\$1500
Task 2 – Physical Analysis of Downtown / Study Area	\$3750
Task 3 – Stakeholder Interviews and Community Engagement	\$2250
Task 4 – Downtown Concept Plan Development	\$11,250
Task 5 – Policy and Code Amendments Development	\$4500
Task 6 – Prioritized Capital Improvement Plan and Implementation Strategy	\$3750
Task 7 – Review of Draft Lowell Downtown Master Plan	\$2500
Task 8 – Public Hearings and Adoption	\$500
TOTAL	\$30,000



City Administrator's Office
P.O. Box 490 Lowell, OR 97452
Phone: 541-937-2157
Fax: 541-937-2936
Email: jcobb@ci.lowell.or.us

TO: Mayor Bennett and Council
FROM: Jared Cobb, City Administrator
DATE: November 3, 2018
SUBJECT: Parks and Recreation Master Plan Report

The following is an update on the progress of the Parks and Recreation Master Plan. A copy of the scope of work is attached for your reference:

Meetings and Events

- July 12, 2018 – Steering Committee Meeting #1
 - Discussed the process and schedule
 - Developed an outreach and engagement strategy.
- July 2018 – Parks and Recreation Survey
 - Comprehensive mail and online survey distributed to all City residents.
- July 28, 2018 – Public Outreach #1, BBJ Festival
 - Provided an opportunity for residents to offer feedback on existing condition of parks and propose new amenities.
- August 16, 2018 – Steering Committee Meeting #2
 - Reviewed preliminary survey results.
 - Developed first draft of vision and goals.
 - Identified capital improvement plan priorities.
- September 2, 2018 – Public Outreach #2, Grange Breakfast and Farmers Market
 - Provided an opportunity for residents to offer feedback on existing conditions of parks and future amenities.
- October 18, 2018 – Steering Committee Meeting #3
 - Reviewed vision and goals.
 - Reviewed first draft of conceptual plans for Rolling Rock Park and Railroad ROW

Next Steps

- December/January – Steering Committee #4
 - Refine parks conceptual plans.
- January – Public Meeting #1
 - Review parks conceptual plans and solicit public feedback.

EXHIBIT A: SCOPE OF WORK

LOWELL PARK SYSTEM MASTER PLAN UPDATE

This exhibit provides a detailed scope of work outlining the tasks that will lead to the creation of a Parks and Open Space Master Plan for the City of Lowell.

The CSC team will work under the direction of Robert Parker, CSC Program Director; Michael Howard, Assistant Program Director will manage the day-to-day activities of the CSC team. The CSC team will include Community Service Center faculty and students from both the Community and Regional Planning and Landscape Architecture programs at the University of Oregon.

TASK 1: PROJECT INITIATION AND RESEARCH

To initiate the project, we will meet with representatives from the City of Lowell and the Lowell Parks Advisory Committee. During these initial meetings, we will review the project goals and objectives, the project approach and schedule. We propose to facilitate a discussion with the Parks Advisory Committee to begin to articulate both their goals for this planning process, as well as an initial discussion about vision, issues, and opportunities for Lowell's parks system. In advance of this meeting we will prepare a memorandum to the City summarizing data collection needs for the project and a draft outline of the final plan. We will also create a project website similar to the one we created for Phoenix, OR (www.phoenixoregonparks.org/). This will serve as an important tool for disseminating information about the plan update and engaging residents in the planning process.

As a part of the project initiation, we also propose conduct 8-10 interviews with stakeholders. We will work with City staff to identify people to interview, such as Parks Advisory Committee members, City Council members, city representatives, staff from state and federal agencies, and key community members. These interviews will identify issues, opportunities, and constraints of the current parks system, and begin to envision future growth opportunities.

Product(s): Memo summarizing data needs; draft outline of the Parks Master Plan; stakeholder interview notes identifying preliminary issues and opportunities for the park system; preliminary vision statement.

TASK 2: REVIEW AND ASSESSMENT OF PREVIOUS PLANNING EFFORTS AND DEMOGRAPHICS

Drawing on information from City staff, the Parks Advisory Committee, and secondary research, the CSC team will identify existing programs and resources (funding and staff) related to parks and open space planning. The CSC will also inventory key City plans and policies that directly impact parks and open space planning (the Comprehensive Plan, operating budget, Oregon Statewide Comprehensive Outdoor Recreation Plan, etc.). The CSC will identify a preliminary list of existing programs, resources, plans, and policies, and then verify the inventory through interviews with City staff, the Parks and Recreation Committee, and other key stakeholders.

Product(s): Existing conditions memo

TASK 3: PARK FACILITY INVENTORY AND ASSESSMENT

Working with City staff, the CSC will compile an inventory of City-owned or managed park and recreational sites and facilities, including any natural or open space areas, trails, and bicycle/ pedestrian routes. Consistent with the 2007 plan, we will include other facilities within the study area including federal, state, county, and school facilities. As part of the assessment we will conduct a field visit of all the parks in the City system—preferably with the parks maintenance manager and other City staff. The inventory will include maps, photographs, and a description of all parklands owned or managed by the City. It will document the facilities and features of each park, and include a general assessment of the physical condition and functionality of facilities in each park.

Using GIS data that shows the location of City parks and open space facilities, we will develop a parks system map for inclusion in the parks plan. If necessary, we will map any facilities that are not in current City databases. Finally, the CSC will review the park classification system in the 2007 plan and make any needed updates. We will apply the classification system to calculate the current level-of-service (LOS; typically shown as developed city park acres per 1,000 population) provided to Lowell residents by City-owned facilities.

Product(s): Parks inventory and deficiencies – Chapter in Plan

TASK 4: GAP ANALYSIS/ NEEDS ASSESSMENT

The gap analysis/needs assessment provides a comprehensive view of the current and future parks, trails, and open space needs in Lowell. We will base the needs analysis on methodologies advocated by the National Recreation and Park Association (NRPA) and the Oregon Parks and Recreation Department (OPRD). Recognizing that different communities have different needs, the NRPA recommends a systems approach when determining park adequacy. This method places emphasis on locally identified needs and desires rather than pushing a blanket standard that may or may not be responsive to community growth and desires.

A systems approach takes into account the real demand for facilities on a given day and is an assessment of common needs (as opposed to a professional judgment made by an outside source or inflexible per capita “level of service standards” that do not factor in local conditions). This systems approach to park planning is detailed in Park, Recreation Open Space and Greenway Guidelines published in 1995 by the NRPA.

4.1: Community Profile: CSC will update the community profile including data about key community characteristics such as age, income, household size and type, development trends and any other factors important to City staff and the Parks Advisory Committee. We will review demographic data from the Census, the American Community Survey (ACS), sports participation data from the National Sporting Goods Association’s (NSGA) annual Sports Participation Survey for the state of Oregon, information from the Statewide Comprehensive Outdoor Recreation Plan (SCORP), and the State Trails Plan.

4.2: Household Survey: To understand community recreation patterns and facility preferences, the CSC will conduct a household survey. We propose using either utility billing lists maintained by the City, or, if the City does not have a list, registered voters.

We use the “Tailored Design Method” (developed by Dr. Don Dillman) to ensure a systematic approach to survey design and analysis. We will develop survey questions based on input from City staff and the Parks and Recreation Committee, as well as previous park needs surveys conducted by the CSC. The survey will address recreation participation patterns, park use, and preferred park system

improvements. We will tabulate and analyze survey responses and present the full results in an appendix to the plan.

4.3: Youth and Community Workshops: We propose to host four community workshops/public meetings, including one workshop with high school students or other youth groups. The intent of the community workshops is to gather input from residents at various stages of the planning process. We believe it is particularly important to engage residents who are not always vocal in planning processes, such as youth, elderly, and the Latino community.

We propose to conduct three of the community workshops in conjunction with the concept plans described in Task 5. To gain a deeper understanding of issues on the sites and in their relationship with the surrounding neighborhoods, the CSC team will solicit input from community members, including neighbors and youth, and present conceptual design alternatives (Task 5) to the community for feedback. CSC asks that City officials and Parks Advisory Committee members join us at the event to give feedback on the design alternatives.

The community workshops and events will last between one and four hours. Ideally, some will take place in parks and some will piggy-back on existing events that are likely to draw crowds (such as the farmers market, the Blackberry Festival, and events at Dexter Reservoir – Lowell State Park). During the workshops and events, CSC staff will facilitate a discussion of issues, concerns, and opportunities through a variety of interactive activities. The CSC will produce visuals such as posters and maps to aid discussion.

Task 4.4: Needs Assessment. Using data from Tasks 4.1 through 4.3, CSC will develop a detailed parks and open space needs assessment. CSC will then facilitate a meeting with the Parks and Recreation Committee to review the key issues identified through the needs assessment and identify any further opportunities, constraints, or vision elements of the should be included in the plan. The Parks and Recreation Committee will provide direction regarding proposed recommendations to address identified opportunities and constraints.

Product(s): Needs Assessment – Chapter / Appendices in Plan

TASK 5: PARK CONCEPT PLANS

CSC will prepare conceptual development plans for Rolling Rock Park and the Railroad right-of-way (ROW). CSC will facilitate meetings between the United States Army Corps of Engineers (USACE) and Oregon Parks and Recreation Department to discuss a lease agreement for Orchard Park (USACE) and discuss future improvements for Lowell State Park (OPRD). The intent is to clarify future use and management of the facilities and to determine interest in partnering with the City for desired improvements.

The concept plans will be produced at a level of detail to identify and graphically represent major site components but not at the level of detail of schematic design or design development drawings. In addition, a trail concept will be developed from Rolling Rock Park to Lowell State Park and from Rolling Rock Park to the Covered Bridge Interpretive Center. Financial capacity will be a consideration in preparing design options and the CSC will develop planning-level cost estimates for major capital improvements identified in the concept plans. The concept planning process will include the following steps:

- *Document Review.* The CSC will review any existing documents, maps, drawings, and photographs related to the project prior to site visits to each park facility with City staff and the Parks and Recreation Committee.
- *Site Analysis.* During the site visits, the CSC will document existing conditions, opportunities, and constraints. Based on information gathered through document review and the site visits, the CSC will develop preliminary programmatic elements for the sites, a vision for the projects, and construction budgets.
- *Initial Design Concepts.* The CSC will use the products of the previous steps to produce a set of design drawings to present to City officials, the Parks and Recreation Committee, and the public. Plan drawings, accompanying section and perspective drawings (as needed), and written and verbal descriptions will provide insight into the placement of design elements, site circulation, parking, and visual character envisioned in the two to three design alternatives.
- *Public Concept Review Workshops.* See Task 4.3.

The concept plans will be presented as an appendix to the Parks Master Plan. CSC will prepare concept diagrams that can be printed at large scale for sharing with the community.

Product(s): Concept plans (Appendix to Master Plan)

TASK 6: RECOMMENDATIONS

Recommendations provide specific guidelines and strategies for addressing current and future park system improvements. We propose five sub-tasks to develop a comprehensive set of recommendations for the Parks and Open Space Master Plan.

6.1: Vision, Goals, and Objectives: The CSC will work with City staff and the Parks Advisory Committee to create a vision, goals, and objectives to address issues and needs identified during Tasks 1-4. The vision and goals will create the strategic direction for the Lowell park system. Goals provide a general end toward which Lowell's organizational efforts should be directed. Goals are broad statements that typically address elements such as safety, maintenance, design, inclusivity, etc. Objectives are the specific policies that work to make the identified goals a reality. We will dedicate a portion of at least two Commission meetings to discussion the vision, goals, and objectives.

6.2: Recommendations: Working with City staff and other stakeholders, we will develop recommendations for the entire park system and each of the park and recreation facilities in the Lowell Park System (including open space and trail facilities). Specific recommendations will allow the City to leverage funding and provide a prioritized list, by park, of necessary and desirable improvements. The facility recommendations will form the basis for the Capital Improvements Plan (CIP). CSC will also review and update park design guidelines to address safety, accessibility, sustainability, maintenance, and aesthetics of a parks system. We will work with City staff and the Parks and Recreation Committee to review and amend the design guidelines for each City park classification.

6.3: Operation and Funding Analysis: Having goals, policies, and recommendations is meaningless without the financial capacity to implement them. To effectively analyze financial capacity and funding options available to the City of Lowell, we will conduct an operation and funding analysis. Based on analysis of current and past operation and funding expenditures and revenues, we will identify a range of possible local, state, federal, and private funding strategies to provide the resources necessary for park improvements, operation, and maintenance.

6.4: Land Acquisition Strategy: CSC will review and updated the land acquisition strategy. The land acquisition strategy identifies a set of guidelines the City can use to evaluate acquisitions. If useful, we will prepare a map that shows general land acquisition opportunities and include cost estimates of future land acquisition.

6.5: Capital Improvement Plan: We will utilize the specific facility recommendations created in Tasks 6.2 and 6 to prepare a detailed Parks Capital Improvements Plan (CIP). The CIP will reflect input from three sources: (1) residents of Lowell, gained through the community survey and workshops; (2) the inventory of existing parks and facilities; and (3) direction from City staff and the Parks Advisory Committee. The purpose of the CIP is to provide specific details for proposed improvements at the park level—including capital improvements proposed in the Task 5 concept plans. The CIP provides a description of each project, estimated costs, and timeline for completion.

Product(s): Vision, Goals, and Recommendations – Chapter(s) in Plan; five- and ten-year capital improvement program – Separate CIP Document

TASK 7: DRAFT AND FINAL PARKS AND OPEN SPACE MASTER PLAN

We will use information collected in Tasks 1-6 to prepare a draft update of the Lowell parks and open space master plan. The CSC will submit the draft plan for review by City staff and the Parks and Recreation Committee. The draft plan will include data, analysis, maps, and recommendations consistent with the previous tasks. We will also submit a draft capital improvements plan.

After City review, we will present the draft parks and open space master plan to local decision makers. While we are flexible on strategy, a joint City Council, Planning Commission, and Parks and Recreation Committee briefing would be an efficient way to present the draft plan.

We will address both staff comments and input from the draft parks and open space master plan presentation to create the final Parks and Open Space Master Plan. The CSC will provide an electronic copy of the final report, and electronic copies of all documents, data, maps, posters, and meeting materials produced during the project. The CSC will assist the City with adoption of the plan and will be available for one public hearing.

Product(s): Draft and Final Parks Master Plan

TASK 8: UPDATED PARKS AND RECREATION COMPREHENSIVE PLAN ELEMENT

Comprehensive plans in Oregon govern how land will be used and developed over time to meet the changing needs of a community. Comprehensive plans contain policies that help jurisdictions operationalize long-range objectives for growth and change. These policies provide jurisdictions with guidance about how they should manage land uses to achieve the community’s vision for the future.

To complement the new Parks and Open Space Master Plan, the CSC can update the Parks and Recreation element of the Lowell comprehensive land use plan to reflect the new vision for parks. Policies in the comprehensive plan should focus on guiding land use decisions that impact parks and open space. The CSC is available to assist City staff with the completing the Post-Acknowledgement Plan Amendment process required to formally amend the Comprehensive Plan.

Product(s): Updated Parks and Recreation Comprehensive Plan Element

Summary of Deliverables and Meetings

CSC proposes to provide the following deliverables:

- Draft and final update of the Lowell Parks and Open Space Master Plan, including concept plans developed as part of the update
- 5 Parks Advisory Committee meetings
- 1 youth workshop
- 3 public workshops
- Capital improvements plan (5- and 10- year)
- *An updated parks and recreation comprehensive plan element (optional)*

Budget and Schedule

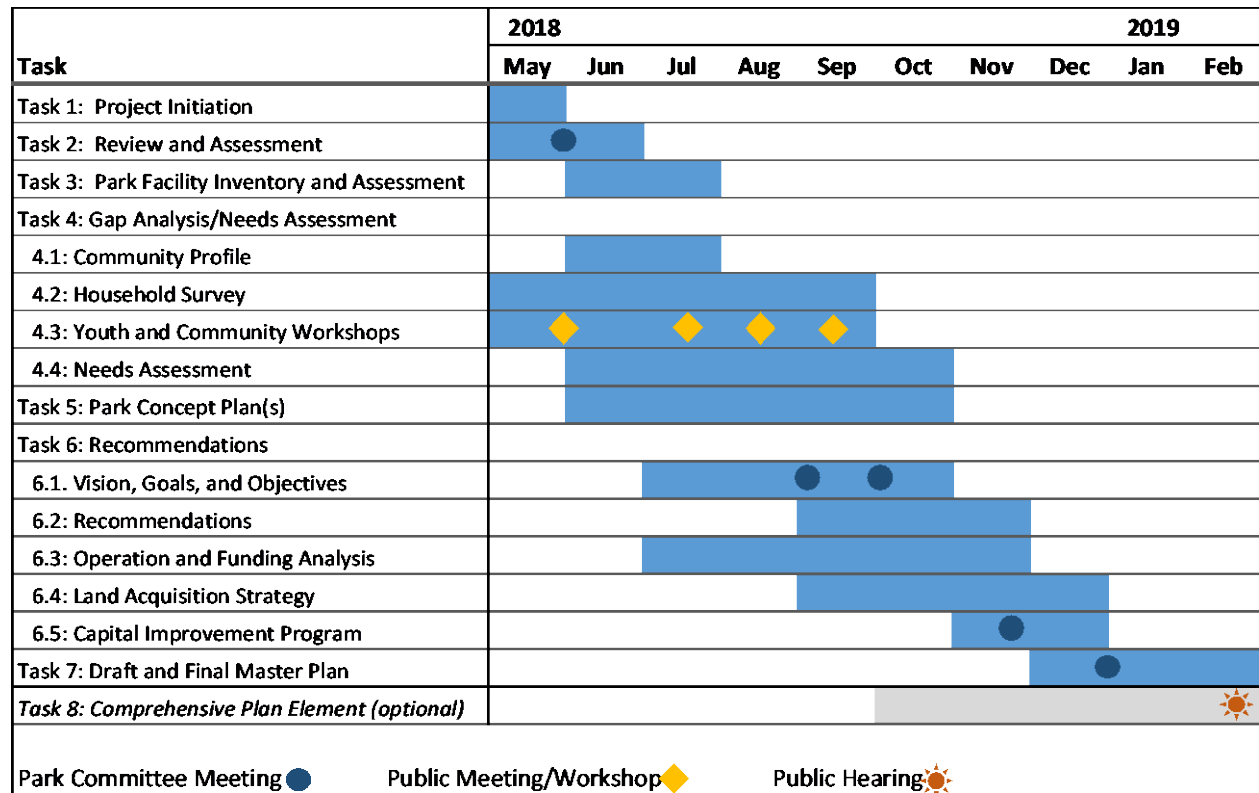
We propose to complete the deliverables described in this proposal for a fixed fee of \$40,000. If the city desires we can update the Comprehensive Plan Parks and Open Space Element our estimate for that task is \$3,268 (\$2,500 for labor and meetings plus 30.7% university overhead).

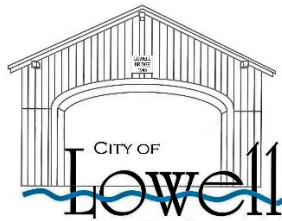
Table 1. Proposed Budget

Tasks	Total Cost
Labor Costs	
Task 1: Project Initiation	\$500
Task 2: Review and Assessment	\$600
Task 3: Park Facility Inventory and Assessment	\$750
Task 4: Gap Analysis/Needs Assessment	
4.1: Community Profile	\$1,200
4.2: Household Survey	\$1,500
4.3: Youth and Community Workshops	\$1,500
4.4: Needs Assessment	\$1,500
Task 6: Park Concept Plan(s)	\$15,000
Task 6: Recommendations	
6.1. Vision, Goals, and Objectives	\$550
6.2: Recommendations	\$1,500
6.3: Operation and Funding Analysis	\$750
6.4: Land Acquisition Strategy	\$500
6.5: Capital Improvement Program	\$1,000
Task 7: Draft and Final Master Plan	\$2,000
Labor Subtotal	\$28,850
Direct Costs	
Travel	\$300
Project Printing, Postage, Long Distance and Supplies	\$1,455
Total Direct Costs	\$1,755
Total Labor and Direct Costs	\$30,605
University Overhead (30.7%)	\$9,395
Total Costs	\$40,000

We propose to initiate this project in May 2018 and complete all activities by February 2019 according to the schedule shown in Figure 1.

Figure 1. Proposed Project Schedule





2018 STRATEGIC PLAN

The **City of Lowell's** Strategic Plan, adopted by the City Council, is the management plan for the City. The following is a description of the purpose, components, definitions, process, and timelines related to the plan.

The Strategic Plan is a **political, compliance, and inspirational document** that serves two main purposes. First, the plan provides the Council's **political** direction in addressing the City's vision, mission, goals, prioritized objectives, and evaluation criteria. Second, the Strategic Plan, with action taken by the Council in the prioritizing of the objectives, provides clarity and **inspiration** to the City Administrator and staff in addressing the priorities of the Council and community.

Fiscal Integrity of the City

The Strategic Plan is designed to ensure that the human, financial and capital resources are efficiently and effectively allocated based upon the priorities established by the **City Council**, with the fiscal integrity of the City as the **cornerstone** foundational requirement of the Strategic Plan.

The components of the Strategic Plan are defined below:

VISION

A rural lakeside community, with a high quality of life, great outdoor activities, proud of our history, looking forward to the future through a responsive government.

MISSION

A historical rural town surrounded by nature's beauty on the north side of Dexter Lake where all people are valued, encouraged, and appreciated for their diversity. We desire to maintain the rural and historical character of the town, while striving to be a town where people want to live, work, and enjoy the outdoors by providing:

- An efficient, effective government which is open and responsive to the needs of the community, and works for the benefit of all through collaboration with residents, business, schools and other government agencies.
- The highest quality public services, including water and sewer.
- Transparent and accountable fiscal practices.
- A commitment to excellence by City staff and elected officials.
- Community development that enriches, while maintaining and enhancing the overall quality of life.
- A safe and healthy, welcoming atmosphere, including recreational opportunities.
- Protection of environmental resources.

This Strategic Plan was facilitated by Walt L. Hanline, Ed.D., and Mrs. Edith Hanline of the National Center for Executive Leadership and School Board Development, and approved on September 6, 2016 by the Lowell City Council. The plan was subsequently updated on February 20, 2018.

GOALS

Global areas of services and programs provided by the City to the citizens of Lowell.

- Community Development
- Facilities and Infrastructure
- Financial Management
- Human Resources
- Public Health
- Public Safety
- Quality of Life
- Responsive Government

COUNCIL PRIORTIZED OBJECTIVES

The ongoing design, development, implementation, and evaluation of the objectives are to ensure a continuous improvement process in place. The objectives present the definition and priority of the services to be accomplished, in which progress is evaluated on an annual basis.

EVALUATION CRITERIA

Measurement criteria used to assess their annual progress against the objectives.

ACTIONS/SERVICES (Staff Driven)

Actions **and/or services** to be performed to meet the Council's Prioritized Objectives.

**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Public Health Respond to Federal and State water quality standards.		
1.0 OBJECTIVE: WATER AND SEWER To meet or exceed Federal and State water and sewer regulatory requirements and standards.		
EVALUATION CRITERIA FOR 2016-17:		X = MET
1.1	Public Works to meet or exceed sewer discharge permit requirements.	X
1.2	Public Works to meet or exceed water quality requirements.	X
1.3	Public Works to submit annual water report to the City Council and residents.	X

This Strategic Plan was facilitated by Walt L. Hanline, Ed.D., and Mrs. Edith Hanline of the National Center for Executive Leadership and School Board Development, and approved on September 6, 2016 by the Lowell City Council. The plan was subsequently updated on February 20, 2018.

**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Financial Management Efficiently and effectively plan, organize, direct and control financial activities.		
2.0 OBJECTIVE: BUDGET DEVELOPMENT Develop a balanced budget and sustainable revenues to support general operations and planned capital improvements.		
EVALUATION CRITERIA:		X = MET
2.1	City Administrator shall submit the Proposed Annual Budget to the Budget Committee by May 1. Budget Committee meeting held April 25, 2018.	X
2.2	City Administrator shall submit a report to the City Council on the progress made toward the GFOA Distinguished Budget Presentation Award Program by December 31. Report to be presented at the City Council meeting on December 18.	
2.3	City Administrator shall submit narratives to the Budget Committee that explains the programs, services, and goals for each department. Narratives were submitted to the Budget Committee for the meeting held on April 25, 2018.	X

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Public Safety		
Improve public safety through effective policing strategies, emergency preparedness planning, and hazard mitigation.		
3.0 OBJECTIVE: EFFECTIVE POLICING		
Continue to improve police services by enhancing communication, crime reporting, and providing education.		
EVALUATION CRITERIA:		X = MET
3.1	<p>A report on the available options, costs, and funding to increase police patrol hours was presented to the City Council in December 2017. City Administrator will prepare follow-up materials and submit to the City Council by March 2018 for review and consideration.</p> <p>First draft was submitted on December 5, 2017. Second draft was submitted on September 4, 2018. An additional draft will be submitted for review at the December 4, 2018 City Council Work Session and will include the results of the Public Safety Survey and call log data provided by the Lane County Sheriff's Office.</p>	X
3.2	<p>City Administrator shall implement a community education program on policing with the support of the Oakridge PD and/or Lane County Sheriff's Office.</p> <p>Outreach materials provided on the City website, along with monthly call logs.</p>	X

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Facilities and Infrastructure		
Invest in the maintenance and development of facilities and infrastructure.		
4.0 OBJECTIVE: DEVELOPMENT		
Plan and develop new facilities and infrastructure to meet current and long-range needs.		
EVALUATION CRITERIA:		X = MET
4.1	City Administrator shall submit an annual 5-Year Capital Improvement Plan to the City Council for review. Submitted with the FY 2018-19 Budget document to the Budget Committee.	X
4.2	City Administrator shall submit a report to the City Council by December 31 on grants available or submitted applications to fund projects included in the 5-Year Capital Improvement Plan. Report to be presented at the City Council meeting on December 18.	
4.3	City Council shall consider a feasibility study to explore the renovation or relocation of the existing City Hall and Library building. Request for Proposals released in September. Recommendation provided to City Council on November 6, 2018.	

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Community Development		
Positively plan, develop, and coordinate economic and population growth consistent with community values.		
5.0 OBJECTIVE: ECONOMIC VITALITY		
Create a welcoming business environment and assist with development, retention, and relocation efforts.		
EVALUATION CRITERIA:		X = MET
5.1	Economic Development Committee shall review grant opportunities to update the buildable lands inventory for all residential, commercial, and industrial properties and submit a report to the City Council. Grant application was submitted to DLCD for a Housing Needs Analysis. Technical Assistance Grant was used for the Downtown Plan.	X
5.2	System Development Charges are currently due upon receipt of the building permit. The Economic Development Committee shall review potential options to postpone payment until the Certificate of Occupancy is approved and submit a report to the City Council for review and consideration. Resolution 694 was adopted by the City Council on April 17, 2018.	X
5.3	Economic Development Committee shall complete a community branding and marketing plan which identifies and highlights Lowell's strengths and submit to the City Council for review and consideration. Plan under development and will is scheduled for review by the Economic Development Committee on December 3, 2018.	
5.4	Economic Development Committee shall research the feasibility of establishing a local Chamber of Commerce and submit a report to the City Council. Rural Development Initiatives was selected to facilitate stakeholder meetings and recommend organizational structure that is sustainable. A grant application was submitted to The Ford Family Foundation to cover most of the project costs.	
5.5	Downtown Master Plan Steering Committee shall submit a progress report to the City Council by December 31. Report provided to the City Council on November 6, 2018.	X

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Financial Management Efficiently and effectively plan, organize, direct and control financial activities.		
6.0 OBJECTIVE: FISCAL INTEGRITY Maintain financial records that are accurate, dependable, and inspire public trust.		
EVALUATION CRITERIA:		X = MET
6.1	Provide monthly and quarterly financial reports to the City Council which are consistent with the Fiscal Policy and Financial Management Procedures Manual. Reports submitted on January 16, April 16, July 16, and October 16.	X
6.2	Create and maintain an unrestricted cash balance in the operating funds of at least 17%.	X
6.3	City Administrator shall submit the Annual Financial Report to the Oregon Secretary of State by December 31. Audit on track for completion by December 31, 2018.	
6.4	City Administrator shall submit a plan to resolve audit deficiencies to the City Council and Oregon Secretary of State within 30 days of receiving the Annual Financial Report. Resolution 690 was approved on February 20, 2018.	X
6.5	City Administrator shall engage the City Auditor and request a revision of the contract to ensure the annual financial audit is completed by November 30. Goal for the FY 2017-18 was to complete the audit by December 31, 2018. Staff will request a revision of the contract for FY 2018-19.	

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Public Safety Improve public safety through effective policing strategies, emergency preparedness planning, and hazard mitigation.		
7.0 OBJECTIVE: EMERGENCY PREPAREDNESS Develop and update emergency preparedness plans.		
EVALUATION CRITERIA:		X = MET
7.1	<p>City Administrator shall review emergency preparedness plans with Lowell Fire District and submit a report to City Council.</p> <p>Lane County Hazard Mitigation Plan was reviewed with the Lowell Fire Department. Unfortunately, Lowell is one of the few communities not included in the plan. Staff has reach out to Lane County Emergency Management to determine if and when a plan can be developed for Lowell.</p>	

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Facilities and Infrastructure Invest in the maintenance and development of facilities and infrastructure.		
8.0 OBJECTIVE: PREVENTATIVE MAINTENANCE Reduce the lifecycle costs of equipment, facilities, and infrastructure by supporting a preventative maintenance program.		
EVALUATION CRITERIA:		X = MET
8.1	Public Works Director shall perform a quarterly maintenance inspection of the facilities.	X
8.2	Public Works Director shall submit an annual report on facility maintenance to the City Council by December 31. Public Works is scheduled to submit their annual facilities report on December 4, 2018.	
8.3	Public Works Director shall develop and implement a routine maintenance program for vehicles and equipment.	X

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Quality of Life		
Enhance quality of life by supporting public safety, a wide range of parks and recreational facilities and activities, and community beautification efforts.		
9.0 OBJECTIVE: PARKS AND RECREATION		
Provide diverse parks and recreation facilities, activities, and programs for residents of all ages and abilities.		
EVALUATION CRITERIA:		X = MET
9.1	<p>City Administrator shall start the procurement process for the installation or upgrade of the irrigation systems at Rolling Rock Park and Paul Fisher Park by April 2018.</p> <p>Paul Fisher Park Irrigation Project started in October. Staff determined Rolling Rock Park Irrigation Project should be included as part of larger project to expand and renovate Rolling Rock Park. Staff recommends submitting a grant application in Spring 2019 to the Oregon Parks and Recreation Department to install an irrigation system and make lighting, parking, pedestrian, and other improvements identified by the updated Parks and Recreation Master Plan.</p>	
9.2	Public Works Department shall conduct a monthly safety inspection of parks and open spaces.	X
9.3	<p>Parks and Recreation Committee shall discuss partnerships with local and state agencies to offer recreation programming and submit a report to the City Council.</p> <p>Report to be submitted to the City Council on December 4.</p>	
9.4	<p>Parks and Recreation Plan Steering Committee shall submit a progress report to the City Council by December 31.</p> <p>Report presented to the City Council on November 6, 2018.</p>	X

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Community Development		
Positively plan, develop, and coordinate economic and population growth consistent with community values.		
10.0 OBJECTIVE: PLANNING AND ZONING		
Provide a high quality built environment and support diverse neighborhoods through effective planning and zoning practices.		
EVALUATION CRITERIA:		X = MET
10.1	Planning Commission shall work with the City Planner to develop an update to the Land Development Code regarding conditions for marijuana facilities.	
10.2	City Administrator shall identify and apply for grant funding, when available, to complete a Transportation System Plan or Local Street Network Plan. The plan shall include design standards for streets, lighting and sidewalks. Grant application submitted to the Transportation Growth Management Program in June 2018.	X
10.3	City Administrator shall engage St. Vincent de Paul and other stakeholders regarding the availability of housing for families that meet low-moderate income (LMI) requirements and submit a report to the City Council.	

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Responsive Government		
Deliver an efficient, innovative, transparent, effective and collaborative city government.		
11.0 OBJECTIVE: CITIZEN ENGAGEMENT		
Enhance communication and public outreach efforts with residents, businesses, non-profit and government organizations.		
EVALUATION CRITERIA:		X = MET
11.1	City Administrator shall review the social media policy with the City Council. Social Media Policy reviewed with the City Council on October 2, 2018. And updated on October 16, 2018	X
11.2	City Administrator shall present an annual report of official city communications using the website and other social media to the City Council. Report submitted to the City Council on November 6, 2018.	X
11.3	City Administrator shall submit a report to the City Council documenting collaborative efforts with local districts, state agencies, and/or non-profits.	
11.4	City Administrator shall complete the development of the new City website. New website was launched in Spring 2018.	X
11.5	City Administrator shall publish a monthly status report of ongoing and future projects. Status reports provided in monthly City Administrator Report. Project status reports are also available for review on the City website.	X

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Quality of Life		
Enhance quality of life by supporting public safety, a wide range of parks and recreational facilities and activities, and community beautification efforts.		
12.0 OBJECTIVE: BEAUTIFICATION		
Encourage community beautification by serving as an example and providing tools, incentives, and support.		
EVALUATION CRITERIA:		X = MET
12.1	Public Works Director shall submit a monthly status report on code enforcement actions to the City Council.	X
12.2	City Administrator shall distribute community outreach materials for code enforcement through the City website, Facebook, and The Bridge newsletter.	X
12.3	Parks and Recreation Committee shall provide and annual report on the beautification program established in 2017. Report scheduled to be presented on December 4, 2018.	
12.4	Planning Commission shall research policies and programs that encourage neighborhood reinvestment and provide recommendations to the City Council for review.	

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Responsive Government		
Deliver an efficient, innovative, transparent, effective and collaborative city government.		
13.0 OBJECTIVE: POLICYMAKING		
Adopt policies that support the goals and objectives of the strategic plan.		
EVALUATION CRITERIA:		X = MET
13.1	City Administrator shall review the Lowell Revised Code, recommend editorial revisions, and report areas of emphasis to the City Council.	
13.2	City Council shall establish a charter review committee to meet every three years to review and discuss potential changes to the Lowell Charter.	
13.3	<p>City Administrator shall develop a report which compares the City’s level of service (i.e. Water, Sewer, Streets, Parks, Public Safety) with other comparable municipalities.</p> <p>Unfortunately, staff has determined this report is currently not feasible. Each municipality utilizes a variety of revenues (i.e. citation revenue, property taxes, gas taxes) and each allocates and classifies expenditures differently. An “apples to apples” comparison is not possible without dedicating significant time and resources; interviews, research, and data scrubbing would be required.</p>	

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Human Resources Recruit, develop, evaluate and retain the highest quality staff.		
14.0 OBJECTIVE: PROFESSIONAL DEVELOPMENT AND ACCOUNTABILITY Improve the human resource capacity of the City by providing training opportunities and meaningful evaluation of staff.		
EVALUATION CRITERIA:		X = MET
14.1	City Administrator shall insure that each staff member is annually evaluated, with meaningful recommendations and appropriate plans for remediation included within the evaluation. Evaluations were completed prior to the Budget and reviewed with the City Council on May 15, 2018.	X
14.2	City Administrator shall annually submit a department by department training program. Training programs were included in the FY 2018-19 Budget.	X
14.3	City Administrator shall conduct a salary and benefit survey of comparable municipalities. Staff has reached out to the Local Government Personnel Institute (www.lgpi.org) for assistance with this project.	

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**CITY OF LOWELL
2018 STRATEGIC PLAN**

STRATEGIC GOAL: Responsive Government		
Deliver an efficient, innovative, transparent, effective and collaborative city government.		
15.0 OBJECTIVE: TRAINING AND DEVELOPMENT		
Support the professional development of the governing body.		
EVALUATION CRITERIA:		X = MET
15.1	<p>City Administrator shall present a list of training opportunities to the City Council on the topics of communication, conflict resolution, teamwork, mediation, and ethics.</p> <ul style="list-style-type: none"> • League of Oregon Cities Annual Conference • League of Oregon Cities Regional Meeting • Small Cities Meeting • Municipal Operations in Oregon – Understanding the Fundamentals • The Ethical Municipal Official • Regional Housing Workshop 	X
15.2	City Administrator shall review the City Council Rules and present a draft to the City Council for review, discussion, and approval.	
15.3	City Administrator shall identify resources and develop the first draft of a councilor orientation handbook.	

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City of Lowell

City Administrator Objectives

Jared Cobb, City Administrator Objectives for 2018

Criteria for the City Council to evaluate the effectiveness of the City Administrator's leadership of the City of Lowell.

Section A – Relationship with the City Council

City Council Development:

The Administrator will successfully facilitate the training of Council members by providing opportunities for Council members to attend appropriate workshops and conferences.

Example of Council Evaluation Criteria

- *The Administrator shall submit to the Council, not later than November of 2018, a list of professional development opportunities provided to the Council.*
 - League of Oregon Cities Annual Conference
 - League of Oregon Cities Regional Meeting
 - Small Cities Meeting
 - Municipal Operations in Oregon – Understanding the Fundamentals
 - The Ethical Municipal Official
 - Regional Housing Workshop

- *Not later than April of 2018, the Council and Administrator will participate in the development of a Governance Handbook, which results in accountability and defines the roles, relationships and expectations of the Administrator.*
 - City Council was presented with a proposal for a Governance Handbook and requested other alternatives for review. Staff discussed with a consultant at the 2018 League of Oregon Cities Conference. A proposal for a similar workshop is being developed for 2019 and will be submitted for review at the December 4 Work Session.

Council and Administrator Relationships:

The Administrator and each Council member will meet on a **quarterly basis** to discuss philosophical points of view regarding the future of the City.

Example of Council Evaluation Criteria

- *The Administrator will present a list of the meetings held with each Council member.*
 - An email was sent to the City Council in the Spring to setup meetings for the year. Formal meetings were not setup; however, meetings were held with each Councilor throughout the year. Moving forward, I would suggest a quarterly check-in phone call in lieu of a sit-down meeting.

Section B – Administration of the City

Improve Support Services:

The Administrator will ensure that the support services of finance, human resources, and information technology are performing at the level expected by the Council.

Example of Council Evaluation Criteria

- *The Administrator will provide recommendations to the Council to address any material weaknesses or significant deficiencies identified in the FY 2017 Audit within 30 days of receiving the report.*
 - Resolution 690 was approved on February 20, 2018.

Section C – City Leadership

Improve City Services:

The Administrator will ensure that the quality and scope of services provided to residents continues to improve.

Example of Council Evaluation Criteria

- *By March of 2018, the Administrator shall conduct a review of the major public services (i.e. public safety, water and sewer) and program budgets offered by comparable cities and submit a report to the City Council.*
 - Unfortunately, staff has determined this report is currently not feasible. Each municipality allocates and classifies expenditures differently. An “apples to apples” comparison would require significant time and resources and include staff interviews, research, and data analysis.
- *The Administrator, not later than November 2018, shall present a progress report on the improvements made to services provided within each department.*
 - Presented at the November 6 City Council Work Session.

Building Collaboration with Other Governmental Organizations

The Administrator will ensure that the quality and scope of services provided to residents continues to improve as the result of maximizing governmental collaborations.

- *The Administrator, not later than November 2018, shall present a list of activities and outreach opportunities focused on building collaboration with other governmental organizations.*
 - Blackberry Jam Festival – School District provided facilities for the quilt show, vehicle for the parade and trash pickup. Fire District provided traffic control and a children’s event.
 - Summer Reading Program – School District provided classroom for the program. Fire District put on a program for kids.
 - Policing – Proposed partnership with the School District to hire a full-time officer.
 - Bridge Lighting – School District provided busses for transportation and the Fire District provided traffic control and parking.

Section D - Personnel

Improve the Human Resource Capacity of the City:

The Administrator shall ensure that the human resource capacity of the City improves each and every year.

Examples of Board Evaluation Criteria

- *The Administrator will foster an organizational culture of continual training and development. During the 2018/2019 budget process, the administrator will present a department by department training program, with associated budgeted funds to address the needs of each department.*
 - Provided in the presentation to the Budget Committee on April 25, 2018.
- *The Administrator shall develop individual staff and department objectives and shall review the objectives with the City Council, not later than April 1, 2018.*
 - Provided in the presentation to the Budget Committee on April 25, 2018.
- *The Administrator will insure that each staff member is annually evaluated, with meaningful recommendations and appropriate plans for remediation included within the evaluation.*
 - Performance reviews were reported to the City Council on May 15, 2018.
- *The Administrator will review the City's personnel policies and recommend revisions to the Personnel Handbook by February of 2018.*
 - Personnel Handbook still under development.

Section E – Business and Financial Management

Financial Management:

The Administrator shall ensure that the City is fiscally sound.

Example of Council Evaluation Criteria

- *The Administrator will report quarterly on the status of the budget as it applies to the evaluation criteria established by Resolution 644, used to assess that the City has a fiscally sound budget and the necessary reserves to meet the expectations defined by the Council.*
 - The status was reported with each Quarterly Financial Report. All funds exceeded the 17% cash reserve for the entire year.
- *By not later than May of 2018, the Administrator will present to the Budget Committee a draft balanced budget for the 2018/2019 fiscal year.*
 - The draft FY 2018-19 Budget was submitted to the Budget Committee one week prior to the meeting held on April 25, 2018.

Facility and Equipment Management

The Administrator shall ensure that the facilities are properly maintained.

Example of Council Evaluation Criteria

- *By not later than December of 2018, the City Administrator shall submit an annual maintenance inspection report of facilities to the City Council.*

- Public Works is scheduled to present a report to the City Council on December 4, 2018.
- *The Administrator shall facilitate an annual Facility Site visit of the Council to review the facilities of the City and other community facilities (i.e. Grange, Schools, Fire Department, Lowell State Park).*
 - Site visits are scheduled for November 30, 2018.

Section F – Community Relationships

Outreach to Staff, Residents, and the Community

In an effort to improve relationships, the Administrator shall implement an outreach program to staff, residents, and community.

Examples of Council Evaluation Criteria

- *The Administrator shall present an annual report of official city communications using the website and other social media to the City Council by November of 2018.*
 - Presented at the November 6 Work Session.
- *The Administrator will provide an annual report to the Budget Committee that reflects the growth in the City, in terms of population, property values and/or utility connections.*
 - Submitted as part of the City Administrator’s Budget Message on April 25, 2018.
- *The Administrator will ensure the proper functioning of the approved advisory or independent committees of the City and shall provide a quarterly report on the work of each committee.*
 - Two reports were missed. One report was provided at the May 15, 2018 City Council meeting for the period of January – May. A second report will be provided at the December 18, 2018 City Council meeting covering the remainder of the year.

Section G – Individual Characteristics

No objectives were developed for this section

Section H – Job Related Characteristics

No objectives were developed for this section

Section I – Annual Objectives

This section does not require objectives

Approved:

City of Lowell

EVALUATION OF THE CITY ADMINISTRATOR

By: _____

INSTRUCTIONS: This evaluation instrument is divided into nine categories. Each Council member is asked to rate the City Administrator on the items cited in each of the categories on a scale ranging from 1 to 5. The number 1 is the lowest possible score and indicates unacceptable performance. The number 5 indicates outstanding or highly commendable performance. A definition of each numerical rating is presented as follows:

- 5 - EXEMPLARY The City Administrator demonstrates exemplary leadership that is a model for others.
- 4 - EXCELLENT The City Administrator exceeds the expectations of his/her job description.
- 3 - MEETS EXPECTATIONS The City Administrator meets expectations.
- 2 - NEEDS IMPROVEMENT The City Administrator needs to concentrate self-improvement efforts in this area.
- 1 - UNSATISFACTORY The City Administrator's performance in this category is unacceptable and requires immediate attention.

A.) RELATIONSHIP WITH THE COUNCIL

Keeps the Council informed on issues, needs, and operations of the City _____

Offers professional advice to the Council on items requiring Council action _____

Supports Council policy and actions in a positive and responsive manner _____

Handles differences of opinion between Council members and herself/himself in an effective manner _____

Engenders trust among Council members, staff, and the community. _____

Comments:

B.) ADMINISTRATION OF THE CITY

Plans his/her own time so that matters of greatest importance is dealt with thoroughly.

Periodically reviews and reorganizes staff duties and/or responsibilities to take full advantage of the staff's special competencies and interests.

Has developed a system that assures that all significant activities or duties are performed regularly or administered promptly.

Provides the Council with a written agenda and appropriate backup material by the determined date before each Council meeting.

Comments:

C.) LEADERSHIP

Understands and keeps informed regarding all aspects of City services.

Organizes and actively encourages a planned program of City wide improvement.

Has provided for a system of measurement and goals for staff and departments.

Exemplifies the skills and attitudes of a community leader and inspires in others the highest professional standards.

Anticipates needs.

Comments:

D.) PERSONNEL

Develops good staff morale and loyalty.

Delegates authority to staff members appropriate to the position each holds.

Develops and executes sound personnel procedures and practices.

Provides for the systematic, organized evaluation of all staff.

Evaluates performance of staff members, giving commendations for good work as well as constructive suggestions for improvements.

Comments:

E.) BUSINESS AND FINANCIAL MANAGEMENT

Plans budget information in terms of community priorities.

Oversees budget operations with the Council in a thorough and effective manner.

Evaluates needs and recommends adequate financing.

Work with support staff in providing adequate data to support budgetary recommendations.

Comments:

F.) COMMUNITY RELATIONSHIPS

Gains the trust and respect of the community on the conduct of the City operations.

Solicits and gives attention to problems and opinions of all groups and individuals.

Achieves status as a leader within the community.

Provides leadership to the community.

Comments:

G.) INDIVIDUAL CHARACTERISTICS

Uses sound and appropriate judgment.

Consistently exhibits composure, emotional stability and poise.

Demonstrates high standards of ethics and good character.

Actively engage, listen for understanding, seek to be understood in his/her interactions with stakeholders.

Demonstrates ethical leadership in work and community related activities

Comments:

H.) JOB-RELATED CHARACTERISTICS

Speaks and writes effectively.

Acts in a decisive manner.

Demonstrates creativity and flexibility.

Utilizes effective techniques in managing and prioritizing his/her time and energy.

Maintains his/her professional development by reading, conference attendance, work on professional committees and professional organizations.

Comments:

I.) ANNUAL OBJECTIVES

Performance on addressing annual Council approved City Administrator objectives.

Comments:

Summary Comments:

CERTIFICATION: I acknowledge that I have seen this evaluation and have been provided with suggestions where improvement in performance is indicated. I understand that a copy of this document shall be placed in my personnel file in ten (10) calendar days and that I have the right to respond in writing and, if I choose to do so, my response shall be attached to the copy placed in my personnel file. I also understand that my signature does not necessarily mean that I agree with this evaluation.

Mayor

City Administrator

December 2018

December 2018

