

**City of Austin Parks and Recreation Board
Cemeteries Work Group
Issues Matrix 03/31/2012**

	A	B	C	D	E	F	G	H	I
1	Item #	Citizen Concerns	Possible Solution(s)	Support	Document	Responsible	Intended Outcome	Adopted?	Document/Manner
2	Operations								
3	1	Outline Tree Maintenance Goals	Develop funding source(s) for tree program	General Support	Master Plan	PARD/Consultant/Citizens/ Urban Forestry	Tree maintenance and replacement program	No.	Tree Maintenance is addressed in Cemetery Operations, section T. Tree Care and Monitoring. Tree Maintenance Goals will be addressed in the Master Plan.
4	2	Establish Tree Maintenance and replacement programs	Establish responsibilities, guidelines, enforcement and penalties. Upgrade systems. Develop funding source(s) for tree program	General Support	Current Agreement with Amendments	PARD/Contractor/Purchasing/ Urban Forestry	Overall improved care of trees and ongoing establishment of new trees.	Tree Maintenance is addressed in Cemetery Operations, section T. Tree Care and Monitoring.	Tree Replacement Programs are not mentioned in the SOW. The Master Plan and forestry management will incorporate cemetery tree replacement programs.
5	3	Watering guidelines and enforcement; Watering restrictions due to drought	Improve tree watering guidelines, apply sufficient water. Establish enforcement processes and penalties. Contractor to water more trees at each cemetery while following water conservation guidelines by combining soaker hoses, irrigation and hand watering.	General Support	Current Agreement; Water Plan	PARD/Contractor /Citizens/ Urban Forestry	More trees to survive. Break trend of loosing over 174 trees in 2011 at Oakwood alone. Instead of spending money to remove the trees that will die in the next couple of years from not watering, save trees by using that money to water them this year. Have policies that apply to all cemeteries.	Irrigation and supplemental tree watering is addressed in Cemetery Operations, section F. Irrigation.	Department Supplemental watering plan will be inserted in the appendix.
6	4	Watering guidelines and enforcement; Watering restrictions due to drought	Contractor to extend watering hours and increase staff (or change staff hours) to maximize watering during allowed day(s). Obtain variance to water more than allowed day(s). Forestry to provide additional recycled water or water from swimming pools.	General Support	Current Agreement; Water Plan	PARD/Contractor / Urban Forestry	Improve care of trees so that more trees can live longer. Improve look of cemetery and community satisfaction with care of cemetery.	Irrigation and supplemental tree watering is addressed in Cemetery Operations, section F. Irrigation.	Department Supplemental watering plan will be inserted in the appendix.
7	5	Watering guidelines and enforcement; Watering restrictions due to drought	Contractor & PARD need to water trees. Volunteer citizens to help, but not to be the predominant watering force. PARD needs to allocate funds (bonds) for repairing, updating or installing new irrigation at all cemeteries (except Plumbers).	Moderate Support	Current Agreement; Water Plan	PARD/Contractor /Citizens/ Urban Forestry	Clear policy on water use and roles. Increased professional care with less reliance on citizens. Citizens will continue to water as needed.	Irrigation and supplemental tree watering is addressed in Cemetery Operations, section F. Irrigation.	Department Supplemental watering plan will be inserted in the appendix.
8	6	Pruning guidelines and enforcement	Define tree maintenance responsibilities. Establish pruning guidelines for contractor's part of pruning responsibilities. Establish enforcement process and penalties. Contractor to hire certified arborist to implement contractor's part of pruning responsibilities. Contractor to obtain Public Tree Care Permit or Public Tree Care Site Permit from Forestry prior to pruning. See UFB report.	General Support	Current Agreement with Amendments	PARD/Contractor /Purchasing/Urban Forestry	Improved tree health. More heritage trees to survive. Reduce safety risks. Improve care of heritage trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.	Tree Pruning/Trimming is addressed in Cemetery Operation, Section T. Tree Care & Monitoring	

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7	Dead tree removal guidelines and enforcement	Add immediate care to Contractor contract restatement Add more responsibilities for Contractor into the agreement. Add more components and timeline for action	General Support	Current Agreement with Amendments	PARD/Contractor/Purchasing/Urban Forestry	Removal of dead trees. Improved look of cemetery and community satisfaction.	COA is responsible for removal of trees that do not pose an imminent safety concern. Proposer shall conduct a health assessment and submit an annual tree maintenance work plan. Dead tree removal is addressed in Cemetery Operations Section U. Comprehensive Tree Survey and Assessment Plan	
8	Dead tree removal guidelines and enforcement	Contractor has always been responsible for immediate care of fallen trees and limbs (Mode II care in 2006 contract), so contract re-statement is not needed only for this. Establish guidelines, enforcement and penalties for contractor when removing fallen trees and limbs that pose imminent danger. In these occasions, contractor to have a certified arborist on site when pruning limbs from live trees, and to follow proper pruning techniques. Provide funding to Forestry to remove dead trees that don't pose imminent danger. Clarify Forestry estimate, independent contractor bid \$175K. Establish dead tree removal on a continuous basis by Forestry.	General Support	Current Agreement with Amendments	PARD/Contractor/Purchasing/Urban Forestry	More heritage trees to survive when limbs fall and pose imminent danger. Reduce safety risks. Improve care of heritage trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.	Tree Removal is addressed in Cemetery Operations Section T. Tree Care & Monitoring	
9	Ball moss removal schedule and enforcement	Cover in detail in Cemeteries Master Plan	General Support	Master Plan	PARD/Urban Forestry/Consultant	Improved tree health.	Ball Moss Removal and Enforcement is addressed in Cemetery Operations Section V. Ball Moss Removal and Enforcement.	
10	Routine tree maintenance (compost, mulch) guidelines and enforcement needed	Cover fully in new competitive solicitation. Volunteers to implement now under current contract, in some areas, as possible.	General Support	Request for Proposal	PARD/Purchasing/Legal	Improved tree health.	Routine tree maintenance is addressed in Cemetery Operations Section T. Tree Care & Monitoring.	
11	Need tree planting guidelines and enforcement	Forestry to develop cemeteries planting plan with citizen input, or cover in detail in Cemeteries Master Plan.	General Support	Master Plan	PARD/Consultant/Citizens/Urban Forestry	Ongoing additions to maintain urban forest as trees die from natural and other causes.	Tree Planting is addressed in Cemetery Operations Section T. Tree Care & Monitoring	

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14	12	Digging graves within root system can injure trees. Need guidelines and enforcement for contractor.	Develop and implement immediately	General Support	City Code	PARD/Contractor /City Arborist	Avoid or limit damage to existing trees.	No.	PARD/Legal Discussion
15	13	Digging graves within root system can injure trees. Need guidelines and enforcement for contractor.	Enforce city code to prevent contractor from pruning roots larger than 1 inch from heritage trees without review from City Arborist, and without following proper procedures (proper cut done by certified arborist, seal roots, cover roots to prevent drying, mitigation plan for tree to recover). Inspector to add item to Inspection Checklist because proper root cutting is specified in city code.	General Support	City Code	PARD/Contractor /City Arborist	More trees to survive when roots need to be cut for a burial. Reduce future safety risks and killing tree. Improve care of trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.	No.	PARD/Legal Discussion
16	14	Private ownership of trees	City Legal opinion on City's ability to manage trees that are on private plots, including COA liability for tombstone damage due to falling limbs and trees, to be researched, implement policy upon adoption. Refer to health and safety code 713.011 Care of Municipal Cemeteries.	General Support	State Code, City Code	PARD/Legal	Clear policy regarding planting trees on private plots.	No.	PARD/Legal Discussion.
17	15	Avoiding general tree damage: Not cutting tree trunks when weed eating or damage trees trunks or surface roots with lawn mowers. Not applying fertilizers or chemicals that damage trees.	Contractor to train staff. PARD inspector to add to Inspection checklist and enforce penalties when trees are damaged.	General Support	Current Agreement with Amendments	PARD/Contractor /Purchasing	Reduce future safety risks and killing tree. Improve care of trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.	Equipment used for cemetery operations is addressed in Cemetery Operations Section P. Equipment. Proper fertilizers are addressed in Cemetery Operations Section R. Fertilization and Weed Control.	
18	16	Define use of Equipment Storage Area at AMP	Include in restated agreement.	Limited Support	Current Agreement with Amendments	PARD/Contractor /Purchasing	Balanced needs of storage and aesthetics.	RFP will include exhibit defining storage space(s) and use of storage space for each site.	
19	17	Determine amount of space required for equipment storage for each cemetery, determine location for each cemetery	Add immediate plan to restated contract.	Limited Support	Current Agreement with Amendments	PARD/Contractor /Purchasing	Minimize equipment storage area and ensure equipment is needed and used only for care of Austin cemeteries.	RFP will include exhibit defining storage space(s) and use of storage space for each site.	
20	18	No space at other COA cemeteries for storage	Follow restatement	Limited Support	Current Agreement with Amendments	PARD/Contractor /Purchasing	Improve appearance of AMP.	RFP will include exhibit defining storage space(s) and use of storage space for each site.	

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21	19	Equipment needed for COA cemetery operations	Contractor to store all equipment off site	Limited Support	Request for Proposal	PARD/Purchasing/Legal	Improve appearance of AMP.	Cemetery Operations Equipment is addressed in Cemetery Operations Section P. Equipment.	
22	20	If spoils and equipment must be on site, do something to block if from view	Large but decorative gate to block view of equipment and spoils at AMP	Limited Support	Master Plan	PARD/Consultant/Citizens	Screening of spoils and equipment	Spoils Management is addressed in Cemetery Operations Section Y. Spoils Management	Screening will be COA responsibility.
23	21	Contractor stores spoils at AMP not only from AMP but other COA cemeteries and public thinks other cemeteries in Contractor management	Establish spoils management program	Limited Support	Current Agreement with Amendments	PARD/Contractor/Purchasing	Acceptable program for timely spoils removal. Assurance that spoils are from Austin cemeteries.	Spoils Management is addressed in Cemetery Operations Section Y. Spoils Management	
24	22	Determine maximum amount of spoils appropriate per site	Contractor to store all spoils off site	Moderate Support	Request for Proposal	PARD/Purchasing/Legal	Improve appearance of AMP.	Spoils Management is addressed in Cemetery Operations Section Y. Spoils Management	
25	23	Determine appropriate space for storage	Large but decorative gate or other visual screen to block view of equipment and spoils at AMP	Limited Support	Master Plan	PARD/Consultant/Citizens	Screening of spoils and equipment	RFP will include exhibit defining storage space(s) and use of storage space for each site.	
26	24	Dead Grass	Replace dead grassy areas with drought resistant grasses and ground covers.		Current Agreement with Amendments	PARD/Contractor/Purchasing	Establish and implement a Turf Maintenance Plan.	Dead Grass is addressed in Cemetery Operations Sections N. and O. Turf Care and Turf Maintenance.	

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27	Operations: Capital Improvements							
25	Irrigation improvements are a higher priority than road and drainage improvements	Add CIP funding request for installation/repair of irrigation systems and roadway resurfacing for all cemeteries. Citizens speak to bond committee about needs.	Moderate Support	Bond Election and Budget Process	PARD/City Manager/City Council/Citizens	Funding for major improvements to the cemeteries	No.	Improvements to irrigation are to be discussed and determination through the Bond and Budget process.
26	Oakwood aqueduct creates safety concern.	Add CIP funding request for repair of aqueduct reconstruction at Oakwood.	Moderate Support	Bond Election and Budget Process	PARD/Public Works?	Funding to maintain concrete drainage channels that run through Oakwood cemetery.	No.	CIP Concern
27	Contractor does not place headstones upright after they fall	Establish Headstone Leveling Standards	Moderate Support	Current Agreement with Amendments	PARD/Contractor/Purchasing	Clarify policy and responsibility for re-leveling headstones making sure to align policy with existing city code	Headstone Maintenance is addressed in Cemetery Operations Section B. Monument, Marker, and Headstone Installation.	
28	Ownership of headstones, tracking descendants, concept of abandoned property all influence whether PARD/Contractor replace headstones	Request City Legal opinion on Contractor/City's ability to move headstones	Limited Support	Master Plan	PARD/Legal/Consultant	Clarify policy and responsibility for managing headstones.	Headstone Maintenance is addressed in Cemetery Operations Section B. Monument, Marker, and Headstone Installation.	
29	Roadways are in poor shape and detract from the cemeteries.	Resurface the roadways.		Budget Process	PARD/Public Works?	Improve the functionality and appearance of the cemetery roadways.	No.	CIP Concern
30	Management: Cemetery Master Plan							
30	COA has no plan or 10-year vision for the for cemeteries	Create Cemetery Master Plan Schedule and Scope of Work; Focus on reverence, dignity, respect, beauty, peace, tranquility, vivid/good memories of those you visit.	General Support	Master Plan	PARD/Consultant/Citizens	A comprehensive assessment of the cemeteries and plan for maintaining them.	No.	Department is researching and developing the Master Plan
31	COA needs best practices for cemetery plan	Conduct market/industry analysis to determine best practices for cemetery management	Moderate Support	Master Plan	PARD/Consultant/Citizens	A comprehensive assessment of the cemeteries and plan for maintaining them.	No.	Department is researching and developing the Master Plan
32	Space issue, number of available spaces, including researching abandoned space	Look at issue of overcrowding and possibilities for expansion.	Moderate Support	Master Plan	PARD/Consultant/Citizens	A comprehensive assessment of the cemeteries and plan for maintaining them.	No.	Department is researching and developing the Master Plan
33		Engineering and archeological analysis required.	Moderate Support	Master Plan	PARD/Consultant/Citizens	A comprehensive assessment of the cemeteries and plan for maintaining them.	No.	Department is researching and developing the Master Plan
34	COA needs to find funding to deal with space issue	Assess possibility of bond funding Includes efforts for 2012 Bond	General Support	Bond Election and Budget Process	PARD/City Council/City Manager/Citizens	A comprehensive assessment of the cemeteries and plan for maintaining them.	No.	Department is researching and developing the Master Plan

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35		Inadequate monitoring under current contract	Establish clear performance and monitoring measures.	Moderate Support	Current Agreement with Amendments; Cemetery On-site Compliance form	PARD/Contractor/Purchasing	Improve cemetery monitoring	Performance Monitoring tools will be developed and implemented upon agreement of contract terms and conditions.	
36		Inadequate tree care under current contract	Include tree watering and tree pruning in the monitoring/inspection process. Add to PARD inspection checklist and enforce penalties when trees are damaged.	General Support	Current Agreement with Amendments; Water Plan; On-site Compliance form	PARD/Contractor/Purchasing	Improve tree health	Tree Care is addressed in Cemetery Operations Section T. Tree Care & Monitoring	
37		COA needs a special board or commission to handle cemetery management	Create a Cemetery Commission or Cemetery Manager position to oversee the operations and management of the cemeteries	General Support	Budget Process	PARB/City Council/City Manager	Dedicated person(s) with appropriate background and skills to oversee cemetery operations, planning, budgeting, and policies.	No.	Ongoing, PARD Director will pursue request with City Manager's Office.
39									
40									
41									

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42		Management: Historic Preservation							
38		COA does not have Historic Preservation Goals	Create Historic Preservation Goals - to include the following:		Master Plan	PARD/Consultant/Citizens	Detail requirements for Cemetery Master Plan	No.	Historic Preservation goals will be addressed in the Master Plan.
39		COA does not have Historic Preservation Goals	Don't remove damaged old headstones and replace with new stones not appropriate for the time	Limited Support	Master Plan	PARD/Consultant/Citizens	Detail requirements for Cemetery Master Plan	Headstone maintenance and coordination is addressed in Cemetery Operations Section B. Monument, Marker and Headstone Installation.	
40		COA does not have Historic Preservation Goals	Restore Oakwood Chapel	General Support	Bond Election and Budget Process	PARD/City Council/City Manager/Citizens	Preservation of historic structures.	No.	Building improvements and restorations are to be discussed and determined through the Bond and Budget process.
41		COA does not have Historic Preservation Goals	Refurbish Oakwood Annex Restroom and Roof	General Support	Bond Election and Budget Process	PARD/City Council/City Manager/Citizens	Preservation of historic structures. Meet or exceed public health standards.	No.	Building improvements and restorations are to be discussed and determined through the Bond and Budget process.
42		COA does not have Historic Preservation Goals	Refurbish AMP Caretaker House and Restroom to include a feasibility study for appropriate use(s)	General Support	Bond Election and Budget Process	PARD/City Council/City Manager/Citizens	Preservation of historic structures. Meet or exceed public health standards.	No.	Building improvements and restorations are to be discussed and determined through the Bond and Budget process.
43		Recognize there is likely to be unmarked graves in some sections as consider expansion options. Respect history.	Establish strategy for preserving older graves found below newer areas in some cemeteries. (Predominately Evergreen Cemetery)	General Support	Master Plan	PARD/Consultant/Citizens	Preserve and respect cemetery history.	No.	Cemetery expansion feasibility, opportunities, and options will be addressed in the Master Plan.
44		COA Lacks a Cemetery Monitoring System	Establish clear performance and monitoring measures.	General Support	Current Agreement with Amendments; Cemetery On-site Compliance form	PARD/Contractor/Purchasing	Improved cemetery operations	Performance Monitoring tools will be developed and implemented upon agreement of contract terms and conditions.	
45		All records are kept manually, transition to an automated management system	Explore CIM's software to track cemetery operations; hire temp staff once SW adopted to back fill with all manual data. Important that City own the system and the data.	General Support	Budget Process	PARD/City Manager/City Council/Contractor	Improved accuracy, security, and accessibility of cemetery records.	Records management is addressed in Sales Administration and Management Section E. Records Management	

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51	46	311 complaint process is not working well	Create operations manual that clearly defines operating and management responsibilities; work with 311 operations to ensure prompt, appropriate response. Add 311 complaint resolution to the website	General Support	new	PARD/311 Center	Improved customer service.	Complaint Resolution and Management is addressed in Sales Administration and Management Section H. Complaints Resolution and Management	
52	47	COA needs best practices for cemetery plan	Gather contracts from other municipal cemeteries and analyze for best practices.	General Support	new	PARD	Knowledge of typical and best practices to use as a foundation in master planning and RFP.	National Cemetery Standards were cited in the development of operations and maintenance standards.	PARD will develop policies and procedures for best management practices by March 31, 2013
53	48	COA needs funding for cemetery maintenance	Make cemetery maintenance a line item in COA budget, add a separate line item in the general fund budget specifically for maintenance	General Support	Budget Process	PARD/City Council/City Manager	Short- and long-term sustainability of cemeteries.	No.	Departmental - Can be addressed in the annual business plan.
54	Management: Coordination with the Public								
55	49	Community Groups don't understand PARD relationship to the cemeteries	Define Community Groups and PARD Relationship	Moderate Support	new	PARD/Citizens	Improved communication and relationships.	No.	Ongoing, PARD will work to further define.
56	50	Lack of coordination between interest groups, PARD, PARB, and Contractor	Develop MOU between PARD and Save Austin Cemeteries, and other interested stakeholder cemetery groups, to formalize partnership	General Support	new	PARD/Citizens	Clear policy and expectations for working with special interest groups.	No.	The Department has implemented quarterly stakeholder input meetings as a means for citizens to develop lines of communication between PARD, PARB, Contractor, and interest groups.
57	51	Documents that used to be posted on the website are no longer available from the new City website.	Update website to reflect all documents previously included, prior to website change, completed	General Support	City website	PARD	Better communications with citizens and government transparency.	No.	Been corrected on Cemeteries website.
58	52	Can't depend on PARD. Staff rotates and no accountability. Have to start the process too many times.	PARD budget for full-time, dedicated position to oversee the cemetery operations.		Budget Process	PARD/City Manager/City Council	Improved relationships, processes, and accountability for management of the municipal cemeteries.	No.	Budget amendment for dedicated cemetery staff.

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59	Management: Finance							
53	Financial Terms Do not appear to Support Economic Sustainability. Financial arrangement in the 2006 and draft contract is not sustainable.	Craft the compensation formula to mirror a real business model where performance is a factor and where Contractor is responsible for their profit and not the City of Austin. Convert to a fees for services rendered contract	Moderate Support	Request for Proposal	PARD/Purchasing/Legal	Provide adequate funding for Perpetual Care.	No.	Method of contractor compensation will be addressed in the RFP.
60								
54	Contractor Retained Revenue Estimate, including expenses for markup for Contractor management of projects, is not a sustainable financial model.	For new contract, don't use retained revenue as funding--make it a payment for service contract with a not to exceed amount and mechanism for PARD to sell plots and other revenue generation. Revamp the financial compensation. Eliminate the RRE formula. Include performance measures in the contract. Cap on fee for contractor and install performance measures	Limited Support	Request for Proposal	PARD/Purchasing/Legal	Improved financial terms that can lead to economic sustainability and better managed cemeteries.	No.	Method of contractor compensation will be addressed in the RFP.
61								
55		Same as above, but: Without Cap on fee for contractor and install performance measures	Limited Support	Request for Proposal	PARD/Purchasing/Legal	Improved financial terms that can lead to economic sustainability and better managed cemeteries.	Performance measures will be incorporated upon negotiation and execution of a contract.	Method of contractor compensation will be addressed in the RFP.
62								
56	Contractor expense cap to \$200 per repair	Cover actual expenditure for expenses beyond contract scope, with PARD to approve prior to expenditure. Any expense above \$200 requires City approval	Moderate Support	Current Contract with Amendments	PARD/Contractor/Purchasing	Improved management of expenses.	Threshold for repairs is addressed in Cemetery Operations Section K. Building, Fencing & Signage.	
63								
57	Contractor Water Expense capped at \$50,000	Determine appropriate budget for water and expenses allowed by contract.	General Support	Current Contract with Amendments	PARD/Contractor/Purchasing	Improved management of expenses. Feasible plan for watering trees and landscape.	Water cap is not addressed in the SOW. Irrigation is addressed in Cemetery Operations Section F. Irrigation. And Utilities are addressed in Cemetery Operations Section D. Utilities.	
64								
58	Not sure where cemetery fees recovered by PARD actually go to.	Ensure cemetery fees all go to cemetery account. Deposit the \$100/space Cemetery Maintenance Fee into the permanent, interest-bearing Perpetual Fund account.	General Support	Current Budget; Current Contract	PARD/Finance	Clear accounting for Cemetery Perpetual and Interest Funds. Compliance with H&S code 713.011 concerning Municipal care of cemeteries.	No.	PARD finance concern
65								
59	The perpetual cemetery interest fund (operating fund) is being drained by the extra expenses paid Contractor outside the contracted RRE formula.	Ensure cemetery perpetual fund is protected	General Support	Request for Proposal	PARD/Purchasing/Legal	Adequate funding for Perpetual Care.	No.	PARD finance concern
66								
60	Contractor Retained Revenue Estimate including expenses for markup for Contractor management of projects.	Re-solicitation of the cemetery contract not later than one year from now	Moderate Support	Request for Proposal	PARD/Purchasing/Legal	Improved cemetery operations	No.	PARD finance concern
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68	Management: Rules and Regulations							

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61		PARD and contractor not enforcing rules and regulations	Enforce the rules. Make sure everyone gets a copy of the rules and knows they will be enforced.		Cemetery Rules & Regulations	PARD/Contractor	Improved cemetery appearance and provide for easier maintenance (fewer non-compliant objects to edge around).	Cemetery Rules and Regulations are referenced in the Laws, Statutes and Governmental Requirements Section	
69									
62		Previous enforcement has led to Council mandating no enforcement	Establish mechanism for reviewing and ruling on conflicts. Educate City Council, contractor, and public about the established process.		Cemetery Rules & Regulations	PARD/Contractor /Council/Citizens	Clear and consistent process for enforcement of the cemetery rules and regulations.	Cemetery Rules and Regulations are referenced in the Laws, Statutes and Governmental Requirements Section	
70									
71	Additional Citizen Concerns								
63		Definitive boundaries of the cemeteries don't always exist	Survey cemeteries using existing legal descriptions and historical records		Master Plan	PARD	Set by survey the correct boundaries of the cemeteries according to legal descriptions.	No.	Department is researching and developing the Master Plan.
72									
64		No monitoring of root cutting or tree trunk branch damage under current contract.	PARD to add tree trunk/branch/surface root damage and proper root cutting to inspection checklist and enforce penalties when trees are damaged.		City Code	PARD/Contractor /City Arborist	Ensure ongoing health of trees.	Tree Care and Monitoring is addressed in Cemetery Operations section T. Tree Care and Monitoring.	
73									
65		There is no process to ensure that monuments are set in a timely manner.	Develop a process that ensures monuments are installed in a timely and professional manner.		Current Contract	PARD/Contractor	Timely installation and professional handling of monuments and other memorials.	Monument and Headstone Installation is addressed in Cemetery Operations Section B. Monument, Market and Headstone Installation	
74									