

**ASHLAND CITY COUNCIL
SPECIAL BUSINESS MEETING AGENDAS
Monday, May 23, 2022, and Tuesday, May 24, 2022**

View on Channel 9 or Channels 180 and 181 (Charter Communications) or live stream via
rvtv.sou.edu select RVTV Prime.

HELD HYBRID (Limited In-Person Social Distancing Seating and Zoom Meeting Access)
The Special Business Meeting will be held in Council Chambers, 1175 E. Main Street.
Written and oral testimony will be accepted for public input. For written testimony, email
public-testimony@ashland.or.us using the subject line: Ashland City Council Public Testimony.
For oral testimony, fill out a Speaker Request Form at ashland.or.us/speakerrequest and return
to the City Recorder.

3:30 PM SPECIAL BUSINESS MEETING*

I. CALL TO ORDER

Mayor Akins called the meeting to order at 3:30 PM.

II. PLEDGE OF ALLEGIANCE

Graham led the Pledge of allegiance.

III. ROLL CALL

Councilors' Graham, Hyatt, Moran, DuQuenne and Jensen were present. Councilor Seffinger arrived at 3:45.

IV. MAYOR'S ANNOUNCEMENTS

Land Acknowledgement**

Mayor Akins read the Land Acknowledgement.

I. NEW AND MISCELLANEOUS BUSINESS – CONTINUED

Public Input

Susan Hall – Ashland – Spoke in concern regarding PERS. She spoke that the City Can not be paying for any new hire PERS anymore and urges Staff and Council to be clear with the negotiations that this is driving the City into a deficit.

City Manager Joe Lessard and Finance Director Alison Chan continued with the PowerPoint Presentation. (*Continued on Slide 40 see attached*).

Items discussed were:

- General Fund Departments

- City Organization Profile
- City Economic & Deficit Status
- Organizational Staffing/Structure
- City Commissions
- CIP Budget
- Surplus City Property
- PERS Liability Accounting
- 2022-23 Expenditure Adjustments & Future Outlook

Seffinger arrived at 3:45 PM.

- Total Workforce 245.25 FTE
- Turnover Rates – Deputy City Manager Sabrina Cotta went over the turnover rates. Hyatt questioned if this was current FTEs. Cotta answered yes. Moran questioned how many vacancies are there. Staff will have to get back to Council on this item. Joe explained that one of the things that Staff is finding regarding turnover is that Staff can go elsewhere with less stress/workload which in turn leads Ashland to become less competitive with other Regions. Council discussed options of transferring FTE's to other Departments. Lessard explained that the difficulty is deciding what changes you make and from which department. Council discussed in-house hiring.
- Organizational Charts
- Finance Department- Chan gave an overview. She spoke that there is a lot of turnover in Finance.
- Human Resources/Court – Chan gave an overview. She spoke that the HR analyst has just been filled and currently Cotta is the HR Director until filled.
- Utility billing Clerk – Cotta explained that currently Risk Management is frozen.
- Ashland Police Department - Council discussed the Public Safety Fee and numbers of Staff. It was explained that the Police Department is roughly 30% down in Staffing.
- Ashland Fire and Rescue – Cotta gave an overview. She explained AFR is short Staffed. Lessard spoke that Fire Chief is also the Fire Marshal.
- Recorder – Lessard spoke that the Recorder took on more duties during this time due to cutting some administrative positions. As a result of taking on more duties certain things such as scanning have fallen behind.
- Parks & Recreation – Cotta gave an overview.
- Community Development – Cotta gave an overview.
- Public Works – Cotta gave an overview. Council discussed the water conservation freeze.
- Innovation & Technology – Cotta gave an overview. She spoke that this is a new Department. Council discussed risk in the IT Department. Staff spoke that they are working on the risk.

The PowerPoint Presentation continued. Items discussed were:

General Fund Sources

- Unrestricted
- Restricted

- General Fund Uses
 - Departments
- CIP

General Fund Budget Status

- Sources Growth vs. uses growth
- Signs of Budget Instability
- Balancing the Budget with Limited Resources

Council discussed creating the City brand and bring in Tourism.

Council discussed sources of growth, level of services, funding and revenue.

Council took a 30 Minute Recess. Council resumed at 6:00 PM.

GF Budget Status continued:

- Expenditure Reductions – Lessard went over the reductions and vacancies. He spoke that Staff is suggesting relocating a Municipal Court staff member to the Administration office; this position would be a half time position to support the City Recorder and City Manager.

He spoke regarding Parks and Recreation. He spoke regarding City Wide marketing and a Communication Officer position.

Council discussed options and fiscal impacts regarding this item.

Public Testimony

Rick Landt – Ashland -Parks Commissioner – Spoke regarding reductions in General Fund regarding Forest half of the reductions are from parks and reductions plus reductions 1/3 are from parks. He spoke that Parks has the most unfilled positions. He spoke to the importance of supporting the APRC.

He spoke regarding the marketing position and suggested that it is not a decision the City Manager makes based on the City Charter.

Lessard and Chan continued with the PowerPoint Presentation:

General Fund Budget – Strategic Choices

- Operating Expenditure Reductions

Council discussed the Emergency Reserve Fund and process.

Council discussed the EOC officer position. Fire Chief Sartain spoke briefly regarding this position.

Strategic Choices – Risk Assessment

- Balance 2022-23 Budget
 - Budget Priorities
 - Emergency Operations Center

- Emergency Reserve
- Support Local Economy
- Organization Stability

Trails were discussed.

Council compensation and Council insurance was discussed.

Graham suggested adding Climate Resilience to the Strategic Choice Priority List.

Commissions & Advisory Boards/Commissions

Proposed Commissions & Advisors

- Governance/Discretion
- City Council Sitting Advisory Boards
- City Council/Staff – Ad Hoc Advisory

Community Development Director Bill Molnar discussed options for the Planning Commission and Historic Commission combining.

Council discussed options.

Council discussed Ad-Hoc vs Commissions.

Hyatt/Graham moved to extend the meeting to meet the needs of the agenda. Discussion: None. All Ayes.

Strategic Choices – Capital Improvement Plan (CIP)

Public Works Director Scott Fleury went over the CIP slides. Items discussed were:

- Project Implementation
- Street CIP
- Storm Drain CIP
- Wastewater CIP
- Water CIP
- Wastewater Treatment Plant
- Water Treatment Plant
- Water Treatment Plant Risks

CIP Ballot was distributed.

Grant options were discussed.

It was suggested for Council to look through the CIP slides and to bring back to a future Council Meeting.

Lessard continued with the PowerPoint Presentation:

City Owned Properties – Surplus City Properties

- North Mountain Property
- 380 Clay Street Property
- B Street Yard Property
- Imperatrice Property

Council decided to look over the materials and directed Staff to bring back to a future Council Meeting.

II. ORDINANCES, RESOLUTIONS AND CONTRACTS

1. Approval of Two Contracts for Construction and Engineering Services During Construction for the Wastewater Treatment Plant Outfall Relocation Project No. 2013-212

Fleury gave a brief Staff report.

Jensen/Hyatt moved approval of a personal services agreement with Jacobs Engineering Group, Inc. for engineering services during construction in the amount of \$996,550 and a public improvement contract with Pilot Rock Excavation in the amount of \$2,555,186. Discussion: Jensen spoke that it is time to move forward. Hyatt spoke that this meets our legal obligations. She spoke that it is appropriate and necessary and supports our climate action values as a community.

Roll Call Vote: Hyatt, Graham, Seffinger and Jensen: YES. Moran and DuQuenne: NO. Motion passed 4-2.

2. Resolution 2022-10 Adopting a Supplemental Budget Amendment for the Wastewater Fund

Chan gave a brief Staff report.

Hyatt/Graham moved to adopt Resolution 2022-10 authorizing a 2021/23 supplemental budget. Discussion: Hyatt spoke that this project ensures that we are not acting recklessly. To not do this work violates the Federal Clean Water Act. Graham spoke that Council has fortunately decided to move forward with this project. **Roll Call Vote: Jensen, Seffinger, Graham and Hyatt: YES. Councilor Moran: NO. Motion passed 4-1.**

III. OTHER BUSINESS FROM COUNCIL MEMBERS/REPORTS FROM COUNCIL LIAISONS

IV. ADJOURNMENT OF BUSINESS MEETING

The Special Council Business Meeting was adjourned at 8:07 PM

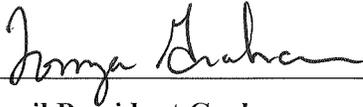
Respectfully submitted by:

DocuSigned by:

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City Recorder Melissa Huhtala

Attest:



Council President Graham

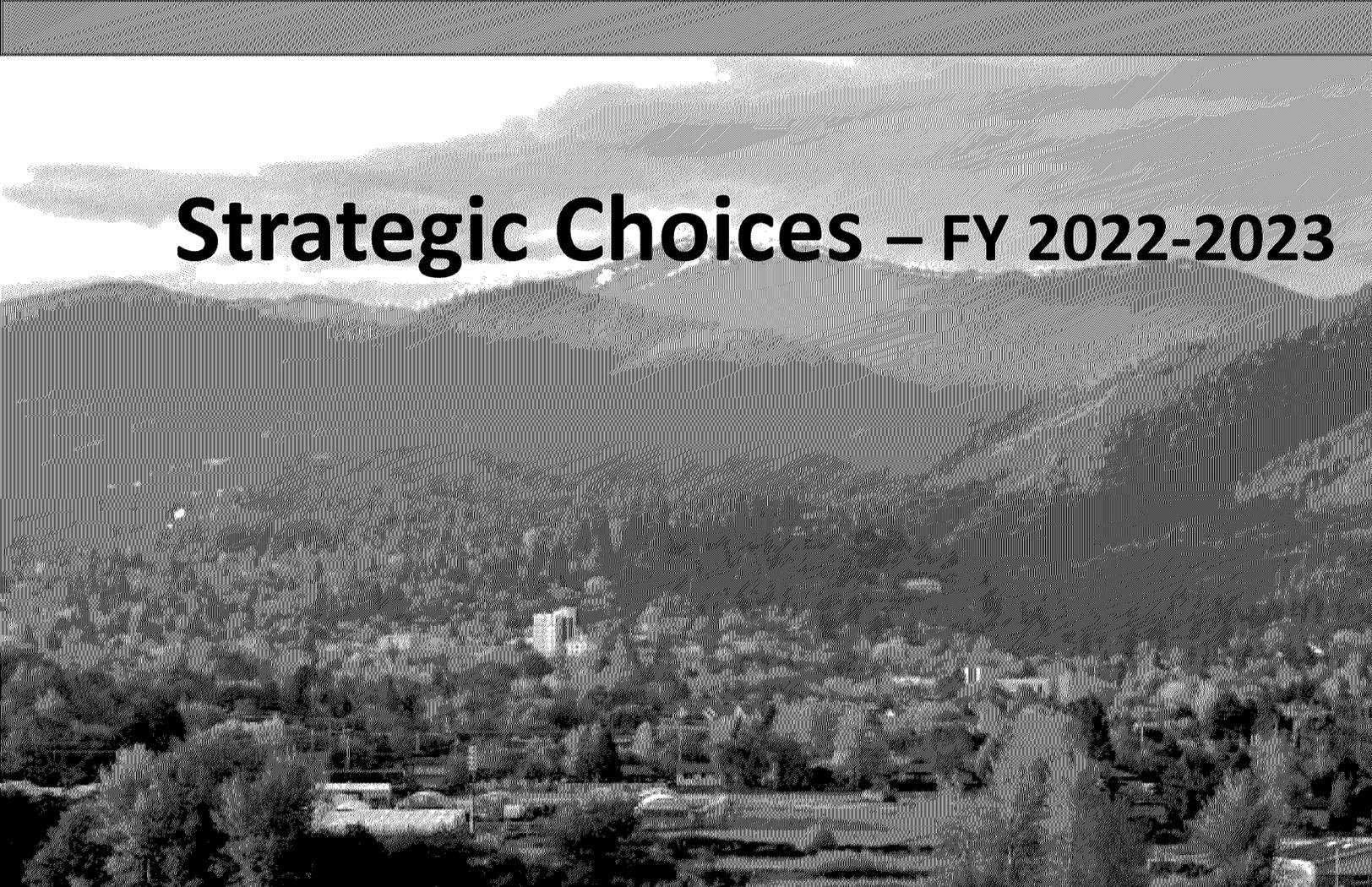
*Items on the Agenda not considered due to time constraints are automatically continued to the next regularly scheduled Council meeting [AMC 2.04.030.(D)(3)]

****LAND ACKNOWLEDGEMENT**

We acknowledge and honor the aboriginal people on whose ancestral homelands we work—the Ikirakutsum Band of the Shasta Nation, as well as the diverse and vibrant Native communities who make their home here today. We honor the first stewards in the Rogue Valley and the lands we love and depend on: Tribes with ancestral lands in and surrounding the geography of the Ashland Watershed include the original past, present and future indigenous inhabitants of the Shasta, Takelma, and Athabaskan people. We also recognize and acknowledge the Shasta village of K'wakhakha—"Where the Crow lights"—that is now the Ashland City Plaza.

***Agendas and minutes for City of Ashland's Boards and Commissions meetings may be found at the City's website, <https://www.ashland.or.us/Agendas.asp> . Use the View By box to select the Board or Commission information you are seeking.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Manager's office at (541) 488-6002 (TTY phone number 1-800-735-2900). Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title I).



Strategic Choices – FY 2022-2023

CITY OF
ASHLAND

Mayor and City Council

Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- **General Fund Deficit Status**

- Organizational Staffing/Structure

- Vision & Values
- Ashland's Characteristics
 - Strengths, Demographics & Risks
 - Economics & Opportunities
- Organizational Status
 - Cause-Effect
 - Services Silos

- General Fund Budget Status

- Priorities & Adjustments

- City

- CIP E

- Surp

- PERS

- 2022

General Fund - Budget Deficit Status

- **Manager's responsible for adopted budget**

- Expenditure reductions due to General Fund budget deficit

- Current Deficit Estimate

▪ 2022-23 Budgeted Deficit	\$1,000.000
▪ Food & Beverage Tax Reallocation	<u>\$2,000,000</u>
Total Deficit	\$3,000,000

- April 1, 2022 Financial Operations Memo

- Freeze vacant positions unless otherwise authorized
 - Vacancy savings to be used for deficit coverage
- Travel & training restricted except for certifications and to maintain readiness
- Department budget reduction plans

General Fund - Budget Deficit Status

- **Food & Beverage Tax is a Restricted Revenue**

- 1993 parks lands and open space parks program acquisition &
- 2009 Add wastewater debt (80%) & parks CIP (20%)
- 2016 voters enact Council-approved ordinance that includes parks administration (2%), fixed amounts for wastewater, and adds sewer rehabilitation provision
- AMC 4.344.020
 - C.5.d Except as provided in subsection D of this section, the remaining amounts shall be appropriated for purposes consistent with this chapter unless other purposes are approved by an adopted ordinance enacted by a vote of the Ashland City Council.

Strategic Choices

Questions?

Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- ✓ General Fund Deficit Status

- City

- **Organizational Staffing/Structure**

- CIP E

- **Vision & Values**

-

- **Ashland's Characteristics**

-

- **Strengths, Demographics & Risks**

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- **Economics & Opportunities**

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- **Organizational Status**

- **Cause-Effect**

- Surp

- **Services Silos**

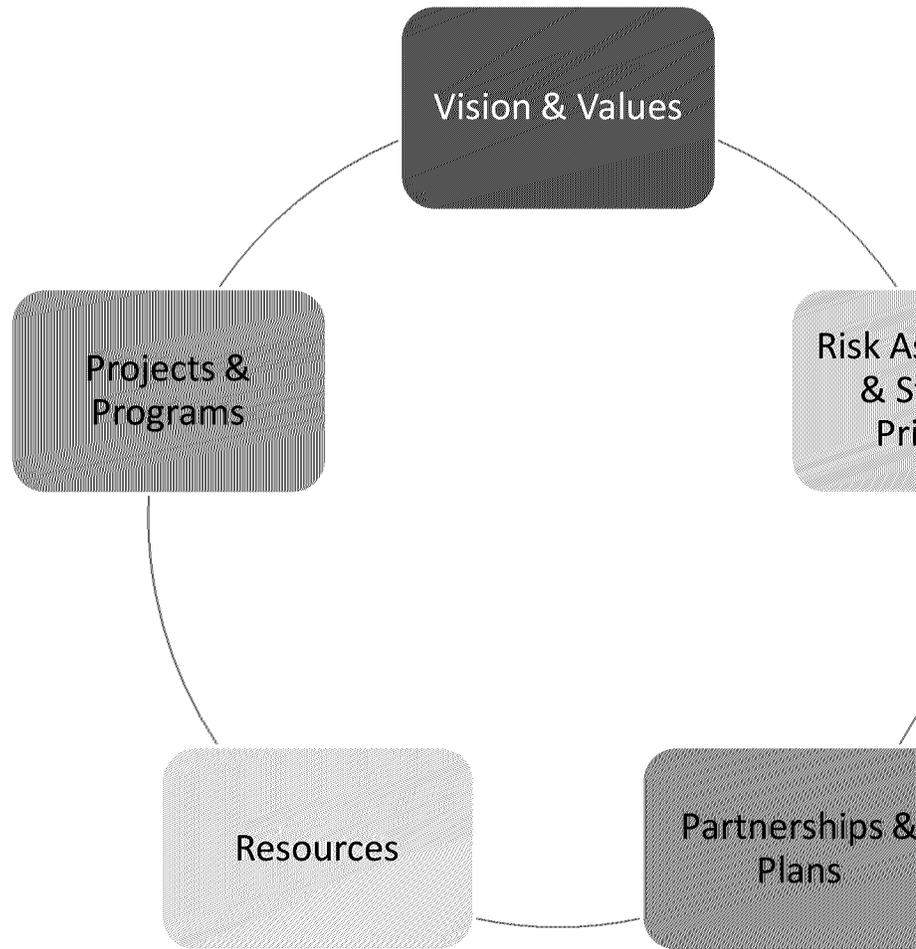
- General Fund Budget Status

- PERS

- **Priorities & Adjustments**

- 2022

Strategic Choices - Vision & Plan/Do/Act Cycle



Strategic Choices – Vision for Success

- *Ashland is a resilient, sustainable community that lives well, means and maintains the distinctive quality of place for which it is known.*
- *We will continue to be a unique and caring city that strengthens environmental conservancy, fosters artistic expression, and encourages new ideas.*
- *We will plan and direct our efforts to fulfill this Vision for the long term with a constant view toward building a welcoming community with a positive economic future.*

Strategic Choices – Values for Success

Values that support the Vision:

- **Community**
 - Belonging through mutual respect and openness, inclusion, and equity
 - Quality of life that underpins the city's economic vibrancy
 - Environment resilience, including addressing climate change and natural resource conservation
 - Community affordability, including in available housing
 - Regional cooperation, including in support for public safety and emergency response

Strategic Choices – Values for Success

Values that support the Vision:

- **Organization**

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

Mayor & City Council – Vision Ballot

- ***Ashland is a resilient, sustainable community that lives within its means and maintains the district for which it is known.***

Yes/No: _____

Edits/Other: _____

- ***We will continue to be a unique and caring city that stresses environmental conservancy, fosters growth, and is open to new ideas.***

Yes/No: _____

Edits/Other: _____

- ***We will plan and direct our efforts to fulfill this Vision for the long-term with a constant view to a growing, welcoming community with a positive economic future.***

Yes/No: _____

Edits/Other: _____

Mayor & City Council – Values Ballot

- **Community**

- Belonging through mutual respect and openness, inclusion, and equity
- Quality of life that underpins the city’s economic vibrancy
- Environment resilience, including addressing climate change and resource conservation
- Community affordability, including in available housing
- Regional cooperation, including in support for public safety and the houseless

- **Organization**

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

Ashland's Characteristics

- **Strengths**

- High quality of life
- Natural environment
- Strong tourism economy
- Significant historic resources
- Education focus
 - Strong local schools
 - Southern Oregon University
- Vibrant arts and cultural amenities

- **Demographics**

- Limited population
- Aging population
- Small households

Ashland's Characteristics

- **Risks**

- Public Safety

- Fire (urban, wildfire & smoke)
 - Pandemic

- Environmental

- Climate Change
 - Extreme weather
 - Changing biodiversity
 - Water resources
 - Flood
 - Earthquake

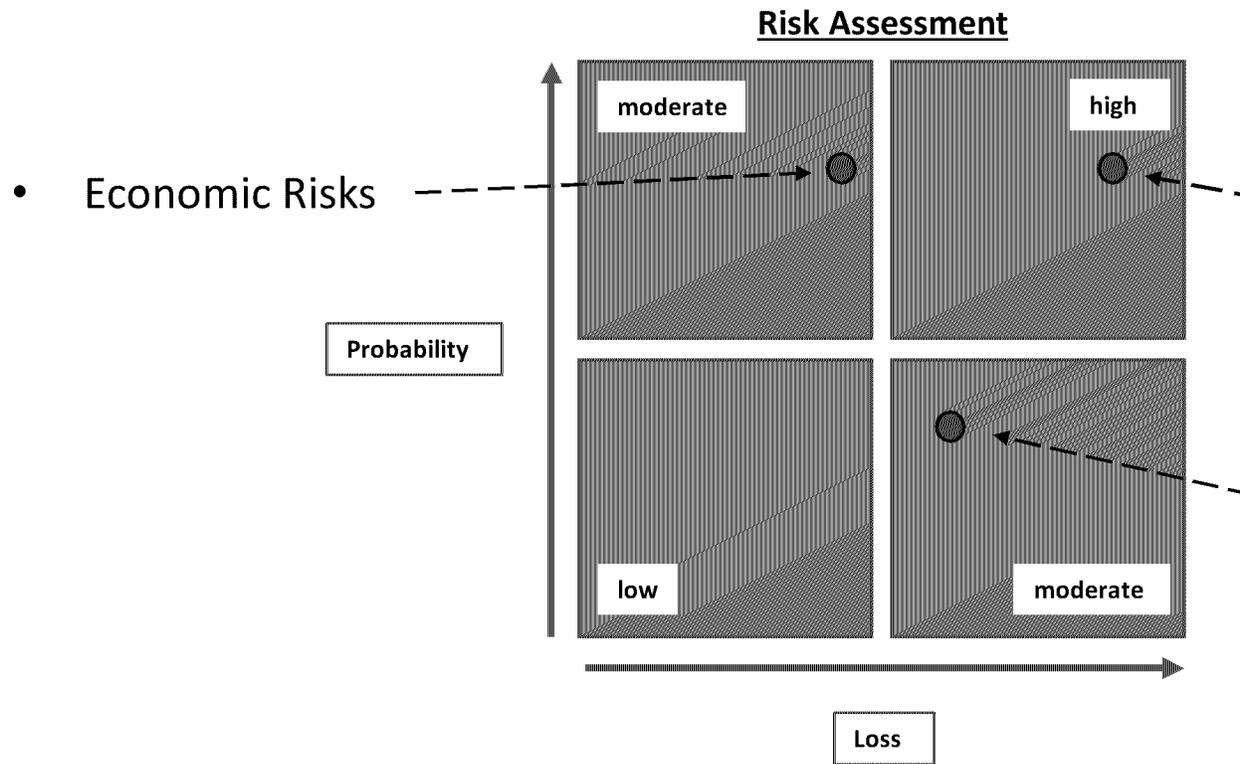
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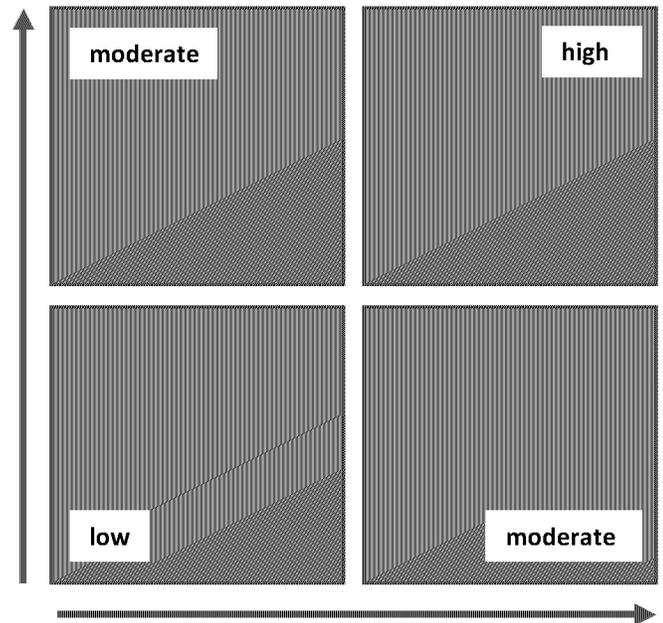
Strategic Choices - Risk Assessment



Mayor & City Council – Risks Assessment Ballot

Probability

Risk Assessment

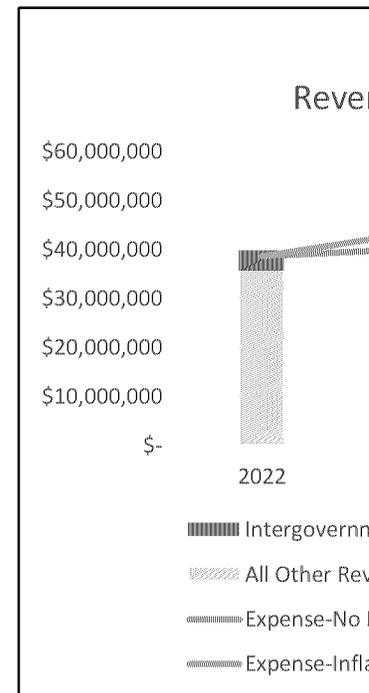
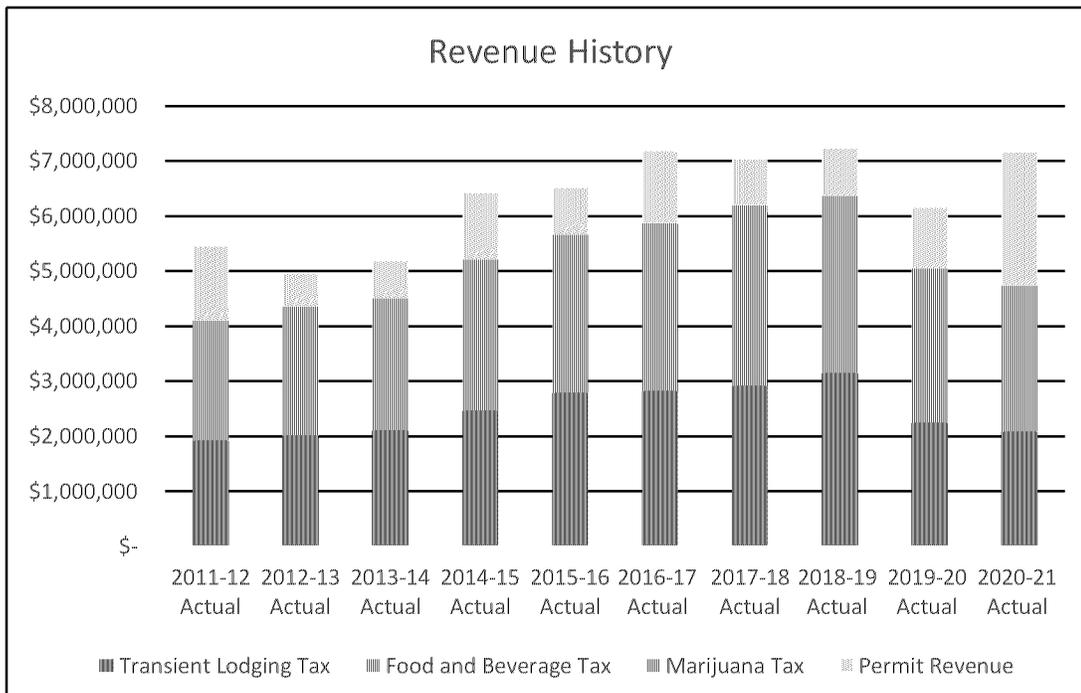


Loss

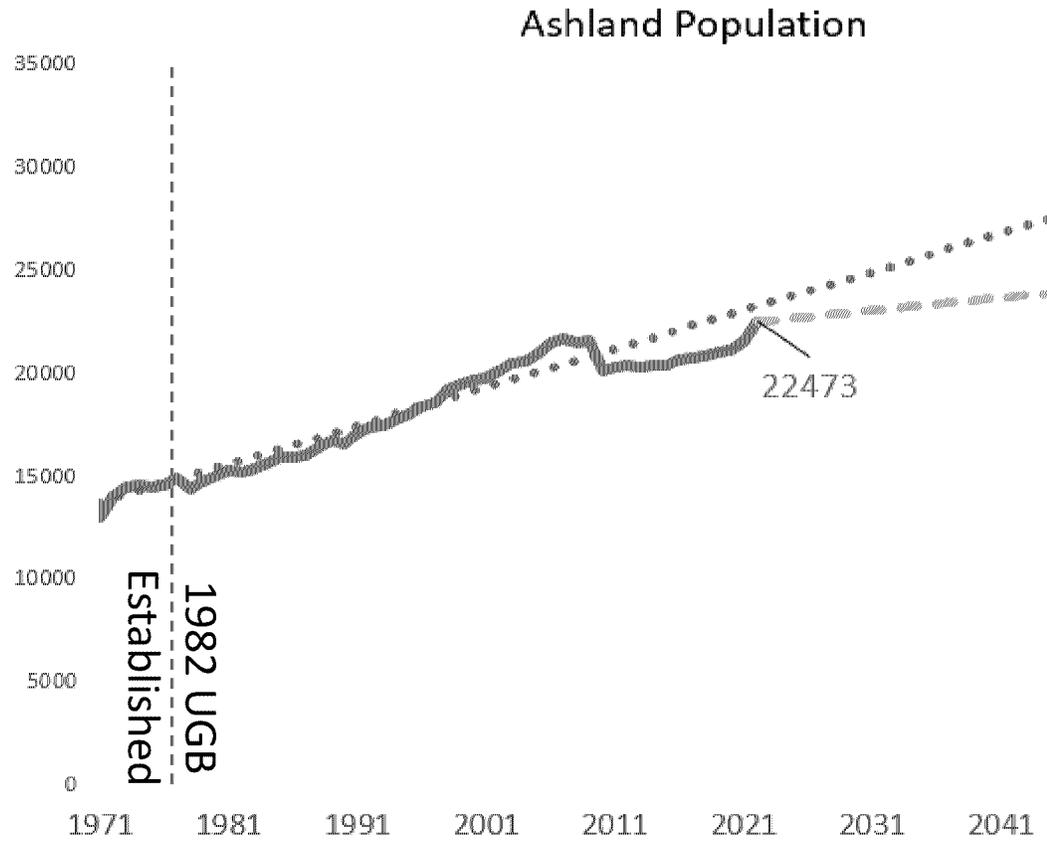
Strategic Choices

Questions?

Ashland's Characteristics – Economics



Ashland's Characteristics – Economics



Population growth rate projected to slow over the next 20 years

SOU Enrollment Status

Enrollment Context Student Credit Hours



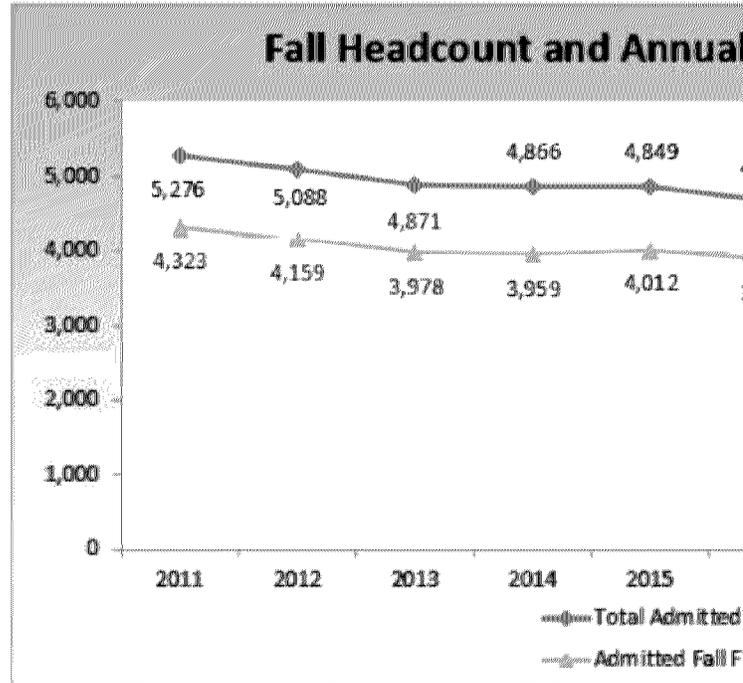
Data Source: COGNOS, IR Enrollment

	2012-2013	2013-2014	2014-2015	2015-2016
AY SCH Total	192,122	182,949	180,985	180,985
% Change From Prior AY		-5.0%	-1.1%	0.0%

SOU Enrollment Status

Fall 2021 Headcount

	2011	2012	2013	2014	2015
Total Admitted	5,276	5,088	4,871	4,866	4,849
Admitted Fall FTE Enrollment	4,323	4,159	3,978	3,959	4,012



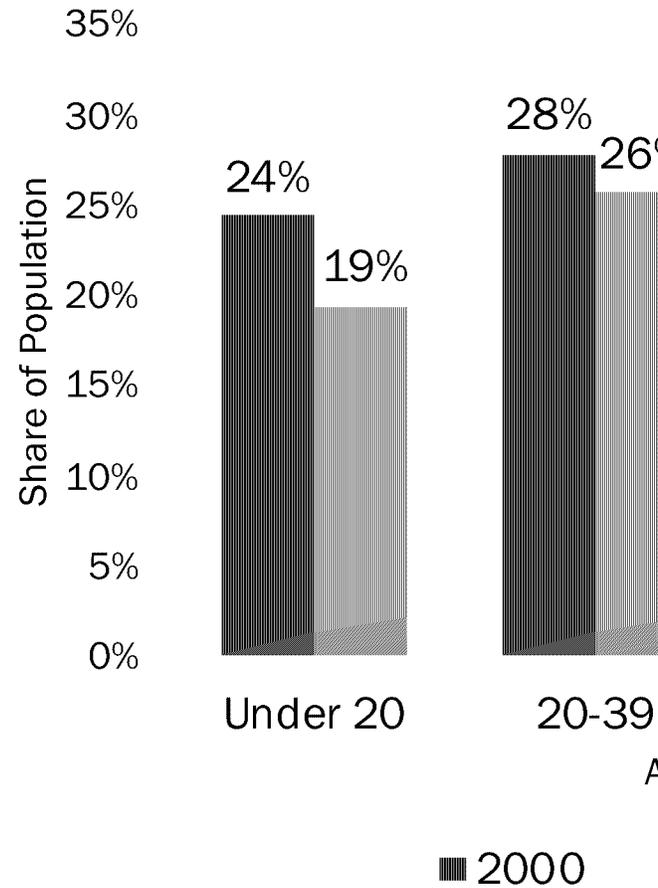
* Source SOU Institutional Research

** Figures do not include Nursing Enrollment or Non-admitted Students

Ashland's Characteristics

Population Growth by Age, Ashland, 2000 to 2014-2018

Source: U.S. Census Bureau, 2000
Decennial Census Table P012 and
2014-2018 ACS, Table B01001.

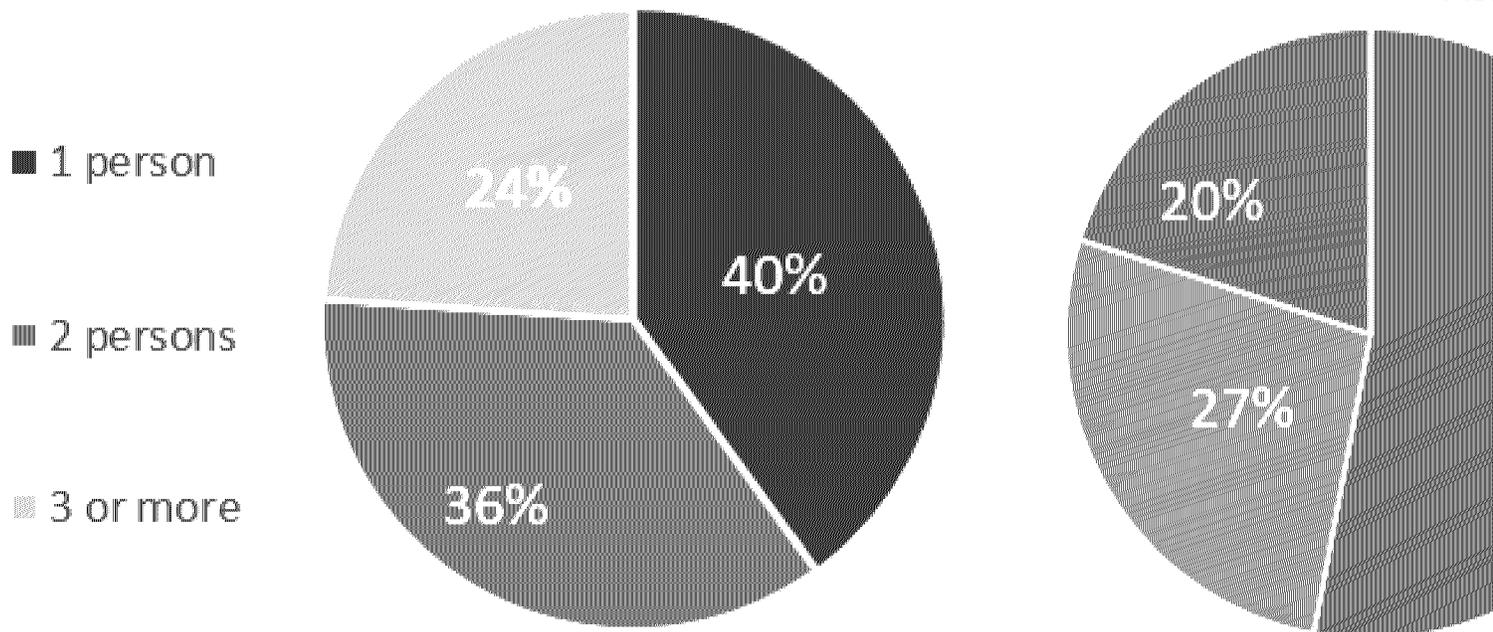


- Ashland's population is increasingly made up of

Household Size, Ashland, Jackson County, and Oregon, 2014-2018

Source: U.S. Census Bureau, 2014-2018 ACS 5-year estimate, Table B25010.

Ashland Household Sizes

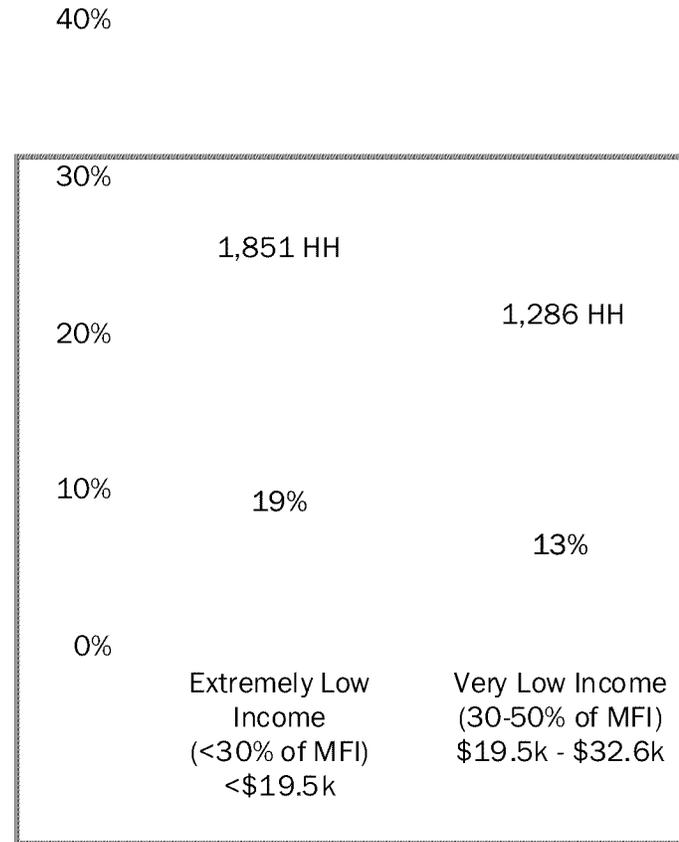


- 3/4th of households are comprised of just 1 or 2 p
- 1/5th of households have children present

Ashland's Characteristics - Share of Households by income

- Nearly ½ of the households in Ashland:
 - Are low income
 - Spend over 30% of income on housing

- Housing ownership is increasingly unaffordable
 - Including for middle and high-income households (earning $\leq 165\%$ area median income - \$107,000)



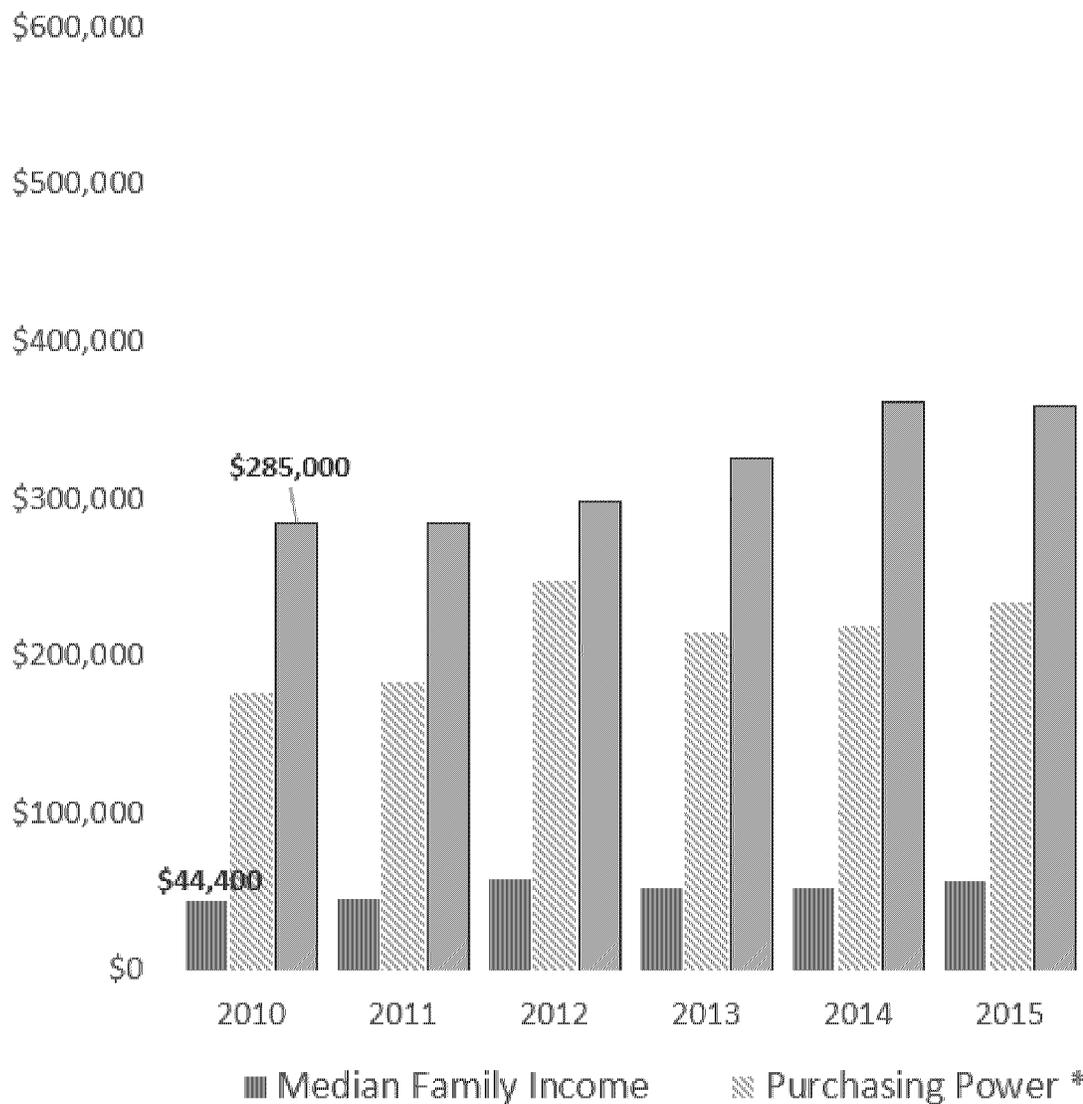
2019 Median income
(100% MFI) = \$65,100

Median income lags behind escalating housing costs

Incomes: Department Housing and Urban Development annual median income for the Medford-Ashland MSA (family of 4).

Purchasing Power assumes: a 30year fixed rate loan at 5% Interest; 20% down payment; \$3000 annual property taxes, \$2800 annual insurance

Housing costs: Rogue Valley Association of Realtors: Southern Oregon Multiple Listing Service.

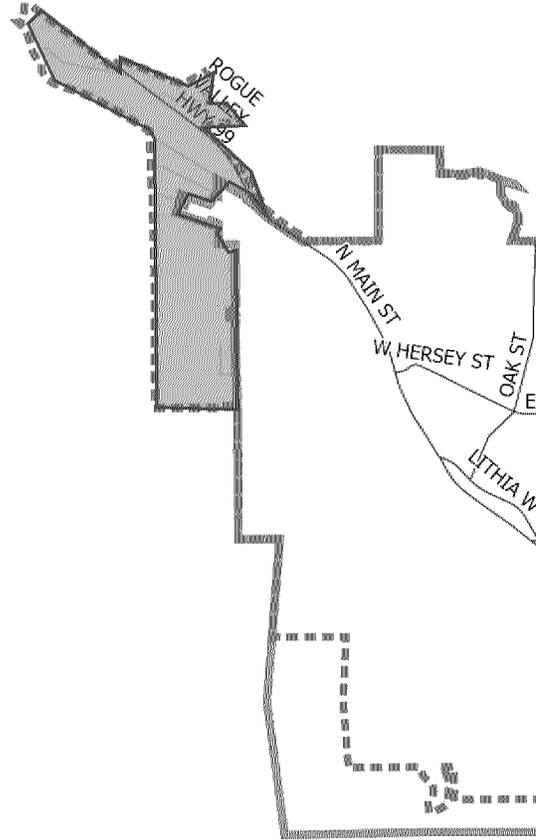


Ashland's Demographics Summary

- Slow population growth is expected to continue
- Aging population
- Avg. household of only 1 or 2 people
- Increasing divide between higher and lower households
 - Median cost of home was \$550,000 in 2021
 - Requires a household income of approx. \$120,000 a year
 - Only high income/asset households can afford to purchase
 - Middle-income & low-asset households being displaced
 - Middle-income
 - Young professionals
 - Recent college graduates

Ashland's Characteristics – Urban Form

- Compact urban form
 - Slow growth
 - Limited Urban Growth Boundary
 - No urban reserve areas
 - Build out
 - 90% Residential in City Limits
 - 80% Residential in UGB
- Current Activity Centers
 - Entertainment – Downtown
 - Education – Southern Oregon Univ.
- Market
 - High m
 - Aging h
 - Locked
 - 20+ co
 - In

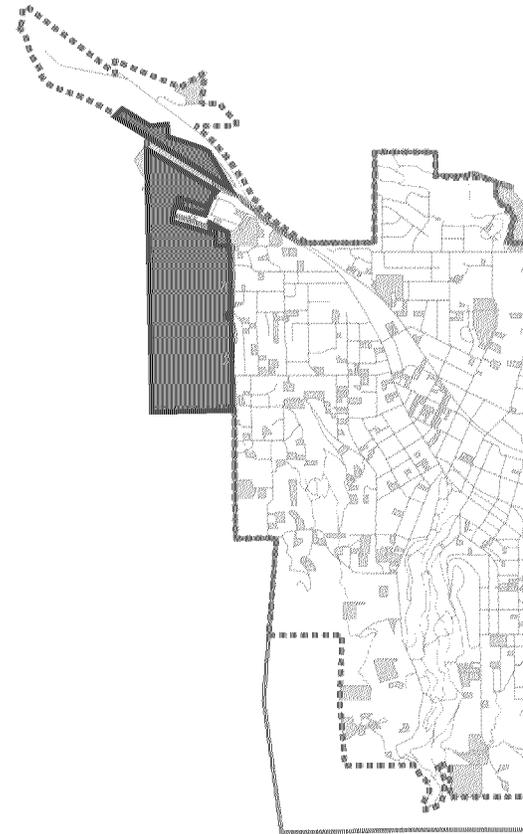


CITY OF ASHLAND

Buildable Lands Inventory Map 2019
Produced by the Department of Community
Development
Sources:
Ashland Building Department data
Jackson County Assessor data
City of Ashland 2019 BLI
City of Ashland GIS

Developable Lands

- 11,081 existing housing units within Ashland (2020 Census)
- City plus UGB
 - Residential = 475 net buildable acres
- City
 - 90% buildout for residential units
- City plus UGB
 - 80% buildout for residential units



CITY OF ASHLAND

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Developable Lands

- City plus UGB
 - 2754 housing unit capacity remaining (2021-2041 HCA)
- City - Residential Lots Capacity
 - Maximum potential - one or two added dwellings per lot
 - 500 lots that meet this criteria
 - total potential of 597 additional dwelling units
- City - Larger lot/property capacity
 - 875 dwelling units capacity
- UGB
 - 1,300 dwelling units capacity
 - Requires annexation to develop



CITY OF ASHLAND

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Strategic Choices - Developable Lands

- Affordable and Workforce Housing Development

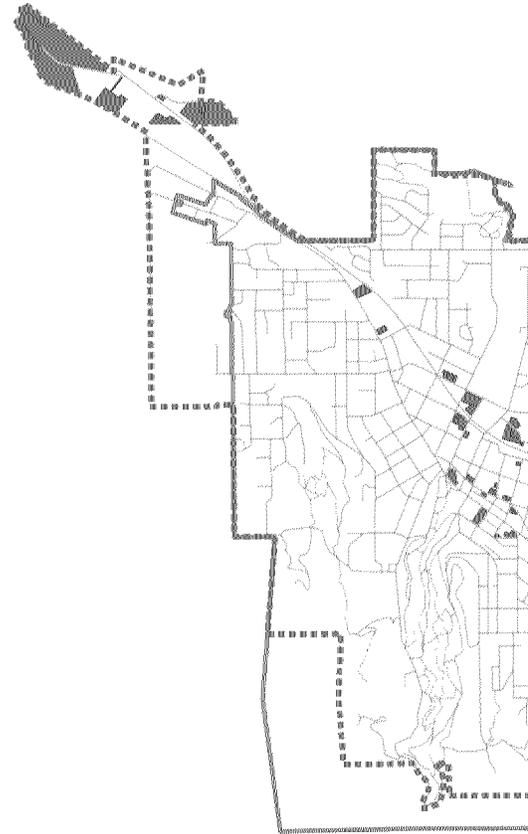
Required Affordability- Annexations

- Dwelling capacity outside City Limits = 1300 units
 - 25% affordable units required (depending on income targets)
- **325** new deed restricted affordable housing units expected

- ### V
- Subsidy requir
 - City support
 - Fee Waiv
 - System D
 - Land De
 - Zoning In
 - Grants (C
 - Urban R

Developable Lands

- City plus UGB - Commercial Employment/Industrial land
 - 185 net buildable acres available
- Employment Lands
 - Typically consumes less than 2-acres per year
- 20+ year supply of Commercial & Employment lands
 - Includes Croman Mill District
- 30% of future employment through redevelopment of properties



CITY OF ASHLAND

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Developable Lands

- Development of commercial
 - Approx. 1/5th of the est. 2007 Economic Opportunities Analysis

80
70
60
50
40
30
20
10
0

1.75



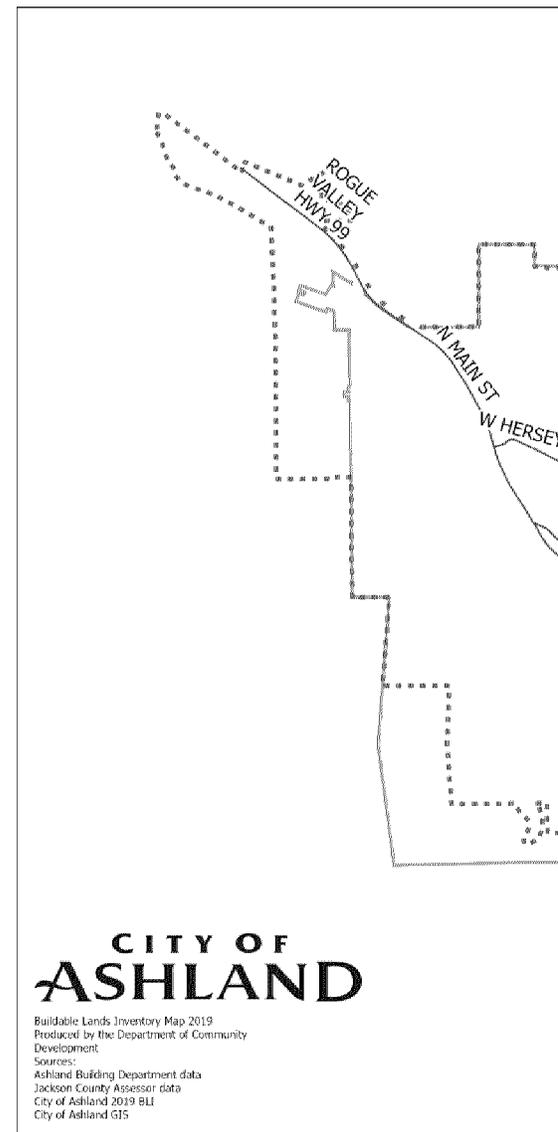
Annual

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▨ 2007 EOA Est

Strategic Choices - Opportunities

- Housing and Business development along Transit Routes
- Climate Friendly Areas
- Housing Production Strategies
- City and University Collaboration



Strategic Choices - Activity Centers (Investment Districts)



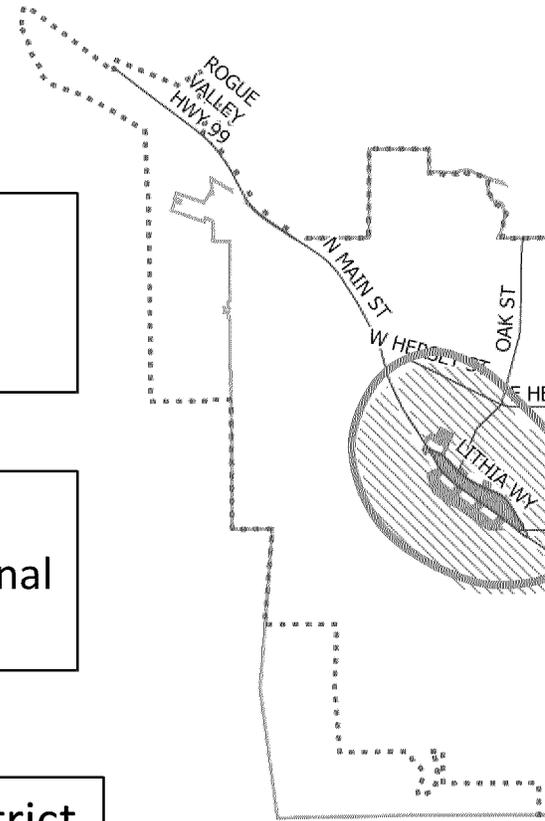
- **Entertainment - Downtown District**
 - Historic district, arts, culture, entertainment



- **Education - University District**
 - Education, student housing, professional services, retail and restaurants



- **Future Employment - Croman Mill District**
 - Current Croman Mill Plan – Local businesses, Office, light industrial, mixed use residential



OF
AND

Ashland Building Department data
Jackson County Assessor data
City of Ashland 2019 BLI
City of Ashland GIS

Strategic Choices - Transit Supportive Development

- **Land Use benefits**
 - mixed-use development
 - Promote economic development
- **Transportation benefits**
 - reducing congestion
 - increasing pedestrian activity
- **Environmental benefits**
 - Reduce vehicle emissions
 - reducing urban sprawl onto farmland
 - Sustainable and resilient community



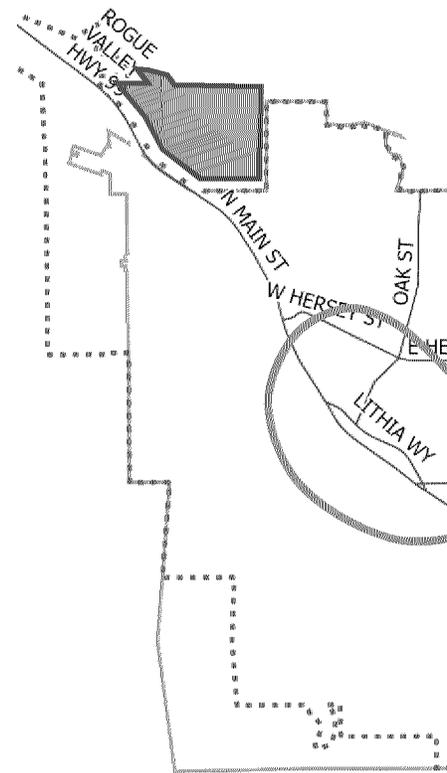
CITY OF ASHLAND

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Development

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Jackson County Assessor data
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City of Ashland GIS

Strategic Choices - Future Growth (next 40+ years)

- Evaluate opportunities for future expansion of Ashland's UGB
- Activity center investments
- Potential areas for urban reserve areas:
 - Northside of E. Main St.
 - Tolman Creek/Siskiyou Blvd
 - Billings Farm



CITY OF ASHLAND

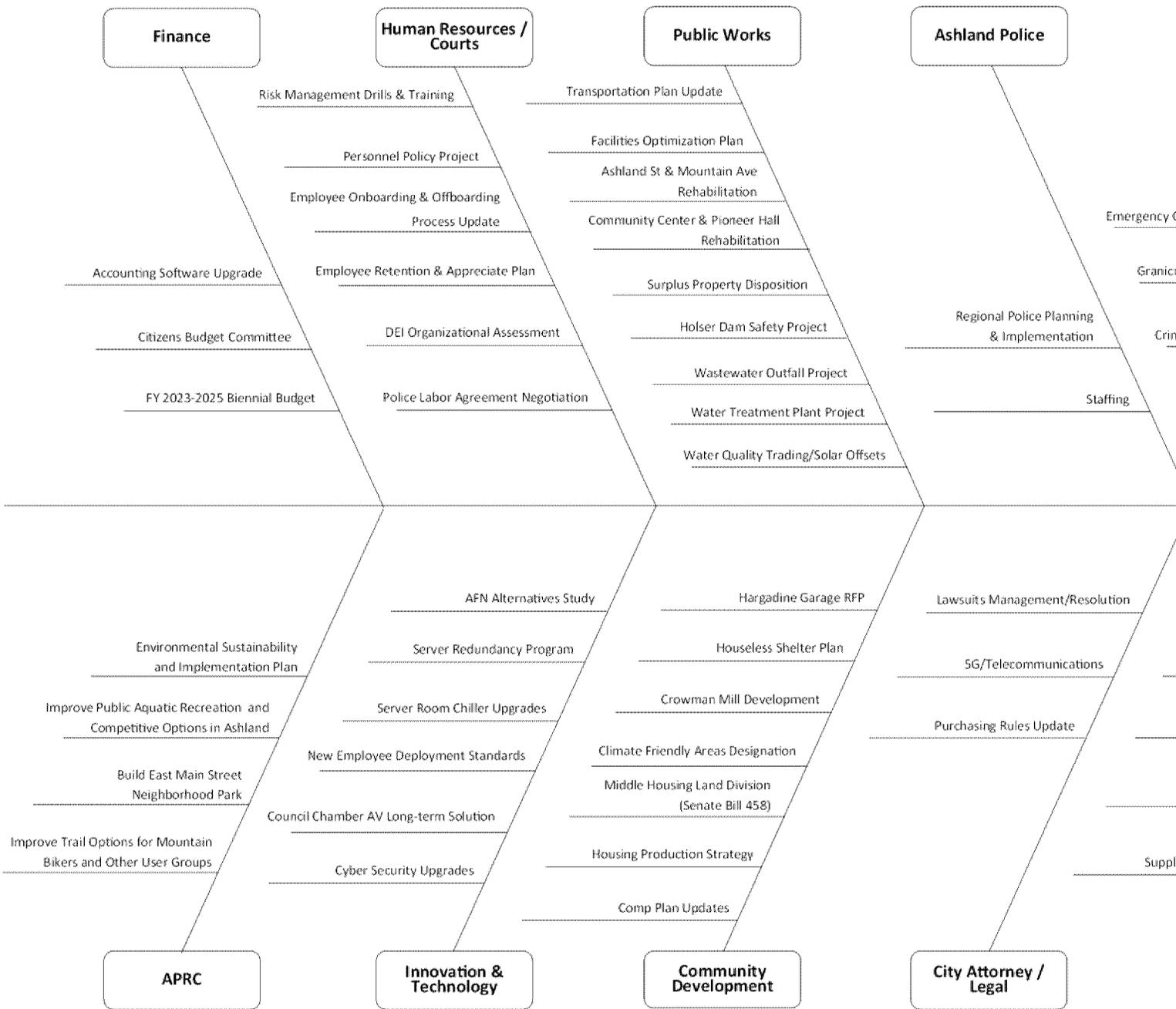
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Strategic Choices - Urban Form Summary

- Unlock existing housing and employment capacity
 - Housing Production Strategy 2022
 - Address site contamination and/or infrastructure costs
 - Economic diversity and resiliency strategy
- Encourage concentration of development of housing and businesses
 - Activity Center Focus
 - Strategic public facility investments
 - Prioritize health, economic development, mobility, education, safety and security
 - Public-Public and Public-Private partnerships

Strategic Choices

Questions?



City Organization Profile

- **Total Workforce**

- Approx. 245.25 Full Time Equivalents (FTEs)
 - Includes approx. 30-40 Park & Rec. & Streets temporary positions

- Department Budgeted FTEs

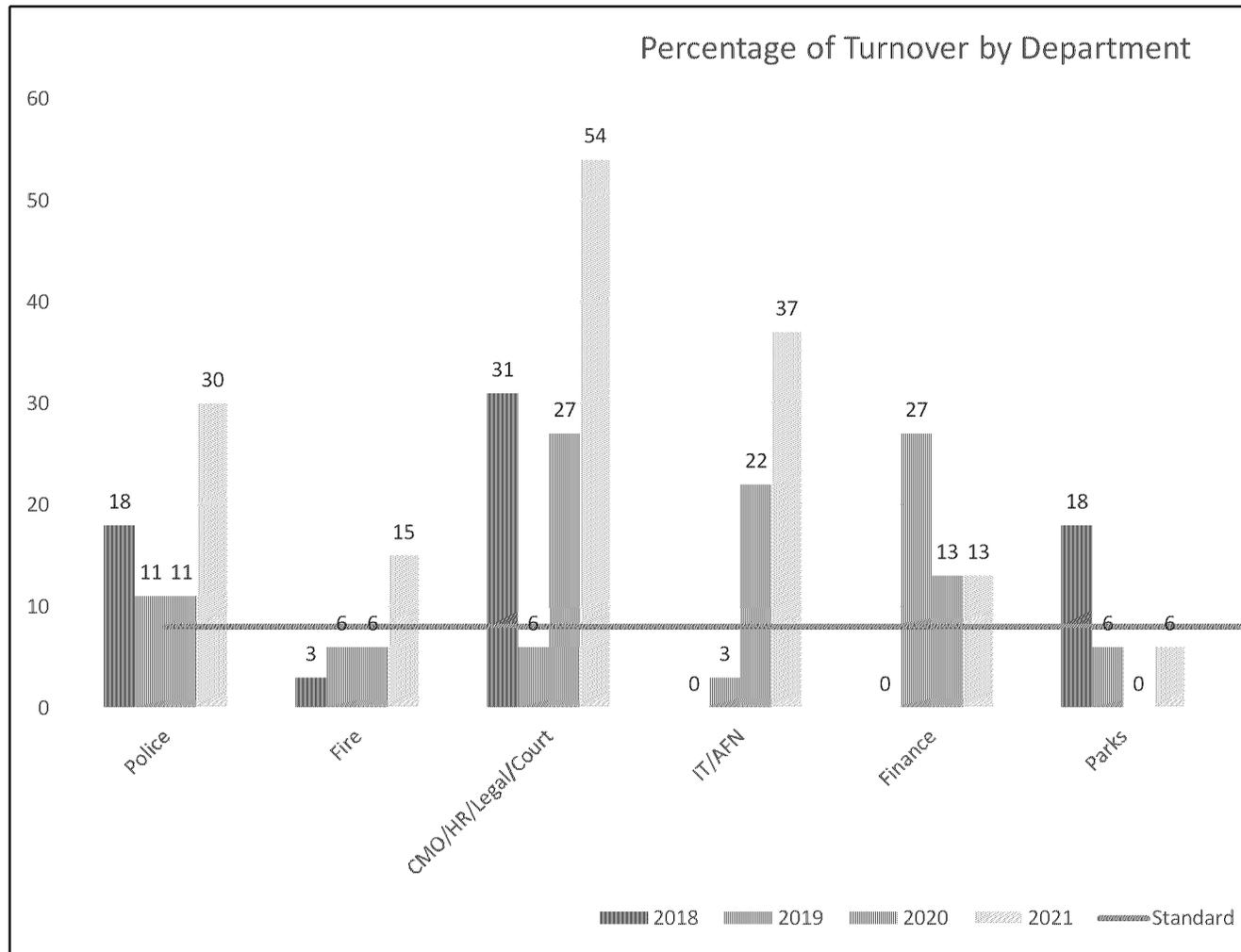
- Admin.
- City Recorder
- City Attorney
- Finance
- Community Dev.
- Police
- Fire
- Parks & Recreation
- Public Works
- Electric

Total

- Bargaining u

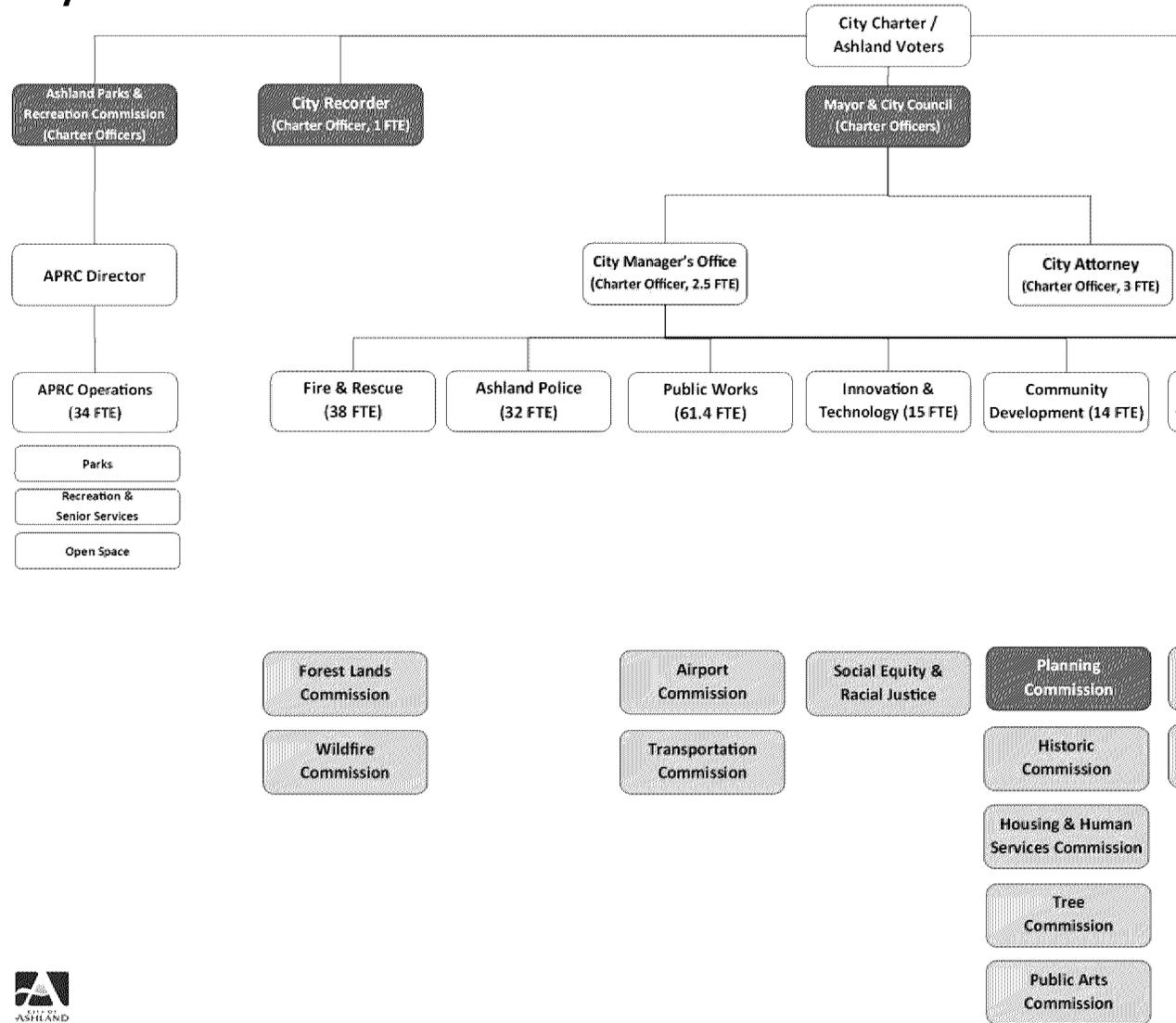
- IBEW C
- IBEW E
- Labore
- Fire
- Police
- Non-af
 - M
 - Pa

Organizational Risk - Turnover Rates

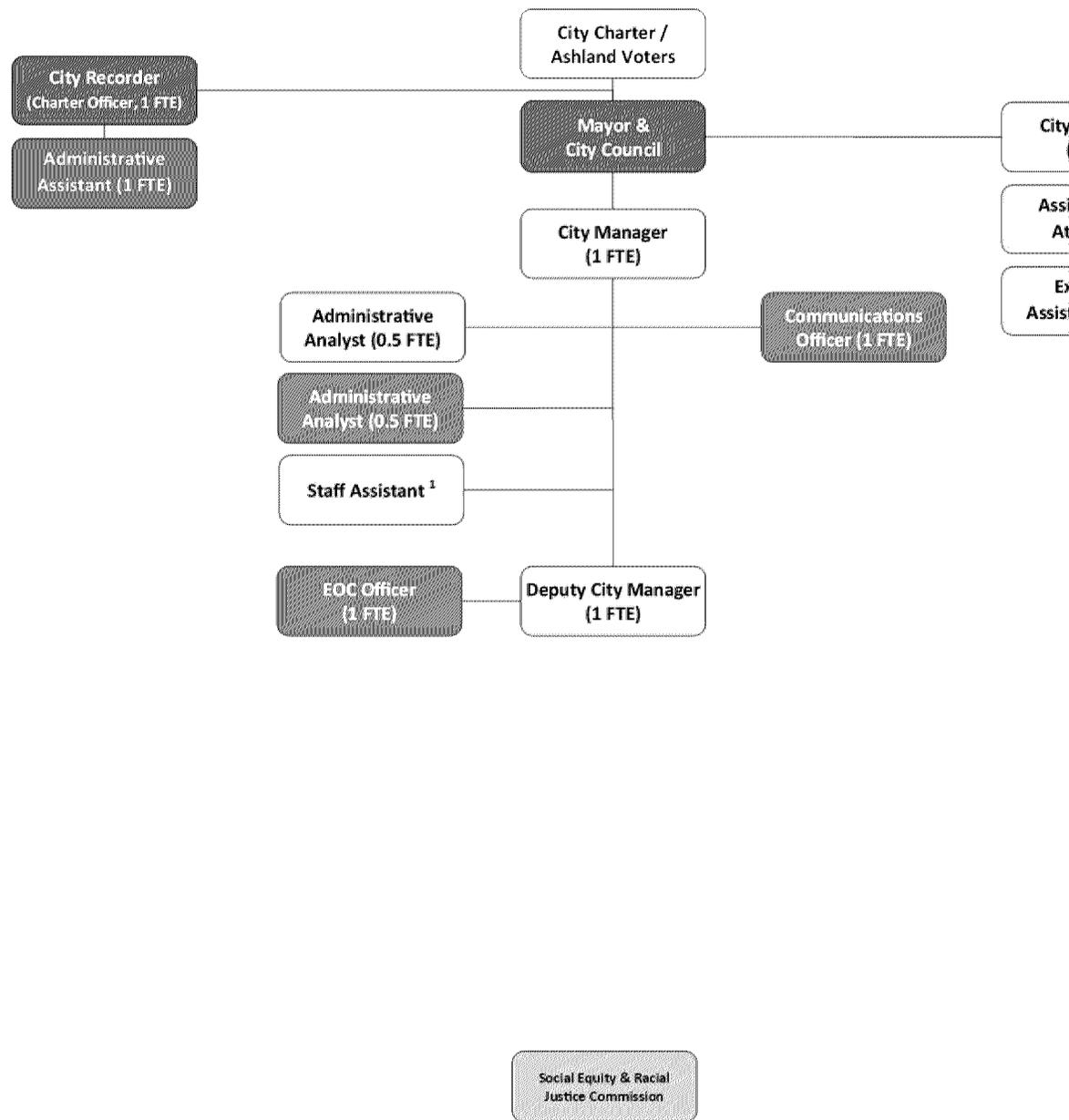


Strategic Choices - Organizational Assessment

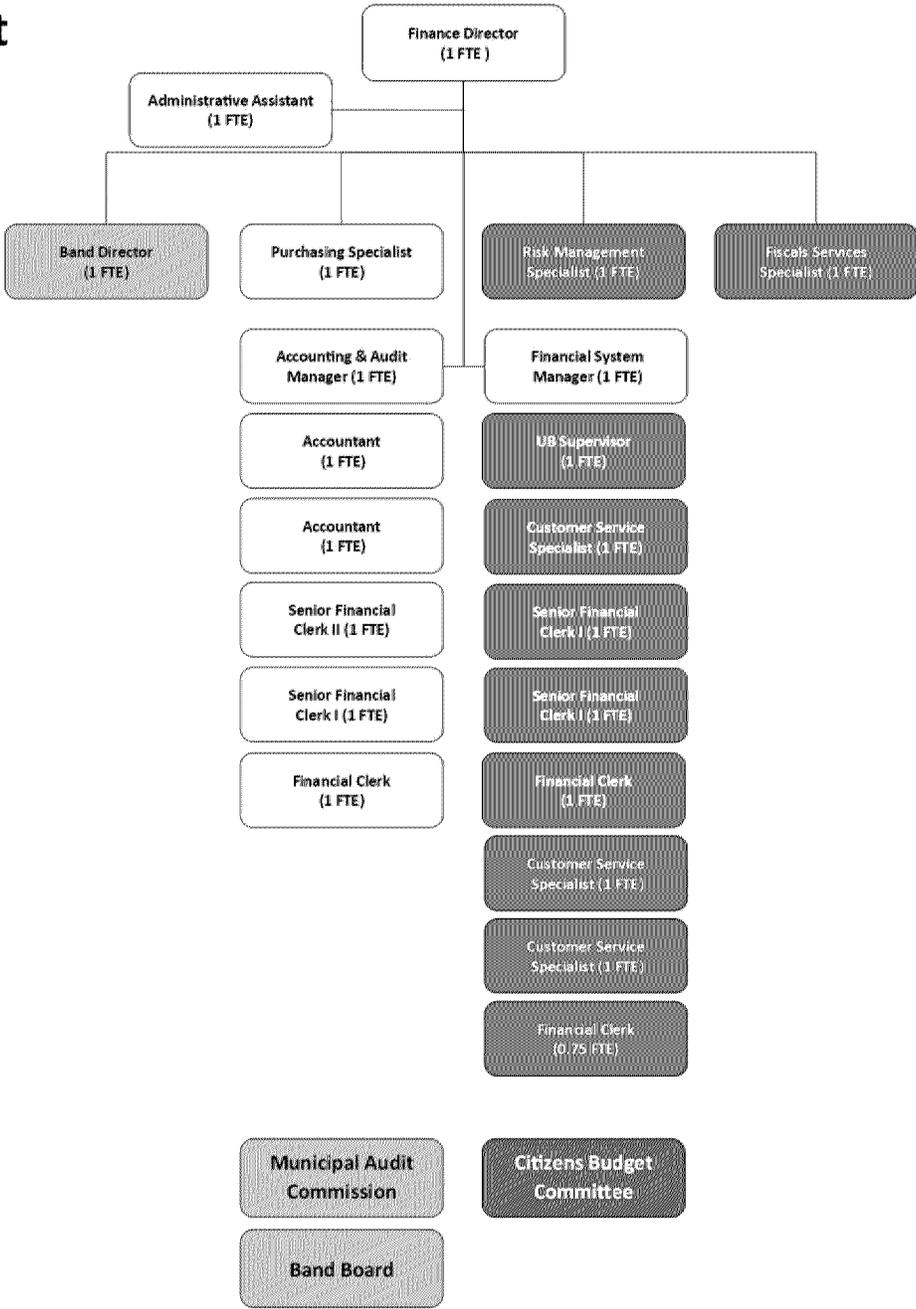
City of Ashland



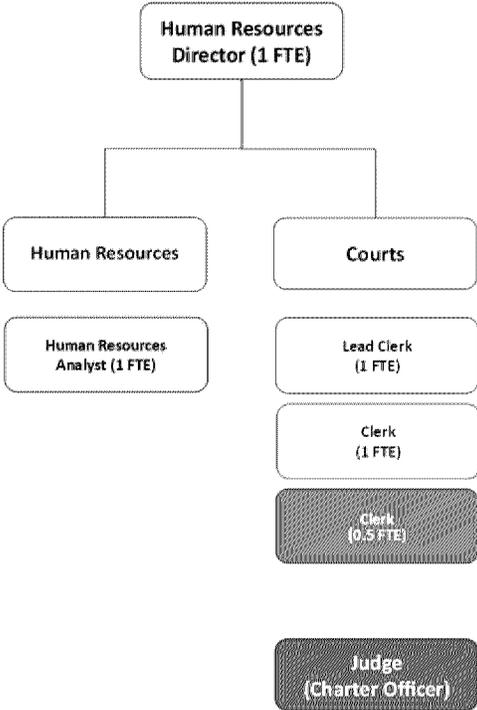
City of Ashland Administration



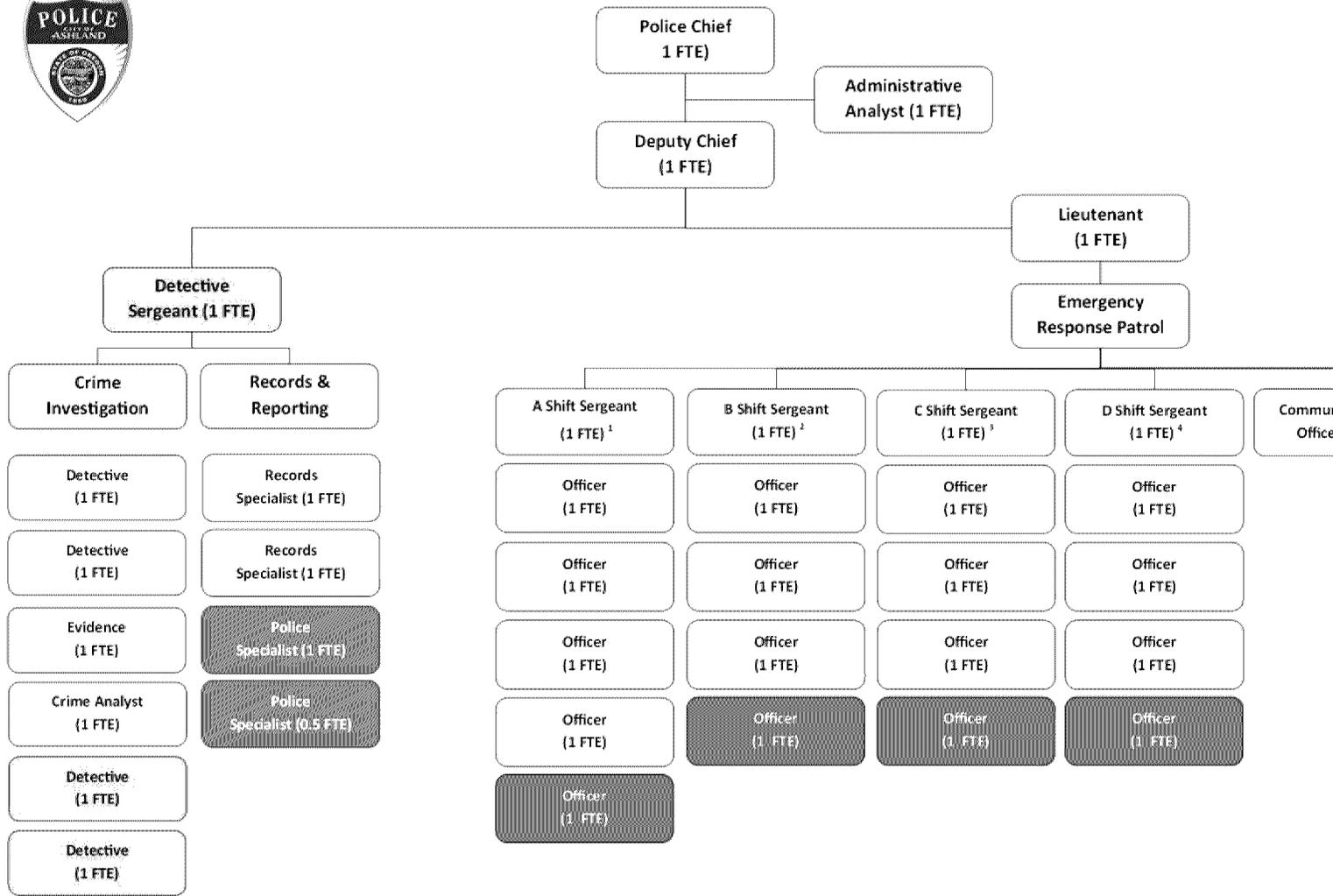
Finance Department



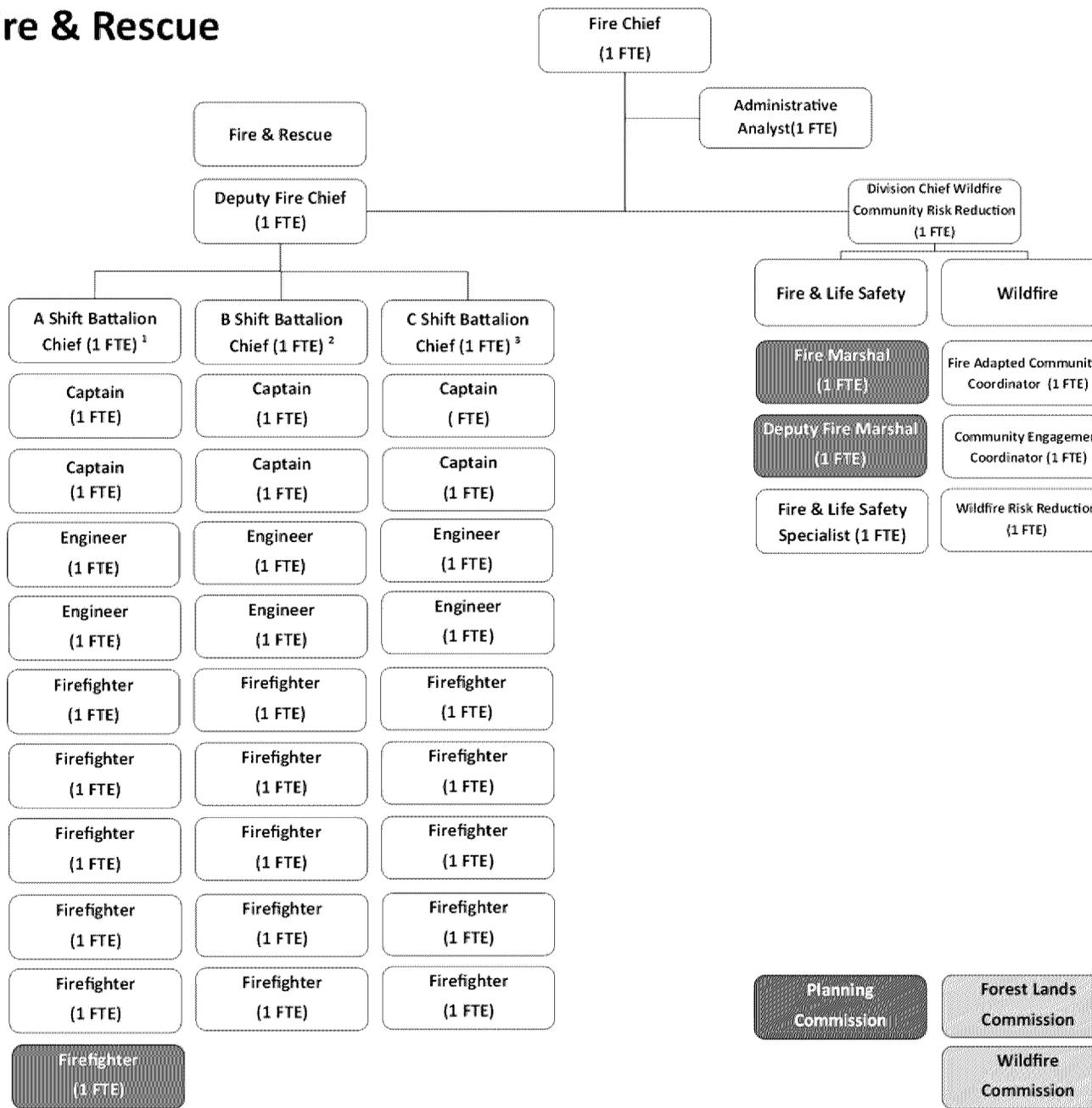
Human Resources / Courts



Ashland Police Department



Ashland Fire & Rescue



Ashland Parks & Recreation Commission (APRC)



Ashland Parks & Recreation Commission
(Charter Officers)

7 APRC Advisory Subcommittees

Director APRC
(1 FTE)

Business Operations Manager (0.5 FTE)

Administrative Analyst Budget & Procurement (1 FTE)

Deputy Director APRC (1 FTE)

Park Superintendent (1 FTE)

Western Parks
(9 Parks-59 Acres)

Eastern Parks
(9 Parks-62 Acres)

Open Space/Trails
(53 Miles Trails-574 Acres)

Senior Services Division

Golf Course
(72 Acres)

Recreation Programs

Parks Supervisor West/
Irrigation/Boulevards (1 FTE)

Parks Supervisor East/
Facilities (1 FTE)

Open Space Supervisor (1 FTE)

Senior Services Superintendent (1 FTE)

Golf Business Manager (1 FTE)

Recreation Coordinator (1 FTE)

Business Operations Manager (0.25 FTE)

Business Operations Manager (0.25 FTE)

Arborist (1 FTE)

Senior & Adult Services Coordinator (1 FTE)

Golf Superintendent (1 FTE)

Nature Center Manager

Volunteer & Events Coordinator (0.25 FTE)

Volunteer & Events Coordinator (0.25 FTE)

Park Tech II (1 FTE)

Office Assistant II (0.75 FTE)

Park Tech I (1 FTE)

Nature Center Coordinator

Park Tech II (1 FTE)

Park Tech I Boulevard (1 FTE)

Park Tech II (1 FTE)

Park Tech I (1 FTE)

Golf Assistant Business Manager (0.5 FTE)

Recreation Coordinator (0.5 FTE)

Park Tech II (1 FTE)

Park Tech I Boulevard (1 FTE)

Park Tech II (1 FTE)

Park Tech I (1 FTE)

Golf Temps (2 FTE)

Office Assistant (1 FTE)

Park Tech I (1 FTE)

Parks Tech I Custodian (1 FTE)

Park Tech I (1 FTE)

Park Tech I (1 FTE)

Golf Temps (0.5 FTE)

Recreation Technician

Park Tech I (1 FTE)

Park Tech I Custodian (1 FTE)

Park Tech I (1 FTE)

Park Tech I (1 FTE)

Park Tech I (Sports Fields) (1 FTE)

Parks Temps (0.5FTE)

Parks Temps (0.5 FTE)

Parks Temps (0.5 FTE)

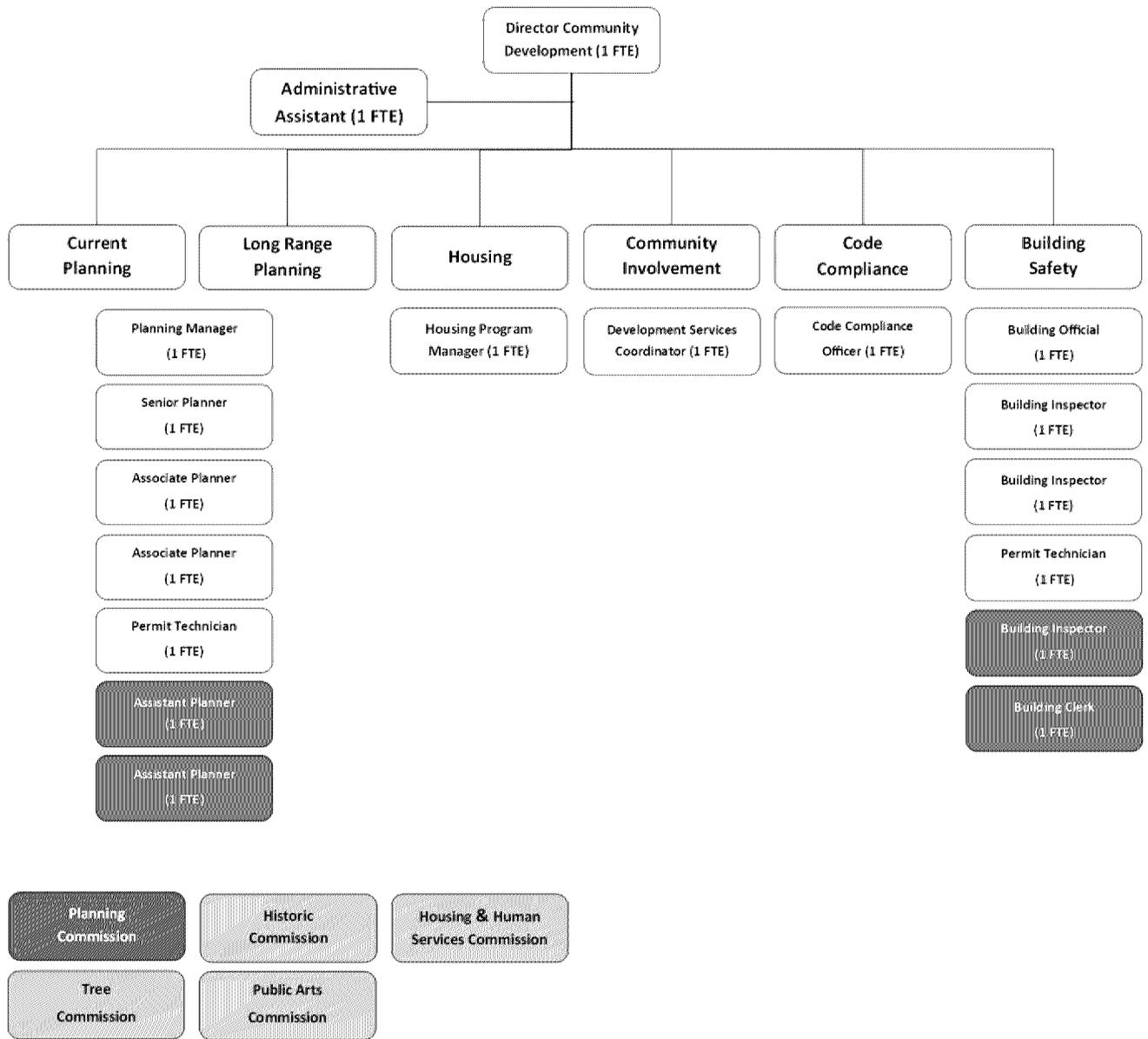
Parks Temps (0.5 FTE)



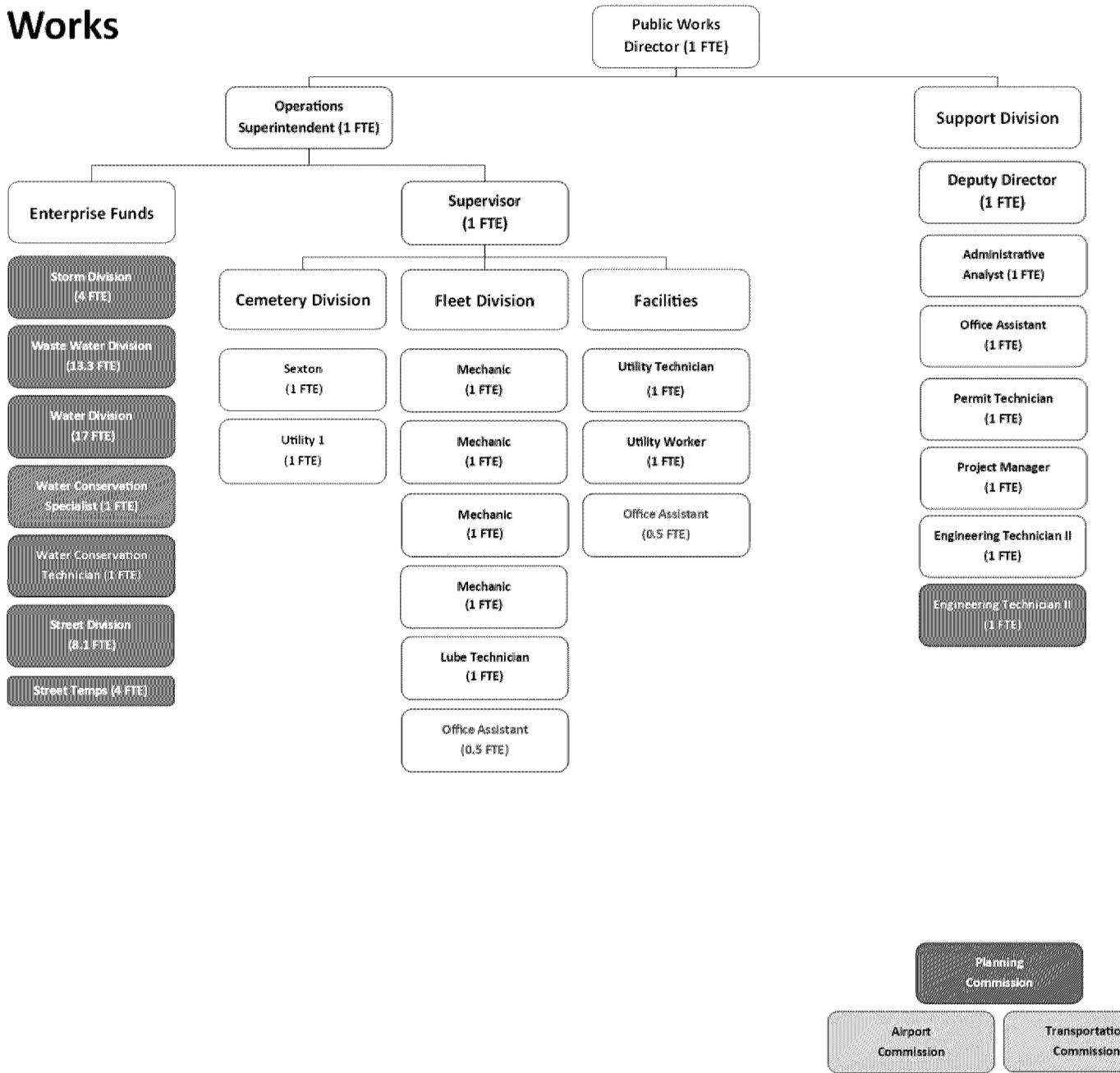
Public Art Commission

Forest Lands Commission

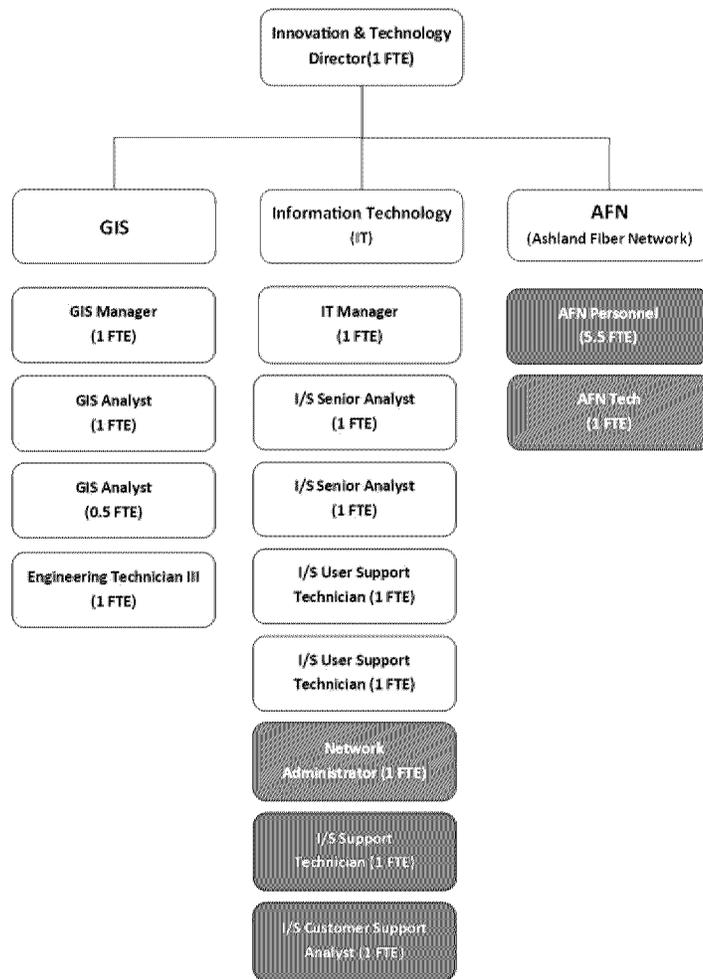
Community Development



Public Works



Innovation & Technology



Strategic Choices

Questions?

Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- ✓ General Fund Deficit Status

- City

- ✓ Organizational Staffing/Structure

- CIP E

- Vision & Values

-

- Ashland's Characteristics

-

- Strengths, Demographics & Risks

-

- Economics & Opportunities

-

- Organizational Status

- Cause-Effect

- Surp

- Services Silos

- **General Fund Budget Status**

- PERS

- **Priorities & Adjustments**

- 2022

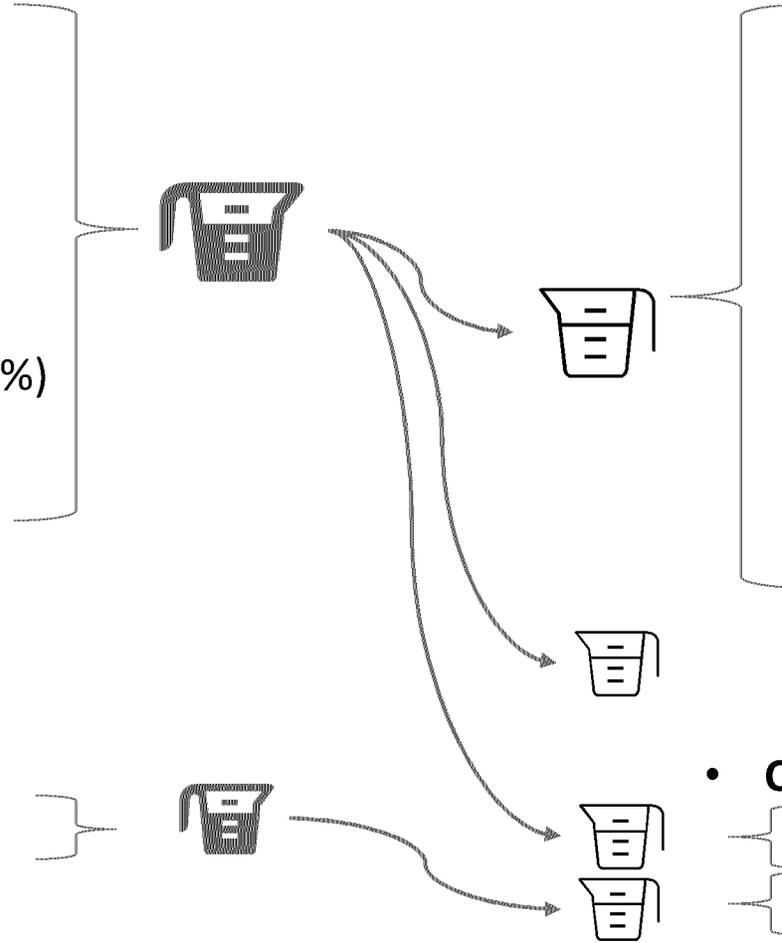
General Fund Sources

- **Unrestricted**

- Property Tax
- Charges for Services
- Marijuana Tax
- Franchise Fees
- Intergovt. Revenue (grants)
- Licenses & Permits
- Transient Lodging Tax (TLT; 70%)
- Fines & Forfeitures
- Interest Earnings

- **Restricted**

- Food & Beverage Tax



General Fund Budget Status

- **Sources growth vs. uses growth**

- Property Tax Revenue Compression
 - Base Property Tax Growth = 3%
 - Slow Growth
- Pandemic Impact
 - Reduced Transit Lodging Tax (TLT)
 - Reduced Food & Beverage Tax (F&BT)
- Market Cost Increases
 - Including supply chain issues
- Inflation (current > 8%)
- Staff Turnover Costs
- PERS Unfunded Liability (PERS UAL)
- Higher than avg. public property percent

- **Signs of Budget Instability**

- Spent Emergency Reserve
- Allocated F&BT to Park & Rec. O&M
- Employee Turnover

- **Balancing the Budget**

- Keep a Vicious Cycle
 - The Budget Deficit
 - Solving the Deficit
 - Setting the Budget
 -
 -
- General Fund
 - Unfunded Liabilities
 - General Fund
 - Limited Resources
 - Major Expenses
 -
- Create Growth
 - Adaptive Budgeting
 - Value-Based Budgeting
 - Attainable Goals
 - Diversification

General Fund Budget Status

- **Expenditure Reductions**

<u>Departments</u>	<u>Reductions</u>	<u>Vacanc</u>
○ City Council	24,000	
○ Municipal Court	59,000	
○ Administration	28,600	
○ City Attorney		
○ City Recorder		
○ Innovation & Technology		30,000
○ Human Resources	27,000	
○ Finance	156,200	60,000
○ Police		200,000
○ Fire		220,000
○ Community Development	20,000	50,000
○ Public Works	62,200	80,000
○ Parks & Recreation	350,000*	140,000
Subtotal	727,000	780,000
<u>Reductions Total</u>		<u>1,507,000</u>

General Fund Budget – Strategic Choices

- **Operating Expenditure Reductions**

○ Est. Budget Deficit	-3,000,000
○ Expenditure Reductions	
Vacancy Savings	+780,000
Reductions	<u>+727,000*</u>
Subtotal	+1,507,000
○ Recurring Revenue	
▪ > Budget Revenue (unrestricted TLT & Property Tax)	+1,350,000
○ Expense Adjustments	
▪ EOC Officer	-140,000
▪ DEI Assessment	-40,000
▪ Innovation & Tech. Officer	-40,000
▪ Immediate Emergency Response	<u>-237,000</u>
Subtotal	-457,000

- **One-time**
(>budget)

- **Emergency**
(one time)

Strategic Choices - Risk Assessment

- **Budget Priorities**

1. Balance 2022-23 Budget
 - Within Budget Authority
 - Within available funding
 - Focus on systemic reductions
 - Vacancy & travel/training
 - Budget reductions
2. Emergency Operations Center (EOC)
 - EOC Officer
 - Communications Officer
 - Immediate Emergency Response
3. Emergency Reserve

4. Support Local Economy

- Marketing/Communications Officer
- Business community “recovery” initiative

5. Organizational Stability

- DEI Assessment
- No current employee

Strategic Choices

- **Priorities**

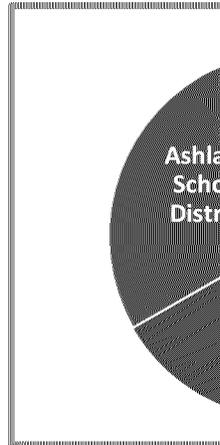
- Emergency Operations Center (EOC)
 - EOC Officer
- Diversity, Equity & Inclusion initiatives
 - Organizational assessment & training Business community “welcoming” initiative
- Houseless Shelter Planning
- Affordable Child Care & Early Childhood Education planning

- **Risk Response**

- Emergency Reserve
- EOC Officer & Emergency Response Funding
- Innovation & Technology Director
- DEI assessment & TLT Business “welcome” funding
- City Recorder agenda support
- City Marketing/Communications Officer

- **Joint Planning**

- Southern
- Ashland
- City of A
- Commu



Strategic Choices

Questions?

Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

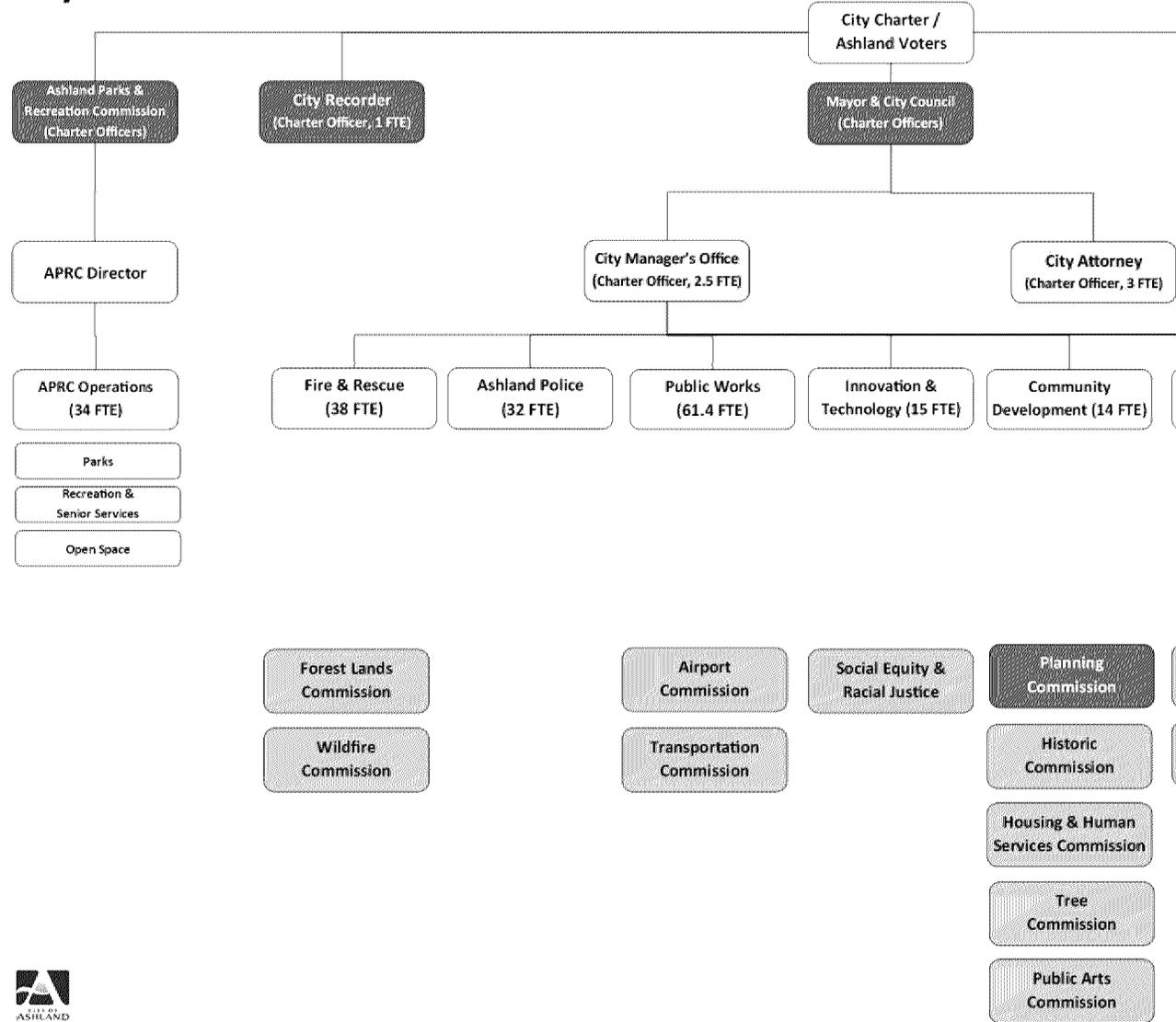
- ✓ General Fund Deficit Status ➤ City

- ✓ Organizational Staffing/Structure ○ CIP E
 - Vision & Values ■
 - Ashland's Characteristics ■
 - Strengths, Demographics & Risks ■
 - Economics & Opportunities ■
 - Organizational Status ○ Surp
 - Cause-Effect
 - Services Silos

- ✓ General Fund Budget Status ○ PERS
 - Priorities & Adjustments ○ 2022

Commissions & Advisory Boards/Committees

City of Ashland



Proposed Commissions & Advisors

Governance/Discretion

1. Park & Recreation Commission
2. Planning Commission
3. Historic Commission

City Council – Sitting Advisory Boards

1. Housing & Human Services Board
2. Environmental Board

combine

- Climate Policy Commission
- Conservation & Climate Outreach Commission

3. Public Arts Board
4. Social Equity and Racial Justice Committee

City Council/Staff

1. Airport Board
2. Municipal Auditor
3. System Development
4. Transportation
5. Forest Land &
6. Urban Forest
7. Band Board

Ashland – Current Commissions

Commissions

Continue Discontinue Co

Governance/Discretion & Planning

1. Historic Commission
2. Housing & Human Services Commission
3. Transportation Commission

_____	_____
_____	_____
_____	_____

Environment

4. Climate Policy Commission
5. Conservation And Climate Outreach Commission
6. Forest Land Commission
7. Tree Commission
8. Wildfire Safety Commission

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Community Character

9. Public Arts Commission
10. Social Equity and Racial Justice Commission
11. Band Board

_____	_____
_____	_____
_____	_____

Management

12. Airport Commission
13. Municipal Audit Commission

_____	_____
_____	_____

Strategic Choices

Questions?

Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- ✓ General Fund Deficit Status

- ✓ City

- ✓ Organizational Staffing/Structure

- CIP E

- Vision & Values

-

- Ashland's Characteristics

-

- Strengths, Demographics & Risks

-

- Economics & Opportunities

-

- Organizational Status

- Cause-Effect

- Surp

- Services Silos

- ✓ General Fund Budget Status

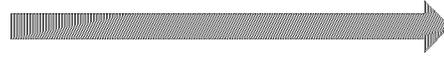
- PERS

- Priorities & Adjustments

- 2022

Strategic Choices – Capital Improvement Plan (CIP)

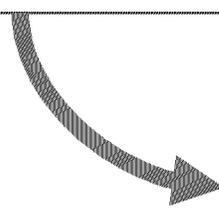
Master Planning



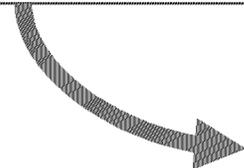
Capital Improvement Plan

- **Seven-Ten Year Cycle**
- **Planning Criteria**
 - Regulatory
 - Life Cycle
 - Deficiency
 - Capacity

- **Project Priorities**



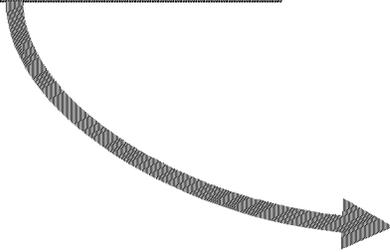
- **Alternatives Analysis**
- **Project Priorities (20-year plan)**



✓ **Council Approval**

Strategic Choices - Project Implementation

- **Council Approvals**



- Priority Project Implementation
 - ✓ Preliminary Engineering
 - ✓ Final Engineering
 - ✓ Construction Administration
 - ✓ Construction Contract

*Note: Any project over \$75K for Engineering and \$100k for construction requires Council approval

Strategic Choices - Street CIP

Transportation System Improvements 2022-2027 Construction Years					
Project Description					
		FY22	FY23	FY24	FY25
Regulatory	Lithia Way (OR 99 NB)/E Main Street Intersection Improvements	\$ 73,750			
Life Cycle	Ashland St - Siskiyou Blvd to Faith St	58.76	\$ 2,500,000		
	N Mountain Ave - I-5 Overpass to E Main St	59.36	\$ 1,000,000	\$ 2,225,000	
	Oak St - City Limits to E Main St	36.09		\$ 1,500,000	\$ 1,000,000
	Siskiyou Blvd - E Main St to Walker Ave	37.87			\$ 3,500,000
	Wightman St - Quincy St to Siskiyou Blvd	17.30			
	Maple St - Chestnut St to N Main St	32.36			
	Tolman Creek Rd - E Main St to Ashland St	65.30			
	Walker Ave - E Main St to Siskiyou Blvd	45.77			
	A St - Oak St to Eighth St	53.89			
	Grandview Drive Improvements - Phase II			\$ 350,000	
Deficiency	City Wide Chip Seal Project (CMAQ)	\$ 53,592			
	N Main Street RRFB Installation - Nursey Street & Van Ness Avenue	\$ 75,000			
	Clay Street - 300-ft north of Takelma to Siskiyou Boulevard	\$ 2,012,500	\$ 3,035,814		
Capacity	N Main Street/Highway 99 - N Main Street to Schofield Street		\$ 73,750		
	Beaver Slide - Water Street to Lithia Way		\$ 73,750		
	Diane Street - Clay Street to Tolman Creek Road		\$ 29,500		
	Walker Avenue - Oregon Street to Woodland Drive			\$ 295,000	
	Tolman Creek Road - Siskiyou Boulevard to City Limits (west side)				\$ 226,875
	Garfield Street - E Main Street to Siskiyou Boulevard				\$ 135,000
	A Street - Oak Street to 100' west of 6th Street				
	Carol Street - Patterson Street to Hersey Street				
	Wightman Street Bicycle Boulevard - E Main Street to Siskiyou Boulevard	\$ 81,420			
	Laurel Street Bicycle Boulevard - From Orange Street to Nevada Street	\$ 54,280			
	B Street Bicycle Boulevard - From Oak Street to N Mountain Avenue		\$ 108,560		
	Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane		\$ 54,280		
	8th Street Bicycle Boulevard - A Street to E Main Street		\$ 27,140		
	Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main Street to Winburn Way			\$ 149,270	
	Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road				\$ 54,280
	Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard				
	Lithia Way Bicycle Boulevard - From Oak Street to Helman Street				
	Normal Avenue Bike Lane - From E Main Street to Siskiyou Boulevard. Coordinate with Project R19				
	Normal Avenue Extension				
Other/Safety	20 Is Plenty Program	\$ 25,000	\$ 25,000		
	Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street)				\$ 200,000
	Ashland Street (OR 66)/Oak Knoll Drive-E Main Street Intersection Improvements				
	Hardesty Site Development & Equipment Storage	\$ 80,000	\$ 80,000		

Strategic Choices - Storm Drain CIP

Stormdrain Improvements Plan 2022-2027 Construction Years					
		FY22	FY23	FY24	FY25
Project Description					
Regulatory	Cemetery Creek Basin Stormwater Quality Improvement (hydrodynamic separator)	\$ 11,250			
Capacity	E Main Street @ Emerick Street	\$ 235,000			
	Siskiyou Boulevard @ University Way	\$ 129,000			
	Dewey Street @ E Main St		\$ 247,000		
	N Mountain Avenue @ Railroad Tracks		\$ 188,000		
	Gresham Street @ Beach Avenue			\$ 391,000	
	Morton Street - Pennsylvania Street to Iowa Street				\$ 217,000
	Maple Street @ Chestnut Street				\$
Other	Hardesty Site Development & Equipment Storage	\$ 40,000	\$ 40,000		

Strategic Choices - Wastewater CIP

Wastewater System Improvements 2022-2027 Construction Years						
Project Description		FY22	FY23	FY24	FY25	
Regulatory	WWTP Process Improvements (Miscellaneous)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$
	Shading (Capital Cost + first 6 years of O&M)	\$ 709,000	\$ 453,000	\$ 493,000	\$ 273,000	\$
	UV System Upgrades	\$ 1,400,000				
	Outfall Relocation / Fish Screen	\$ 1,250,000	\$ 1,250,000			
	WWTP Process Improvements (Headworks)	\$ 2,200,000	\$ 1,000,000	\$ 560,000		
	Secondary Clarifier 2 Improvements		\$ 397,500	\$ 397,500		
	Membrane Replacement (two trains)			\$ 600,000	\$ 600,000	
	Biosolids Treatment Improvements				\$ 250,000	
Deficiency	Wastewater Miscellaneous Trenchless Pipe Lining			\$ 125,000	\$ 125,000	\$
	WWTP Process Improvements (Harmonics)		\$ 110,000			
Capacity	Wastewater Miscellaneous In-House Replacement	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$
	Wastewater Line Upsizing - 18" & 24" Parallel Trunkline - Wightman to Tolman Creek Road	\$ 712,000	\$ 712,000			
	Maple St - Chestnut St to Scenic Dr			\$ 44,000		
	Tolman Creek Rd - Abbott Ave to Ashland St			\$ 92,000		
	A St - First St to Eighth St				\$ 446,000	
	Garfield St - E Main St to Quincy St				\$ 59,000	
	Granite St - Baum St to Nutley St, Strawberry Ln to Pioneer St, N of Ashland Creek Dr					\$
	N Laurel St - W Hersey St to Orange Ave					
Other	Hardesty Site Development & Equipment Storage	\$ 80,000	\$ 80,000			

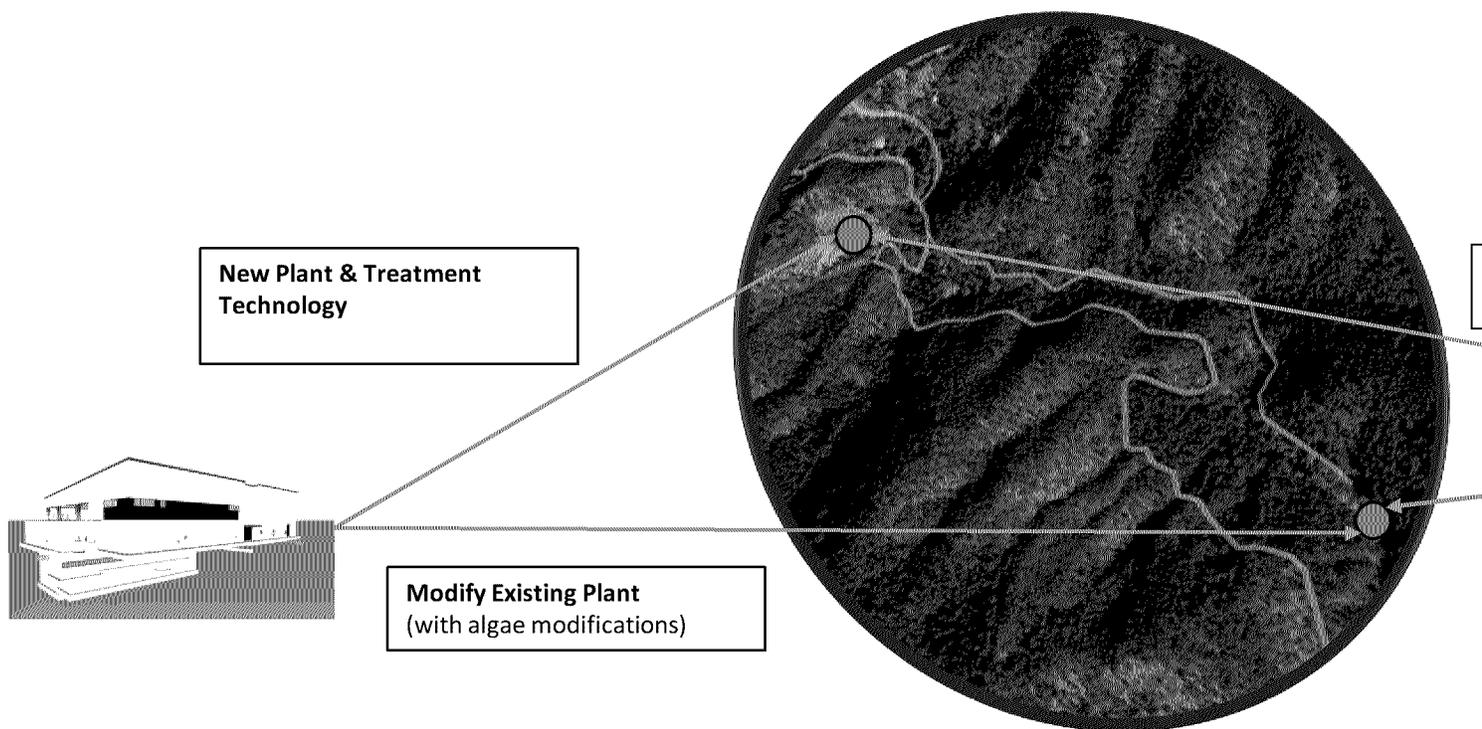
Strategic Choices - Water CIP

Water System Improvements 2022-2027 Construction Years						
<i>Project Description</i>		FY22	FY23	FY24	FY25	
Regulatory	Dam Safety Improvements	\$ 2,400,000	\$ 2,400,000	\$ 850,000	\$ 850,000	
	Reeder Reservoir Sediment Removal		\$ 140,000			\$
	Annual Pipe Replacement	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$
	Distribution Pipe Projects	\$ 1,021,000	\$ 342,000	\$ 467,000	\$ 507,000	\$
	Transmission Pipe Projects			\$ 117,000	\$ 467,000	
	ODOT Bridge Pipe Relocation (Coleman Creek in Phoenix)	\$ 58,170				
Life Cycle	TID Canal Piping: Starlite to Terrace Street			\$ 1,500,000	\$ 1,500,000	
	Hillview BPS Replacement					\$
	Hydrant Replacement Program	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$
	Telemetry Upgrades			\$ 80,000		
Deficiency	East & West Fork Transmission Line Rehabilitation	\$ 1,050,000	\$ 1,050,000			
	7.5 MGD Water Treatment Plant	\$ 2,700,000	\$ 15,400,000	\$ 22,600,000		
	Regional BPS Programming Updates					\$
Capacity	TAP BPS Backup Power	\$ 60,000	\$ 350,000			
	Tolman Creek Road PRV Station					
	Talent BPS Generator Upgrade (Option 1)					
	Talent BPS Expansion for Talent and Ashland (Option 1)					

Water Treatment Plant

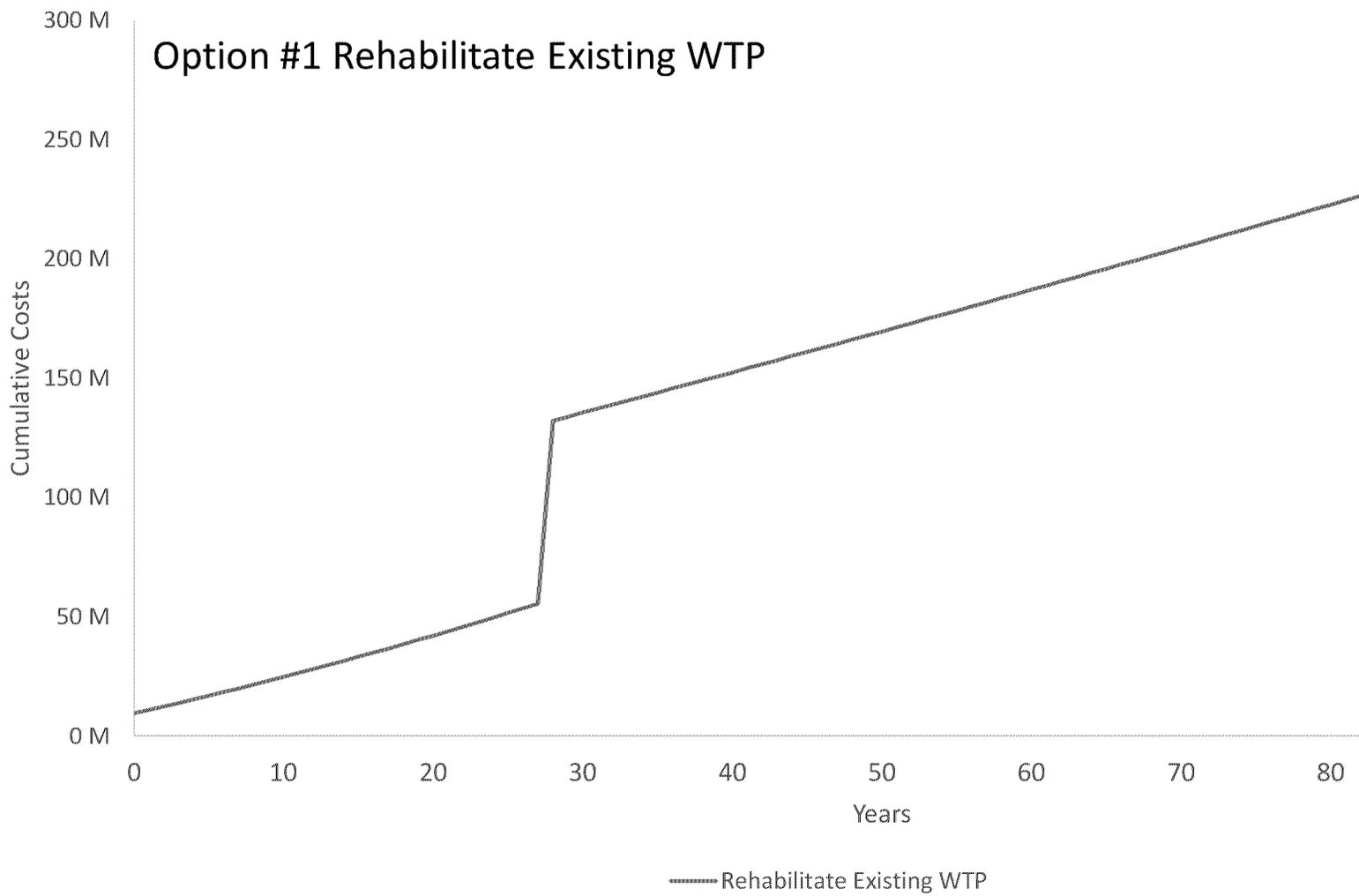
➤ Report Differences

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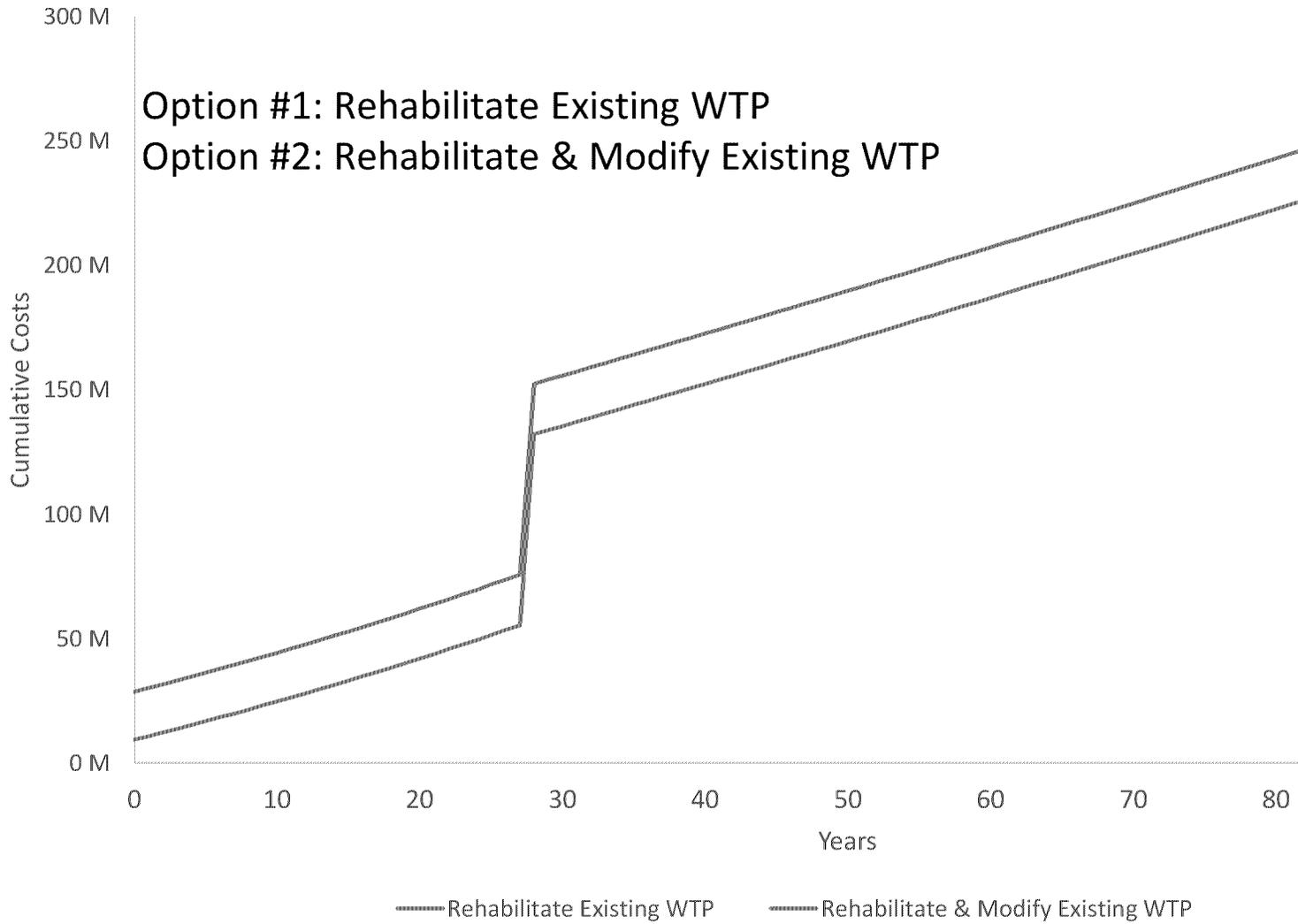


- 2021 HDR
 - Modify Existing (increased treatment)
 - New Treatment Plant

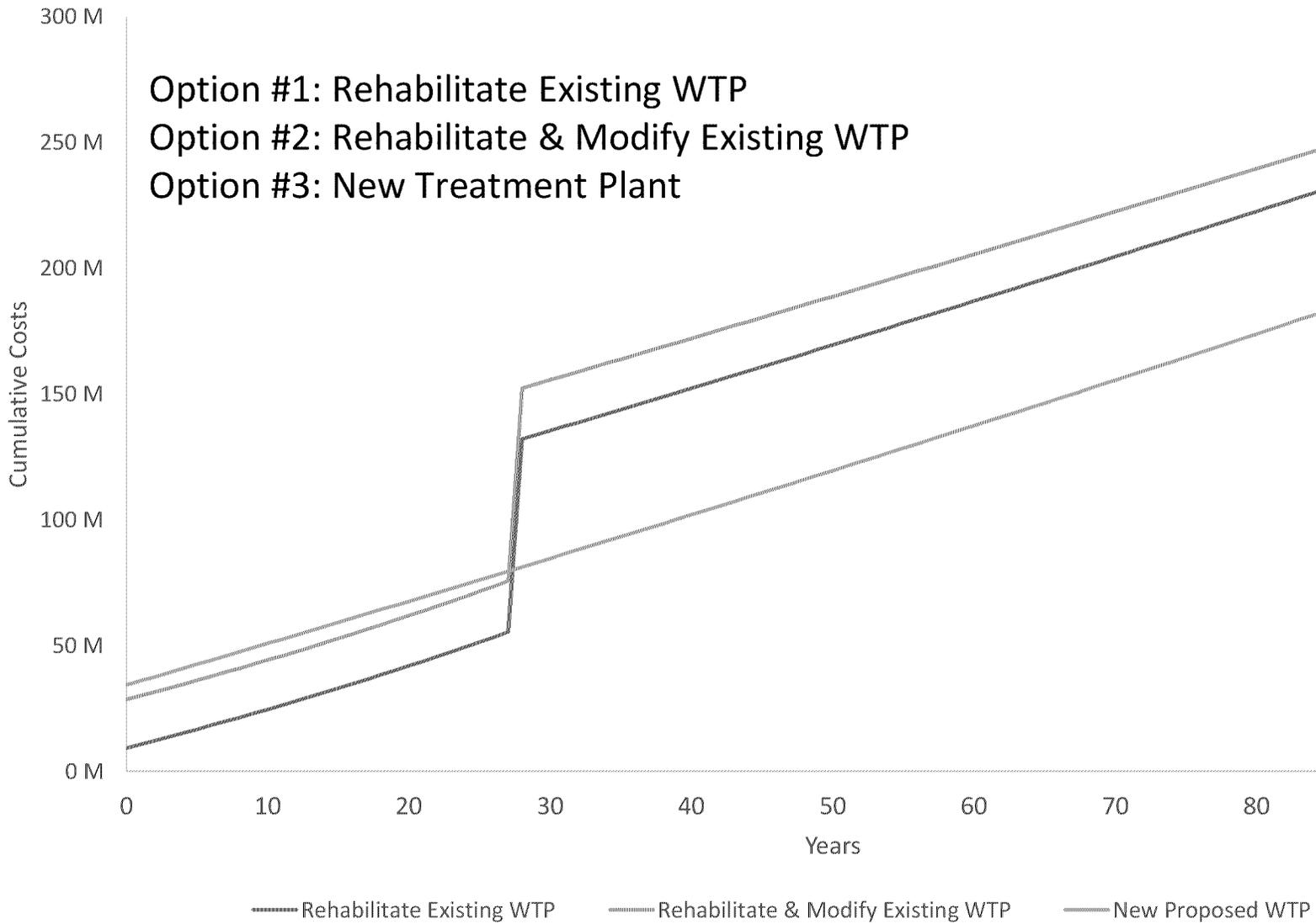
Water Treatment Plant

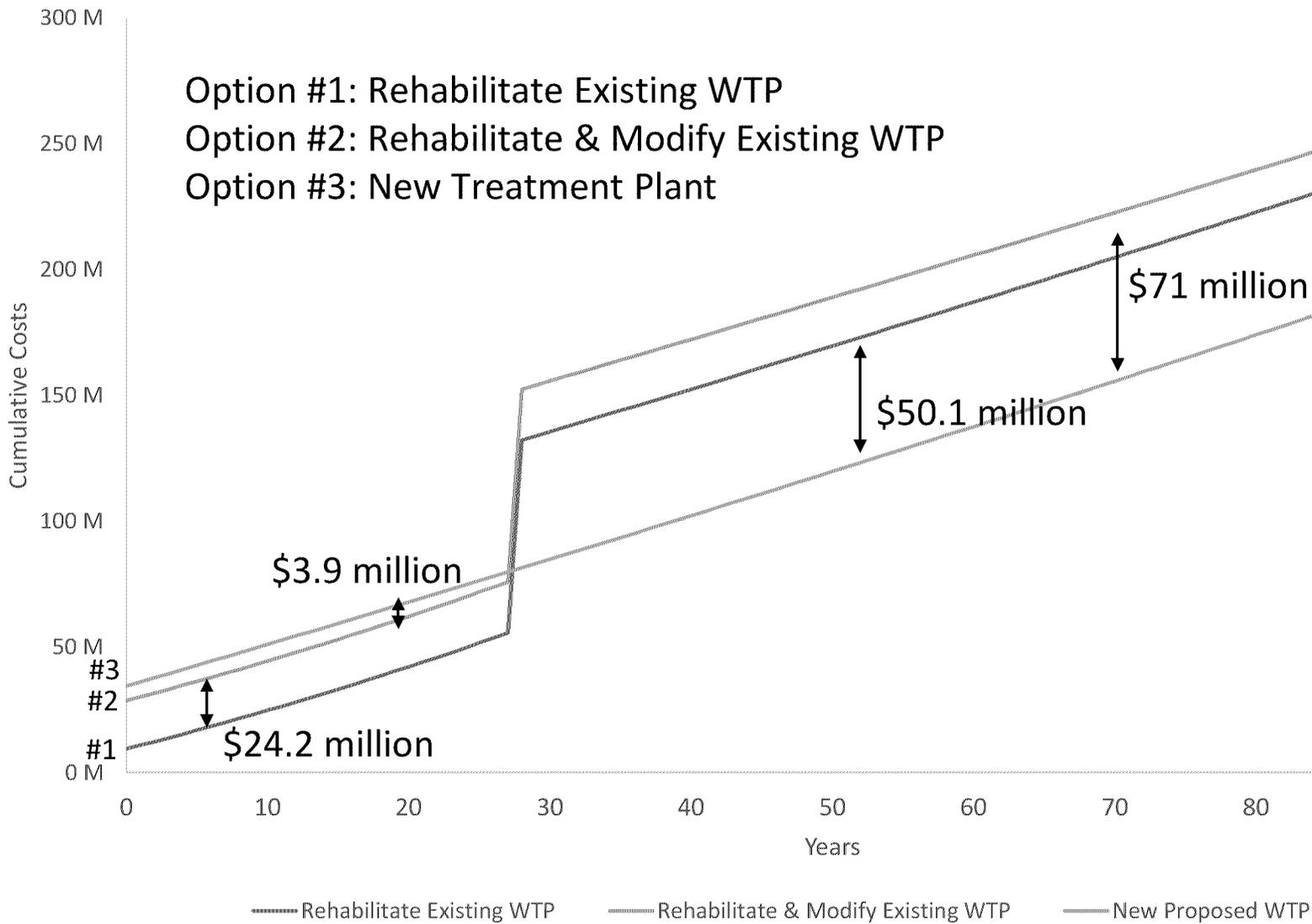


Water Treatment Plant

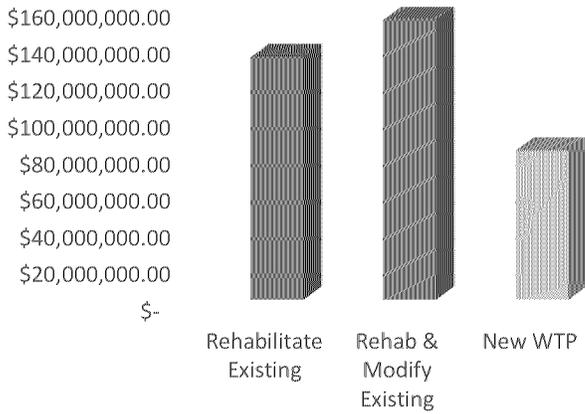


Water Treatment Plant

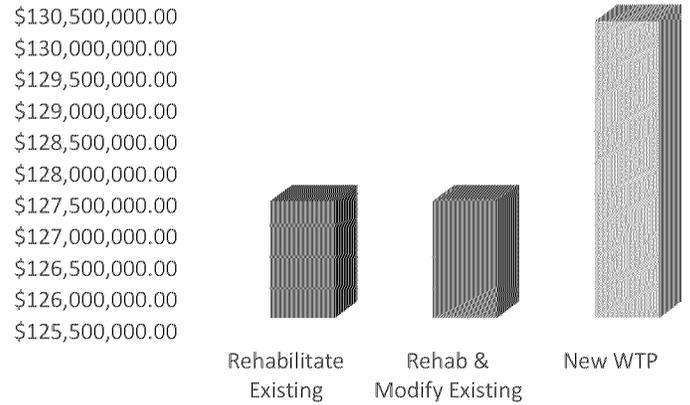




Cumulative Costs Years 0-28



Cumulative Costs Years 29-100



Rehabilitate Existing	Option #1 Year 0-28
Cummulative Cost	\$132,155,505

Rehabilitate Existing	Option #1 Year 29-100
Cummulative Cost	\$127,349,642

Rehabilitate & Modify Existing	Option #2 Year 0-28
Cummulative Cost	\$152,405,188

Rehabilitate & Modify Existing	Option #2 Year 29-100
Cummulative Cost	\$127,349,642

New WTP	Option #3 Year 0-28
Cummulative Cost	\$81,378,571

New WTP	Option #3 Year 29-100
Cummulative Cost	\$130,208,761

Water Treatment Plant - Risks

- **Water Treatment Plant**
 - Rate Predictability
 - Water Quality
 - Taste & Odor
 - **Regulatory**
 - Algal Toxin
 - **Environmental/Safety**
 - Fire
 - Landslide
 - Seismic
 - Flood



Mayor & City Council – CIP Ballot

- **Transportation CIP Changes**

Yes/No: _____

Edits/Other: _____

- **Storm Drain CIP Changes**

Yes/No: _____

Edits/Other: _____

- **Wastewater CIP Changes**

Yes/No: _____

Edits/Other: _____

- **Water CIP Changes**

Yes/No: _____

Edits/Other: _____

Strategic Choices

Questions?