



City of Ashland Biennial Budget 2025-2027

May 7, 2025

Budget Message

Balanced Budget- \$372.5 million

- Capital \$89.7 million
- General Fund \$100.2 million

Accomplishments

- See budget message
- Thank you to staff for the excellent work moving the City forward this BN.

Challenges

- Economic uncertainty
- Reduction in grant funding
- Increasing cost of labor
- Deferred Maintenance

Goal

Successfully navigate a time of economic uncertainty and ensure the continued high credit rating of the City and a strong fiscal position with an eye towards continuing to make efficiency gains in operations and service delivery, continue to explore additional revenue opportunities and determine a way forward to address the deferred maintenance throughout the City.



Council Priorities

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

Goal:

Address City Council's priorities within the resources available

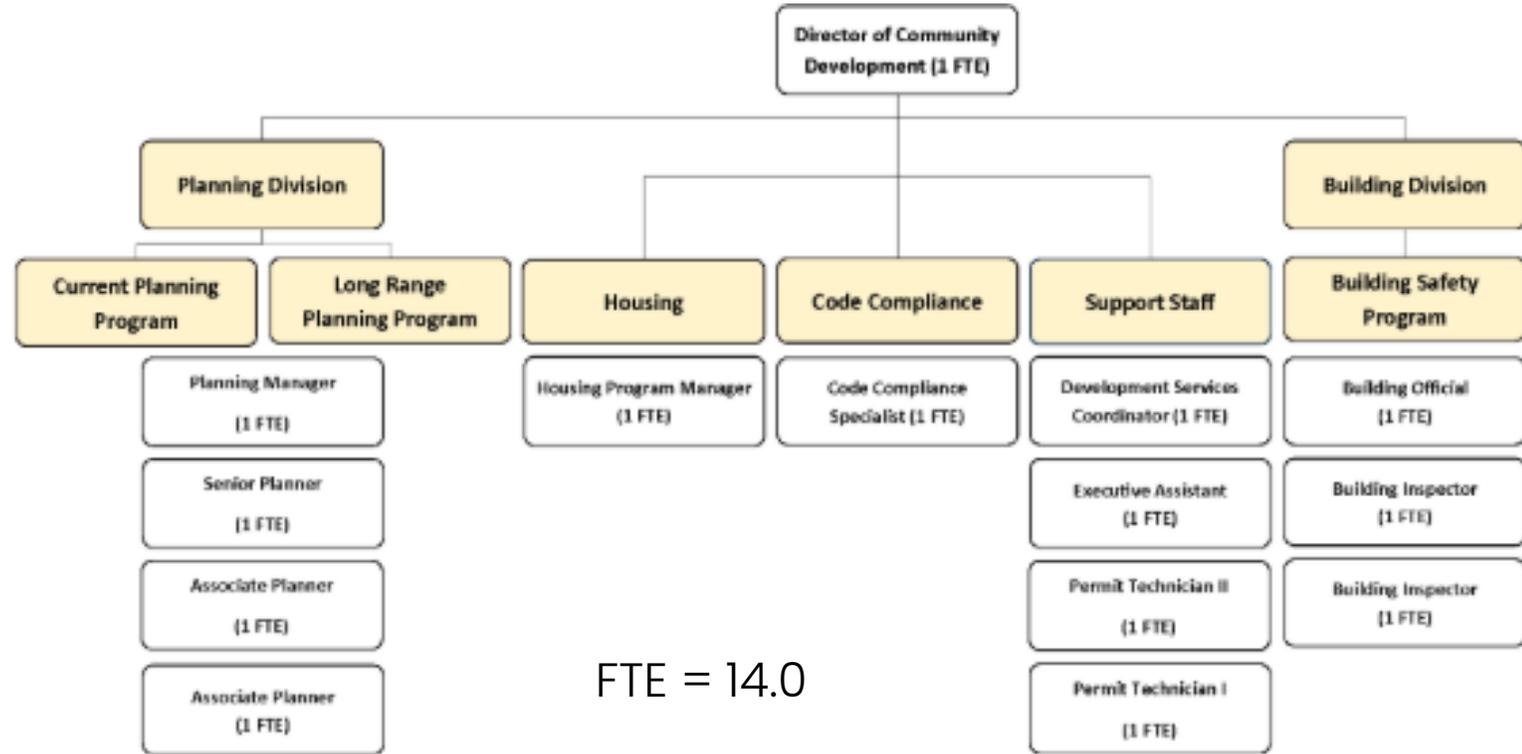


Community Development

Two divisions –
Planning and Building

Planning:

- Maintenance and update of Ashland’s Comprehensive Plan and Ashland Municipal Code Title 18 Land Use
- Reviews development proposals and permits for compliance with land use standards
- Oversees City’s Housing Program



Building:

- Implements Oregon’s statewide building codes program



Community Development

Accomplishments

- Building Permit Processing
 - Reviewed over 1,100 building permit submittals and completed associated inspections
- Current Planning Applications
 - Review and process development proposals
 - Manage public noticing and conduct hearings for land use applications
 - Provide staff support to the Planning Commission and three advisory committees
- Long-range Planning Projects
 - Economic Opportunity Analysis
 - Climate Friendly and Equitable Communities (CFEC) implementation
 - Climate Friendly Areas
 - Removal of Parking Mandates
- Continue to address the diverse housing needs in the community
- Responded to nearly 800 calls of **code compliance** issues annually

Significant Changes in Budget

- Funding for document digitization
- Funding for software upgrades to Cloud

Future Outlook

- Updating the Transportation System Plan (TSP)
- Implementing the City's Housing Production Strategy
- Begin work to separate Building Division into a separate Special Revenue Fund for next biennium



Community Development – Budget Overview

Community Development Department Expense by Type

	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Personnel Services	\$1,668,686	\$1,840,447	\$2,179,698	\$2,127,396	\$2,214,171
Material and Services	\$447,969	\$381,036	\$640,896	\$834,213	\$561,304
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,116,655	\$2,221,483	\$2,820,594	\$2,961,609	\$2,775,475

Planning Division Expense by Type

	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Personnel Services	\$917,845	\$1,017,320	\$1,272,817	\$1,207,609	\$1,261,783
Material and Services	\$59,315	\$54,712	\$123,495	\$142,314	\$139,056
TOTAL	\$977,160	\$1,072,031	\$1,396,312	\$1,349,923	\$1,400,839

Building Division Expense by Type

	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Personnel Services	\$606,634	\$663,183	\$748,732	\$744,082	\$772,258
Material and Services	\$62,730	\$63,228	\$71,875	\$120,731	\$109,805
TOTAL	\$669,364	\$726,412	\$820,607	\$864,813	\$882,063



Community Development – Budget Overview

Housing Program Expense by Type					
	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Material and Services	\$60,569	\$103,782	\$236,623	\$225,142	\$114,800
Personnel Services	\$107,027	\$124,030	\$122,901	\$136,169	\$139,598
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$167,597	\$227,812	\$359,524	\$361,311	\$254,398

CDBG Division Expense by Type					
	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Material and Services	\$219,077	\$29,648	\$141,903	\$279,026	\$130,643
Personnel Services	\$37,179	\$35,915	\$35,248	\$39,536	\$40,532
TOTAL	\$256,256	\$65,563	\$177,151	\$318,562	\$171,175

Social Service Division Expense by Type					
	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Material and Services	\$46,278	\$129,666	\$67,000	\$67,000	\$67,000
TOTAL	\$46,278	\$129,666	\$67,000	\$67,000	\$67,000

Total Community Development = \$5,737,084

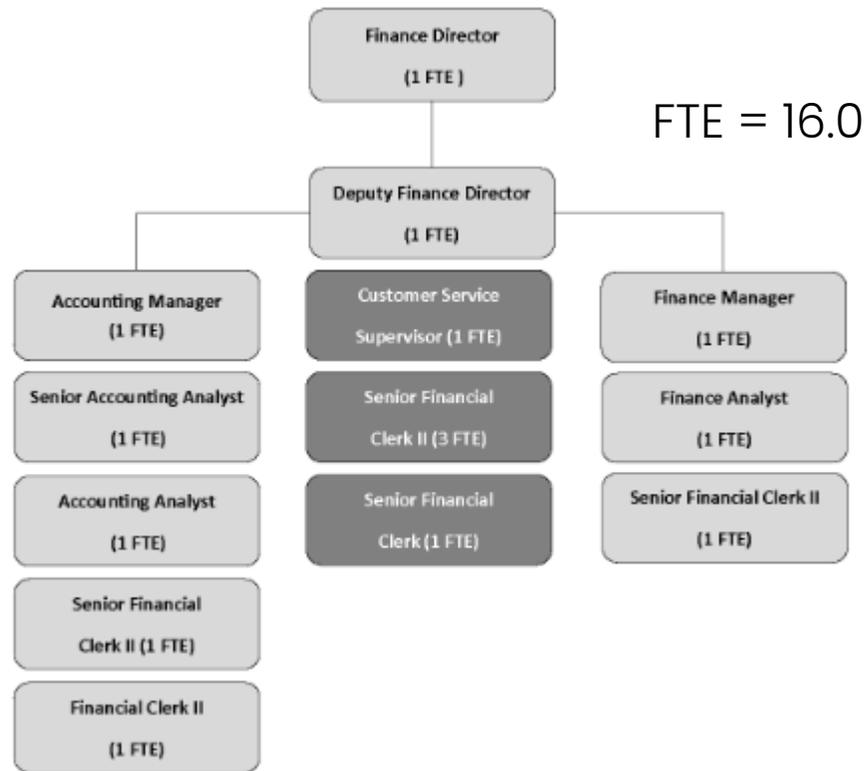
Includes CDBG and Housing Funds



Finance & Department of Innovation & Technology

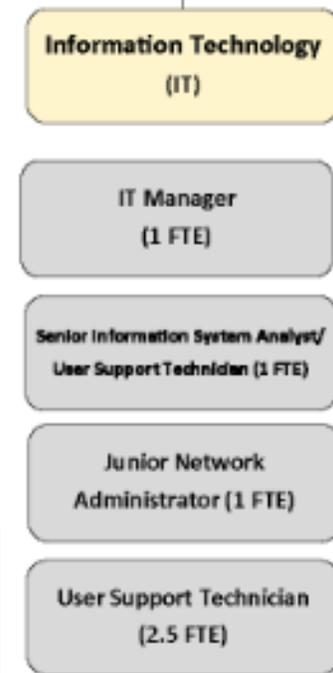
Finance

- Divisions – Administration, Accounting, Customer Service and the Ashland City Band
- Functions include Accounting, Accounts Receivable, Accounts Payable, Procurement, Audit, Budget, Payroll and Utility Billing



Dept of Innovation & Technology

- Divisions – Information Systems (IS), Ashland Fiber Network (presented earlier)
- Manages City’s business servers and networking, Help Desk, telephone system, support first-responder mobile connectivity, and execute on IT policies include cybersecurity and disaster recovery.



FTE = 4.5



Finance & Information Systems

Accomplishments

Finance:

- Revised Ashland Municipal Code (AMC) for Procurement and implemented technology improvements
- Revised AMC for Utility Customer Policies and implemented process improvements
- Implemented proactive investment management and realized substantial gains that helped to fund Wildfire mitigation work
- Credit rating reaffirmed by Moody's Aa3, High Investment Grade

Information Systems:

- Increased network security and monitoring
- Upgraded VPN hardware to enhance security
- Implemented computer replacement policy and procedures

Significant Changes in Budget

- Merged IT Director role with Finance
- Combined help desk role with AFN tech
- Eliminate IS analyst role in Year 2

Future Outlook

- Finance to firm up Long Range Financial Forecast; implement benchmarks for government effectiveness
- Finance and IT will work together to implement/upgrade Payroll software, Utility Billing software, and other City-wide systems.
- IT to solidify Strategic Cybersecurity Plan



Finance & I.T. – Budget Overview

Finance Department Expense by Type							
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget	
Personnel Services	\$1,622,361	\$1,420,934	\$1,613,776	\$2,181,882	\$1,989,491	\$2,108,092	
Material and Services	\$915,860	\$1,083,648	\$1,333,915	\$1,054,048	\$1,310,956	\$1,208,267	
Capital Outlay	\$0	\$5,000	\$0	\$75,000	\$100,000	\$100,000	
TOTAL	\$2,538,221	\$2,509,582	\$2,947,691	\$3,310,930	\$3,400,447	\$3,416,359	

Information Systems Division Expense by Type							
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget	
Personnel Services	\$631,226	\$759,065	\$1,290,807	\$1,587,125	\$804,976	\$670,612	
Material and Services	\$452,145	\$455,875	\$399,886	\$548,885	\$511,634	\$524,898	
Capital Outlay	\$0	\$100,758	\$179,902	\$21,218	\$56,000	\$25,000	
TOTAL	\$1,083,371	\$1,315,699	\$1,870,595	\$2,157,228	\$1,372,610	\$1,220,510	

Finance Budget = \$6,816,806

Information Systems = \$2,593,120



Administration : City Manager's Office & Legal

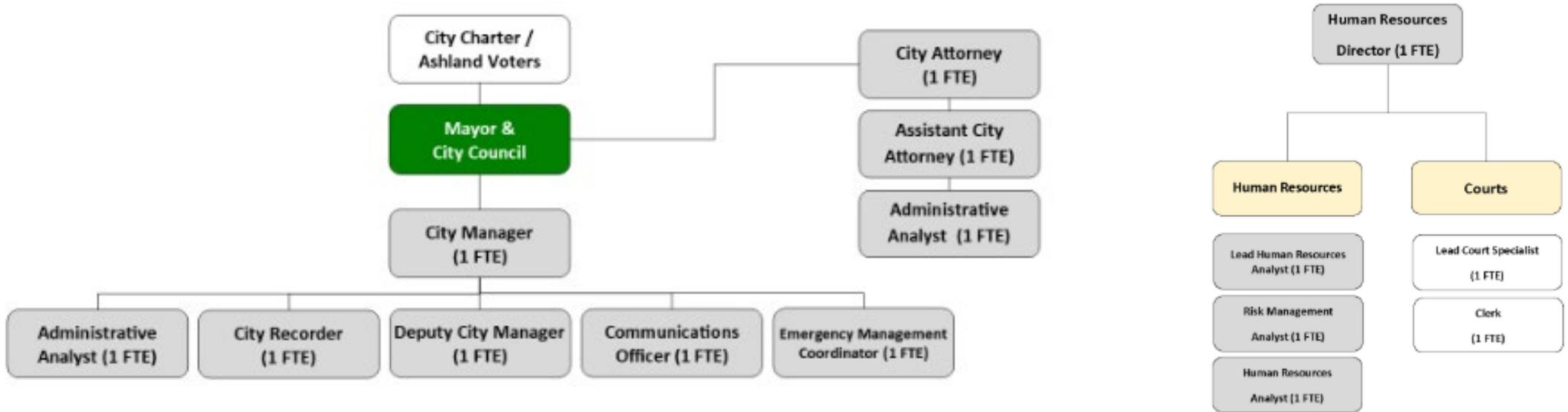
City Manager's Office:

- Economic Development
- City Recorder
- Communications
- Emergency Management
- Human Resources
 - Risk Management
 - Courts

City Attorney's Office

- Legal services for the City

FTE = 16.0



Administration – City Manager’s Office & Legal

Accomplishments

City Manager’s Office

- Launched new website
- Hired Communications Officer, Emergency Operations Coordinator and Deputy City Manager
- Installed evacuation zone signs
- Awarded \$336K to 48 unique businesses
- Allocated \$140K towards childcare grants that benefited 38 children

City Attorney’s Office

- Drafted ordinances pertaining to City governance
- Advised on employee relations, 5G, enhanced law enforcement area, homeless services, bond referrals, etc
- Continue to maintain criminal prosecution

Future Outlook

- Balancing service delivery with funding levels is crucial
- Adapting to climate change with resilient infrastructure, disaster preparedness and sustainability initiatives
- Addressing homelessness and housing affordability
- Balance need for facilities maintenance and upgrades

- Anticipated legislation
- Continued support and advisement to City Council
- Revising, creating and updating ordinances.



Administration Department – Budget Overview

Administration Department Expense by Type						
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Material and Services	\$7,806,491	\$5,896,819	\$4,243,036	\$4,301,202	\$4,035,108	\$3,820,162
Personnel Services	\$1,720,507	\$1,694,602	\$2,423,503	\$2,758,601	\$2,961,678	\$3,078,581
Capital Outlay	\$0	\$0	\$0	\$0	\$534,000	\$25,000
TOTAL	\$9,526,998	\$7,591,422	\$6,666,539	\$7,059,803	\$7,530,786	\$6,923,743

Total Administration Dept Budget = \$14,454,529



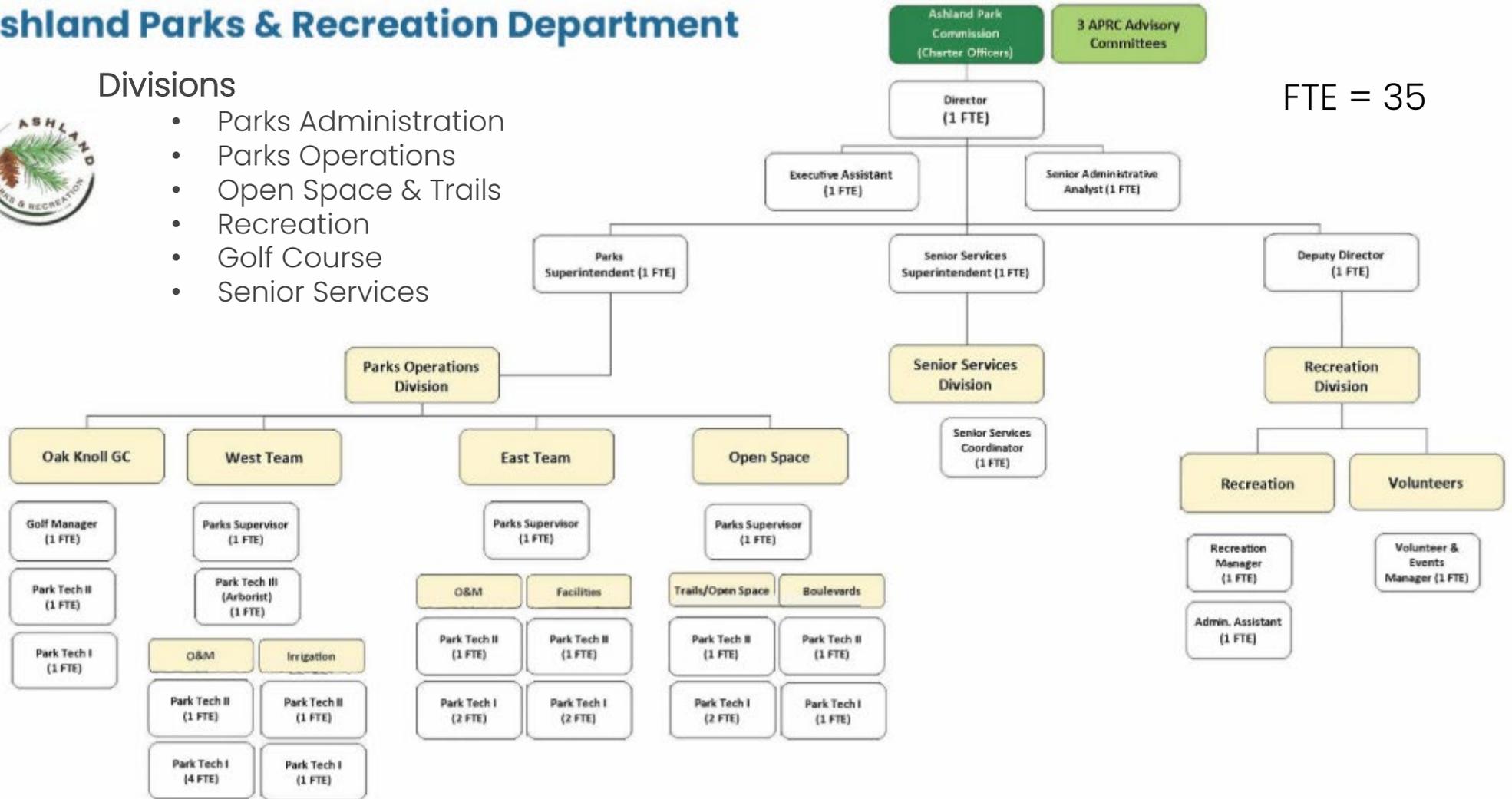
Parks & Recreation

Ashland Parks & Recreation Department



Divisions

- Parks Administration
- Parks Operations
- Open Space & Trails
- Recreation
- Golf Course
- Senior Services



FTE = 35



Parks & Recreation

Accomplishments

- Senior Services community participation all time high 17,666 for FY 2023-24
- Senior Services honored with a Certificate of Appreciation from the AARP Driver Safety Program
- Received two Local Government Grants through Oregon Parks and Recreation Dept for E. Main Park and Hunter Park Tennis Courts
- For 2024, there were 12,025 total volunteer hours and 957 volunteers engaged
- Passed new ordinance to allow alcohol in City Parks for special events.

Significant Changes in Budget

- 2 Nature Center positions eliminated
- Seasonal staff for Parks operations reduced
- No re-opening of Pioneer Hall and Community Center
- Reduction in Nature Center services, pool/ice rink openings, splash pad hours at Garfield, park restroom hours, neighborhood and community park maintenance
- Elimination of the printed recreation guides



Parks & Recreation – Budget Overview

Parks Department General Fund Expense by Type						
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Personnel Services	\$3,990,983	\$3,744,607	\$3,573,097	\$4,718,851	\$4,512,887	\$4,713,799
Material and Services	\$2,867,868	\$2,991,122	\$2,310,967	\$2,434,833	\$2,374,495	\$2,446,454
Capital Outlay	\$97,004	\$35,899	\$182,771	\$140,000	\$175,000	\$175,000
TOTAL	\$6,955,855	\$6,771,629	\$6,066,835	\$7,293,684	\$7,062,382	\$7,335,253

Parks Capital Improvement Fund Expense by Type						
	- 22 Actual	2022 - 23 Actual	2023 - 24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	2026-27 Proposed Budget
Transfer-Out, Contingency, Ending Fund Balance	\$2,217,665	\$4,162,567	\$4,180,142	\$7,097,887	\$558,545	\$1,293,079
Capital Outlay	\$924,784	\$881,483	\$880,674	\$9,125,000	\$4,093,000	\$1,810,000
Material and Services	\$0	\$4,675	\$0	\$0	\$0	\$0
TOTAL	\$3,142,449	\$5,048,725	\$5,060,816	\$16,222,887	\$4,651,545	\$3,103,079

Total Parks General Fund Budget = \$14,397,635

Total Parks CIP Fund Budget = \$6,975,590 *(not incl ending fund balance)*



QUESTIONS?

