

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](http://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](mailto: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](http://ashland.or.us/speakerrequest) and return to the City Recorder.

**3:30 PM REGULAR BUSINESS MEETING\***

**I. CALL TO ORDER**

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

**II. PLEDGE OF ALLEGIANCE**

Hyatt led the Pledge of allegiance.

**III. ROLL CALL**

Councilors' Graham, Hyatt, Moran, Seffinger, DuQuenne and Jensen were present.

**IV. MAYOR'S ANNOUNCEMENTS**

Land Acknowledgement\*\*

Mayor Akins read the Land Acknowledgement.

**V. APPROVAL OF MINUTES**

Minutes of Boards, Commissions and Committees\*\*\*

**VI. SPECIAL PRESENTATIONS & AWARDS**

**VII. PUBLIC FORUM**

Emily Simon – Ashland – Spoke regarding concerns regarding the Public Survey. She spoke regarding concerns of the ability for the Citizens to give public input. She spoke that she is aware of budgetary constraints of the City of Ashland. She spoke to the importance of equity. She thanked City Manager Joe Lessard.

Leda Shapiro - Ashland– Spoke regarding she is glad to have these meetings. She spoke regarding the Survey and the budget downfall.

## **VIII. CITY MANAGER REPORT**

### **IX. CONSENT AGENDA**

1. Authorize City Manager to enter into Ashland Airport Ground Leases
2. Approval of a Federal Aviation Administration (FAA) Grant Offer & Oregon Department of Aviation (ODA) Critical Care Airport Relief Grant Offer

**Hyatt/Graham moved to approve the Consent Agenda. Discussion: None. All Ayes. Motion passed unanimously.**

### **X. PUBLIC HEARINGS**

Mayor Akins opened the Public Hearing at 3:45 PM.

1. Public Hearing for BN 2021-23 Approval of Resolution Confirming Jurisdictional Qualification For State Subventions and Approval of Resolution to Receive State Funds

Finance Director Alison Chan gave a Staff Report.

**Hyatt/Moran moved to approve a Resolution Certifying City Provides Sufficient Municipal Services to Qualify for State Subventions and A Resolution Declaring the City's Election to Receive State Revenues. Discussion: Hyatt thanked Staff. Roll Call Vote: Jensen, DuQuenne, Graham, Hyatt, Seffinger and Moran: YES. Motion passed Unanimously.**

2. Public Hearing for 2022-23 Budget Approval Resolution Levying Property Taxes

Finance Director Alison Chan gave a Staff Report.

**Jensen/Seffinger moved to approve A Resolution Levying Taxes for the Period of July 1, 2022, to and Including June 30, 2023, Such Taxes in the Levy rate of \$4.2865/\$1,000 Assessed Value Upon All the Real and Personal Property Subject to Assessment and Levy Within the Corporate Limits of the City of Ashland, Jackson County, Oregon. And the City Council also levies a tax for the repayment of General Obligation Debt in the amount of \$215,339. Discussion: Jensen thanked Staff. Hyatt clarified that a portion of this bill goes to the County and a portion goes to the School District.**

**Roll Call Vote: Jensen, DuQuenne, Graham, Hyatt, Seffinger and Moran: YES. Motion passed Unanimously.**

3. Resolution 2022-12 Creating a Tourism, and System Development Charges funds (5)

Finance Director Alison Chan gave a Staff Report.

Council discussed the process of restricted funds.

**Jensen/Hyatt moved approval of establishing a Tourism Fund as well as 5 STD Funds. Discussion: Hyatt clarified that the creation of these funds does not add to our budget it is just to set money aside to go to the appropriate purpose. Roll Call Vote: Jensen, DuQuenne, Graham, Hyatt, Seffinger and Moran: YES. Motion passed Unanimously.**

**Graham/Hyatt moved to approve Resolution 2022-12 a Resolution adopting a supplemental budget for changes to the 2021-23 biennial Budget. Discussion: None. Roll Call Vote: Jensen, DuQuenne, Graham, Hyatt, Seffinger and Moran: YES. Motion passed Unanimously.**

**Mayor Akins closed the Public Hearing at 4:02 PM.**

## **XI. UNFINISHED BUSINESS**

### 1. Community Budget Survey and Action

#### **Public Input:**

Rick Landt- Ashland – Landt spoke regarding issues of the survey questions specifically with Parks.

Leda Shapiro – Ashland – She spoke in concern regarding the survey questions. She spoke that this process is a waste of money.

Susan Hall – Ashland – Spoke regarding the survey. She spoke that other citizens spoke in concern of the survey and suggested that the data needs to be more clear.

City Manager Joe Lessard gave a brief Staff Report.

SOU Staff: Karen Miller-Loessi Ph.D., Daniel Rubenson, Ph.D., and Eva Skuratowisz Ph.D. went over a PowerPoint Presentation (*see attached*).

Items Discussed were:

- Survey Design
- Issues in Survey Design
- Final Modifications to Questions
- What the Survey Will Tell Us

Council discussed the survey questions, process, priorities and costs.

**Jensen/Graham moved to direct Staff and consultants to immediately and vigorously move forward with the already approved citizen budget survey without delay. Discussion: Jensen spoke that time is of the essence. He spoke that there has been great feedback.**

**Graham spoke that we know as a Council that we can no longer kick the can down the road in terms of our budget issues. She spoke that we need to ask the people in the Community what they care about and what direction they are hoping for their Community. Public engagement is very important. She spoke that this survey is incredibly important. She spoke that Council voted to move forward with this survey. She spoke at the last Council Meeting the Council decided to slow up on the process; however, this survey was leaked and put out to the Community ahead of time. She spoke that this is a problem about trust and confidence. She spoke that someone on this Council leaked this and that is a problem. She spoke that this leak could have derailed this effort to find out what the people think. She spoke to the importance to move forward quickly.**

**Seffinger spoke that she has been contacted by citizens that they are concerned about services are to be maintained as they are. She spoke that it is important to ask the citizens what they want.**

**DuQuenne thanked SOU Staff and spoke to the importance to hear from the Citizens. She spoke in disappointment regarding not being able to include the General Fund in its entirety.**

**Hyatt thanked the SOU team and for providing feedback. She spoke that it is unfortunate that this was put out ahead of time with out all the supporting documentation necessary to fully understand and assess the survey. She spoke to the importance of hearing from the citizens.**

**Mayor Akins thanked SOU Staff. She spoke that for the record she did not do the leak.**

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

*Council took a brief recess.*

## **XII. NEW AND MISCELLANEOUS BUSINESS**

### **Public Input:**

Susan Hall – Ashland - Spoke regarding concerns of the PERS Fund and urged Staff to look more into this topic.

#### 1. FY 2022-23 Operating Budget Status, Recommendations & Staff Direction

Lessard gave a brief Staff Report.

He went over a PowerPoint Presentation (*see attached*). Items discussed were:

- General Fund – Budget Deficit Status
  - Manager’s responsible for adopted budget
  - Food & Beverage Tax – Restricted Revenue

### **Public Input:**

Rick Landt – Ashland - Parks Commissioner Landt spoke regarding the Food & Beverage allocation and urged to stay consistent with the City Attorney.

**Moran/Seffinger moved to suspend the rules to allow questions to Mr. Landt. Discussion: None. Voice Vote: All Ayes. Motion passed unanimously.**

Mayor Akins questioned if the funding would go in the CIP but not operation and maintenance. Landt spoke that this is what is being proposed but those are 2 separate funds and more critically being impacted in operation funds. He spoke that there has been deterioration in the parks due to operations. He spoke that programs are being compromised due to cuts.

Council discussed CIP Funds.

- FY 2022-23 General Fund Status & Recommendations
- Vision & Plan/Do/Act Cycle
- Vision for Success
- Values for Success
- Mayor & City Council Vision Ballot

- Mayor & City Council Values Ballot
- Ashland's Characteristics
- Risk Assessment
- Risk Assessment Ballot
- Ashland's Characteristics – Economics

***Planning Director Bill Molnar and Planning Manager Brandon Goldman joined the meeting to go over this slide.***

- SOU Enrollment Status
- Population Growth
- Household Size 2014-2018
- Share of Households by Income 2019
- Ashland's Demographics Summary
- Urban Form
- Development Lands
- Affordable and Workforce Housing Development
- Strategic Choices – Opportunities
- Activity Centers (investment Districts)
- Transit Supportive Development
- Future Growth ( next 40+) years
- Urban Form Summary

***Council took a brief recess.***

Council discussed having a Council a Study Session regarding affordable housing and would like to look at the City Comprehensive plans.

Graham/DuQuenne moved to adjourn.

The May 23<sup>rd</sup> Special Council Meeting was adjourned at 7:32 PM. The Special Council Meeting will Continue on May 23<sup>rd</sup> at 3:30 PM

Respectfully submitted by:

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City Recorder Melissa Huhtala

Attest:

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Mayor Akins

### **XIII. ORDINANCES, RESOLUTIONS AND CONTRACTS**

1. First Reading of Ordinance No.3209 Relating to Transient Lodging Taxes; Amending Ashland Municipal **Code 4.24.070**
2. Resolution 2022-13 Adopting Miscellaneous Fees and Charges
3. Resolution 2022-14 Adopting a Supplemental Budget
4. Approval of Two Contracts for Construction and Engineering Services During Construction for the Wastewater Treatment Plant Outfall Relocation Project No. 2013-212
5. Resolution 2022-10 Adopting a Supplemental Budget Amendment for the Wastewater Fund
6. Resolution 2022-15 Adopting the Allocation of Restricted Transient Lodging Tax (TLT) Portion for FY 2023-25 Biennium
7. Resolution 2022-16 Adopting Financial Management Policy
8. Council Direction on Public Digital Public Notice of City Agendas

### **XIV. OTHER BUSINESS FROM COUNCIL MEMBERS/REPORTS FROM COUNCIL LIAISONS**

### **XV. ADJOURNMENT OF BUSINESS MEETING**

\*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).*



Southern Oregon University Research Center

Karen Miller-Loessi, Ph.D.

Daniel Rubenson, Ph.D.

Eva Skuratowicz, Ph.D.

# Survey Design

- To balance the budget, two main questions:
  - Cut spending, increase fees, or a combination?
  - Ashlanders' specific priorities?
- Survey design is grounded in the academic literature on budget surveys
- Adapted to Council/City's requests throughout
  - Policy guidance rather than specific dollar cuts/increases
  - Council's differing approaches to cutting and spending
  - Added open comment line for each box



# Issues in Survey Design

## Specificity

- General fund only
- Scenarios that would balance budget
- Implications for households
- Blanket approaches such as “eliminate waste” or “cut across the board” don’t tell us about residents’ priorities
  - Compensation
  - Administration
  - Staffing level cuts follow identified priorities

# Final Modifications to Questions

- Question 14, current version:

“The City Council and City Manager determine how to cut spending. This would mean reductions in city services as proposed in the other survey boxes or other reductions that they identify.”

- Question 14, final version:

“The City Council and City Manager determine how to cut spending. This could mean reductions in city services as described in the other survey boxes or other budget savings that they identify.”

- Questions 2, 7, 10, final version:

Change “Severely reduce” to “Major reductions in”

# What the Survey Will Tell Us

- Ashlanders' preference for:
  - no additional fees
  - making some cuts & adding some fees
  - maintaining current City spending levels
  - cuts in specific city activities
- Willingness to pay more fees to increase police & fire coverage
- Specific comments on each policy option



# Strategic Choices – FY 2022-2023

CITY OF  
**ASHLAND**

Mayor and City Council Special Called Business Meetings  
May 23 & 24

# 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 Commissions

- CIP Budget

- Transportation
- Storm Drain
- Wastewater
- Water

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations



# 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 operational 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 & other purposes
- 2009 Add wastewater debt (80%) & parks CIP (20%)
- 2016 voters enact Council-approved ordinance that includes park ( $\geq 25\%$ ), tax administration (2%), fixed amounts for wastewater, and adds street repair & rehabilitation provision
- AMC 4.344.020
  - C.5.d Except as provided in subsection D of this section, any remaining amounts shall be appropriated for purposes consistent with this chapter unless other purposes are approved by a Council-adopted ordinance enacted by a vote of the Ashland electorate.



Strategic Choices

Questions?





# 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 Commissions

- CIP Budget

- **Transportation**
- **Storm Drain**
- **Wastewater**
- **Water**

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

# Strategic Choices - Vision & Plan/Do/Act Cycle



## Strategic Choices – Vision for Success

- *Ashland is a resilient, sustainable community that lives within its means and maintains the distinctive quality of place for which it is known.*
- *We will continue to be a unique and caring city that stresses environmental conservancy, fosters artistic expression, and is open to 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 resource conservation
  - Community affordability, including in available housing
  - Regional cooperation, including in support for public safety and homelessness



# 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 service delivery
  - Public safety, including emergency preparedness for climate change risk
  - Quality infrastructure and facilities through timely maintenance and community investment

# Mayor & City Council – Vision Ballot

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

Yes/No: \_\_\_\_\_ Edits/Other: \_\_\_\_\_

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

Yes/No: \_\_\_\_\_ Edits/Other: \_\_\_\_\_

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- ***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.***

Yes/No: \_\_\_\_\_ Edits/Other: \_\_\_\_\_

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# Mayor & City Council – Values Ballot

- |  | <u>Yes</u> | <u>No</u> |
|--|------------|-----------|
| • <b>Community</b>   |            |           |
| ○ <u>Belonging</u> through mutual respect and openness, inclusion, and equity                        | ___        | ___       |
| ○ <u>Quality of life</u> that underpins the city’s economic vibrancy                                 | ___        | ___       |
| ○ <u>Environment resilience</u> , including addressing climate change and resource conservation      | ___        | ___       |
| ○ <u>Community affordability</u> , including in available housing                                    | ___        | ___       |
| ○ <u>Regional cooperation</u> , including in support for public safety and the houseless             | ___        | ___       |
| • <b>Organization</b>  |            |           |
| ○ <u>Respect</u> for the citizens we serve and the work we do  | ___        | ___       |
| ○ <u>Excellence</u> in governance and city services  | ___        | ___       |
| ○ <u>Sustainability</u> through creativity, affordability and right sized service delivery           | ___        | ___       |
| ○ <u>Public safety</u> , including emergency preparedness for climate change risk                    | ___        | ___       |
| ○ <u>Quality infrastructure &amp; facilities</u> through timely maintenance and community investment | ___        | ___       |
| ○ <u>Other:</u> _____  |            |           |
| ○ <u>Other:</u> _____  |            |           |

# 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 growth
- Aging population
- Small household sizes



# Ashland's Characteristics

- **Risks**

- Public Safety

- Fire (urban, wildfire & smoke)
- Pandemic

- Environmental

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

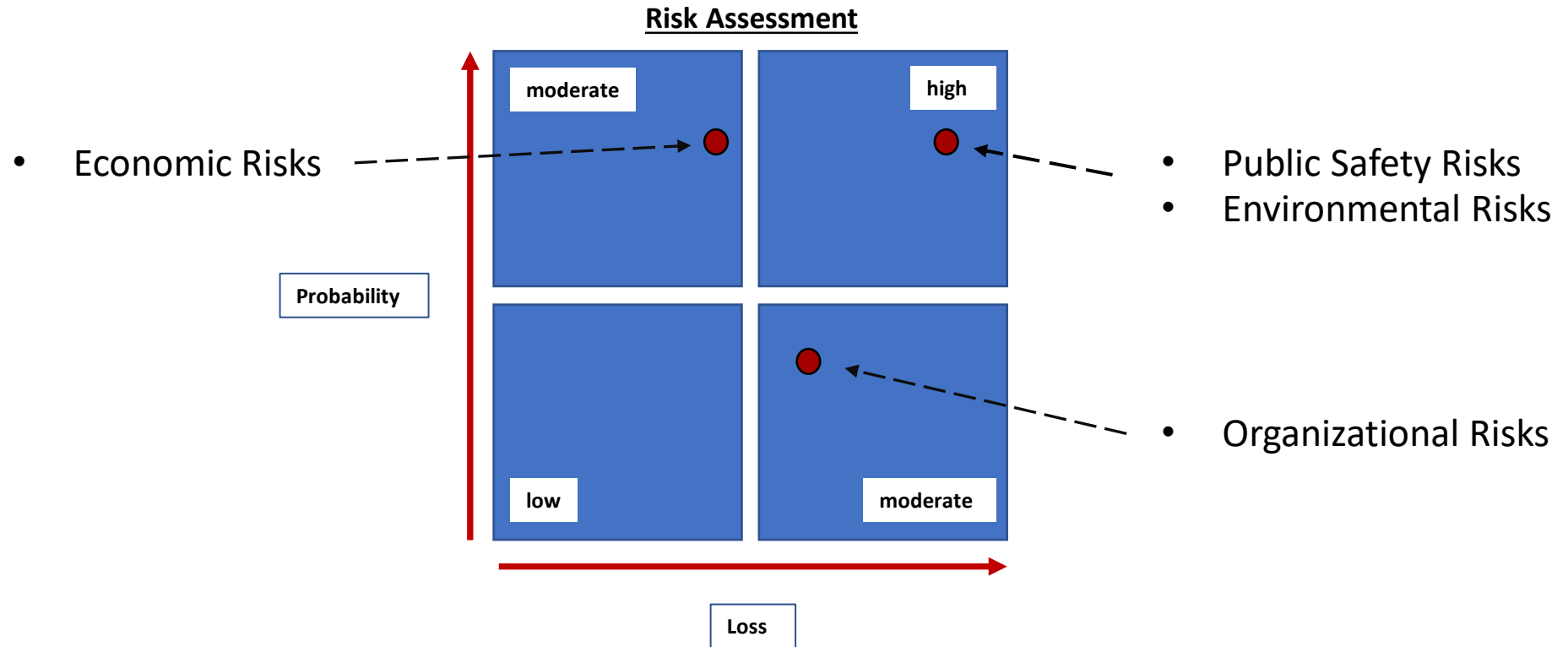
- Economic

- Changing tourism trends
- Service Industry/Fixed Income Economy
  - Workforce earnings outflow
  - Emergency Recovery/Resilience
- High housing cost
  - Shift to high asset owners
  - Push out of affordable housing
  - Out flow of family housing
- Economic downturn
  - Recession/Inflation

- Organizational

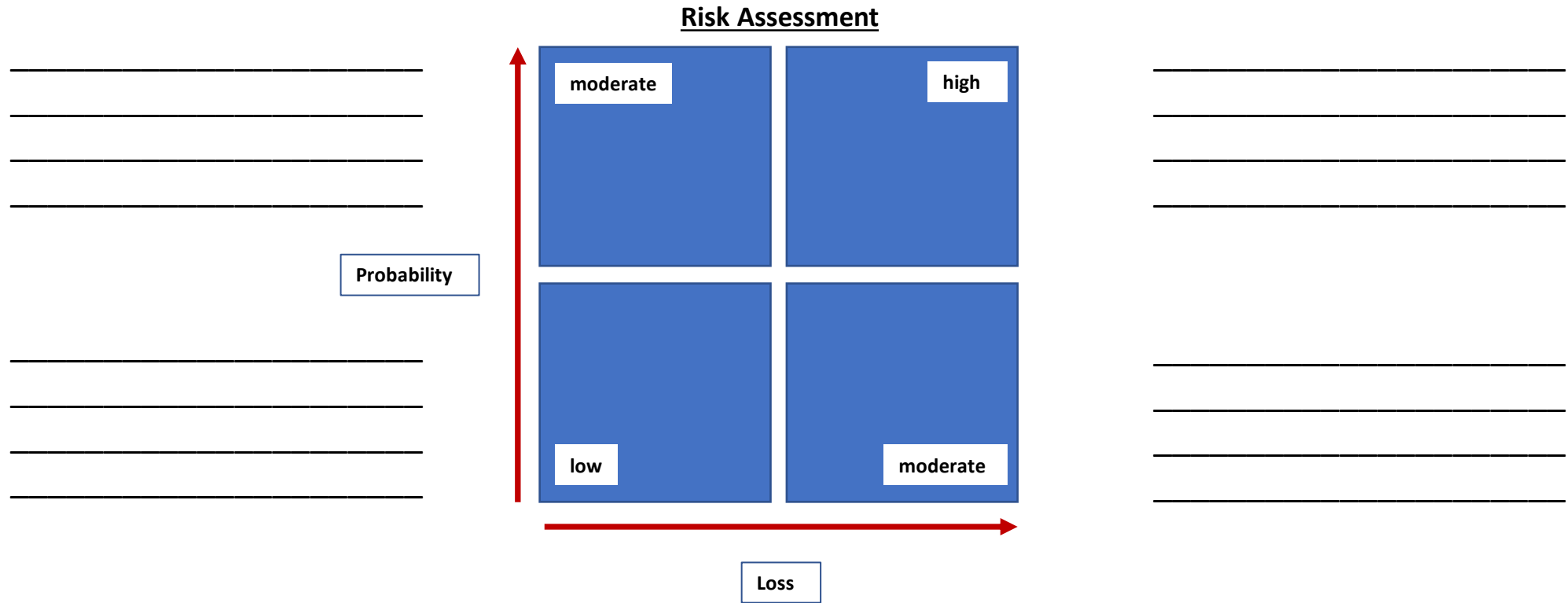
- Turnover
  - Recruit, Train & Retain
  - Lost productivity

# Strategic Choices - Risk Assessment



# Mayor & City Council – Risks Assessment Ballot

- Public Safety Risks
- Environmental Risks
- Economic Risks
- Organizational Risks

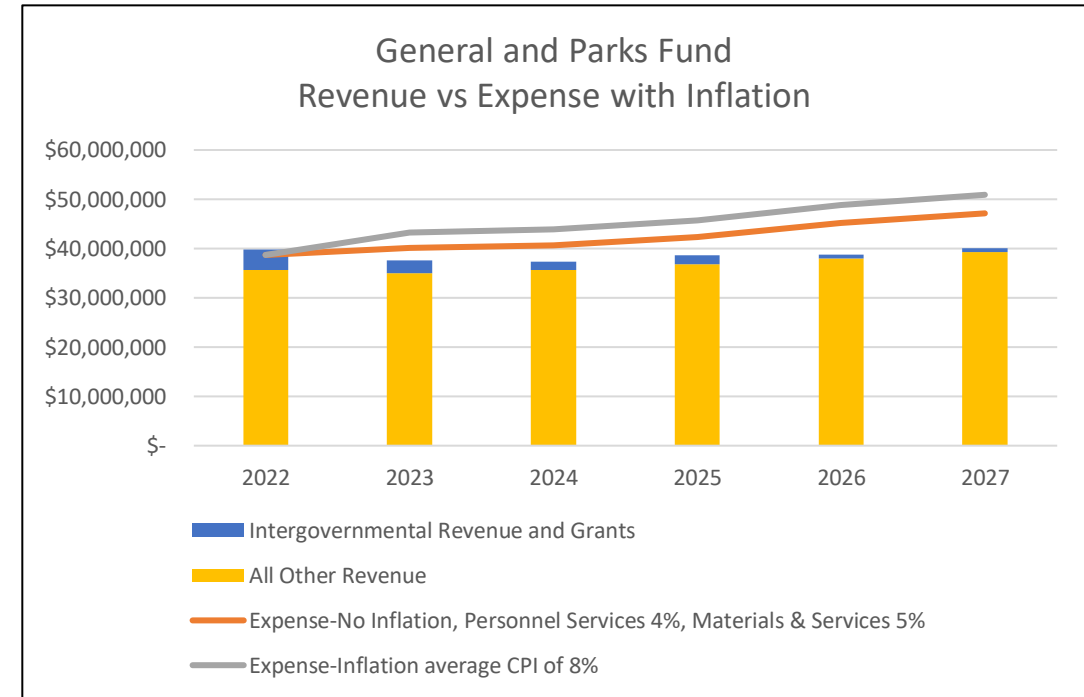
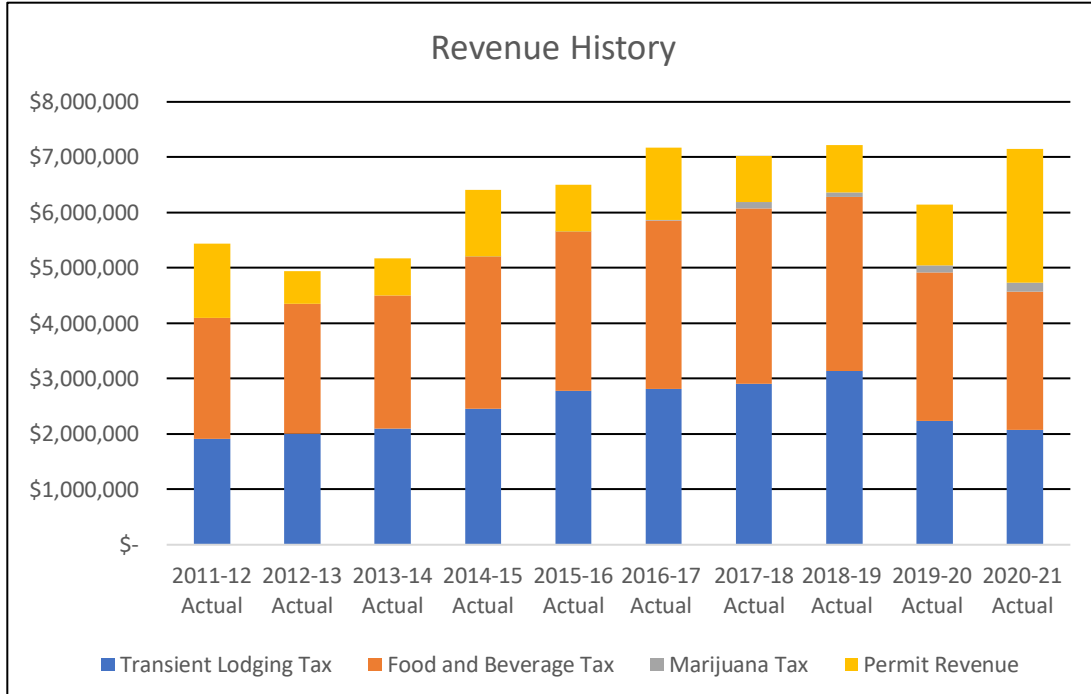


Strategic Choices

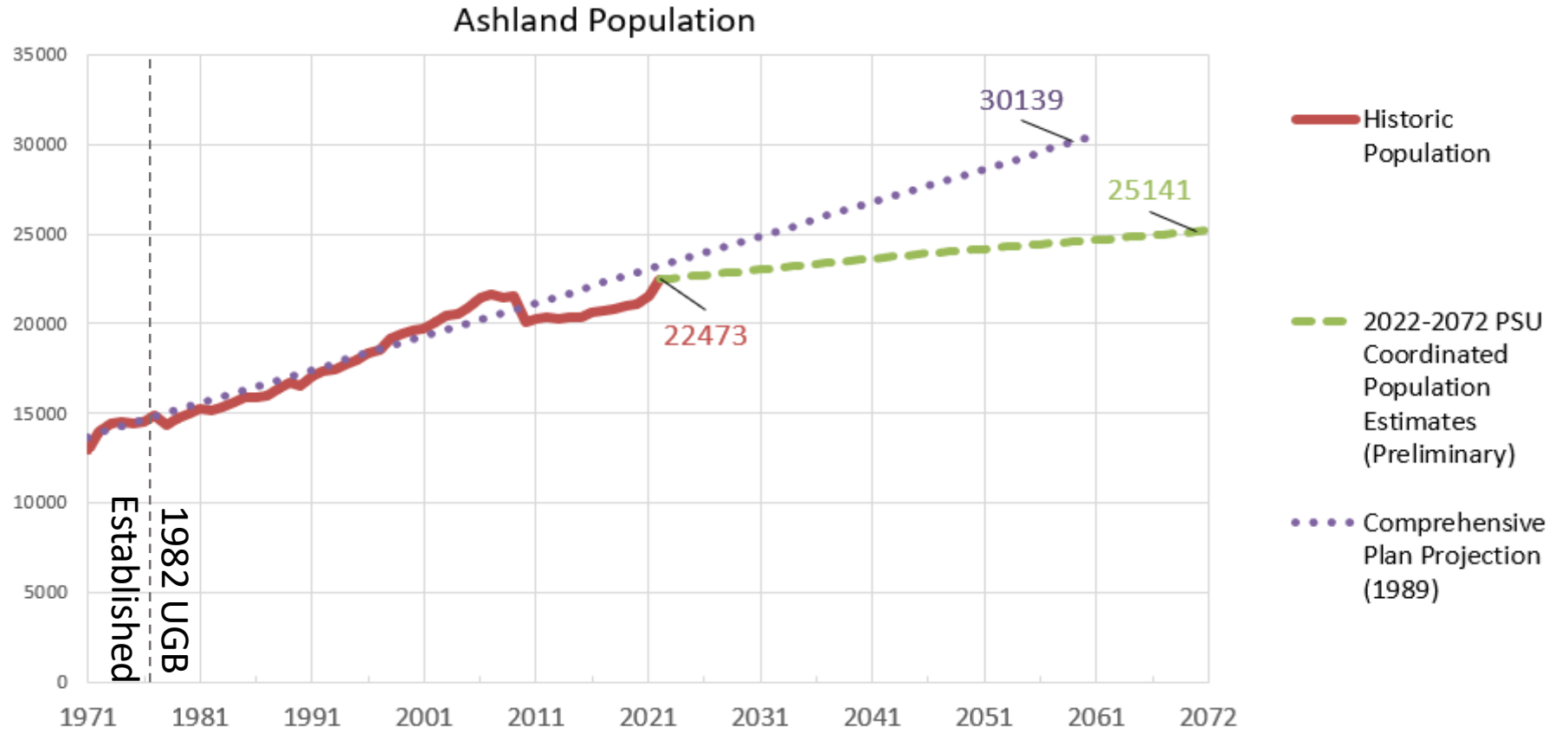
Questions?



# Ashland's Characteristics – Economics



# Ashland's Characteristics – Economics

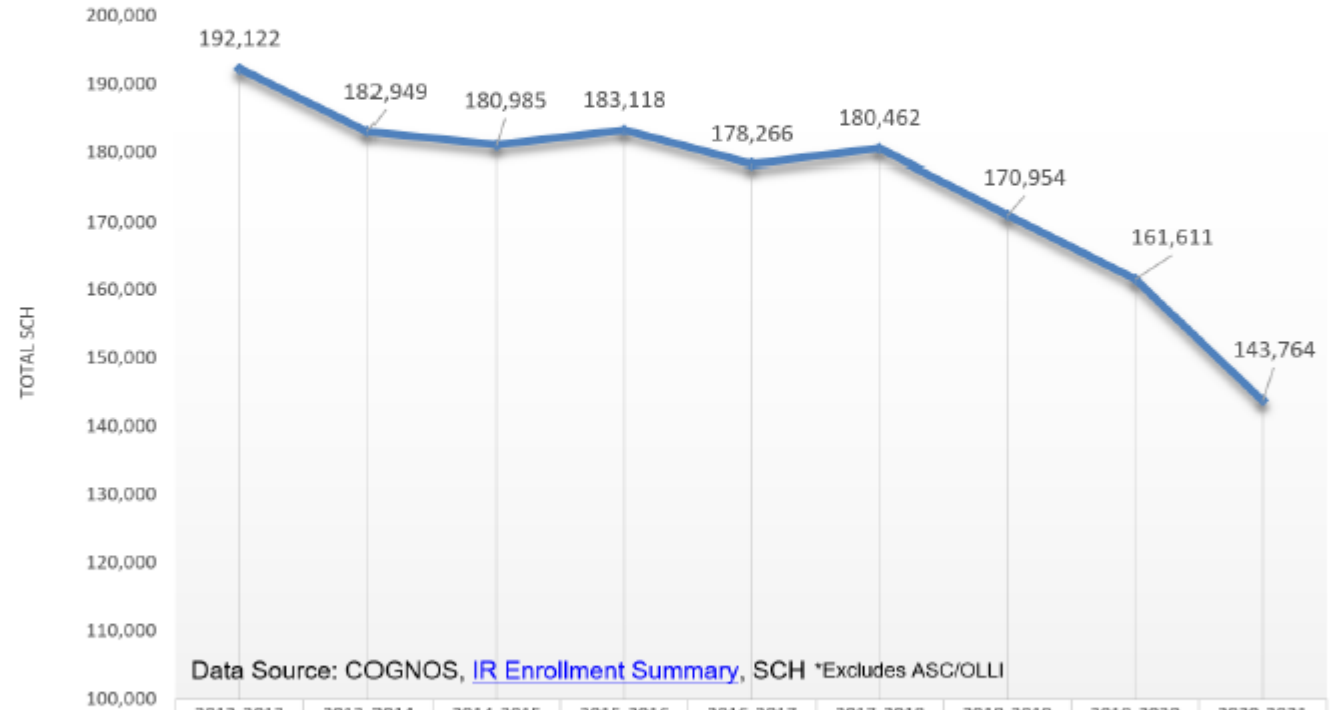


Population growth rate projected to slow over the next 50 years



# Enrollment Context: Decline in Student Credit Hours (SCH)

Total SCH Per Academic Year 2012 - 2020



Data Source: COGNOS, [IR Enrollment Summary](#), SCH \*Excludes ASC/OLLI

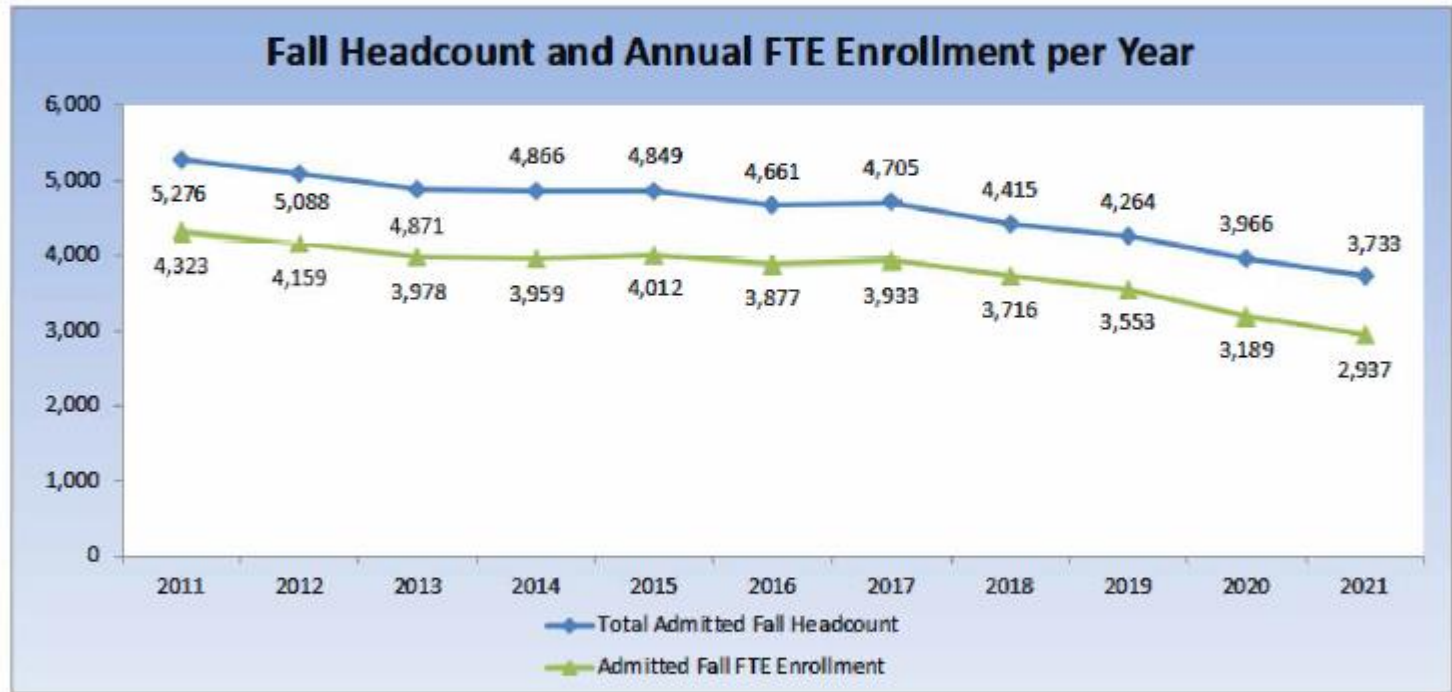
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
AY SCH Total	192,122	182,949	180,985	183,118	178,266	180,462	170,954	161,611	143,764
% Change From Prior AY		-5.0%	-1.1%	1.2%	-2.7%	1.2%	-5.6%	-5.8%	-12.4%

ACADEMIC YEARS

# SOU Enrollment Status

## Fall 2021 Headcount and FTE Enrollment

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Change from 2020 to 2021
<b>Total Admitted</b>	5,276	5,088	4,871	4,866	4,849	4,661	4,705	4,415	4,264	3,966	3,733	-4.8%
<b>Admitted Fall FTE Enrollment</b>	4,323	4,159	3,978	3,959	4,012	3,877	3,933	3,716	3,553	3,189	2,937	-7.9%



\* Source SOU Institutional Research

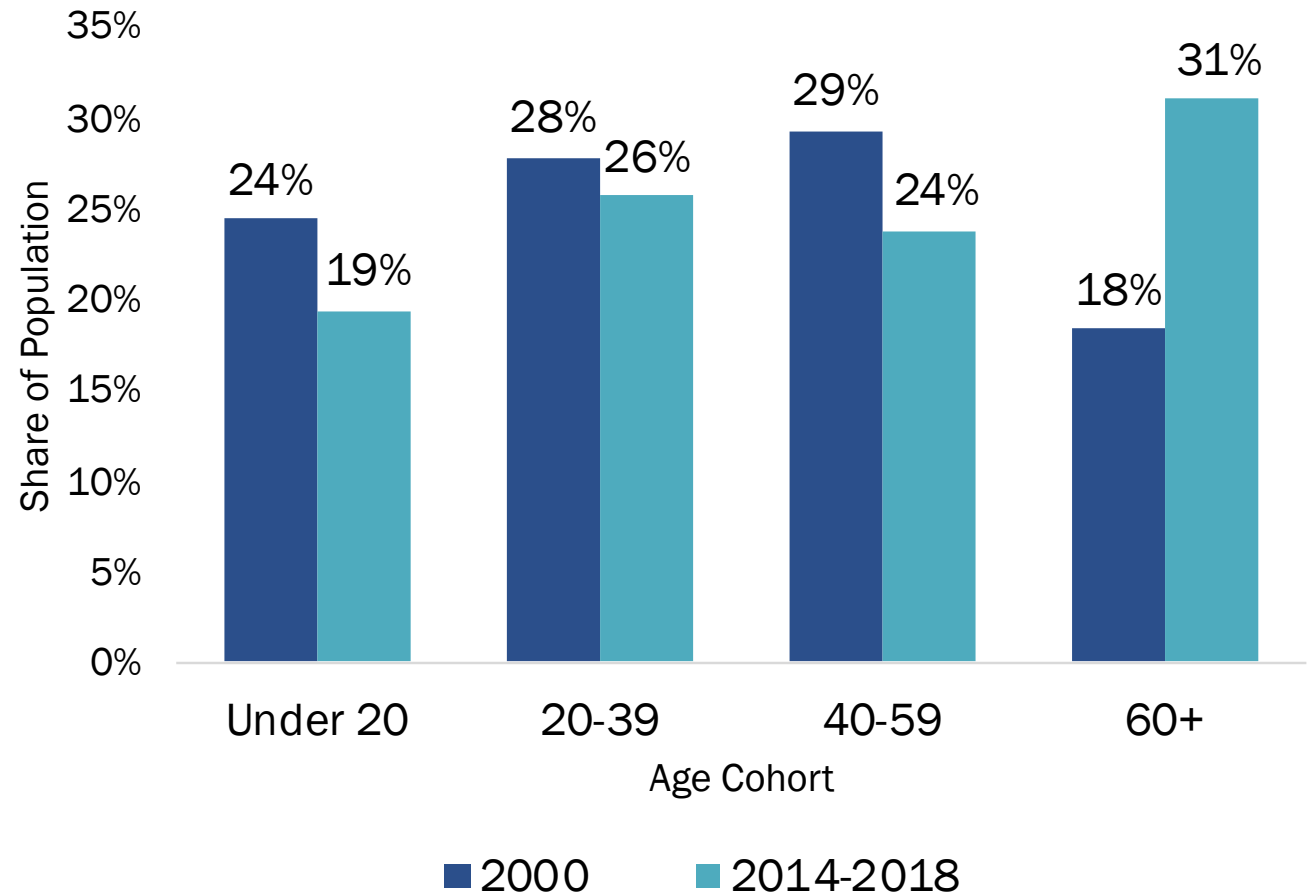
\*\* Figures do not include Nursing Enrollment or Non-admitted Students



# Ashland's Characteristics

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

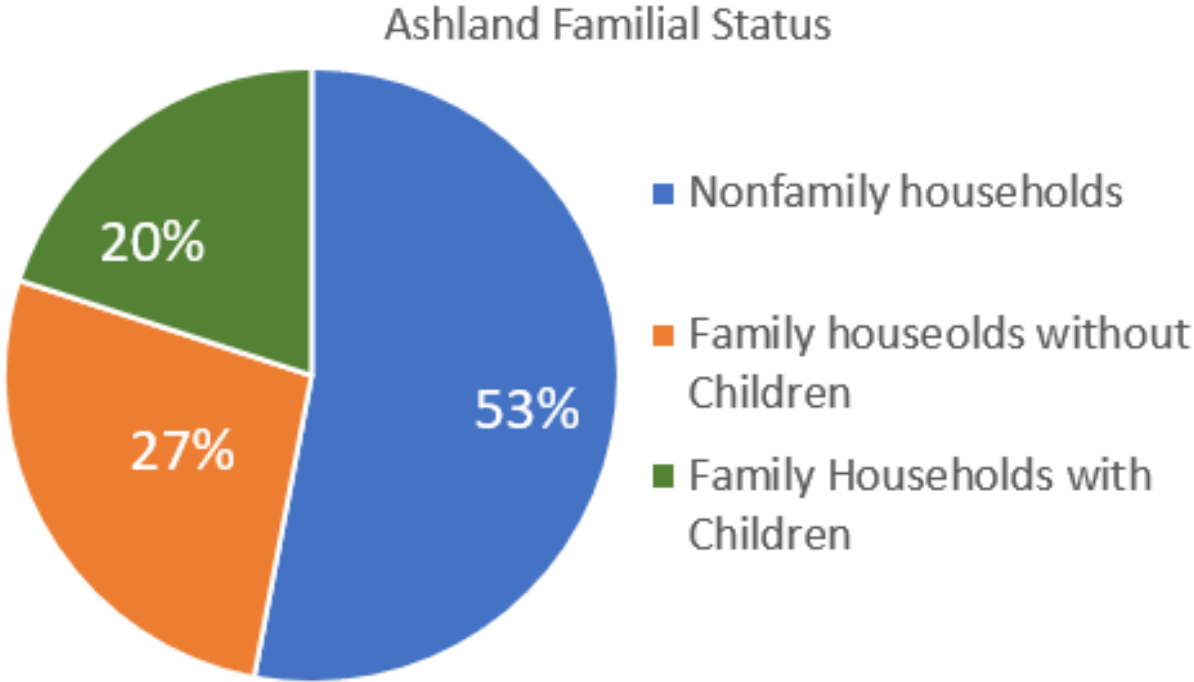
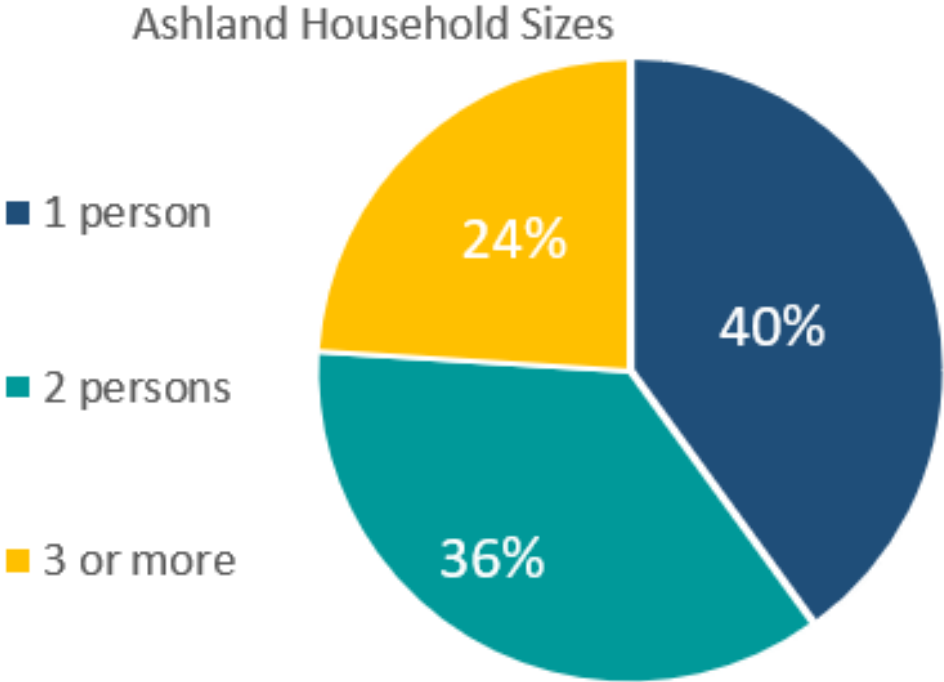
Source: U.S. Census Bureau, 2000 Decennial Census Table P012 and 2014-2018 ACS, Table B01001.



- Ashland's population is increasingly made up of older individuals

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

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

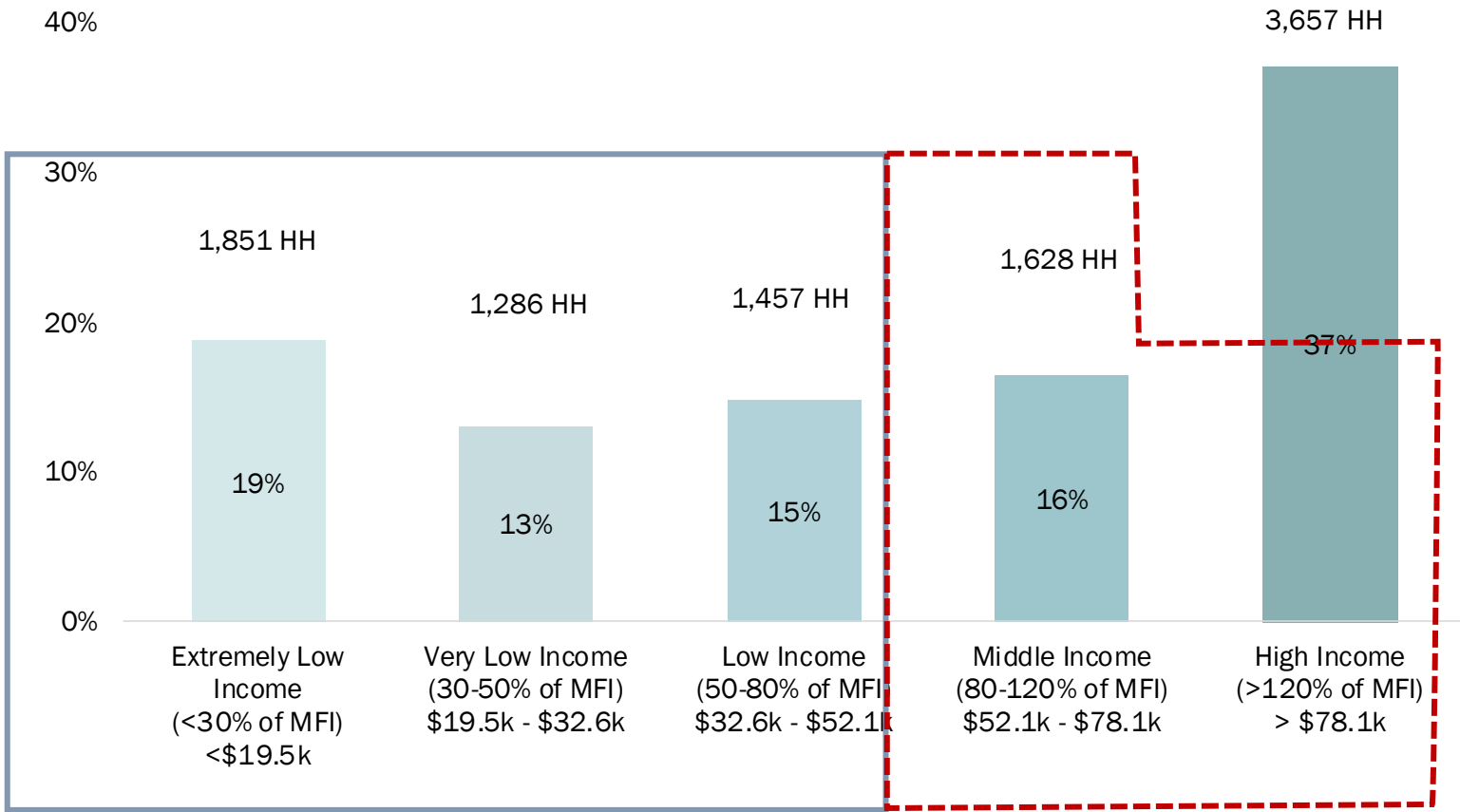


- 3/4<sup>th</sup> of households are comprised of just 1 or 2 people, and
- 1/5<sup>th</sup> of households have children present

# Ashland's Characteristics - Share of Households by income: Ashland, 2019

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

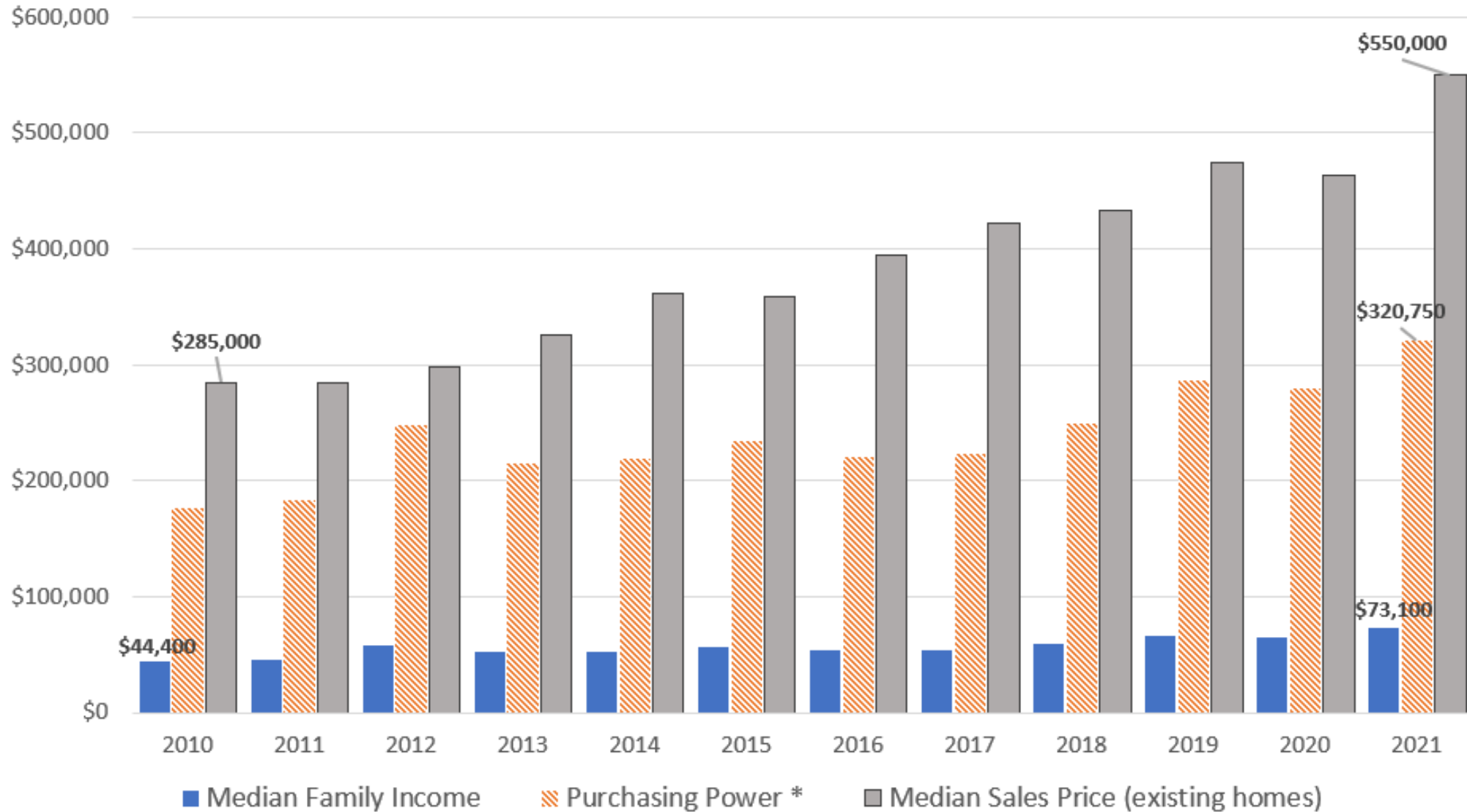
- Housing ownership is increasingly unaffordable
  - Including for middle and high-income households (earning  $\leq 165\%$  area median income - \$107,000)



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

Source: U.S. Department of HUD, Jackson County, 2020. U.S. Census Bureau, 2015-2019 ACS Table 19001.

Ashland Incomes and Housing Sales



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

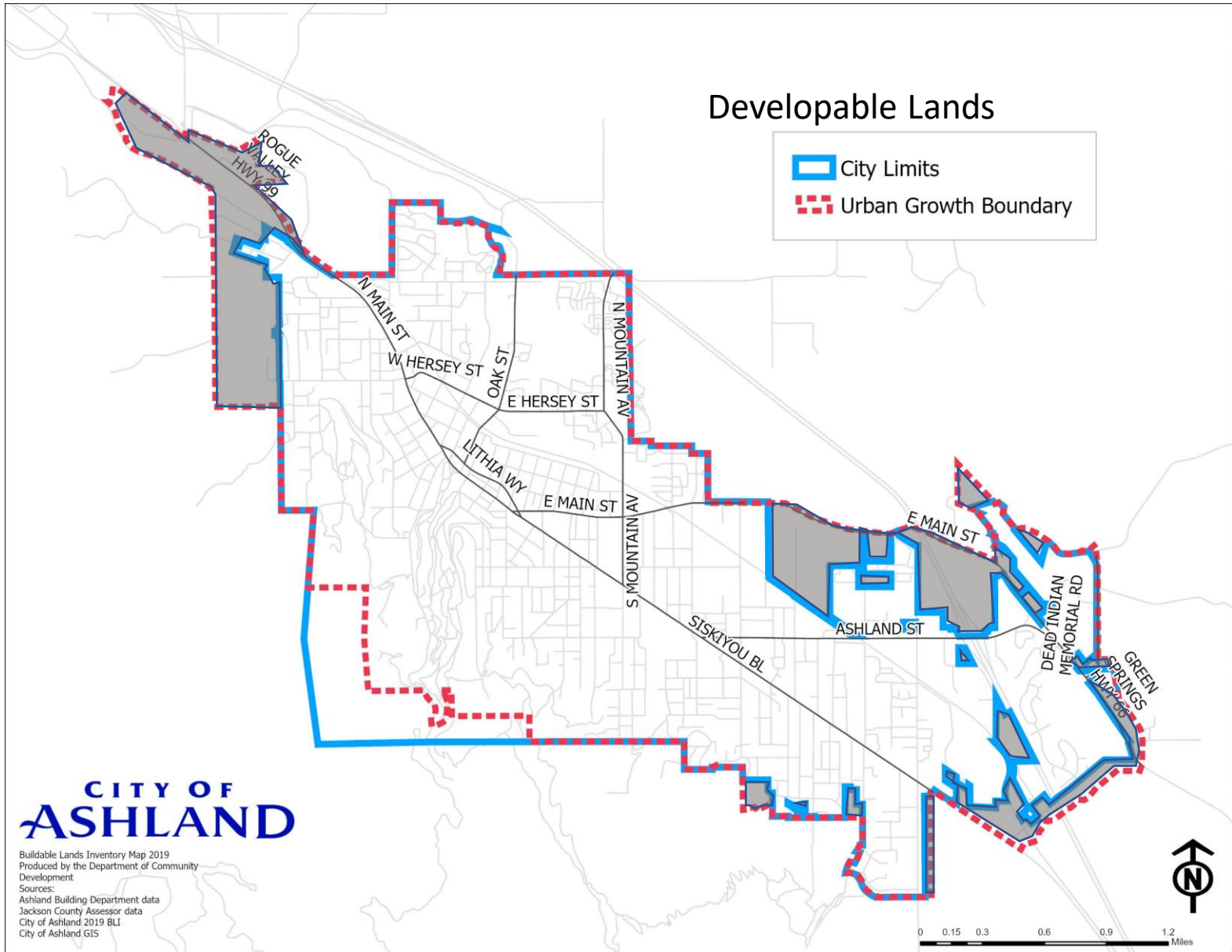
**Housing costs:** Rogue Valley Association of Realtors: Southern Oregon Multiple Listing Service.

# 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 homes
  - 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 market values
  - Aging housing stock
  - Locked Growth Capacity
  - 20+ commercial/employment land
    - Includes Croman Mill



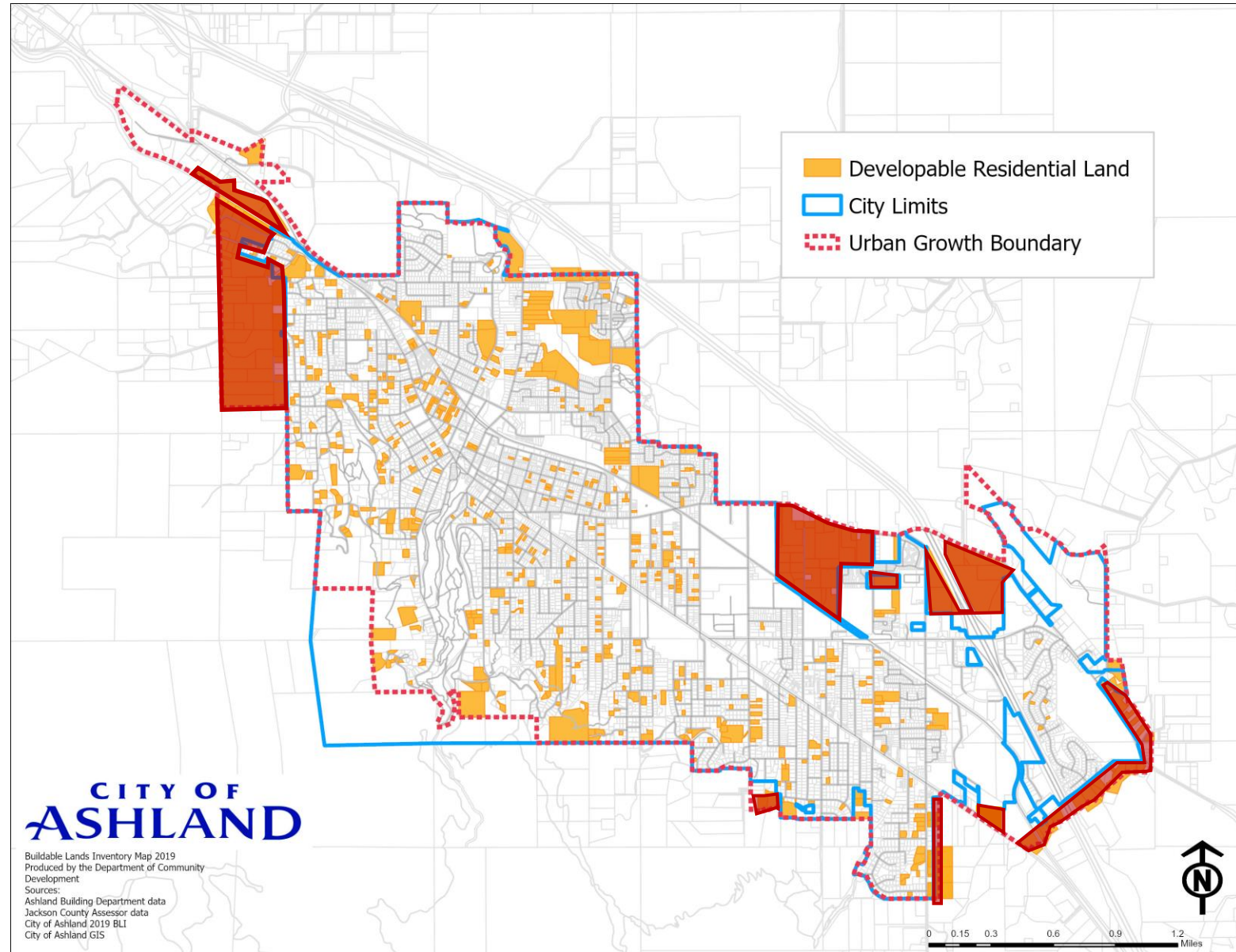
# CITY OF ASHLAND

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

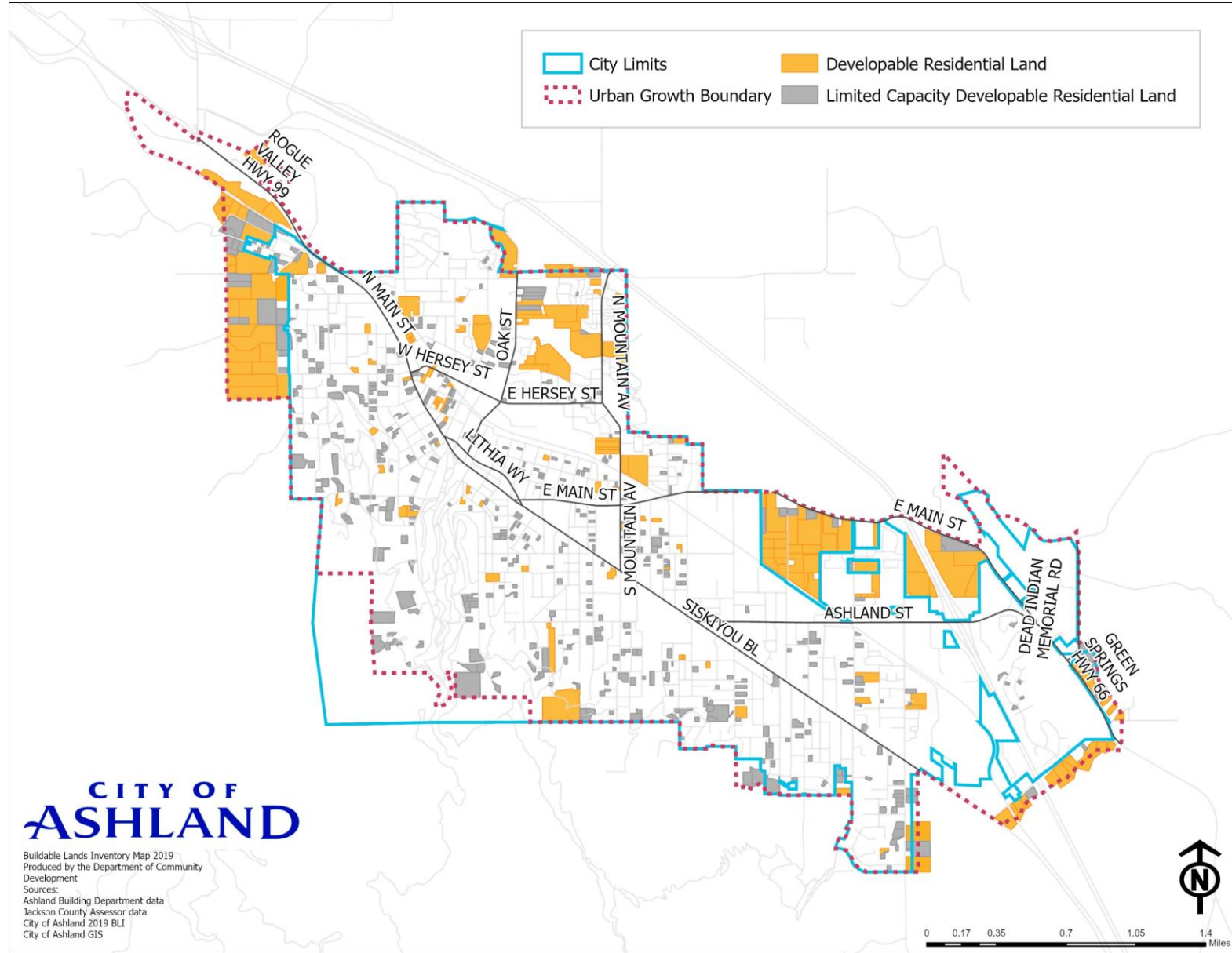
- 11,081 existing housing units within Ashland (2020 Census)
- City plus UGB
  - Residential = 475 net buildable acres
- City
  - 90% buildout for residential units
- City plus UGB
  - 80% buildout for residential units





# 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



# Strategic Choices - Developable Lands

## - Affordable and Workforce Housing Development

### Required Affordability- Annexations

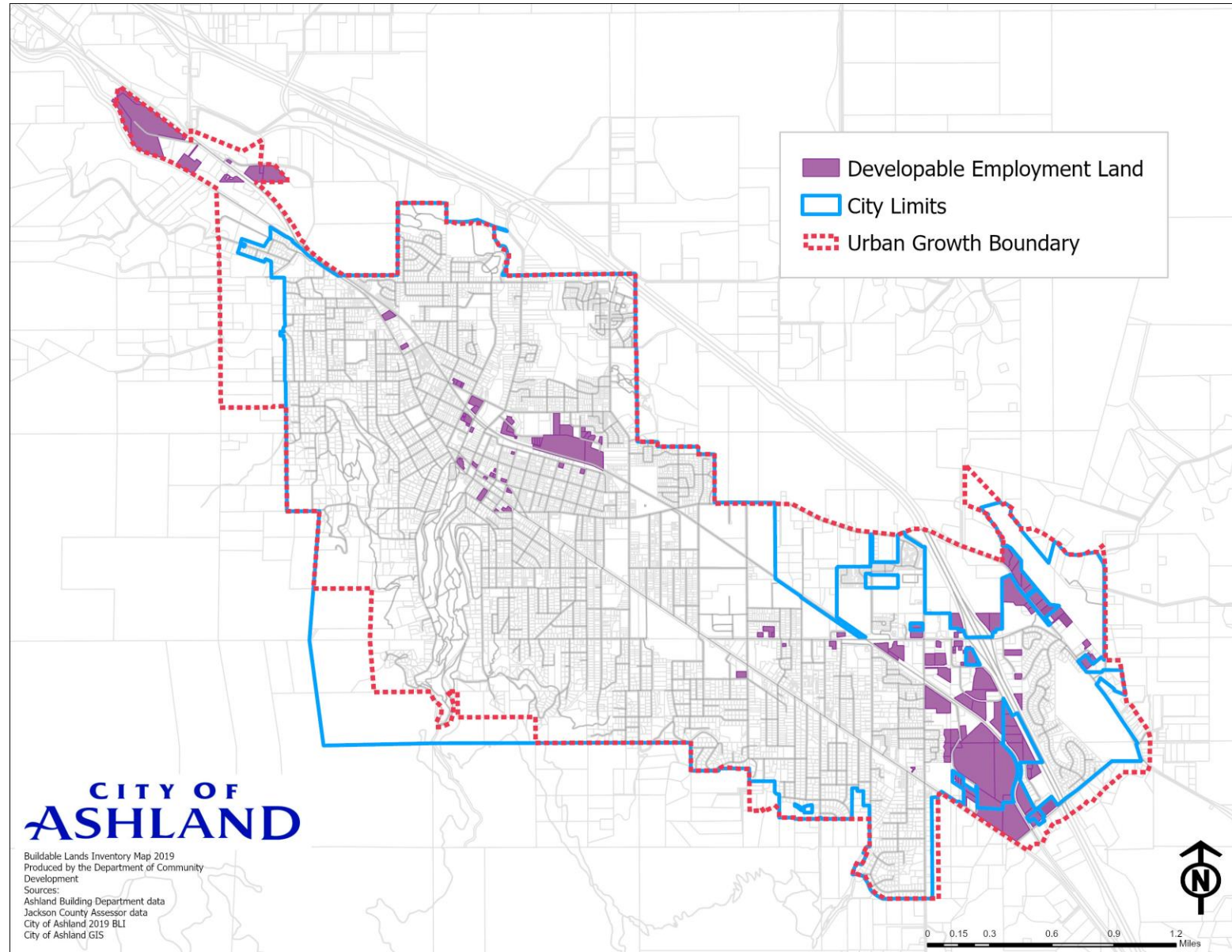
- Dwelling capacity outside City Limits = 1300 units
  - 25% affordable units required (depending on income targets)
- **325** new deed restricted affordable housing units expected

### Voluntary affordability - Infill

- Subsidy required for affordability
- City support
  - Fee Waivers
  - System Development Charge waivers
  - Land Dedication
  - Zoning Incentives (density bonuses)
  - Grants (CDBG, AHTF)
  - Urban Renewal (potential)

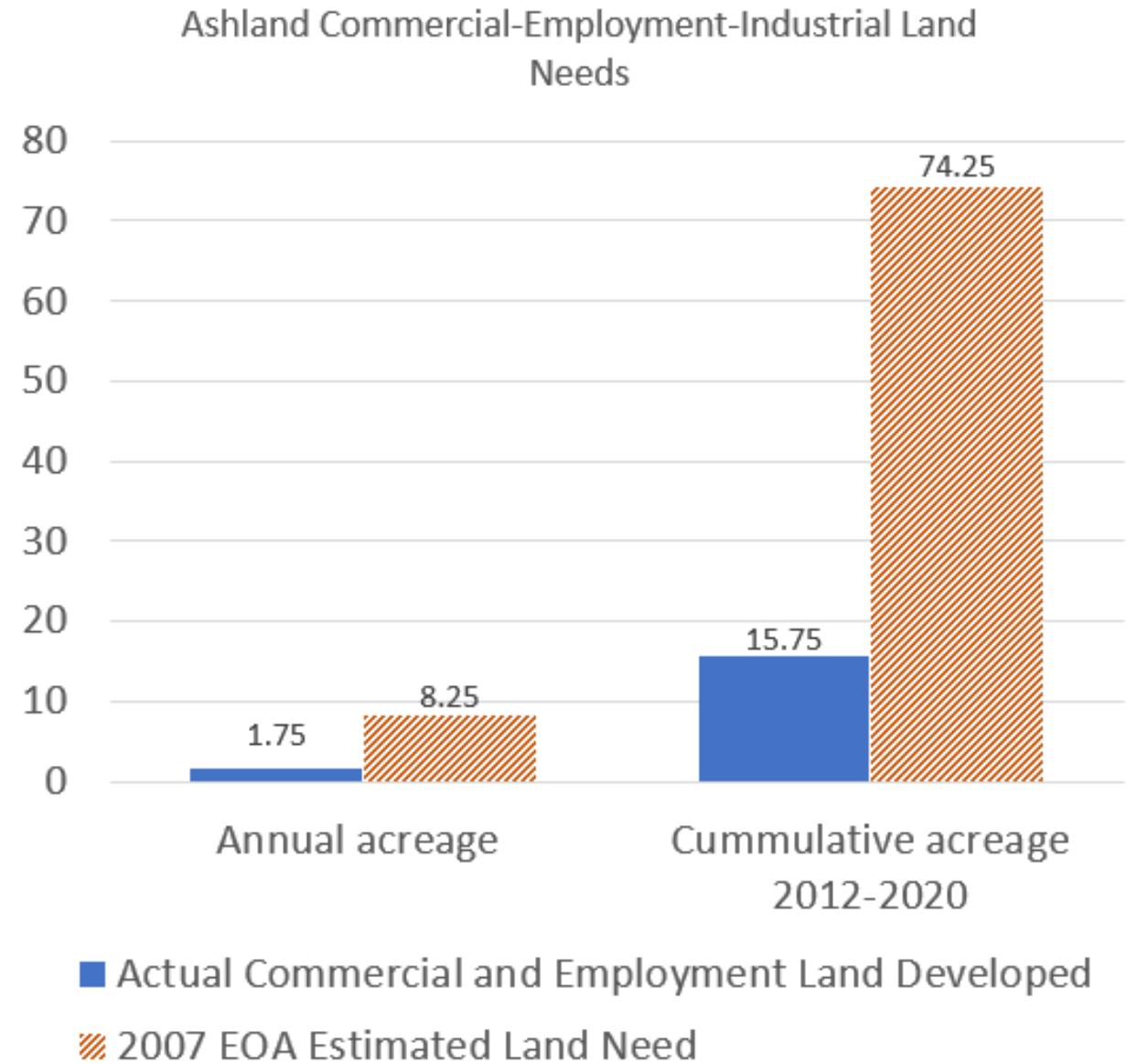
# Developable Lands

- 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



# Developable Lands

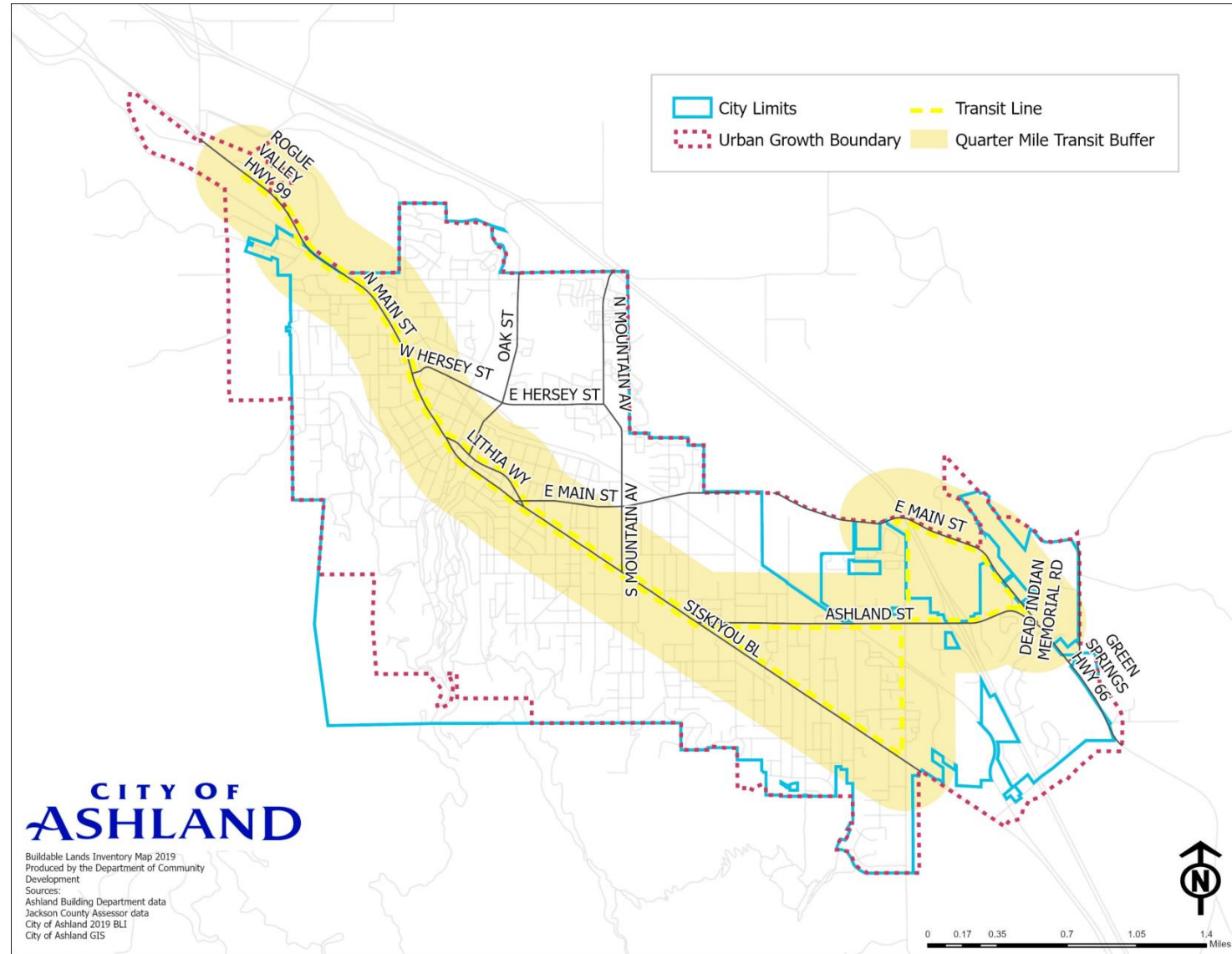
- Development of commercial
  - Approx. 1/5<sup>th</sup> of the est. 2007 Economic Opportunities Analysis





# 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)



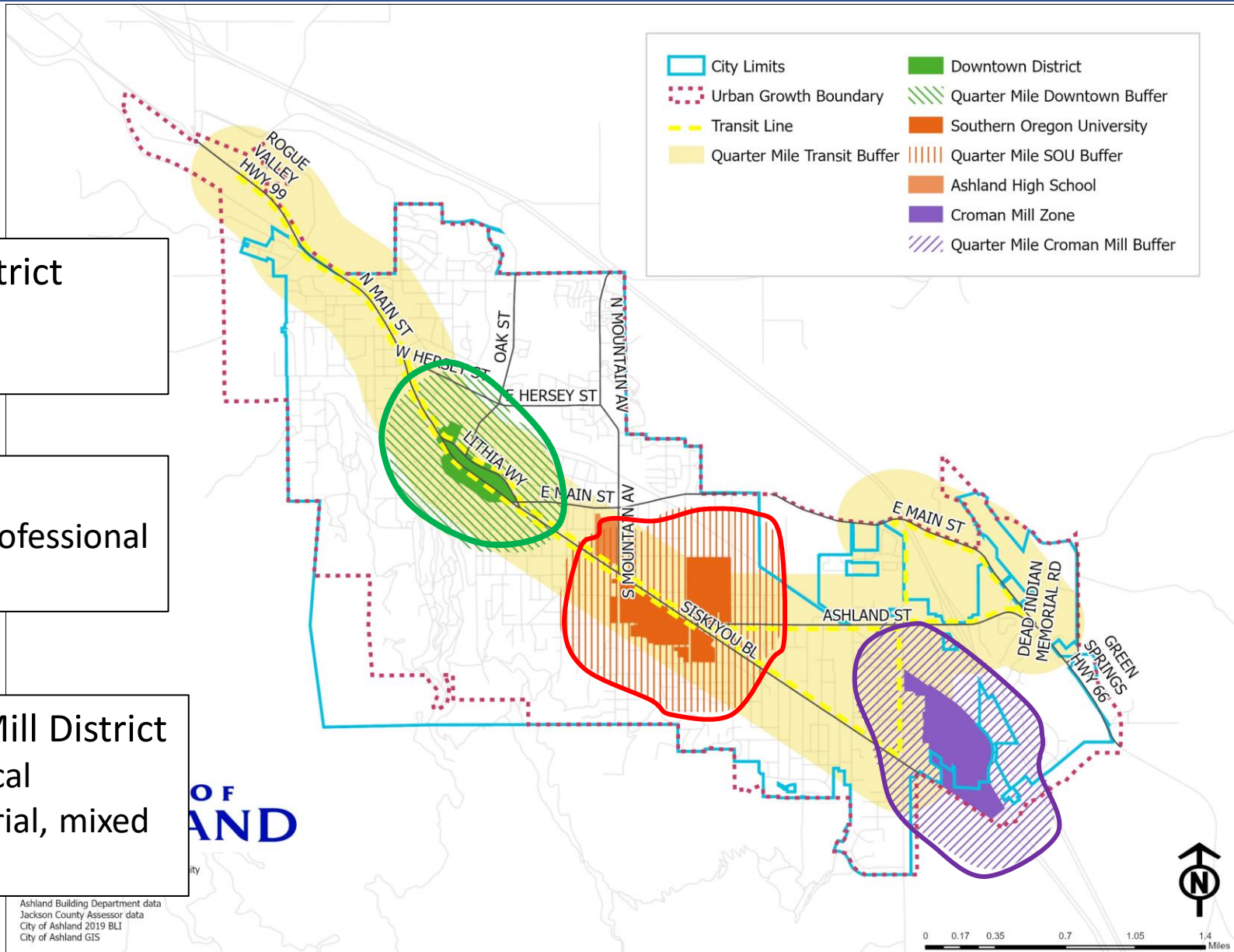
- **Entertainment - Downtown District**
  - Historic district, arts, culture, entertainment



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

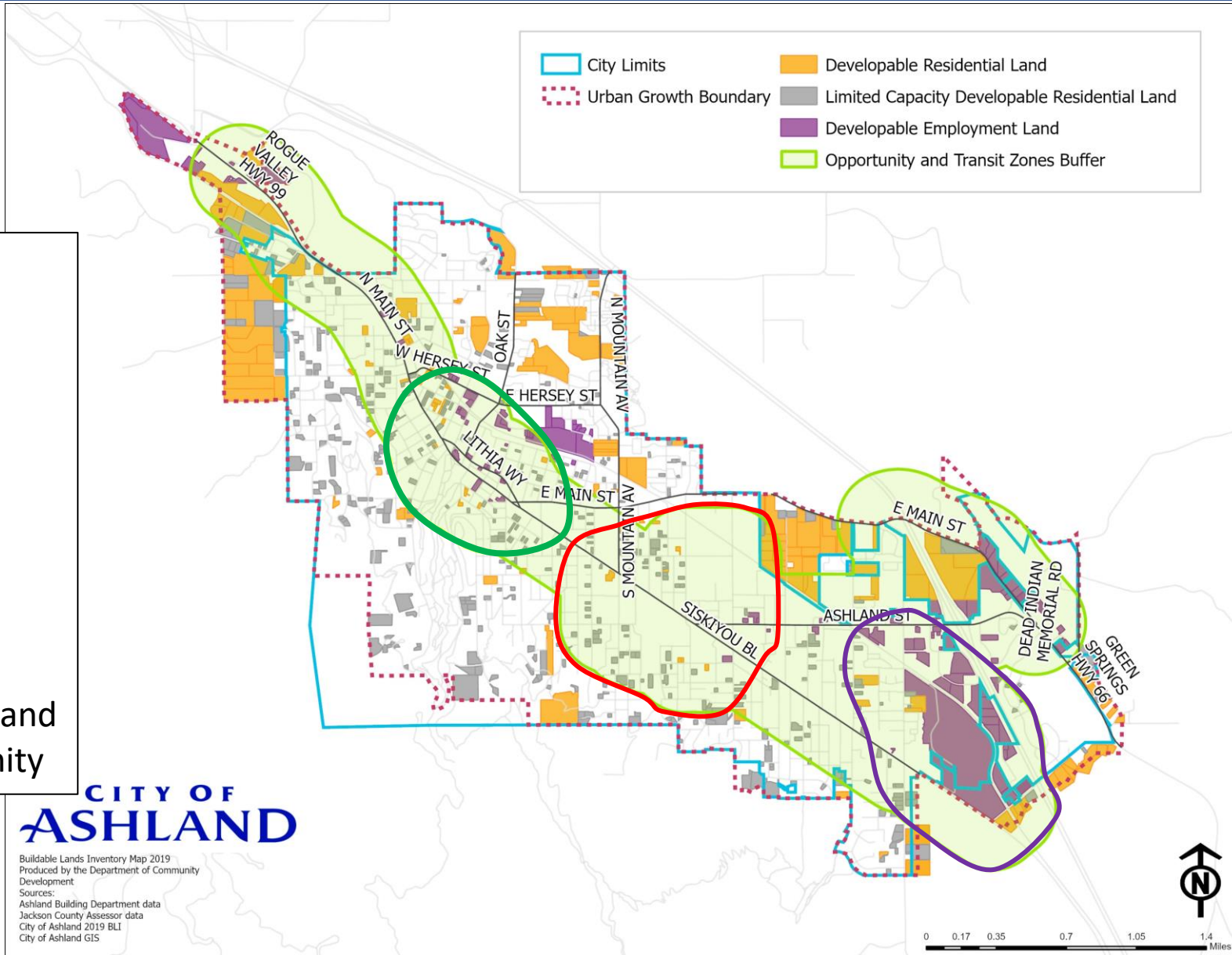


- **Future Employment - Croman Mill District**
  - Current Croman Mill Plan – Local businesses, Office, light industrial, mixed use residential



# Strategic Choices - Transit Supportive Development

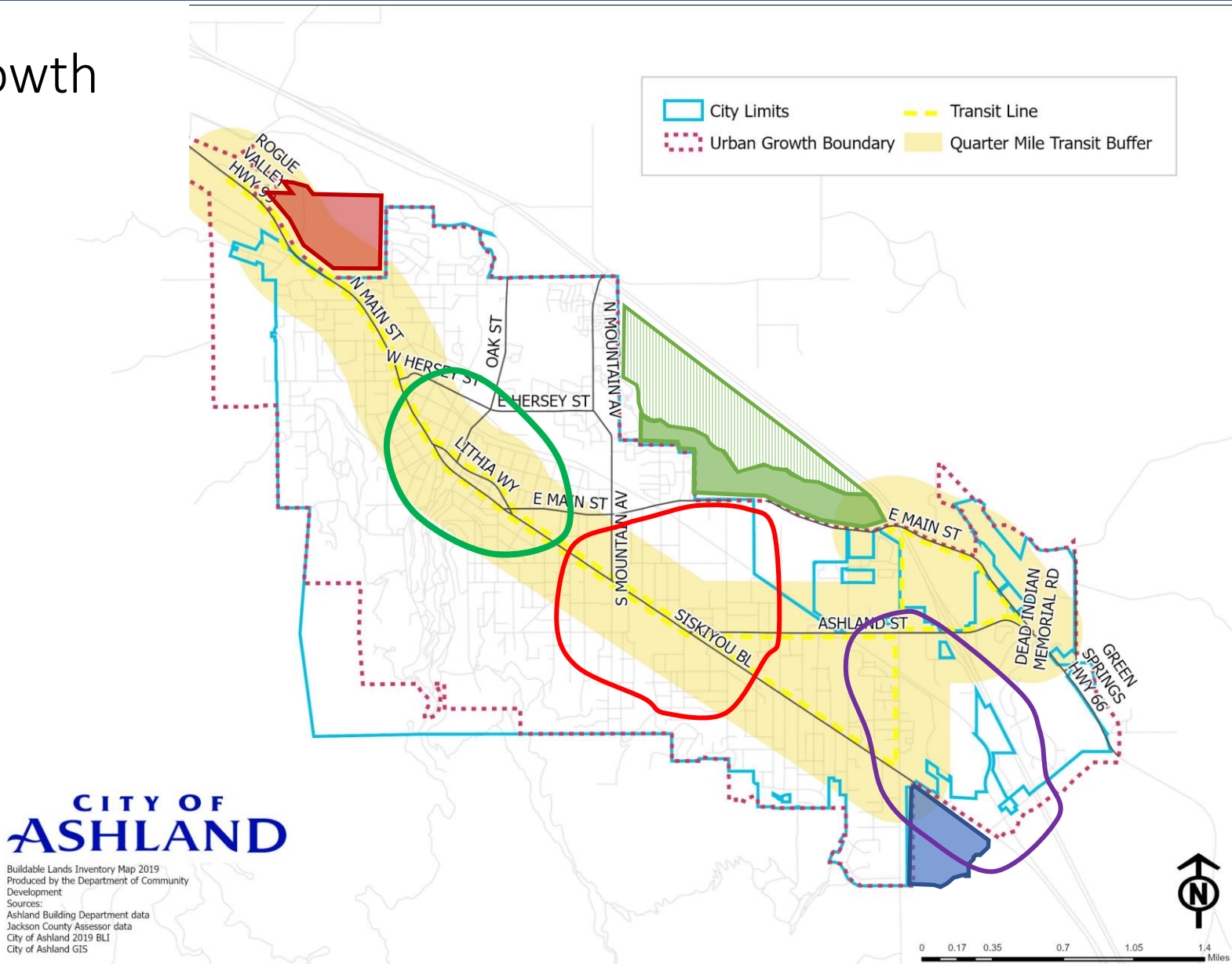
- **Land Use benefits**
  - mixed-use development
  - Promote economic development
- **Transportation benefits**
  - reducing congestion
  - increasing pedestrian activity
- **Environmental benefits**
  - Reduce vehicle emissions
  - reducing urban sprawl onto farmland
  - Sustainable and resilient community





# Strategic Choices - Future Growth (next 40+ years)

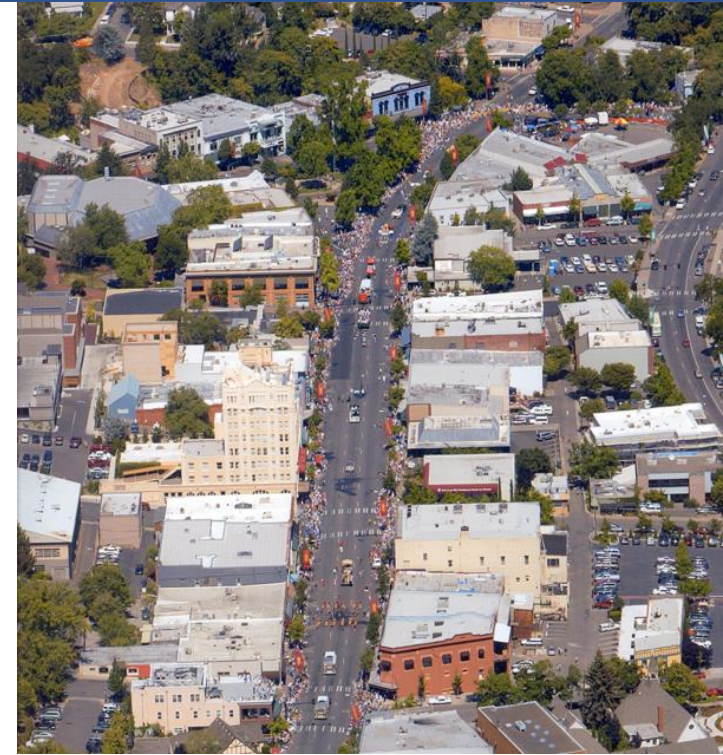
- Evaluate opportunities for future expansion of Ashland's UGB
- Activity center investments
- Potential areas for urban reserve areas:
  - Northside of E. Main St.
  - Tolman Creek/Siskiyou Blvd
  - Billings Farm





# 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 equity
  - Public-Public and Public-Private partnerships

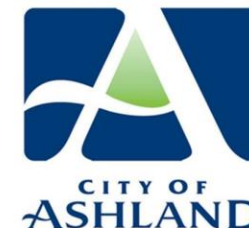
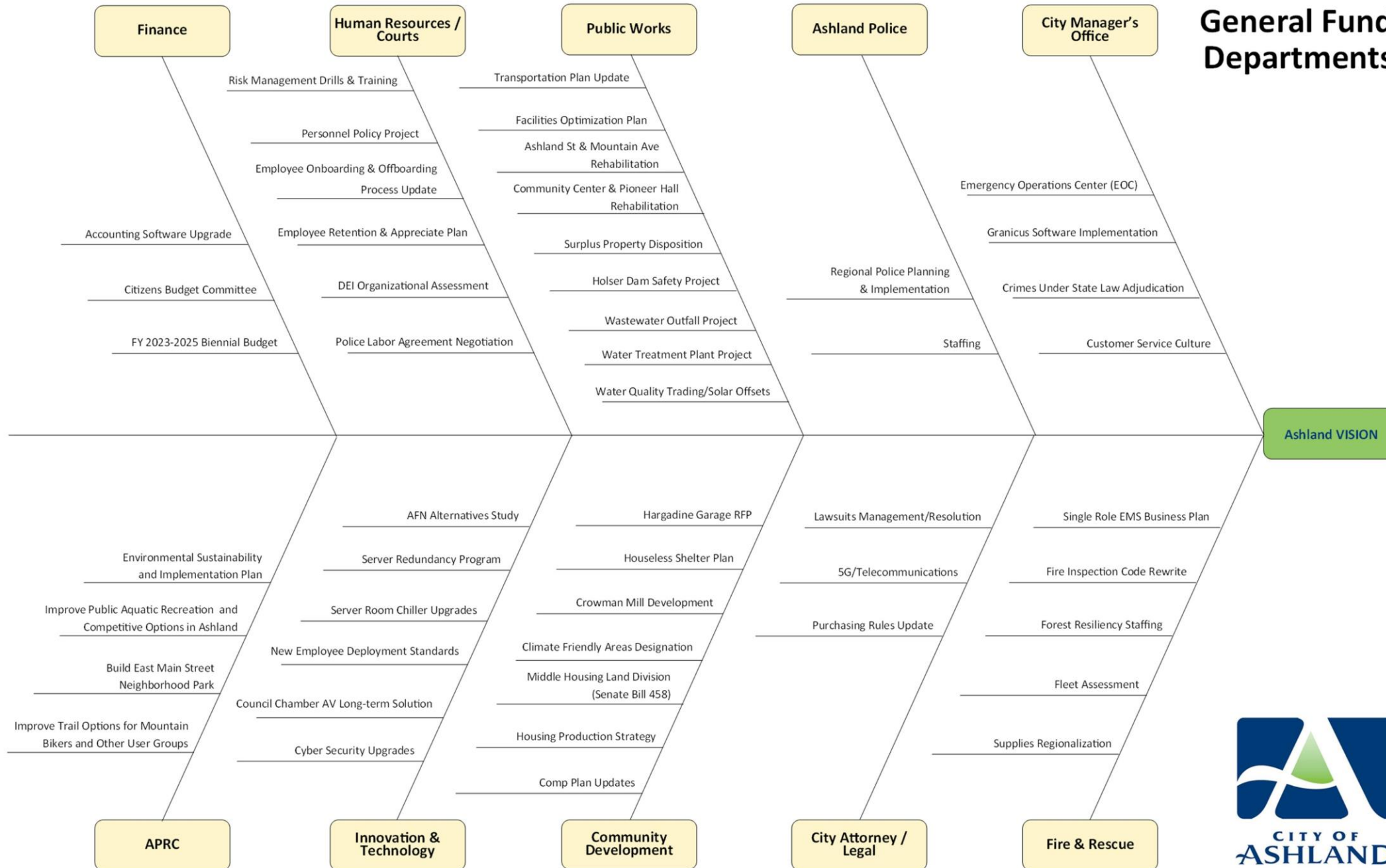


Strategic Choices

Questions?



# General Fund Departments



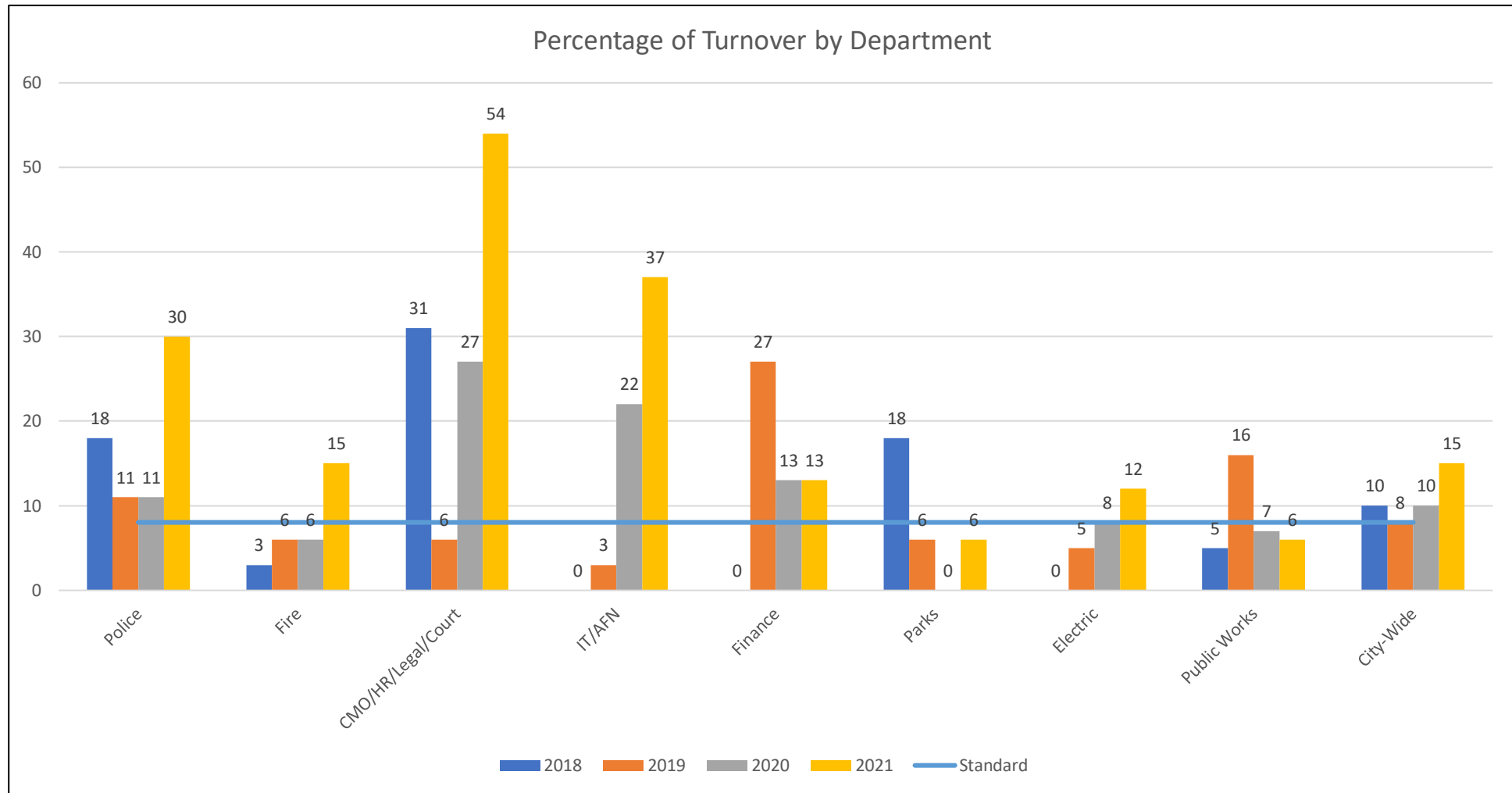
# City Organization Profile

- **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

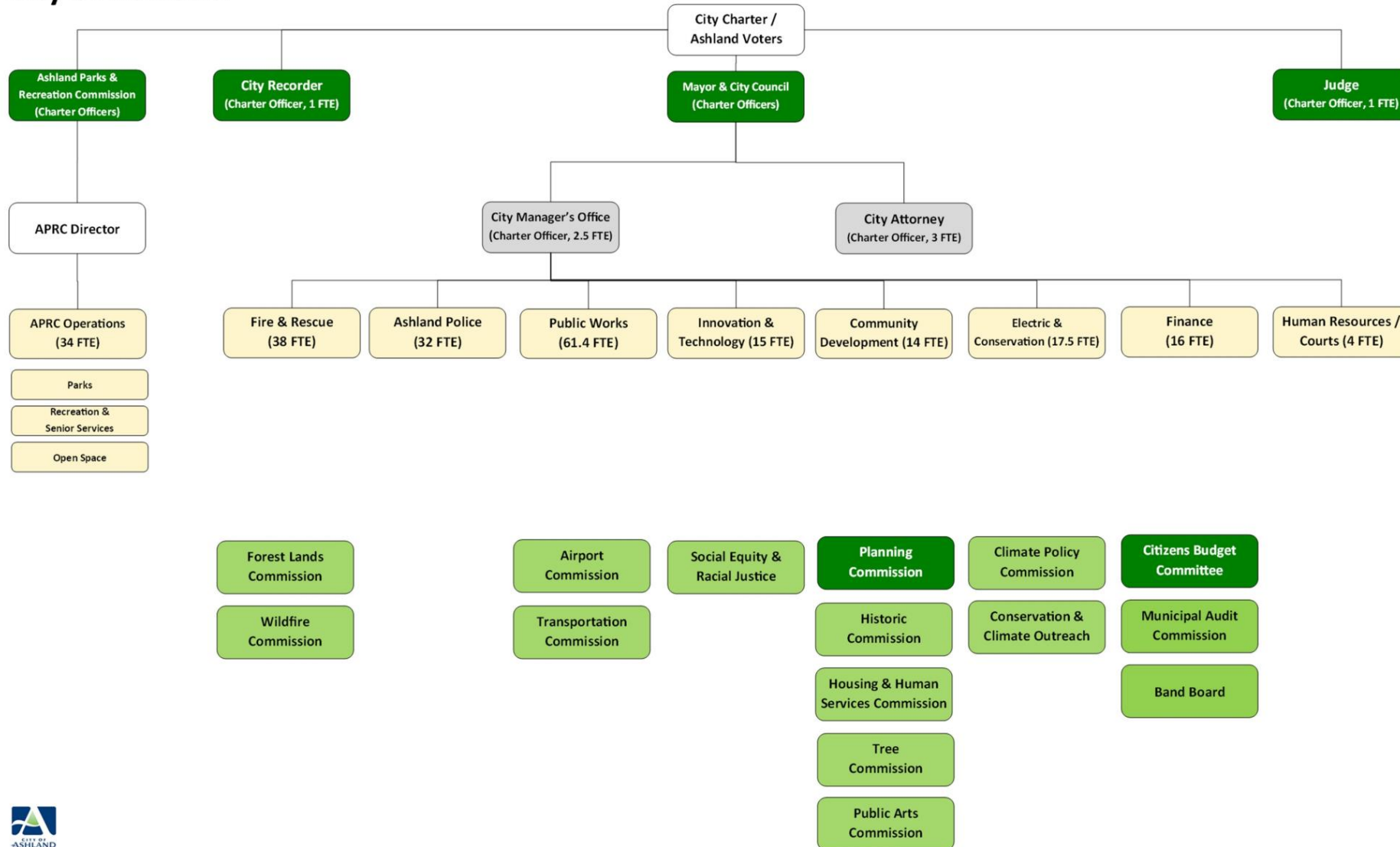
- Bargaining unit affiliation (approx. current)
  - IBEW Clerical 40
  - IBEW Electrical 17
  - Laborers 41
  - Fire 30
  - Police 22
  - Non-affiliated
    - Management/confidential 60.5
    - Parks & Rec. 34.75
  - Total 245.25

# Organizational Risk - Turnover Rates



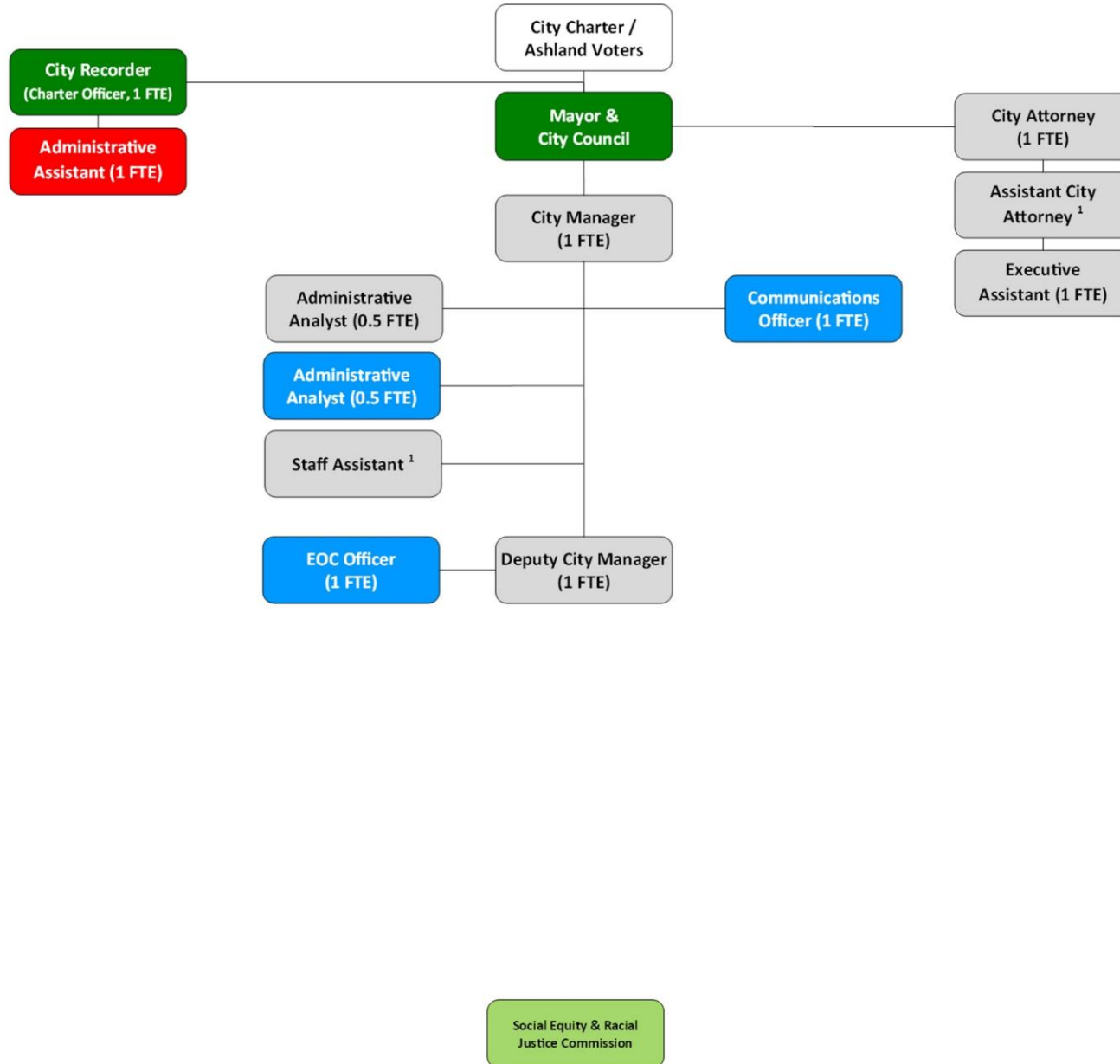
# Strategic Choices - Organizational Assessment

## City of Ashland





# City of Ashland Administration



**Notes:**

Reduction of the Administrative Analyst position to 0.5FTE

Addition of a Communications Officer for city-wide communication

Addition of an Emergency Operations Coordinator

Transition of Information Technology and Ashland Fiber Network to include GIS to a stand-alone Innovation and Technology Department

**LEGEND**

Brown Font	Shared Positions
Blue	Frozen Positions
Red	Unfunded Positions
Grey	General Fund & Enterprise Fund Positions
Dark Grey	Non General Fund Positions
Light Blue	Flex Positions (Filled as staffing permits)
Green	Legally Mandated Commissions/Committees
Light Green	Discretionary Commissions/Advisory Boards

<sup>1</sup> Currently, a contracted position



# Finance Department

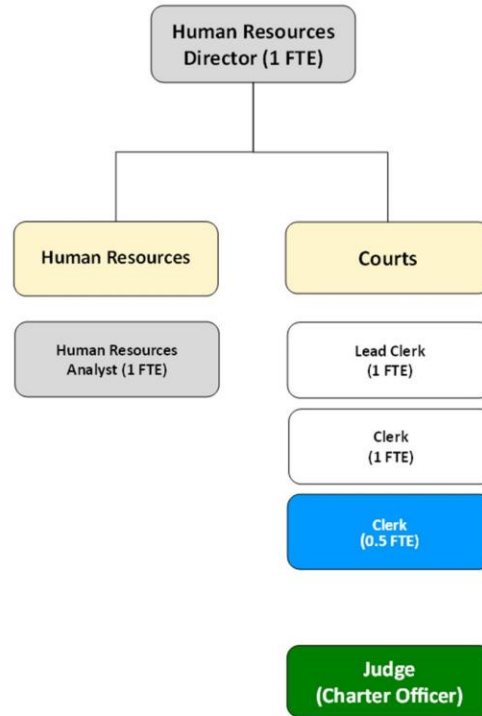


## LEGEND

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# Human Resources / Courts

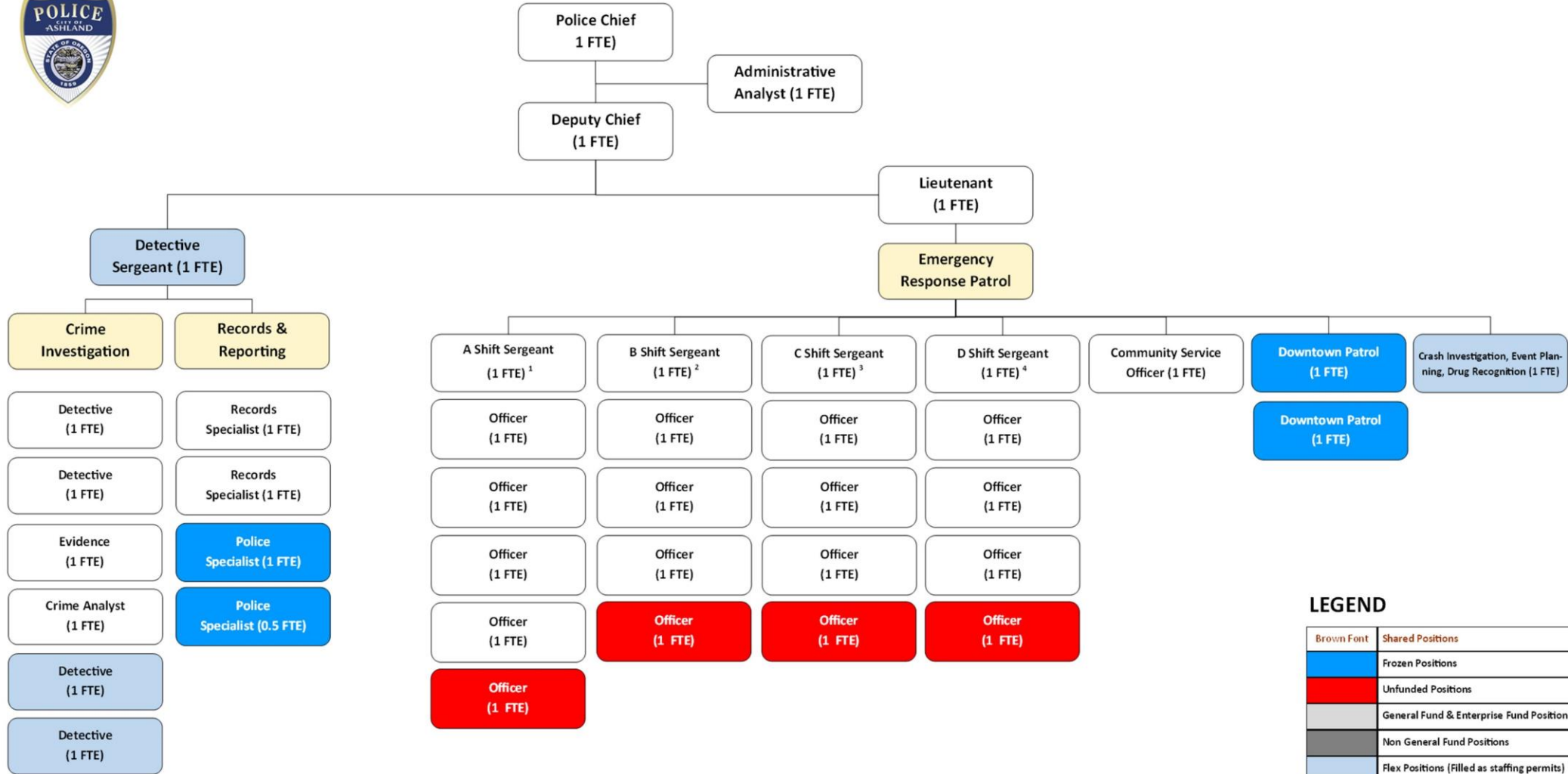


**Notes:**  
 Reduction of the Court Clerk position to 0.5FTE  
 (Relocation to City Manager Department)

## LEGEND

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# Ashland Police Department



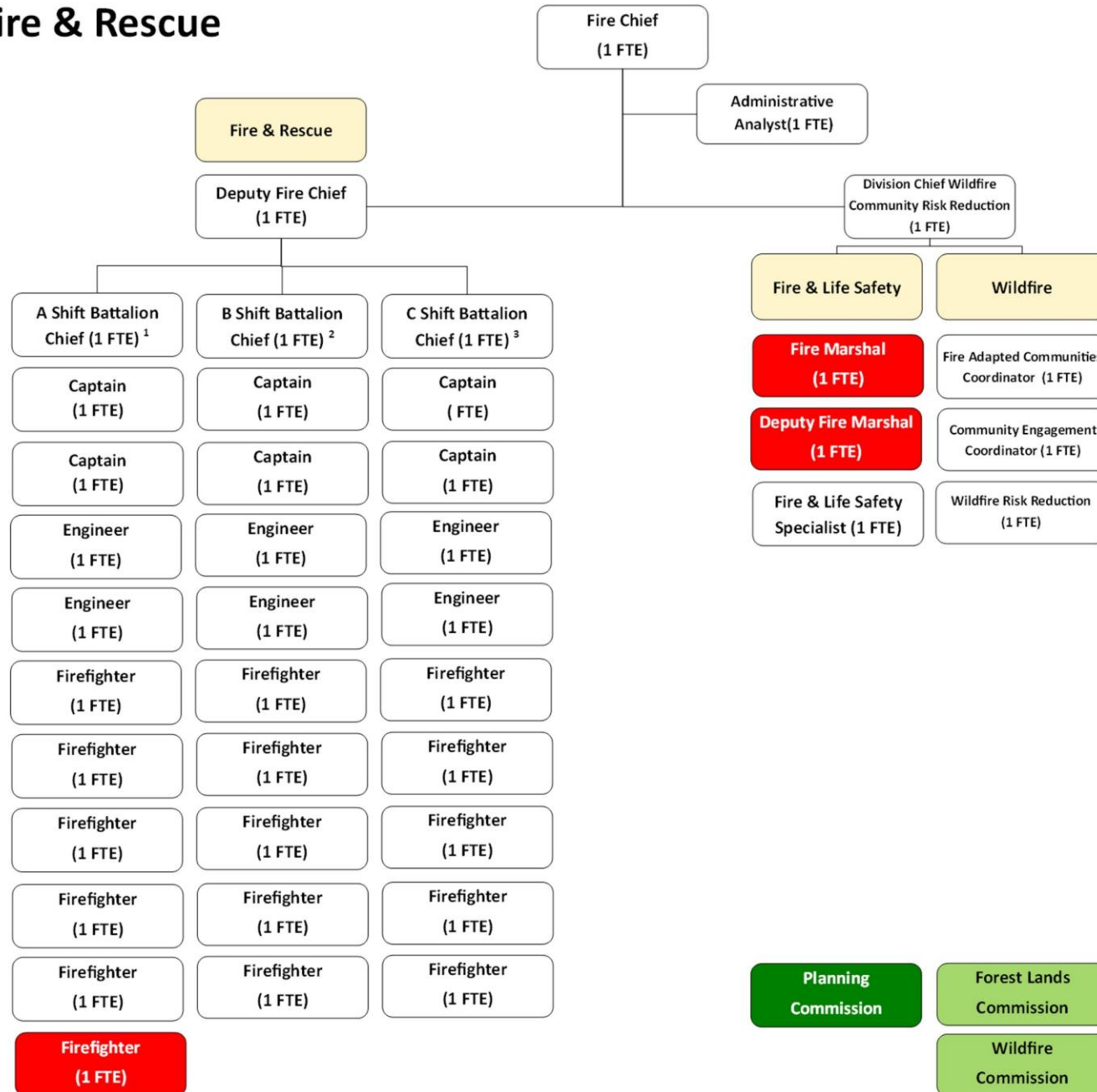
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<sup>1</sup> Shift A: Wed, Thu, Fri and every other Tue, Day Shift  
<sup>2</sup> Shift B: Sat, Sun, Mon and every other Tue, Day Shift  
<sup>3</sup> Shift C: Wed, Thu, Fri and every other Tue, Night Shift  
<sup>4</sup> Shift D: Sat, Sun, Mon and every other Tue, Night Shift



# Ashland Fire & Rescue



## LEGEND

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<sup>1</sup> Shift A: Sat, 8 a.m.—Sun, 8 a.m.

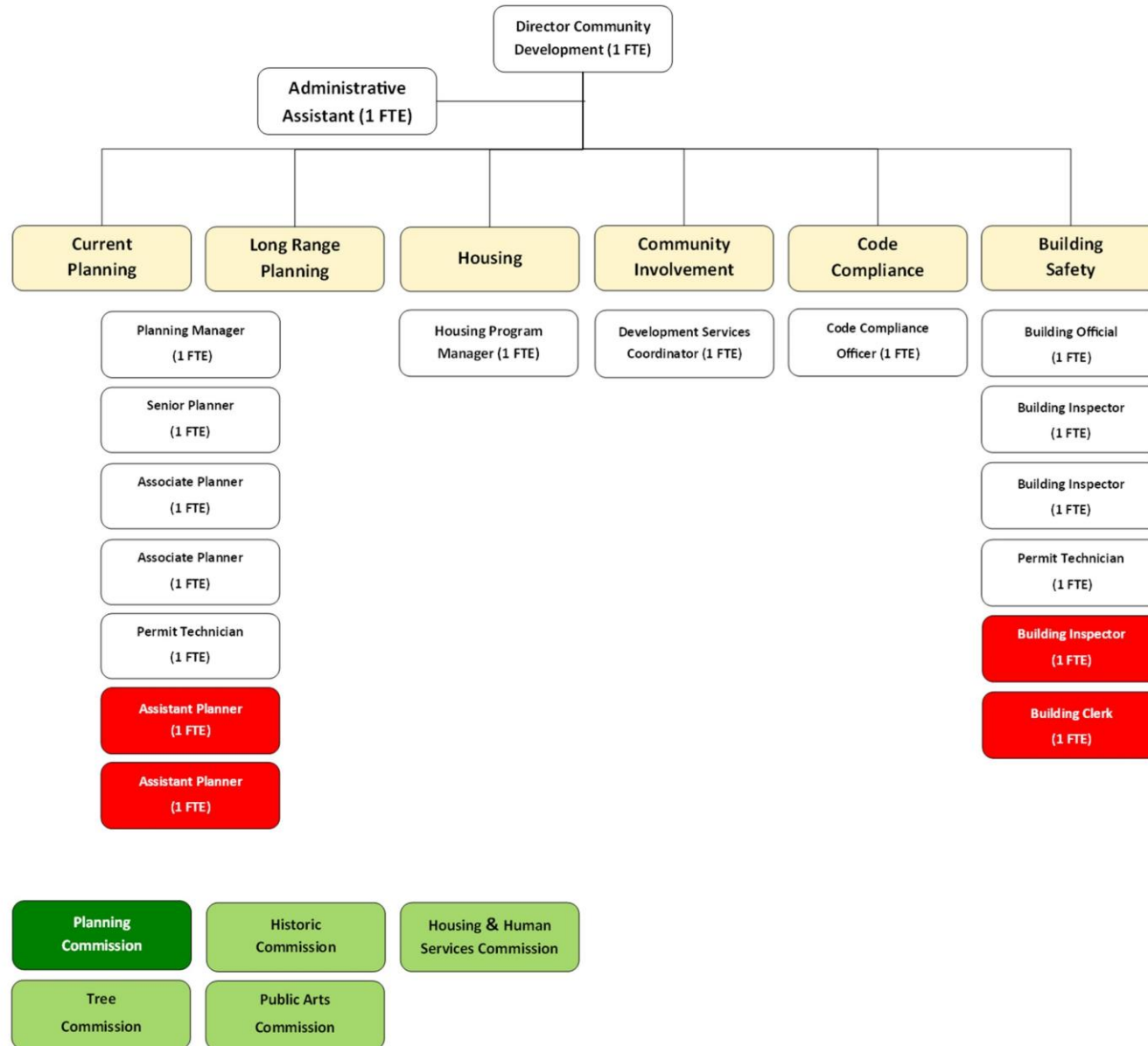
<sup>2</sup> Shift B: Mon, 8 a.m.—Tue 8 a.m.

<sup>3</sup> Shift C: Wed, 8 a.m.—Thu, 8 a.m.

Cycle continues with A, B, C



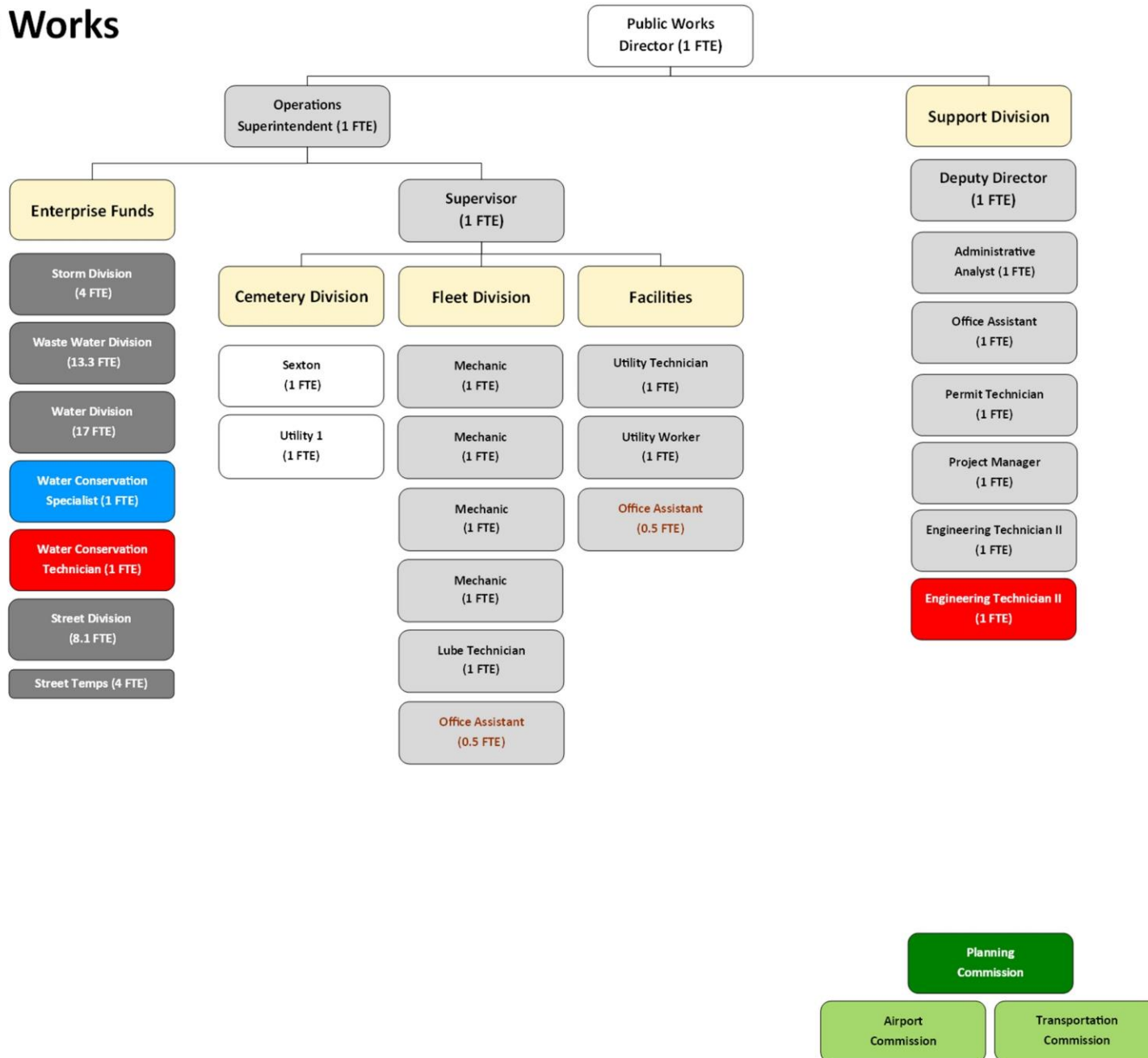
# Community Development



## LEGEND

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# Public Works



**NOTES:**  
Transition of GIS to the Innovation & Technology Department

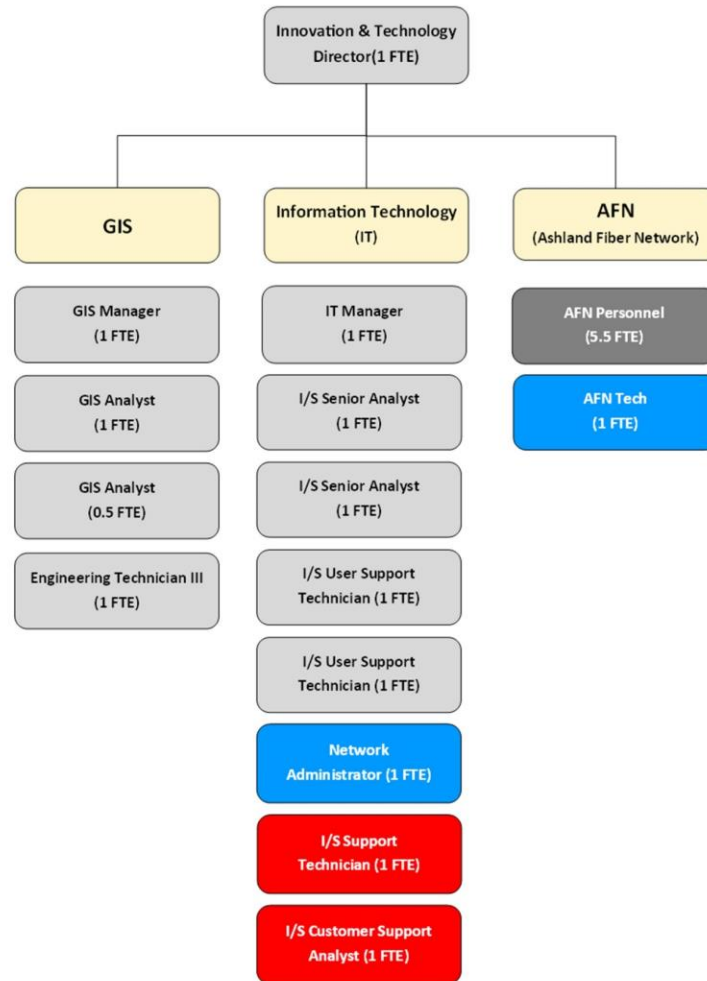
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# Innovation & Technology



**Notes:**

Transition of GIS, Information Technology and Ashland Fiber Network to a stand-alone Innovation & Technology Department

**LEGEND**

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Strategic Choices

Questions?





# 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 Commissions

- CIP Budget

- Transportation
- Storm Drain
- Wastewater
- Water

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

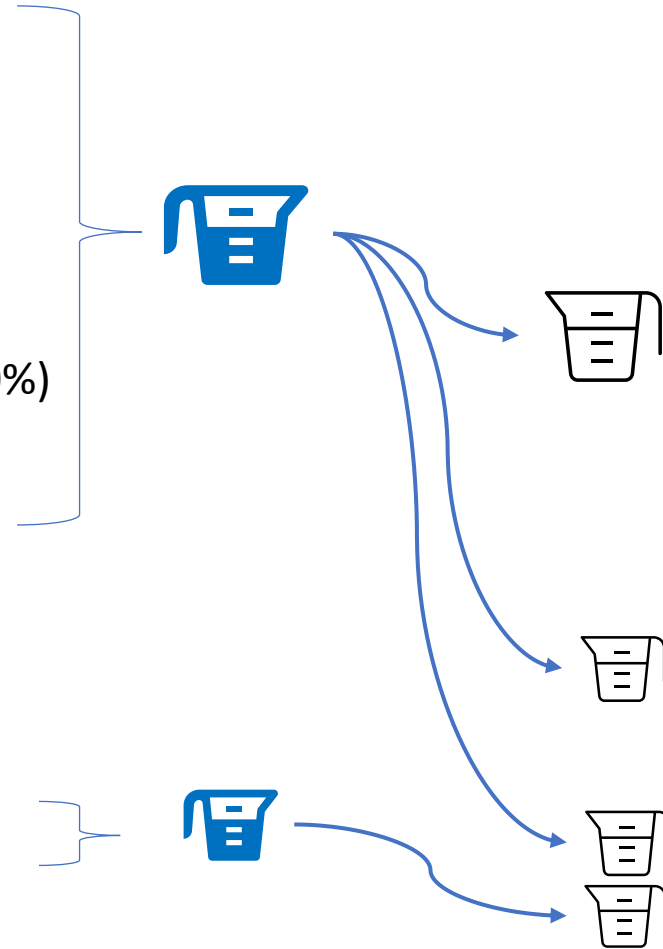
# General Fund Sources

- **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 Uses

- **Departments**

- Police
- Fire & Rescue
- Finance
- Park & Recreation
- Administration
- Information Technology
- Community Development
- Public Works
- Information Technology
- Human Resources

- Housing Trust Fund

- **CIP**

- Streets, etc. in General Fund
- Parks Acquisition & Improvements

# 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 with Limited Resources**

- Keep a Vision Orientation
  - The important vs. the urgent
  - Solutions vs. Problems Focus
  - Set Priorities & Stay the Course
    - Trimming Costs vs. Reducing Services
    - Quantity vs. Quality
- General Fund Sources & Uses
  - Unrestricted vs. Restricted
  - General vs. Self-Restricted
  - Limited Budget Flexibility
  - Maximize City Council Discretion
    - Allocate Funds not Sources
- Create Growth Opportunities
  - Adapt to changing circumstances
  - Value Brand & Marketing
  - Attract Investment
  - Diversify the Economy

# General Fund Budget Status

- **Expenditure Reductions**

<u>Departments</u>	<u>Reductions</u>	<u>Vacancy</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	<b>727,000</b>	<b>780,000</b>
<b><u>Reductions Total</u></b>		<b><u>1,507,000</u></b>

\* Includes Marketing/Comm. Officer Transition of 70,000 from TLT (Parks & Rec. reduction offset)

# General Fund Budget – Strategic Choices

- **Operating Expenditure Reductions**

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

• <b>One-time</b> (>budget GF balance)	<b>+2,600,000</b>
• <b>Emergency Reserve</b> (one time exp.)	<b>-2,000,000</b>

<b>NET TOTAL</b>	<u><b>0</b></u>
------------------	-----------------

\* Includes Marketing/Comm. Officer Transition of 70,000 from TLT (Parks & Rec. reduction offset)

# Strategic Choices - Risk Assessment

- **Budget Priorities**

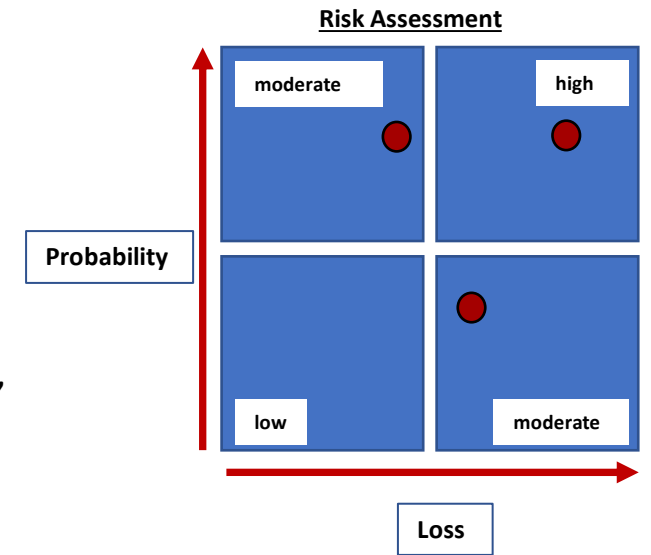
1. Balance 2022-23 Budget
  - Within Budget Authority
  - Within available funding
  - Focus on systemic reductions
    - Vacancy & travel/training
    - Budget reductions
2. Emergency Operations Center (EOC)
  - EOC Officer
  - Communications Officer
  - Immediate Emergency Response
3. Emergency Reserve

4. Support Local Economy

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

5. Organizational Stability

- DEI Assessment
- No current employee layoffs



- Public Safety Risks
- Environmental Risks
- Economic Risks
- Organizational Risks

# Strategic Choices

- **Priorities**

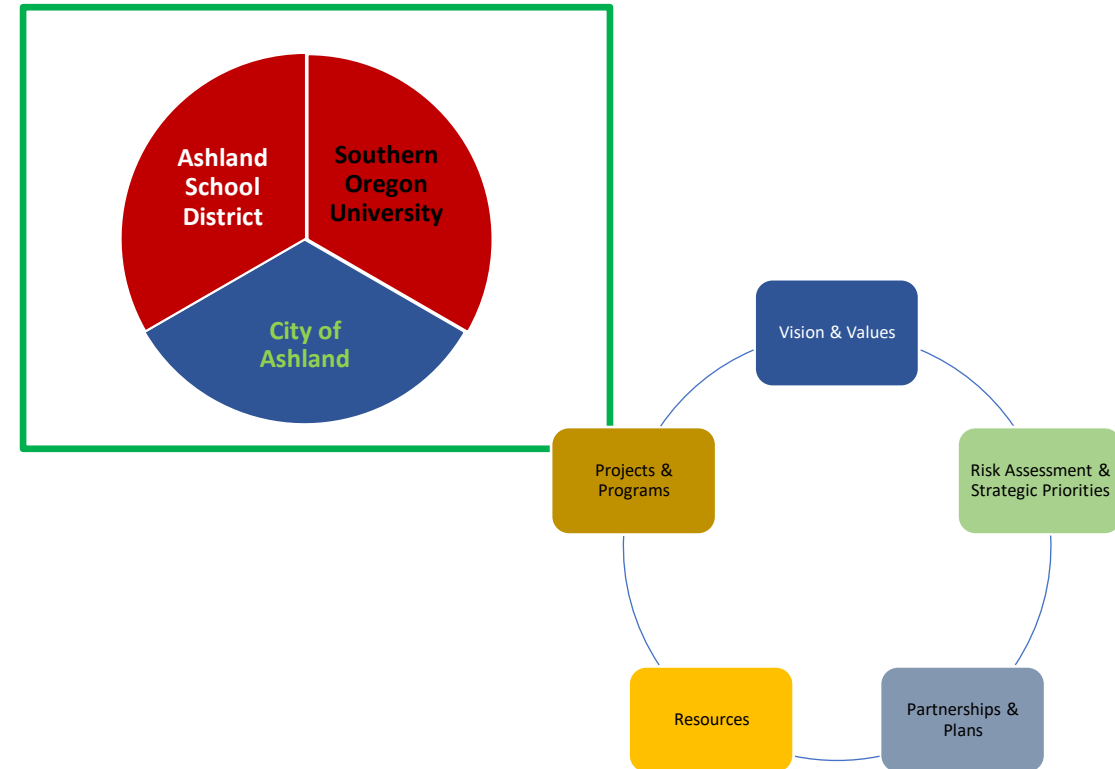
- Emergency Operations Center (EOC)
  - EOC Officer
- Diversity, Equity & Inclusion initiatives
  - Organizational assessment & training Business community “welcoming” initiative
- Houseless Shelter Planning
- Affordable Child Care & Early Childhood Education planning

- **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 Partners**

- Southern Oregon Univ. (SOU)
- Ashland School District (ASD)
- City of Ashland (CoA)
- Community organizations TBD



Strategic Choices

Questions?





# Strategic Choices - Agenda

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

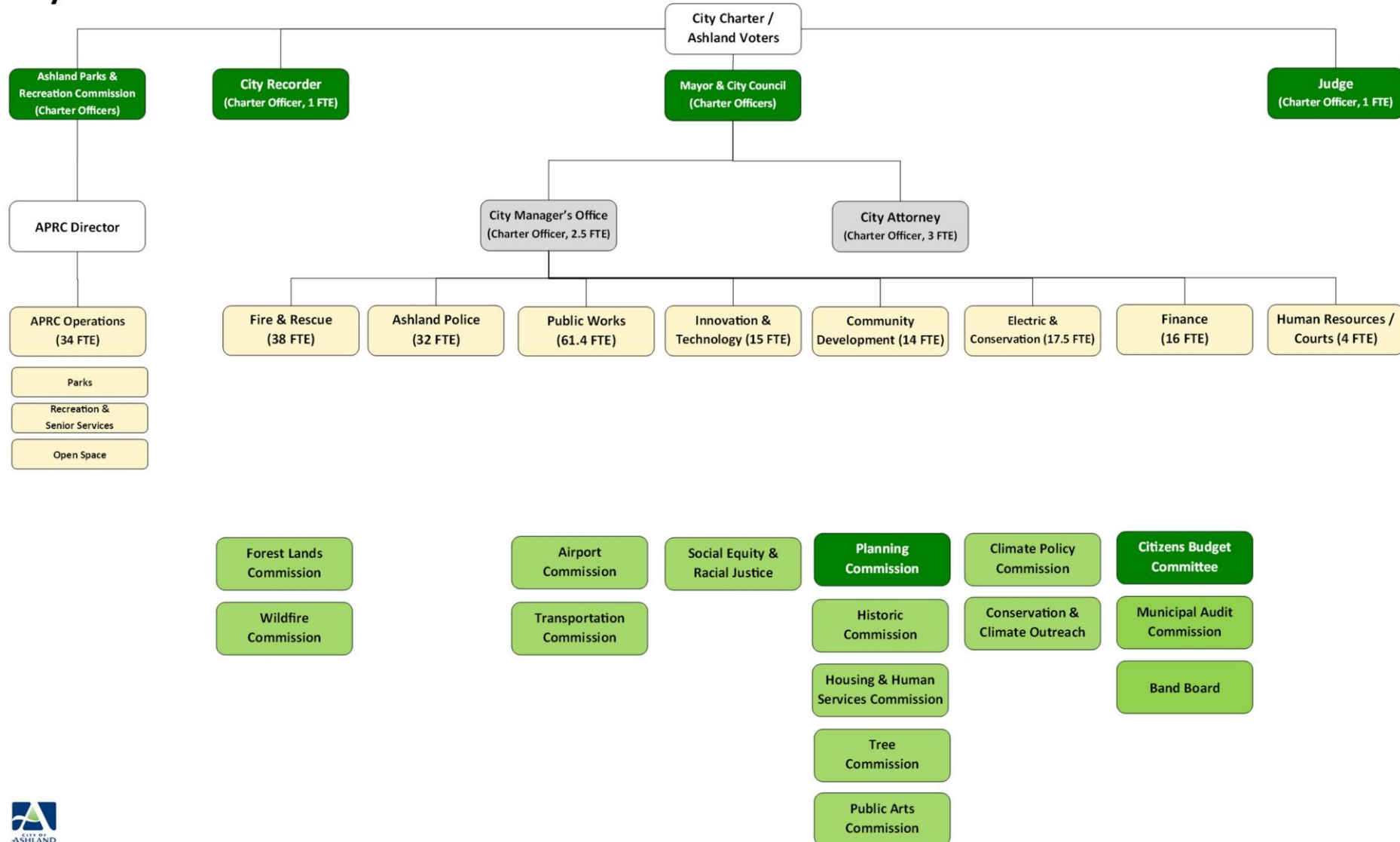
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- ✓ Organizational Staffing/Structure
  - Vision & Values
  - Ashland's Characteristics
    - Strengths, Demographics & Risks
    - Economics & Opportunities
  - Organizational Status
    - Cause-Effect
    - Services Silos
- ✓ General Fund Budget Status
  - Priorities & Adjustments

- **City Commissions**

- CIP Budget
  - Transportation
  - Storm Drain
  - Wastewater
  - Water
- Surplus City Property
- PERS Liability Accounting
- 2022-23 Recommendations

# 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 – Ad Hoc Advisory

1. Airport Board
2. Municipal Audit Committee
3. System Development Charge (SDC) Committee
4. Transportation Board
5. Forest Land & Wildfire Safety Board
6. Urban Forest Advisory Board
7. Band Board

# Ashland – Current Commissions

## Commissions

	<u>Continue</u>	<u>Discontinue</u>	<u>Combine</u>	<u>Council Advisory</u>	<u>Ad-Hoc Advisory</u>
<u>Governance/Discretion &amp; Planning</u>					
1. Historic Commission	_____	_____	_____	_____	_____
2. Housing & Human Services Commission	_____	_____	_____	_____	_____
3. Transportation Commission	_____	_____	_____	_____	_____
<u>Environment</u>					
4. Climate Policy Commission	_____	_____	_____	_____	_____
5. Conservation And Climate Outreach Commission	_____	_____	_____	_____	_____
6. Forest Land Commission	_____	_____	_____	_____	_____
7. Tree Commission	_____	_____	_____	_____	_____
8. Wildfire Safety Commission	_____	_____	_____	_____	_____
<u>Community Character</u>					
9. Public Arts Commission	_____	_____	_____	_____	_____
10. Social Equity and Racial Justice Commission	_____	_____	_____	_____	_____
11. Band Board	_____	_____	_____	_____	_____
<u>Management</u>					
12. Airport Commission	_____	_____	_____	_____	_____
13. Municipal Audit Commission	_____	_____	_____	_____	_____

Strategic Choices

Questions?



# 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 Commissions

- **CIP Budget**

- **Transportation**
- **Storm Drain**
- **Wastewater**
- **Water**

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

# Strategic Choices – Capital Improvement Plan (CIP)

## Master Planning

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



## Capital Improvement Program

- **Project Priorities – Biennium Budget**

✓ **Council Adoption**

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

✓ **Council Adoption**

# 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 Totals FY22-FY27									
Project Description		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
<b>Regulatory</b>	Lithia Way (OR 99 NB)/E Main Street Intersection Improvements	\$ 73,750						\$ 73,750	\$ 7,375	\$ 66,375	\$ -
<b>Life Cycle</b>	Ashland St - Siskiyou Blvd to Faith St	58.76	\$ 2,500,000					\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
	N Mountain Ave - I-5 Overpass to E Main St	59.36	\$ 1,000,000	\$ 2,225,000				\$ 3,225,000	\$ -	\$ -	\$ 3,225,000
	Oak St - City Limits to E Main St	36.09		\$ 1,500,000	\$ 1,000,000			\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
	Siskiyou Blvd - E Main St to Walker Ave	37.87			\$ 3,500,000	\$ 3,000,000		\$ 6,500,000	\$ -	\$ -	\$ 6,500,000
	Wightman St - Quincy St to Siskiyou Blvd	17.30				\$ 1,400,000		\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
	Maple St - Chestnut St to N Main St	32.36				\$ 600,000		\$ 600,000	\$ -	\$ -	\$ 600,000
	Tolman Creek Rd - E Main St to Ashland St	65.30					\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000
	Walker Ave - E Main St to Siskiyou Blvd	45.77					\$ 1,700,000	\$ 1,700,000	\$ -	\$ -	\$ 1,700,000
	A St - Oak St to Eighth St	53.89					\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	Grandview Drive Improvements - Phase II			\$ 350,000				\$ 350,000	\$ -	\$ -	\$ 350,000
<b>Deficiency</b>	City Wide Chip Seal Project (CMAQ)	\$ 53,592						\$ 53,592	\$ -	\$ 468,244	\$ 53,592
	N Main Street RRFB Installation - Nursey Street & Van Ness Avenue	\$ 75,000						\$ 75,000	\$ -	\$ -	\$ 75,000
	Clay Street - 300-ft north of Takelma to Siskiyou Boulevard	\$ 2,012,500	\$ 3,035,814					\$ 5,048,314	\$ -	\$ 5,048,314	\$ -
<b>Capacity</b>	N Main Street/Highway 99 - N Main Street to Schofield Street		\$ 73,750					\$ 73,750	\$ 71,626	\$ -	\$ 2,124
	Beaver Slide - Water Street to Lithia Way		\$ 73,750					\$ 73,750	\$ 71,626	\$ -	\$ 2,124
	Diane Street - Clay Street to Tolman Creek Road		\$ 29,500					\$ 29,500	\$ 7,375	\$ 22,125	\$ -
	Walker Avenue - Oregon Street to Woodland Drive			\$ 295,000				\$ 295,000	\$ 73,750	\$ 221,250	\$ -
	Tolman Creek Road - Siskiyou Boulevard to City Limits (west side)				\$ 226,875	\$ 400,000		\$ 626,875	\$ 608,821	\$ -	\$ 18,054
	Garfield Street - E Main Street to Siskiyou Boulevard				\$ 135,000	\$ 971,250		\$ 1,106,250	\$ 276,563	\$ 829,688	\$ -
	A Street - Oak Street to 100' west of 6th Street					\$ 140,000	\$ 228,750	\$ 368,750	\$ 92,188	\$ 276,563	\$ -
	Carol Street - Patterson Street to Hersey Street						\$ 221,250	\$ 221,250	\$ 55,313	\$ 165,937	\$ -
	Wightman Street Bicycle Boulevard - E Main Street to Siskiyou Boulevard	\$ 81,420						\$ 81,420	\$ 27,601	\$ 8,142	\$ 45,677
	Laurel Street Bicycle Boulevard - From Orange Street to Nevada Street	\$ 54,280						\$ 54,280	\$ 18,401	\$ 5,428	\$ 30,451
	B Street Bicycle Boulevard - From Oak Street to N Mountain Avenue		\$ 108,560					\$ 108,560	\$ 36,802	\$ 10,856	\$ 60,902
	Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane		\$ 54,280					\$ 54,280	\$ 18,032	\$ 5,428	\$ 30,820
	8th Street Bicycle Boulevard - A Street to E Main Street		\$ 27,140					\$ 27,140	\$ 9,200	\$ 2,714	\$ 15,226
	Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main Street to Winburn Way			\$ 149,270				\$ 149,270	\$ 50,603	\$ 14,927	\$ 83,740
	Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road				\$ 54,280			\$ 54,280	\$ 18,401	\$ 5,428	\$ 30,451
	Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard					\$ 67,850		\$ 67,850	\$ 23,001	\$ 6,785	\$ 38,064
	Lithia Way Bicycle Boulevard - From Oak Street to Helman Street					\$ 149,270		\$ 149,270	\$ 50,603	\$ 14,927	\$ 83,740
	Normal Avenue Bike Lane - From E Main Street to Siskiyou Boulevard. Coordinate with Project R19						\$ 257,830	\$ 257,830	\$ 87,404	\$ 25,783	\$ 144,643
	Normal Avenue Extension						\$ 500,000	\$ 500,000	\$ 156,146	\$ -	\$ 343,854
<b>Other/Safety</b>	20 Is Plenty Program	\$ 25,000	\$ 25,000					\$ 50,000	\$ -	\$ -	\$ 50,000
	Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street)				\$ 200,000	\$ 950,500		\$ 1,150,500	\$ 416,717	\$ -	\$ 733,783
	Ashland Street (OR 66)/Oak Knoll Drive-E Main Street Intersection Improvements						\$ 602,851	\$ 602,851	\$ 60,285	\$ 542,566	\$ -
	Hardesty Site Development & Equipment Storage	\$ 80,000	\$ 80,000					\$ 160,000	\$ -	\$ -	\$ 160,000

# Strategic Choices - Storm Drain CIP

Stormdrain Improvements Plan 2022-2027 Construction Years		Project Totals FY22-FY27									
		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
Project Description											
<b>Regulatory</b>	Cemetery Creek Basin Stormwater Quality Improvement (hydrodynamic separator)	\$ 11,250						\$ 11,250	\$ 9,940	\$ -	\$ 1,310
<b>Capacity</b>	E Main Street @ Emerick Street	\$ 235,000						\$ 235,000	\$ 27,633	\$ -	\$ 207,367
	Siskiyou Boulevard @ University Way	\$ 129,000						\$ 129,000	\$ 15,169	\$ -	\$ 113,831
	Dewey Street @ E Main St		\$ 247,000					\$ 247,000	\$ -	\$ -	\$ 247,000
	N Mountain Avenue @ Railroad Tracks		\$ 188,000					\$ 188,000	\$ 22,106	\$ -	\$ 165,894
	Gresham Street @ Beach Avenue			\$ 391,000				\$ 391,000	\$ 45,976	\$ -	\$ 345,024
	Morton Street - Pennsylvania Street to Iowa Street				\$ 217,000	\$ 217,000		\$ 434,000	\$ -	\$ -	\$ 434,000
	Maple Street @ Chestnut Street					\$ 70,000		\$ 70,000	\$ -	\$ -	\$ 70,000
<b>Other</b>	Hardesty Site Development & Equipment Storage	\$ 40,000	\$ 40,000					\$ 80,000	\$ 9,940	\$ -	\$ 70,060

# Strategic Choices - Wastewater CIP

Wastewater System Improvements 2022-2027 Construction Years		Project Totals FY22-FY27									
Project Description		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
<b>Regulatory</b>	WWTP Process Improvements (Miscellaneous)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 900,000	\$ 90,000	\$ -	\$ 810,000
	Shading (Capital Cost + first 6 years of O&M)	\$ 709,000	\$ 453,000	\$ 493,000	\$ 273,000	\$ 118,000	\$ 45,000	\$ 2,091,000	\$ 313,650	\$ -	\$ 1,777,350
	UV System Upgrades	\$ 1,400,000						\$ 1,400,000	\$ 476,000	\$ -	\$ 924,000
	Outfall Relocation / Fish Screen	\$ 1,250,000	\$ 1,250,000					\$ 2,500,000	\$ 375,000	\$ -	\$ 2,125,000
	WWTP Process Improvements (Headworks)	\$ 2,200,000	\$ 1,000,000	\$ 560,000				\$ 3,760,000	\$ 752,000	\$ -	\$ 3,008,000
	Secondary Clarifier 2 Improvements		\$ 397,500	\$ 397,500				\$ 795,000	\$ -	\$ -	\$ 795,000
	Membrane Replacement (two trains)			\$ 600,000	\$ 600,000			\$ 1,200,000	\$ -	\$ -	\$ 1,200,000
	Biosolids Treatment Improvements				\$ 250,000			\$ 250,000	\$ 50,000	\$ -	\$ 200,000
<b>Deficiency</b>	Wastewater Miscellaneous Trenchless Pipe Lining			\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	WWTP Process Improvements (Harmonics)		\$ 110,000					\$ 110,000	\$ -	\$ -	\$ 110,000
<b>Capacity</b>	Wastewater Miscellaneous In-House Replacement	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 750,000	\$ 75,000	\$ -	\$ 675,000
	Wastewater Line Upsizing - 18" & 24" Parallel Trunkline - Wightman to Tolman Creek Road	\$ 712,000	\$ 712,000					\$ 1,424,000	\$ 996,800	\$ -	\$ 427,200
	Maple St - Chestnut St to Scenic Dr			\$ 44,000				\$ 44,000	\$ 4,400	\$ -	\$ 39,600
	Tolman Creek Rd - Abbott Ave to Ashland St			\$ 92,000				\$ 92,000	\$ 9,200	\$ -	\$ 82,800
	A St - First St to Eighth St				\$ 446,000			\$ 446,000	\$ 44,600	\$ -	\$ 401,400
	Garfield St - E Main St to Quincy St				\$ 59,000			\$ 59,000	\$ 5,900	\$ -	\$ 53,100
	Granite St - Baum St to Nutley St, Strawberry Ln to Pioneer St, N of Ashland Creek Dr					\$ 216,000		\$ 216,000	\$ 21,600	\$ -	\$ 194,400
	N Laurel St - W Hersey St to Orange Ave						\$ 121,000	\$ 121,000	\$ 12,100	\$ -	\$ 108,900
<b>Other</b>	Hardesty Site Development & Equipment Storage	\$ 80,000	\$ 80,000					\$ 160,000	\$ -	\$ -	\$ 160,000

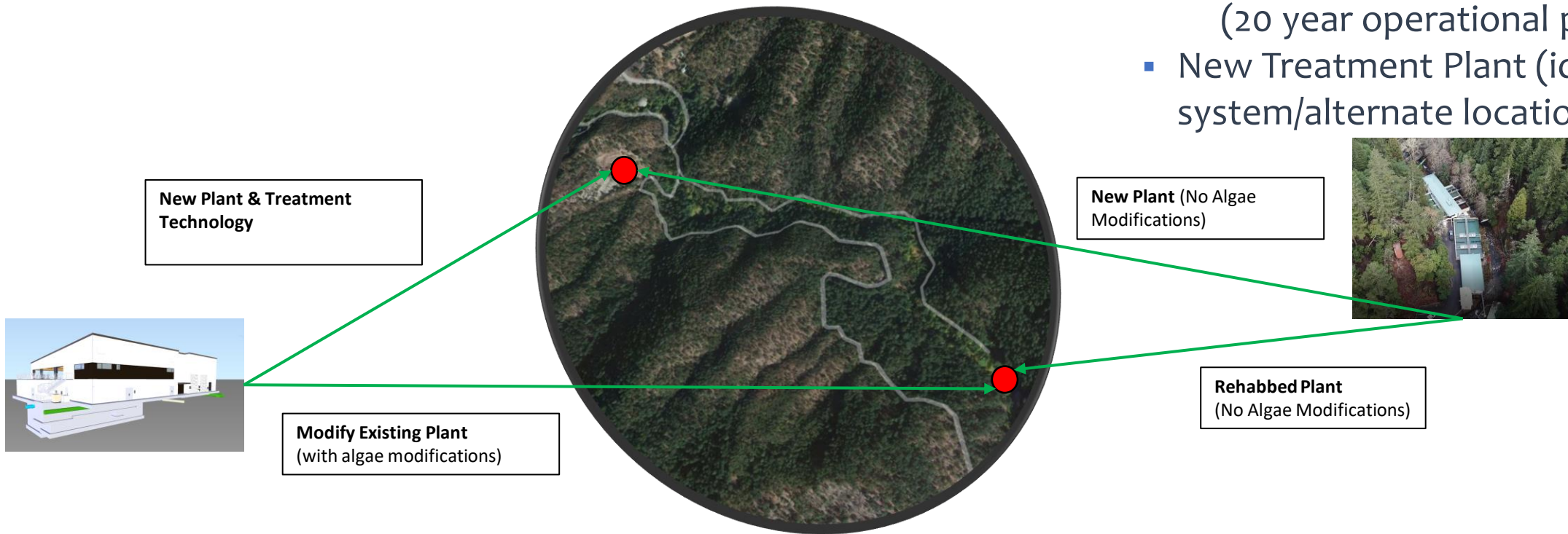
# Strategic Choices - Water CIP

Water System Improvements 2022-2027 Construction Years		Project Totals FY22-FY27									
		Project Description									
		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
<b>Regulatory</b>	Dam Safety Improvements	\$ 2,400,000	\$ 2,400,000	\$ 850,000	\$ 850,000			\$ 6,500,000	\$ 845,000		\$ 5,655,000
	Reeder Reservoir Sediment Removal		\$ 140,000			\$ 140,000		\$ 280,000	\$ 210,000	\$ -	\$ 70,000
	Annual Pipe Replacement	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,800,000	\$ 180,000	\$ -	\$ 1,620,000
	Distribution Pipe Projects	\$ 1,021,000	\$ 342,000	\$ 467,000	\$ 507,000	\$ 1,418,000	\$ 311,000	\$ 4,066,000	\$ 406,600	\$ -	\$ 3,659,400
	Transmission Pipe Projects			\$ 117,000	\$ 467,000			\$ 584,000	\$ 467,200	\$ -	\$ 116,800
	ODOT Bridge Pipe Relocation (Coleman Creek in Phoenix)	\$ 58,170						\$ 58,170	\$ -	\$ -	\$ 58,170
<b>Life Cycle</b>	TID Canal Piping: Starlite to Terrace Street			\$ 1,500,000	\$ 1,500,000			\$ 3,000,000	\$ 1,980,000	\$ -	\$ 1,020,000
	Hillview BPS Replacement					\$ 375,000	\$ 1,125,000	\$ 1,500,000	\$ 120,000	\$ -	\$ 1,380,000
	Hydrant Replacement Program	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000	\$ -	\$ -	\$ 480,000
	Telemetry Upgrades			\$ 80,000				\$ 80,000	\$ 8,000	\$ -	\$ 72,000
<b>Deficiency</b>	East & West Fork Transmission Line Rehabilitation	\$ 1,050,000	\$ 1,050,000					\$ 2,100,000	\$ 150,000	\$ -	\$ 1,950,000
	7.5 MGD Water Treatment Plant	\$ 2,700,000	\$ 15,400,000	\$ 22,600,000				\$ 40,700,000	\$ 4,070,000	\$ -	\$ 36,630,000
	Regional BPS Programming Updates					\$ 11,667		\$ 11,667	\$ -	\$ -	\$ 11,667
<b>Capacity</b>	TAP BPS Backup Power	\$ 60,000	\$ 350,000					\$ 410,000	\$ 41,000	\$ -	\$ 369,000
	Tolman Creek Road PRV Station						\$ 75,000	\$ 75,000	\$ 6,000	\$ -	\$ 69,000
	Talent BPS Generator Upgrade (Option 1)						\$ 158,133	\$ 158,133	\$ -	\$ -	\$ 158,133
	Talent BPS Expansion for Talent and Ashland (Option 1)						\$ 341,462	\$ 341,462	\$ -	\$ -	\$ 341,462

# Water Treatment Plant

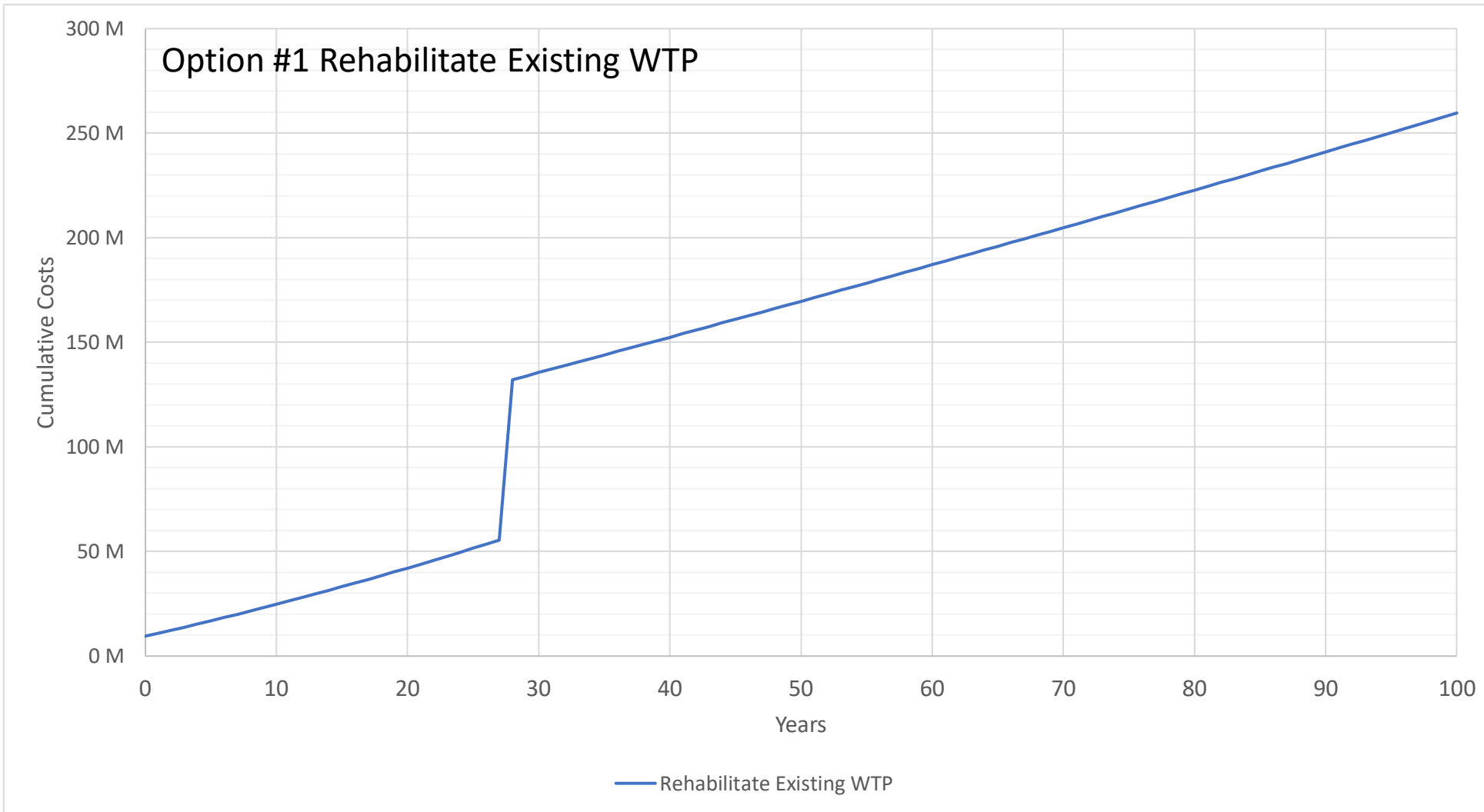
## ➤ Report Differences

- 2018 Black and Veatch
  - Estimated
    - Existing Plant Rehabilitation (20 year operational period)
    - New Treatment Plant (identical system/alternate location)



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

# Water Treatment Plant



Baseline Year 2021

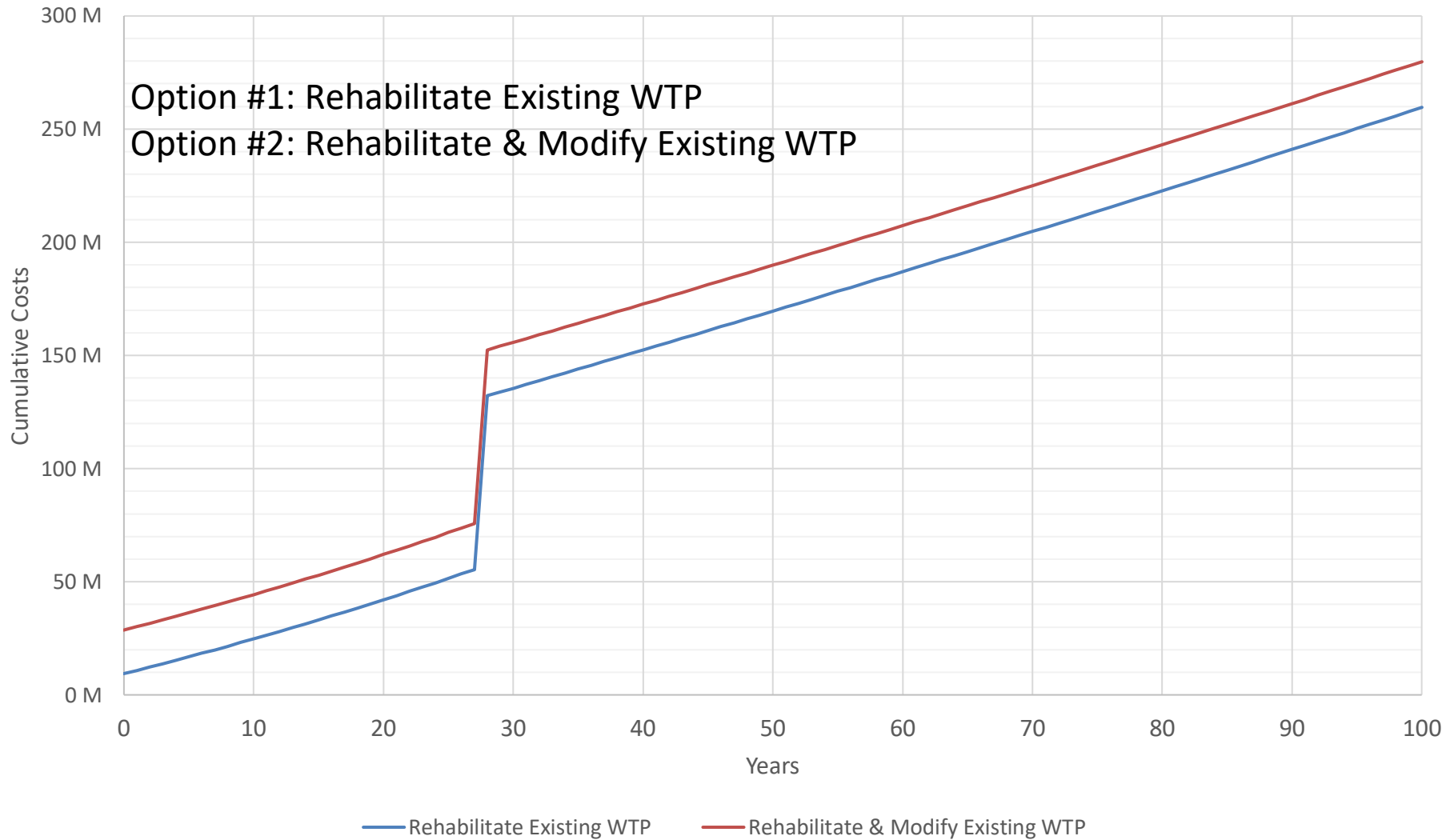
Cumulative Costs (100 years)

\$8 Million Rehabilitation

Year 28

New Plant Construction

# Water Treatment Plant



Baseline Year 2021

Cumulative Costs (100 years)

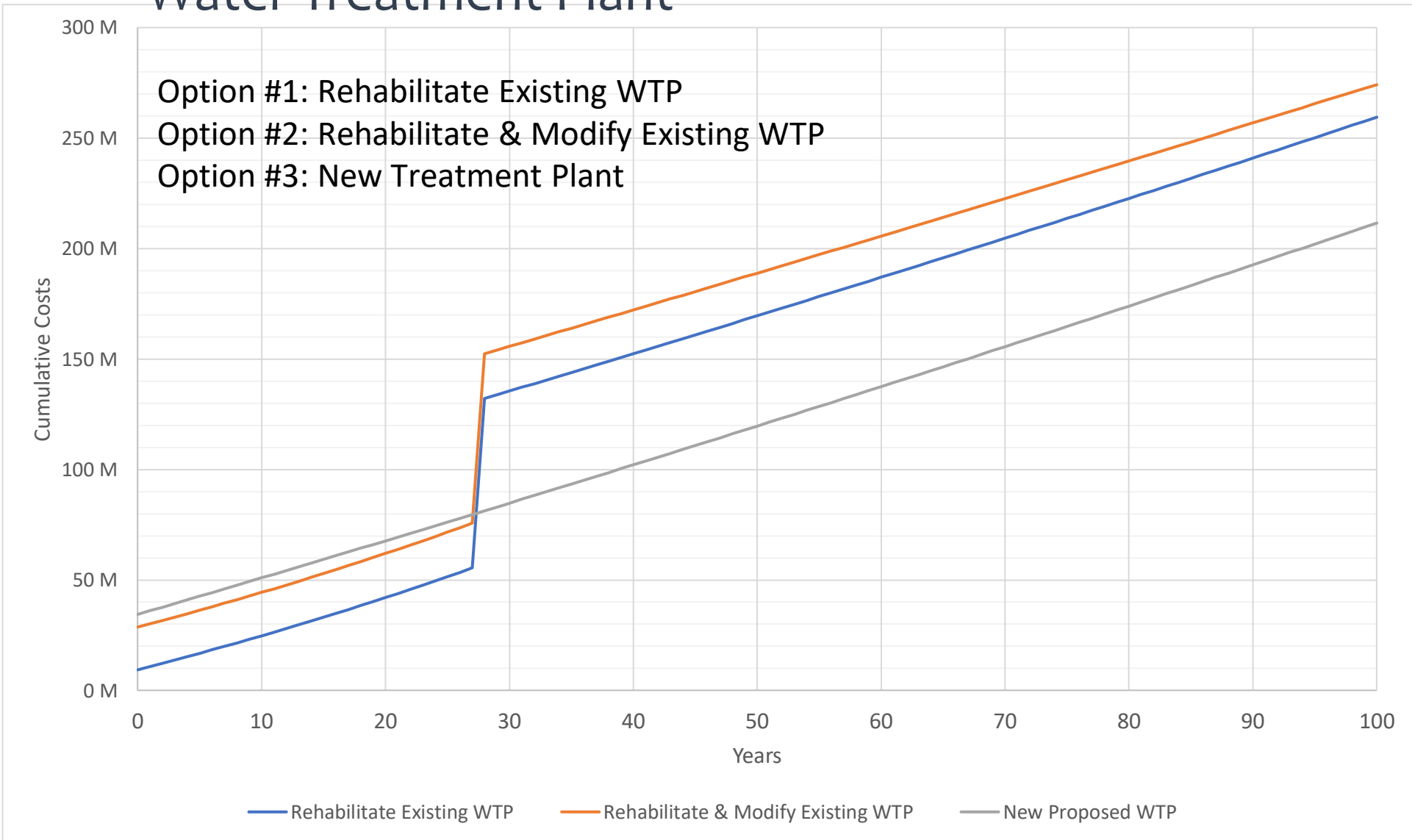
\$27.2 Million Rehabilitation

Algal, Taste & Odor Treatment

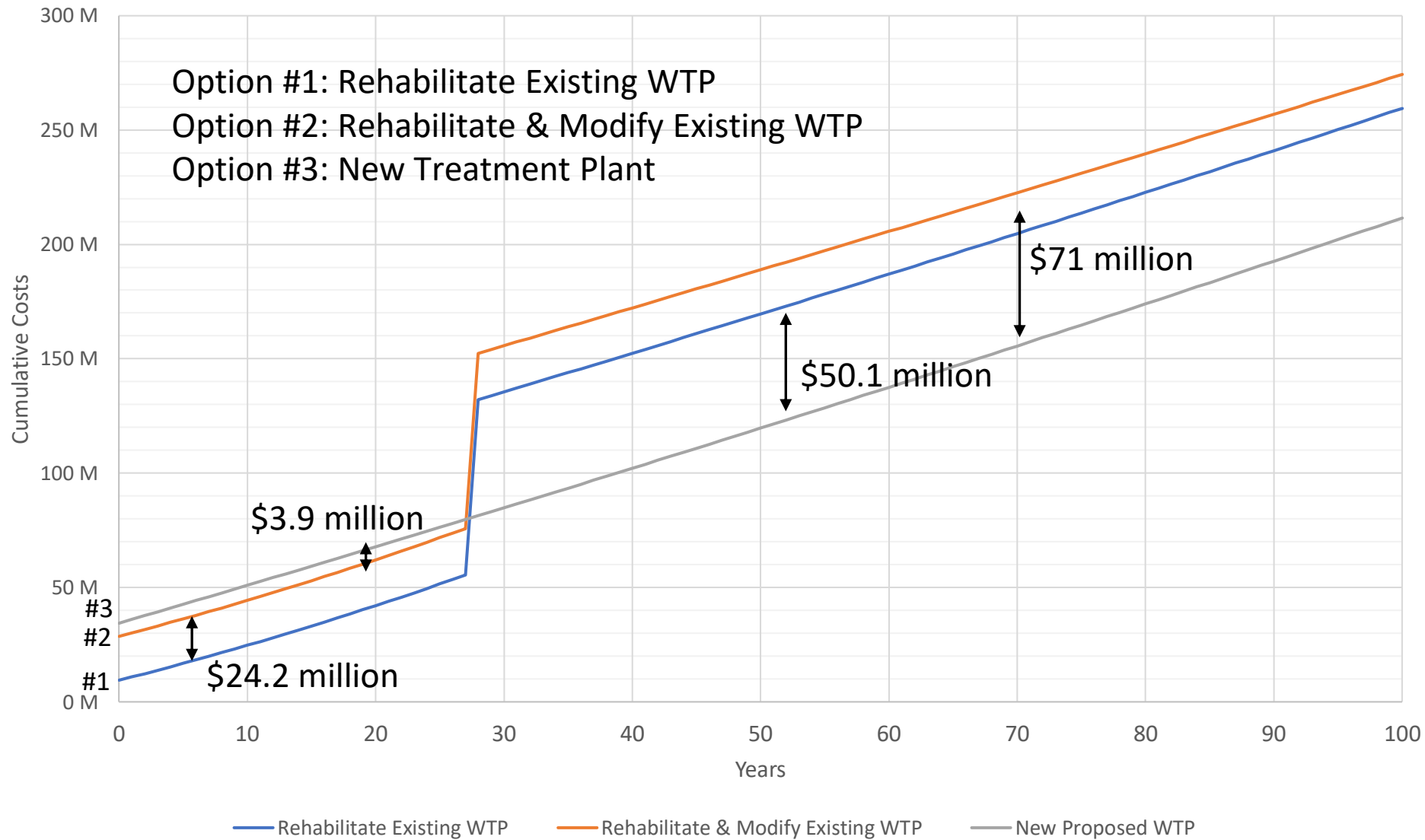
Year 28

New Plant Construction

# Water Treatment Plant







Baseline Year 2021

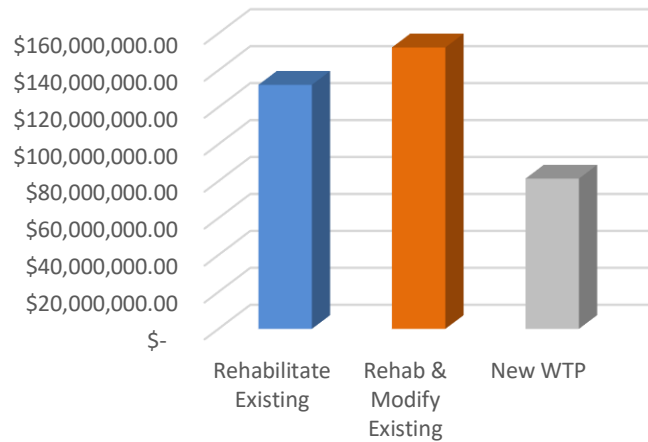
Cumulative Costs (100 years)

\$32.8 Million New WTP construction (to be amortized)

Equity Issue – pay the \$3.9 mil. annually now or \$50-71 mil. annual difference in the future

Note: Includes new plant construction at year 28 (\$75 million)

Cumulative Costs Years 0-28

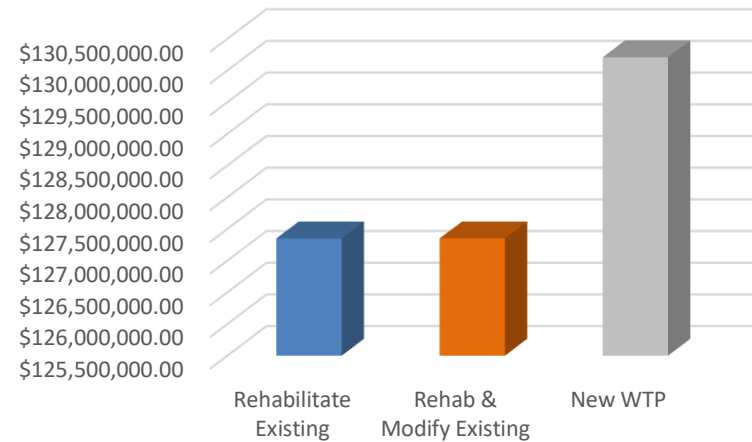


<b>Rehabilitate Existing</b>	<b>Option #1 Year 0-28</b>
<b>Cummulative Cost</b>	\$132,155,505

<b>Rehabilitate &amp; Modify Existing</b>	<b>Option #2 Year 0-28</b>
<b>Cummulative Cost</b>	\$152,405,188

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

Cumulative Costs Years 29-100

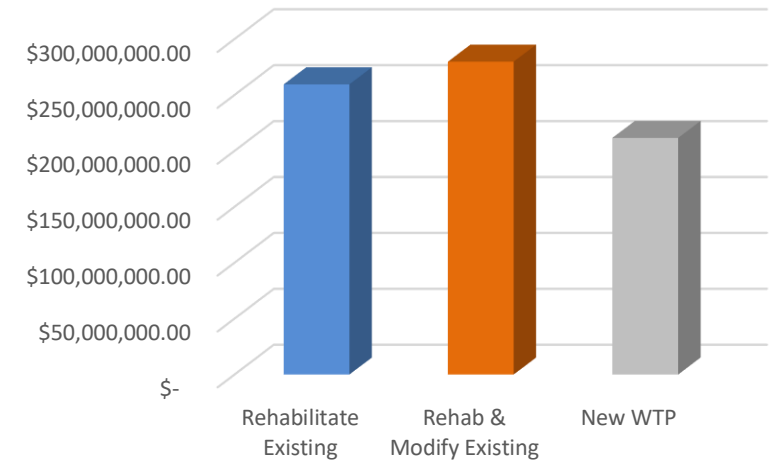


<b>Rehabilitate Existing</b>	<b>Option #1 Year 29-100</b>
<b>Cummulative Cost</b>	\$127,349,642

<b>Rehabilitate &amp; Modify Existing</b>	<b>Option #2 Year 29-100</b>
<b>Cummulative Cost</b>	\$127,349,642

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

Cumulative Costs 100 Years



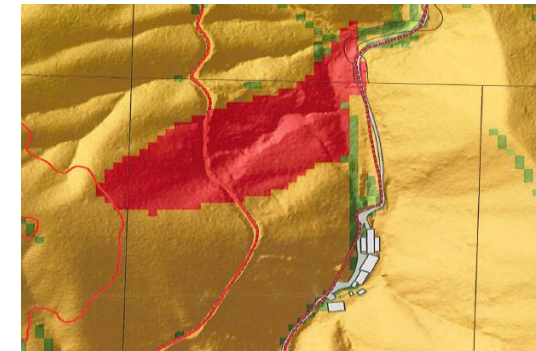
<b>Rehabilitate Existing</b>	<b>Option #1 Year 0-100</b>
<b>Cummulative Cost</b>	\$259,505,148

<b>Rehabilitate &amp; Modify Existing</b>	<b>Option #2 Year 0-100</b>
<b>Cummulative Cost</b>	\$274,238,818

<b>New WTP</b>	<b>Option #3 Year 0-100</b>
<b>Cummulative Cost</b>	\$211,587,332

# 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: \_\_\_\_\_

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- **Storm Drain CIP Changes**

Yes/No: \_\_\_\_\_ Edits/Other: \_\_\_\_\_

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- **Wastewater CIP Changes**

Yes/No: \_\_\_\_\_ Edits/Other: \_\_\_\_\_

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- **Water CIP Changes**

Yes/No: \_\_\_\_\_ Edits/Other: \_\_\_\_\_

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Strategic Choices

Questions?

