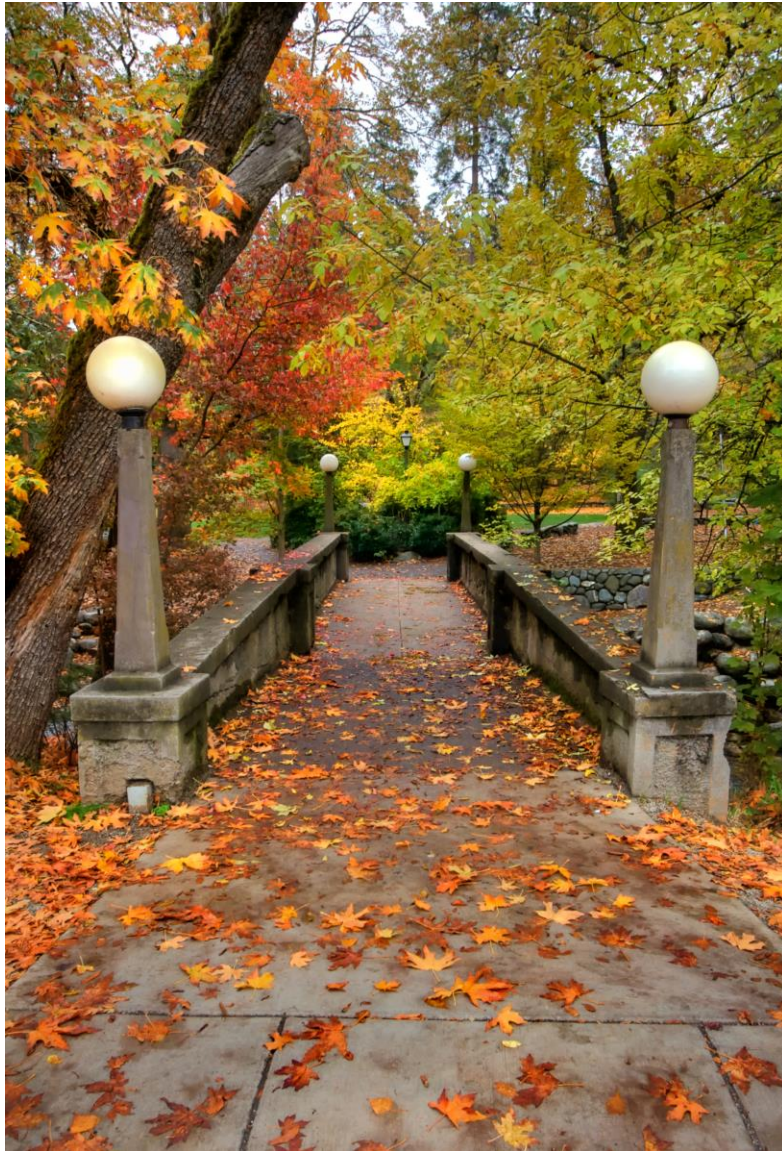


**CITY OF
ASHLAND
Oregon**



2019-2021 Biennium

ABOUT THE COVER

For several years it has been our policy to cover our annual/biennial budget and the corresponding comprehensive annual financial report with original art by a member of our community.

Front

Lithia Ever Changing

City of Ashland employee

Back

Bridge Over Gold

City of Ashland employee



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CITY OF ASHLAND



Oregon

Adopted 2019-2021 Biennium

CITIZENS' BUDGET COMMITTEE

ELECTED MEMBERS:

John Stromberg, Mayor
Tonya Graham, Councilor
Julie Akins, Councilor
Stephen Jensen, Councilor
Rich Rosenthal, Councilor
Stefani Seffinger, Councilor
Dennis Slattery Councilor

APPOINTED MEMBERS:

Paula Hyatt - Chair
Shane Hunter– Vice Chair
Jim Bachman
David Runkel
Shaun Moran
Pamela Lucas
Mike Morris

ADMINISTRATIVE STAFF

Kelly Madding, City Administrator
Mark Welch, Director of Administrative Services & Finance, Budget Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Ashland

Oregon

For the Biennium Beginning

July 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Presentation to the City of Ashland for its biennial budget for the Biennium beginning July 1, 2017.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of two years only. We believe our current budget continues to conform to program requirements. We are submitting it to GFOA to determine its eligibility for another award.

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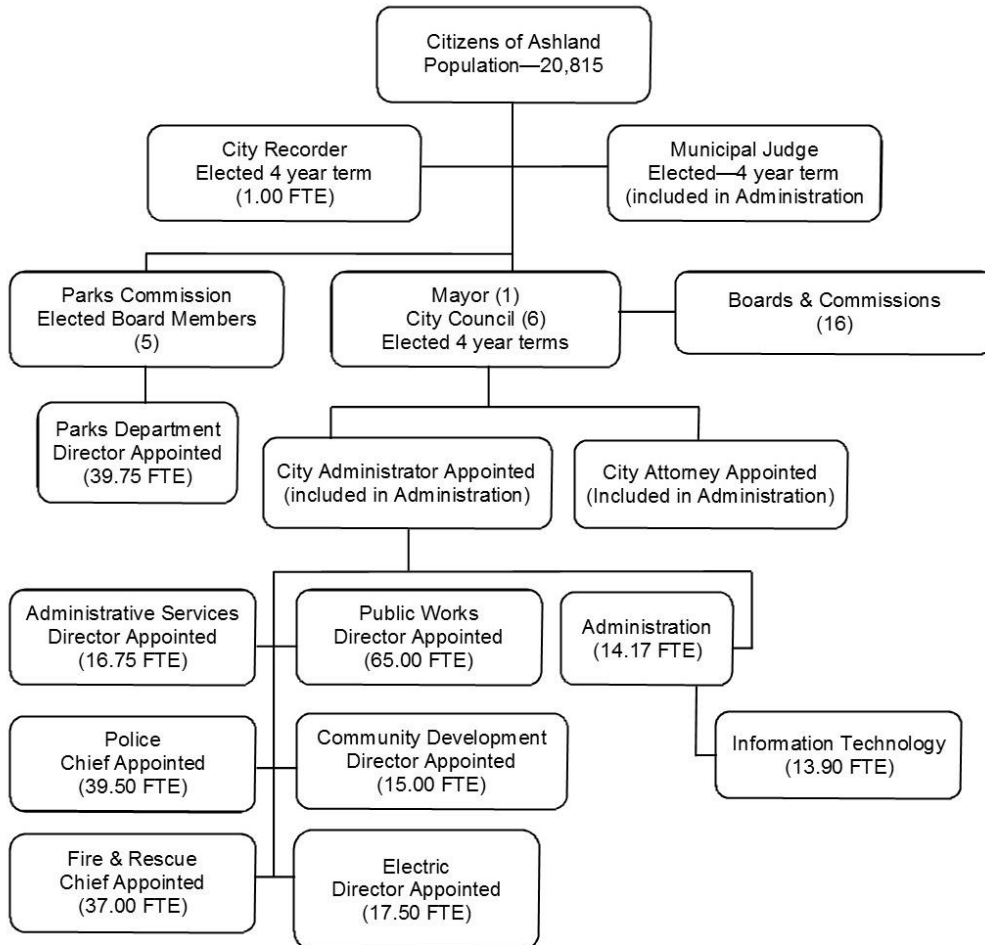
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City of Ashland

259.57 FTE

BN 2019-21



The City of Ashland is a municipal corporation first organized in 1874. The Ashland City Council is elected to serve as the governing body for Ashland's 20,815 citizens. The Mayor, who presides at the City Council meetings, is elected at-large for a four-year term. Six council members are elected at-large for four-year staggered terms. Other elected officials are the City Recorder, Municipal Judge, and the five-member Parks and Recreation Commission.

The Mayor, with confirmation of the City Council, appoints a City Administrator and a City Attorney. The City Administrator has responsibility for all City functions with the exception of the Parks Department.

The City Administrator recommends the appointment or dismissal of the Administrative Services and Finance Director, Community Development Director, Electric Director, Fire Chief, Police Chief, and Public Works Director.

In addition to the help they receive from their appointed staff and employees, 16 advisory boards and commissions assist the City Council. Over 100 Ashland citizens serve on these boards and commissions and make a valuable contribution to the City of Ashland.

April 17, 2019

Dear Ashland Citizen's Budget Committee and Citizens of Ashland,

The City of Ashland (City) presents its Biennium 2019-21 (BN 19-21) proposed budget for your review. This biennial budget presented many challenges to balance but results in a framework for the long-term sustainability of City of Ashland municipal operations. The Budget development included an "everything on the table" approach while utilizing a zero-based budget. The "everything on the table" approach ensured that the City evaluated all current service levels, prioritized those services and ultimately budgeted for the top priorities based on City Council goals and objectives.

The City Council developed their goals and service level priorities through an open process with public engagement early in the internal budget development process. The City Council began the goal setting process with a clear understanding of the current financial situation, as well as anticipated future budget issues for the City, many outside of local control.

The tourism industry is a significant component of Ashland's economy and also plays a role in funding key public safety services for the community. The City and Chamber of Commerce have worked to diversify the local economy through outreach and recruitment process. The City also works closely with SOREDI (Southern Oregon Economic Development Inc.). The efforts have worked but are a long process. None the less tourism remains the major economic driver for the City. However, the community has experienced challenges that are outside of the City's control and have negatively impacted both business that relies on tourism as well as the City of Ashland budget. The City's General Fund, which funds Public Safety, Parks and Community Development relies in part, on tourism funds. With the recent summer smoke events, the City's Transient Occupancy Tax (TOT) and Food and Beverage Tax have not matched anticipated and historical growth rates. The BN 19-21 proposed budget forecasts no growth in either of these major revenue sources. The tourism industry also faces the challenges of a changing Oregon Shakespeare Festival (OSF), with its two executive positions in transition. OSF, with a current heavy reliance in the summer on its outdoor theatre, will continue to face potential smoke impacts to their operations. The OSF Board and its leadership team have been developing both short and long-term strategies to help address these concerns but the outcomes of the changes necessitate a conservative approach to the City's projected tourism revenue.

Wildfire smoke does not just harm tourism, but the greater population as a whole. The City of Ashland has been instrumental in working towards changing the model of forest management on the West Coast and how communities can work with the US Forest Service. The Ashland Forest Resiliency (AFR) project, working closely with many partners, has provided active management to the Ashland Watershed. This model provides a leading example that could be applied to greater areas to help reduce the impacts of wildfires. With two consecutive summers of smoke events, the City is cognizant that this might be a "new normal" with potential impacts to the overall population and is actively working with local, regional and federal partners to expand this successful model of fuels reduction and forest management.

The Budget Message

The City, as with all public agencies in Oregon, also faces a Public Employee Retirement System (PERS) challenge moving forward. The City, provides a retirement program to current and retired employees through Oregon PERS. The Oregon PERS system, similar to many State Retirement Plans throughout the nation, does not have a fully funded plan. Because of this, the plan requires participating entities to collect more money from current employees (through the City's contributions) to remain solvent in the face of increasing payments to the existing retired members of the program.

Oregon PERS has implemented a "rate collar", which limits the maximum contribution rate to twenty-five percent (25%). The City hit the rate collar in the 2017-19 biennium and will be subject to the same rate in BN 2019-21 and is reflected in this budget. The overall impact to the City of the rate increase totals \$2,115,868 Citywide and \$976,869 in the General Fund. Funding PERS, and rate increases, will continue to impact City operations for several more biennia. City staff continue to monitor potential programs at the State level to help mitigate rate increases and will provide options to the City Council when they are available. It is important to note that the PERS rate not only pays for current employees but also for former employees unfunded portion of their pensions roughly in equal proportion.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|--------------------------------------|----------------------------------|----------------------------------|--|---|--------------------------|---------------------|
| PERS Employer's Share | \$5,532,608 | \$5,610,401 | \$8,136,263 | \$10,252,131 | \$2,115,868 | 26% |
| Total | \$5,532,608 | \$5,610,401 | \$8,136,263 | \$10,252,131 | \$2,115,868 | 26% |

The City also faces potential fiscal impacts due to the increasing costs of healthcare. Prior to July 1, 2018, the City provided health insurance to employees through a self-funded health plan. The self-funded health plan presented the City with many advantages for the five years it was in place. The City realized reductions in premiums (claims paid) and also was able to maintain the same benefit offerings to employees. However, the plan was never able to capitalize itself enough to weather unanticipated major claim years. In the last year of the plan's existence, claims increased over \$1 million. The City was faced with two options, stay self-funded and increase premiums by \$1.25 million to every Department in the City, or change to a more traditional insurance plan through City Insurance Services (CIS). With a move to CIS premiums would be kept flat for 18 months with the same benefits, but a change to the standard plan after 18 months would be necessary. The City chose to move from the City's self-funded plan to the CIS plan. The CIS model charges premiums to the City and is a large collective style self-funded plan made up of Cities and Counties throughout Oregon. With collective bargaining agreements in place with Police and Fire during the transition, the benefit offerings for those two groups will remain in place for three years, instead of 18 months.

When the 18-month period expires on January 1, 2020, all City employees, outside of Police and Fire, will be faced with a change in the benefit offerings. The current available CIS plans shift a greater portion of the overall healthcare cost onto the employee, away from the City, at a similar premium rate. The new plans require a higher deductible and employee co-pay, as well as an

increase in the percent of cost the employees pay for the services they receive. The employee premium contribution rates are not forecasted to change in the BN 2019-21 proposed budget as employees will be financially impacted with the above noted plan changes.

With an understanding of the current and future financial conditions, the City Council developed the following goals and service level priorities.

1. Develop current and long-term budgetary resilience
2. Analyze City departments/programs to gain efficiencies, reduce costs and improve services
3. Enhance and improve transparency and communication

The BN 2019/21 Budget, as currently presented, implements these goals and service level recommendations.

Major Expense Category Assumptions

Personnel

As a service organization, the cost of employees has been and continues to be the largest expense category in the budget. It is through employees that the majority of the City services are accomplished.

The BN 2019/21 proposed budget includes no new positions and calculates and includes the full cost of all positions. Knowing the current and future financial challenges faced by the City, several potential new positions were requested that ended up not being included in the budget due to City-wide service level priorities and funding concerns. These positions included a Fire Inspector, Water Utility Worker and Parks Maintenance Technicians.

The BN 2019-21 proposed budget includes the elimination of six positions; two Police Officers, an Administrative Services position, an Administration position, a Court position, and a position in Community Development. These staff reductions further constrain already lean operations in these Departments but are proposed due to the City’s financial situation. The Budget is also balanced under the presumption that three Firefighters are not eliminated but paid through a \$5 increase in the Public Safety Support Fee. More information in regards to cuts can be found in the General Fund Balancing Proposal following the Budget Message.

The BN 2019-21 proposed budget includes the following Cost of Living Adjustments, as included in the collective bargaining agreements.

| | Fiscal Year 2020 | Fiscal Year 2021 |
|-----------------|------------------|------------------|
| Police | 3% | 3% |
| Fire | 2% | 2% |
| IBEW – Electric | 3% | 3% |
| IBEW - Clerical | 2% | 2% |
| Parks | 2.5% | 2.5% |
| Non-Represented | 2% | 2% |
| Laborers | 2% | 2% |

The Budget Message

Below is breakdown of Salary and Wages and Benefits for the City as a whole. The Salary and Wages line items increased 15 percent for the Biennium, or roughly seven percent a year. The number is higher than BN 2017/19 Amended Budget as the amended budget currently does not reflect the additional cost of two Police Officer positions approved by the City Council nor reimbursements for some Fire Overtime that was spent in mutual aid.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|-------------------------------------|----------------------|----------------------|---------------------------------|----------------------------------|------------------|-------------|
| Salaries & Wages | \$35,182,323 | \$37,720,605 | \$41,085,868 | \$43,424,562 | \$5,703,957 | 15% |
| Fringe Benefits | 19,963,748 | 21,412,200 | 26,517,173 | 30,733,779 | 9,321,579 | 44% |
| Total | \$55,146,070 | \$59,132,805 | \$67,603,041 | \$74,158,341 | \$15,025,536 | 25% |

The table below shows the change in total personnel for each department.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | % of Total |
|---------------------------------------|----------------------|----------------------|---------------------------------|----------------------------------|---------------|
| Administration Department | 3,414,934 | 3,796,080 | 4,107,488 | 4,659,503 | 6.3% |
| Administrative Services | 3,084,149 | 3,306,660 | 3,641,586 | 3,886,812 | 5.2% |
| Information Technology | 3,072,534 | 3,173,645 | 3,547,482 | 3,766,140 | 5.1% |
| City Recorder | 415,232 | 420,859 | 325,940 | 297,479 | 0.4% |
| Community Development | 2,817,402 | 2,908,623 | 3,512,675 | 3,677,119 | 5.0% |
| Police Department | 9,038,442 | 9,785,081 | 11,387,521 | 12,455,316 | 16.8% |
| Fire and Rescue Department | 10,109,062 | 10,809,991 | 12,698,160 | 13,655,615 | 18.4% |
| Public Works | 11,918,470 | 12,905,906 | 14,779,336 | 16,629,934 | 22.4% |
| Culture and Recreation | 6,910,531 | 7,434,023 | 8,338,143 | 9,287,135 | 12.5% |
| Electric Funds | 4,365,314 | 4,591,938 | 5,264,710 | 5,843,289 | 7.9% |
| Total | \$55,146,070 | \$59,132,805 | \$67,603,041 | \$74,158,341 | |

As mentioned, the City's contribution to PERS is a major component of the City's overall personnel costs. The PERS contribution rates for each position includes several rates. The rates charge for normal costs, or the cost of that specific employee's retirement, but also a rate for the system's unfunded actuarial liability (UAL Rate). The table on the next page provides the rate breakdown.

| | PERS Tier I/II | Tier I/II Police and Fire | OPSRP | OPSRP Police and Fire |
|----------------------|----------------|---------------------------|--------|-----------------------|
| Normal Cost | 13.24% | 19.49% | 7.21% | 11.84% |
| UAL Rate | 11.81% | 11.81% | 11.81% | 11.81% |
| Combined Rate | 25.05% | 31.30% | 19.02% | 23.65% |

When we separate these items, the City pays far less for current employees' retirement program contributions. The contributions for those employees that have retired is greater due to PERS prior years' overall underfunding of the retirement system. The table below provides a breakdown of the City contributions based on each component of the PERS rate

| Total Wages | Normal Cost | Unfunded Liability | Normal Cost (Average) | Unfunded Liability (Average) | Average PERS Rate |
|--------------|-------------|--------------------|-----------------------|------------------------------|-------------------|
| \$43,424,562 | \$4,982,876 | \$5,269,254 | 11.47% | 12.13% | 23.61% |

Material and Services

The cost of staff comprises the largest portion of the City's budget. In order to carry out City operations, the City must purchase materials and services as well. Consistently required items included in the Materials and Services category include water treatment chemicals, professional services, fuel for vehicles, computer technology and software and the City's 911 dispatch contract, to name a few. All City Departments were diligent in ensuring that their Materials and Services requests remained as close to flat as possible while still maintaining an acceptable level of service.

The major change in the cost of Materials and Services citywide is an increase in internal charges for Citywide Overhead, which is primarily contained in the Central Service Fund and with Equipment Replacement charges. The Insurance line items include the increase cost of the premium payments for health insurance. Departments pay into the Health Benefits fund and the Health Benefits Fund pays the actual premium bill for the insurance. Material and Services include several areas that, due to governmental accounting requirements, result in being accounted for twice in the budget. This creates an inflated budget total compared to actual expenditures. Health insurance is one of these areas, as is property and liability insurance. The cost of the insurance is allocated to departments under internal charges and fees and then the insurance premiums are paid from the insurance fund.

The Budget Message

The chart below shows the Material and Services by Departments.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|--|----------------------|----------------------|---------------------------------|----------------------------------|------------------|-------------|
| Supplies | \$2,492,561 | \$2,570,817 | \$3,044,324 | \$2,523,448 | (\$520,876) | -17% |
| Rental, Repair, Maintenance | 6,428,260 | 7,492,412 | 9,546,882 | 10,347,914 | \$801,032 | 8% |
| Communications | 836,252 | 860,459 | 1,046,289 | 1,150,291 | \$104,002 | 10% |
| Contractual Services | 15,841,885 | 17,758,650 | 23,061,829 | 20,384,758 | (\$2,677,071) | -12% |
| Internal Charges & Fees | 22,330,201 | 23,958,782 | 25,263,737 | 29,352,021 | \$4,088,284 | 16% |
| Other Purchased Svcs | 15,475,638 | 16,483,778 | 18,739,019 | 19,719,843 | \$980,824 | 5% |
| Franchise | 4,202,318 | 4,682,638 | 5,408,821 | 5,729,492 | \$320,671 | 6% |
| Insurance | 9,397,413 | 11,088,914 | 12,705,725 | 14,466,203 | \$1,760,478 | 14% |
| Commission | 24,730 | 19,528 | 28,642 | 17,742 | (\$10,900) | -38% |
| Grants | 1,826,078 | 1,989,748 | 2,259,745 | 2,178,049 | (\$81,696) | -4% |
| Programs | 1,298,668 | 1,320,760 | 1,572,254 | 1,629,442 | \$57,188 | 4% |
| Total | \$80,154,004 | \$88,226,487 | \$102,677,267 | \$107,499,203 | \$4,821,936 | 5% |

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|-----------------------------------|----------------------|----------------------|---------------------------------|----------------------------------|------------------|-------------|
| Administration | 13,167,613 | 14,116,701 | 16,700,110 | 17,387,246 | 687,136 | 4% |
| Admin Services | 11,416,962 | 13,328,488 | 14,194,848 | 14,889,600 | 694,752 | 5% |
| Information Technology | 3,143,730 | 3,093,900 | 3,387,388 | 3,370,933 | -16,455 | 0% |
| City Recorder | 453,523 | 563,667 | 83,092 | 78,370 | -4,722 | -6% |
| Community Development | 1,646,598 | 1,707,544 | 2,347,065 | 2,506,690 | 159,625 | 7% |
| Police | 3,251,980 | 3,671,795 | 3,870,604 | 4,434,571 | 563,967 | 15% |
| Fire and Rescue | 3,930,269 | 4,386,167 | 7,168,122 | 5,889,435 | -1,278,687 | -18% |
| Public Works | 17,085,773 | 19,641,258 | 24,385,017 | 26,466,010 | 2,080,993 | 9% |
| Culture and Recreation | 4,069,727 | 4,471,796 | 4,788,041 | 4,655,913 | -132,128 | -3% |
| Electric Funds | 21,987,828 | 23,245,211 | 25,752,980 | 27,820,435 | 2,067,455 | 8% |
| Total | \$80,154,004 | \$88,226,487 | \$102,677,267 | \$107,499,203 | \$4,821,936 | 5% |

Materials and Services also includes internal service charges. The City charges all departments, and funds, an equitable amount for Citywide Overhead, Equipment Replacement, Fleet Maintenance, Facilities Use, and Insurance. The City completed a Cost Allocation analysis to

ensure a fair and equitable allocation of all Central Service (Citywide Overhead) charges. The City last year completed a comprehensive Cost Allocation Plan update in 2010. The new methodology ensures that the City is not overcharging for services to Departments. The new methodology showed the City has overcharged the enterprise funds for the last ten years and the new plan correctly identifies the usage of Central Services. With the changes to the Cost Allocation Plan affecting Departments differently, the City plans to implement the full plan over the next two biennium budget cycles to provide a more gradual impact on each department's individual budgets. A summary of the changes can be found below:

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|------------------------------|----------------------|----------------------|---------------------------------|----------------------------------|------------------|-------------|
| Central Svc | \$12,028,530 | \$12,949,788 | \$13,570,242 | \$16,631,969 | \$3,061,727 | 23% |
| Equip Replacement | 1,926,887 | 2,424,010 | 2,420,718 | 3,044,594 | 623,876 | 26% |
| Total | \$13,955,417 | \$15,373,798 | \$15,990,960 | \$19,676,563 | \$3,685,603 | 23% |

And the changes by fund:

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|------------------------------------|----------------------|----------------------|---------------------------------|----------------------------------|------------------|-------------|
| General | 2,577,840 | 2,795,600 | 2,870,052 | 3,538,208 | 668,156 | 23% |
| Parks General | 727,000 | 727,000 | 766,092 | 1,084,331 | 318,239 | 42% |
| Airport | 41,010 | 0 | 0 | 0 | 0 | - |
| Street | 1,338,010 | 1,453,650 | 1,194,344 | 1,417,754 | 223,410 | 19% |
| Capital Projects | 20,200 | 21,960 | 23,142 | 29,805 | 6,663 | 29% |
| Capital Improvement | 20,200 | 21,960 | 23,142 | 29,805 | 6,663 | 29% |
| Electric | 2,284,560 | 2,483,093 | 2,616,610 | 2,819,363 | 202,753 | 8% |
| Stormwater | 0 | 0 | 337,470 | 572,617 | 235,147 | 70% |
| Ashland Fiber Net (AFN) | 856,100 | 930,500 | 980,534 | 960,553 | -19,981 | -2% |
| Wastewater | 1,826,320 | 1,984,990 | 2,091,724 | 2,200,484 | 108,760 | 5% |
| Water | 1,957,490 | 2,122,495 | 2,236,624 | 3,215,722 | 979,098 | 44% |
| Internal Service | 400,000 | 430,500 | 453,650 | 793,133 | 339,483 | 75% |
| Equipment | 350,000 | 376,690 | 396,946 | 636,706 | 239,760 | 60% |
| Insurance Service | 50,000 | 53,810 | 56,704 | 156,426 | 99,722 | 176% |
| Total | \$12,028,530 | \$12,949,788 | \$13,570,242 | \$16,631,969 | \$3,061,727 | 23% |

*Airport is charged Central Services as grants are received. Their charge is in a different line item at \$111,488

Proper and equitable funding of Central Services became a priority focus in fiscal year 2018-19. In order to balance the BN 2017-19 Budget, the City transferred \$1.7 million of one time facilities reserve money into Central Services to cover the accumulated under-charging to many Departments. The purpose of this transfer was twofold: 1) to fill a negative fund balance in Central Services; and 2) to ensure no operational impacts/service level reductions to the General Fund.

The Budget Message

With a very lean existing citywide overhead structure, the City remains limited in its options to reduce costs without noticeable impacts to current service levels. The vast majority of the Central Services Fund budget remains mission critical and reduction would harm overall citywide operations. The elimination of positions, and the new methodology to fund Central Services develops a sustainable system to fund Central Service in the BN 2019-21 and into the future.

Capital

The City completed a 20-year Capital Improvement Plan approved by the Council in March, 2019. The proposed budget document includes only the BN 19-21 component of the overall 20-year plan. Each project is provided within the fund that it is associated with. The overall capital budget decreases significantly in the BN 2019-21 proposed budget primarily due to a philosophical change in budgeting methodology for capital projects. The BN 2019-21 proposed budget reflects only the actual expenditures the City plans to expend within that budget timeframe, rather than the entire project cost. A more detailed discussion of the projects can be found in the Capital Improvement Plan section of this budget.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|--------------|----------------------|----------------------|---------------------------------|----------------------------------|-----------------------|-------------|
| Land | \$5,303 | \$358,529 | \$0 | \$150,000 | \$150,000 | - |
| Equipment | 3,223,599 | 2,995,931 | 3,687,905 | 5,094,000 | 1,406,095 | 38% |
| Improvements | 11,236,057 | 8,204,262 | 65,342,662 | 52,304,425 | -13,038,237 | -20% |
| Total | \$14,464,959 | \$11,558,722 | \$69,030,567 | \$57,548,425 | (\$11,482,142) | -17% |

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|--------------|----------------------|----------------------|---------------------------------|----------------------------------|-----------------------|-------------|
| Land | \$5,303 | \$358,529 | \$0 | \$150,000 | \$150,000 | - |
| Equipment | 3,223,599 | 2,995,931 | 3,687,905 | 5,094,000 | 1,406,095 | 38% |
| Improvements | 11,236,057 | 8,204,262 | 65,342,662 | 52,304,425 | -13,038,237 | -20% |
| Total | \$14,464,959 | \$11,558,722 | \$69,030,567 | \$57,548,425 | (\$11,482,142) | -17% |

Debt

The City utilizes debt to pay for most major capital projects. The BN 2019-21 proposed budget continues to meet the City's annual repayment obligations.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|---------------------|-------------------------|-------------------------|---------------------------------|----------------------------------|----------------------|-------------|
| Debt - Interest | \$2,219,879 | \$1,932,301 | \$1,796,941 | \$1,134,553 | (\$662,388) | -37% |
| Debt - Principal | 7,000,657 | 6,753,704 | 8,447,860 | 7,813,001 | (634,859) | -8% |
| Total | \$9,220,536 | \$8,686,005 | \$10,244,801 | \$8,947,554 | (\$1,297,247) | -13% |

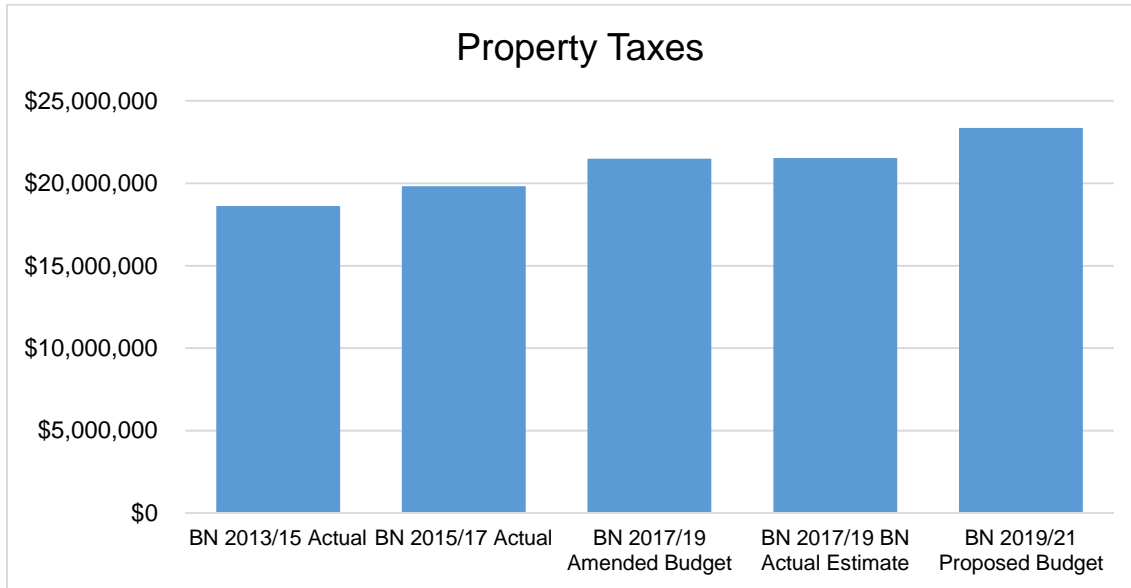
Major Revenue Assumptions

General Fund:

Property Tax

Property Taxes are the largest revenue source for the General Fund. The City portion of the overall property tax rate for properties within the City Limits is 4.2422 per \$1,000 of assessed valuation. In addition, the citizens of Ashland also passed two General Operating Levies to fund Fire Station No. 1 and No. 2 in the amount of \$0.1895 (FY19 Rate) per \$1,000 of assessed valuation for a total City of Ashland Property Tax Rate of \$4.4317.

Assessed property valuation can only increase a maximum of 3.5 percent per year, per State law. The City has experienced a larger than 3.5 percent assessed valuation growth over the last several years due to added tax assessments from new construction and major remodels. The BN 2019-21 proposed budget forecasts a four percent assessed valuation growth, and a collection rate of 95 percent which are both consistent with the past several years' actual results.



Historically the City has provided the Parks and Recreation Commission an equivalent of \$2.09 per \$1,000 of assessed valuation as a contribution from the General Fund. The current budget reduces the contribution from property tax revenue to Parks by over \$750,482. The new contribution to Parks is equivalent to \$1.89 per \$1,000 of assessed valuation. Recognizing the current economic condition, the Parks and Recreation Commission has recommended that a portion of the Park Commission component of the Food and Beverage Tax revenues be transferred in the Parks General Fund to fund parks maintenance, rather than its historical use for parkland/open space land acquisition for this budget cycle.

Transient Occupancy Tax

The City of Ashland receives just under \$3 million in Transient Occupancy Tax (TOT) collections annually. By State law, the TOT collections yield a combination of restricted and unrestricted

The Budget Message

funds. On an aggregate level, 70% of the tax collected remains unrestricted and funds General Fund operations.

The majority of the City's TOT revenue is generated during the peak tourism months, May through September. With the impacts of wildfire smoke the City experienced a five percent decrease in TOT collections last year. With the unpredictability of summer smoke events, the BN 2019/21 proposed budget forecasts no increase in TOT collections over the current projected FY 2019 estimate. TOT remains a closely monitored revenue source. If tax collections exceed the budget, the City has the ability to revisit options to utilize the increased revenue.

Franchise Fees

The City charges all utilities for use of the City's rights-of-way. These fees are called Franchise Fees. The current franchise fee amounts are:

| | Rate |
|----------------------------|------|
| City of Ashland Electric | 10% |
| City of Ashland Water | 8% |
| City of Ashland Wastewater | 8% |
| Ashland HomeNet | 2% |
| Avista | 7% |
| Charter | 5% |

The revenue collected through the Franchise Fees are dependent on the total revenue from each utility, typically meaning that the more consumption of the product (water, electricity, natural gas, etc.) the more franchise tax revenue is received.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | Dollar Change | % Change |
|---------------------------|-------------------------|-------------------------|------------------------------------|-------------------------------------|------------------|-------------|
| Charter Franchise | \$212,878 | \$218,976 | \$190,000 | \$195,738 | \$5,738 | 3% |
| Ashland Home Net | 55,831 | 55,210 | 55,000 | 55,828 | 828 | 2% |
| Electric Utility | 2,763,095 | 2,961,262 | 3,250,220 | 3,464,132 | 213,912 | 7% |
| Natural Gas | 599,780 | 629,226 | 650,000 | 679,543 | 29,543 | 5% |
| Sanitary Service | 360,795 | 377,015 | 378,000 | 403,104 | 25,104 | 7% |
| Telecommunication | 248,581 | 227,861 | 270,000 | 216,000 | -54,000 | -20% |
| Water Utility | 729,999 | 865,659 | 1,260,560 | 1,357,920 | 97,360 | 8% |
| Wastewater Utility | 709,765 | 856,285 | 948,250 | 907,440 | -40,810 | -4% |
| Total | \$5,680,725 | \$6,191,493 | \$7,002,030 | \$7,279,704 | \$277,674 | 4% |

Charges for Services

The City charges customers for the use of various City services and the charges are then used to cover the cost of the service. These charges include both those that are used by the citizens of Ashland like Electricity and Water, to those that are used by staff like the health benefits fund. The assumption used to calculate charges for service is the amount that has been historically collected. Below is a breakdown of charges for service by fund.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2017/19 BN Actual Estimate | BN 2019/21 Proposed Budget | % Change |
|--|----------------------|----------------------|---------------------------------|-------------------------------------|----------------------------------|-------------|
| General | 3,148,841 | 3,330,630 | 3,327,000 | 3,339,221 | 3,178,001 | -5% |
| Parks | | | | | | |
| General | 10,577,274 | 11,383,389 | 12,782,600 | 12,263,761 | 13,124,375 | 7% |
| Airport | 274,193 | 271,528 | 270,000 | 311,795 | 322,000 | 3% |
| Street | 4,341,732 | 4,722,618 | 3,345,895 | 3,431,501 | 3,504,000 | 2% |
| Capital Improvement | 2,082,508 | 2,054,237 | 2,397,440 | 2,405,614 | 2,085,340 | -13% |
| Parks Capital Improvement | 23,120 | 2,292,678 | 0 | 0 | 0 | - |
| Debt Service | 2,440,676 | 2,448,965 | 2,308,600 | 2,308,600 | 2,308,600 | 0% |
| Electric | 27,489,265 | 29,514,634 | 32,502,241 | 32,428,595 | 34,641,320 | 7% |
| Stormwater | 0 | 0 | 1,470,000 | 1,476,928 | 1,640,000 | 11% |
| Ashland Fiber Net (AFN) | 3,889,563 | 4,105,254 | 4,335,155 | 4,585,251 | 4,836,906 | 5% |
| Wastewater | 9,016,624 | 10,807,733 | 12,052,000 | 12,366,726 | 11,543,000 | -7% |
| Water | 12,675,000 | 14,854,523 | 16,074,482 | 18,362,955 | 17,174,000 | -6% |
| Central Service | 12,403,057 | 13,621,292 | 14,235,498 | 14,036,157 | 17,221,969 | 23% |
| Equipment | 3,651,847 | 4,254,517 | 4,288,460 | 4,359,265 | 5,028,342 | 15% |
| Health Benefits | 8,158,032 | 9,970,841 | 11,852,537 | 12,025,511 | 13,053,921 | 9% |
| Insurance Service | 1,480,865 | 1,486,002 | 1,560,000 | 1,403,160 | 1,425,888 | 2% |
| Parks Equipment | 0 | 455,000 | 425,000 | 455,000 | 304,200 | -33% |
| Cemetery Trust | 47,767 | 31,691 | 50,000 | 30,269 | 50,000 | 65% |
| Total | \$101,700,365 | \$115,605,533 | \$123,276,908 | \$125,590,309 | \$131,441,862 | 5% |

The Budget Message

The Proposed Budget includes several assumptions in regards to enterprise fund rate increases. A summary of the changes can be found below.

| | Change |
|------------|--------|
| Electric | 3.65% |
| Water | 4% |
| Wastewater | 4% |
| Streets | 3% |
| Stormwater | 3% |

Food and Beverage Tax

The City collects a five percent tax on prepared food and non-alcoholic beverages. The tax is restricted for specific purposes. Through 2023, the first item paid with the tax is the Wastewater Treatment Plant Debt. The remainder is then split between Streets and Parks Open Space Acquisition and Parks Maintenance with a small percentage being used for administration of the program. The BN 2019-21 proposed budget forecasts a three percent annual increase in Food and Beverage revenue. The forecast will be watched carefully. As the revenue for the tax is utilized for non-operating expenses, a reduction in collections means that long term capital improvement projects will need to be re-evaluated.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget |
|--------------------------------------|-------------------------|-------------------------|---------------------------------|----------------------------------|
| Streets Fund | \$0 | \$255,202 | \$1,126,100 | \$1,438,000 |
| Parks Capital Improvement | 1,082,877 | 1,273,537 | 1,484,690 | 1,513,800 |
| Wastewater Fund | 3,972,266 | 4,264,737 | 3,209,200 | 3,250,000 |
| Central Services | 101,332 | 118,233 | 118,775 | 121,100 |
| Total | \$5,156,475 | \$5,911,709 | \$5,938,765 | \$6,322,900 |

New Budget Layout

The City of Ashland is committed to providing the most understandable and easily accessible budget for everyone's use. A budget serves many purposes. It is a communications document, a financial plan, a policy document and an operational plan. The City's previous budget documents, although receiving the GFOA award for Budget Excellence were not fulfilling these goals. Additionally, creating the proposed and final budget books was a time-consuming process that yielded little benefit for Council, the Budget Committee and the public.

With new tools, the City of Ashland can provide all interested readers a budget that provides a better understanding of the City's current financial situation and an overview of its operations.

The new budget layout provides more information than previous budget documents and strives for an improved reading experience. The budget book provides a level of detail that can answer almost any question. The new layout also expands on the narrative around what the numbers mean and why they are changing.

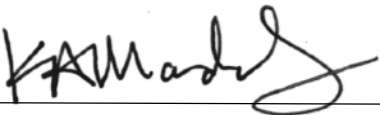
In conjunction with the new budget book layout is the creation of a new online budget format. The City of Ashland has made the commitment to provide a fully integrated and fully interactive budget. The online platform provides all the information that was previously provided, but expands upon the level of detail that was not possible under the old printed, "Budget Book" format.

The online format provides a launching pad to endless amounts of data that are directly tied to the City's financial accounting system. The physical budget book references many different Master Plans and other items of interest but cannot provide easy access to them. For example, with the new online budget format, the City can reference the Master Plans and provide a link to the entire Master Plan.


Another major improvement to the budget document is ongoing budget compliance and communication with Ashland citizens. With the fully integrated budget document, the City can create reports showing real-time actual expenditures versus the adopted budget.

Conclusion

The BN 2019/21 proposed budget incorporates the theme of setting the City of Ashland on a path to long term financial sustainability. The BN 2019/21 proposed budget represents a challenging budget to balance with tough decisions to be made to ensure that the City of Ashland maintains and continues the superior level of service provided to the residents of Ashland.



Kelly Madding, City Administrator



Mark Welch, Administrative Services &
Finance Director, Budget Officer



THE BUDGET IN BRIEF:

The City of Ashland strives to deliver services essential to the community and that enhance quality of life. This document provides information to the Ashland community about where the money to finance the city comes from and how that money is spent.

Ashland revenue is primarily collected from fees paid for services. Two-year comparisons of budgeted resources and uses follow.

What do I get for my money?

Below are major revenue sources that citizens and visitors often ask about.

Property Tax generates approximately \$24.3 million for the City. It is used to pay for expenses found in the General Fund such as police and fire, for some of the City's principal and interest on debt and for expenses in providing parks and recreation. Voter approved levies have been used in the past for youth activities and a levy is included in this budget to assist in the operation of the library on an interim basis. Property owners within the Ashland city limits pay \$4.4640 per \$1,000 of assessed value.

Transient Occupancy Tax (TOT) also referred to as the hotel/motel tax generates approximately \$6.6 million and is used for three purposes: Economic and Cultural Development, tourism development and the remainder for general expenses in the General Fund such as police and fire. The Hotel/Motel rate in Ashland is currently ten percent (10%). The hotel/motel keeps five percent (5%) of the money collected as payment for processing.

Prepared Food and Beverage Tax (F&B) also referred to as the meals tax generates approximately \$6.4 million. Fifty-five percent (55%) of the revenue is used for annual debt service on the wastewater treatment plant that was completed in 2003. Twenty-five percent (25%) of the tax is used for City Parks to purchase open space, plan, develop, repair and rehabilitate. The other twenty percent (20%) is used for street maintenance and reconstruction. The tax rate is five percent (5%) on most meals and non-alcohol beverages served or catered. In effect, the proceeds help keep sewer rates low and funds park expansion. This tax ends in December 2030.

Electric Utility Users Tax generates approximately \$7.5 million and is used to pay for expenses associated with the General Fund, such as police and fire. This tax is included in utility bills and is approximately twenty-five percent (25%) of the total electric charges on the bill.

Charges for Services generate approximately \$68.3 million and pay for the water, wastewater, electric and high-speed data services provided to residential, commercial and governmental properties. In general, the revenue generated is based on the base cost to provide the service and normally includes a charge that represents level of service used.

Utility Fees generate approximately \$4.7 million and are used to pay for operational and construction needs for transportation (streets, sidewalks, bicycle lanes, handicap access, etc.) and for storm drains (line maintenance, open ditches, sediment pond cleaning, etc.)

The Budget in Brief

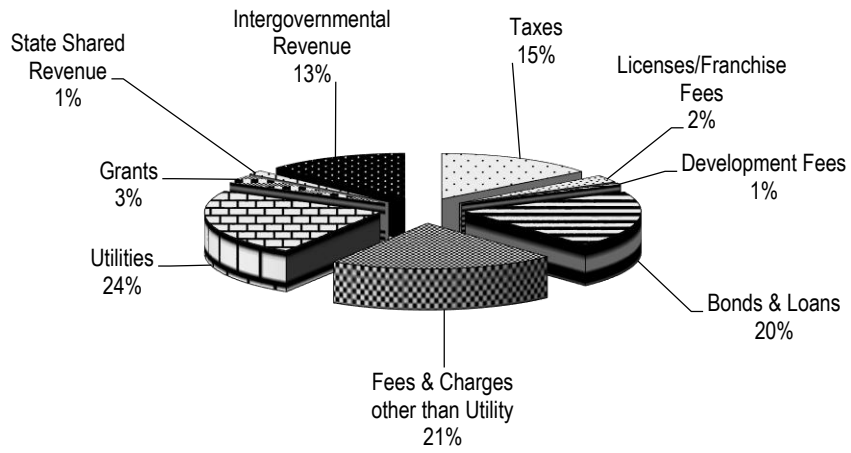
Miscellaneous Licenses, Permits and other Fees and Charges (excluding interest earning transfers & internal payments) generate approximately \$11.3 million and are used to pay for the cost of non-utility services provided such as ambulance transport, building inspections, recreation, construction services, parking, cemetery services, etc., across fund

Note: All rates and amounts shown are current and subject to change during the year or by Council action. Examples of service levels and outcomes can be found throughout the Capital Improvement and Departmental sections of this document.

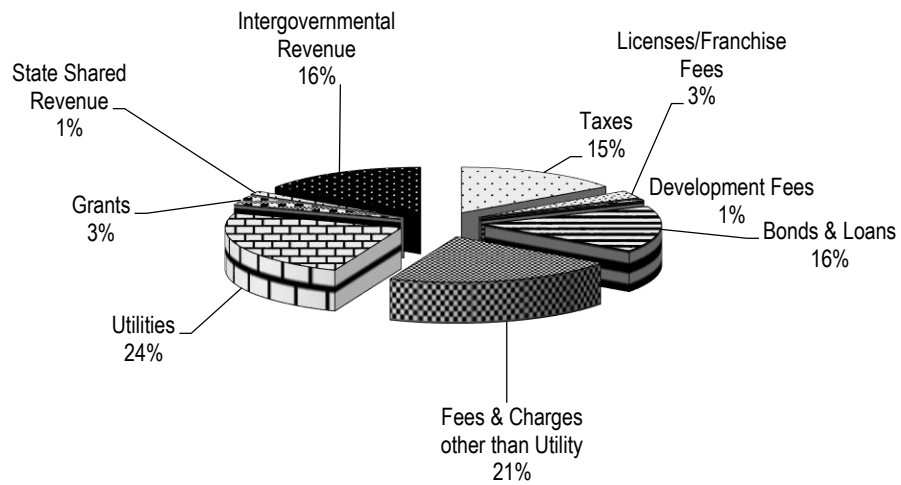
WHERE THE MONEY COMES FROM

| | Amended BN 2017-19 | Adopted BN 2019-21 |
|--|-------------------------------|-------------------------------|
| Taxes | | |
| Property (Current) | \$ 22,449,940 | 24,276,338 |
| Property (Prior) | 790,000 | 676,116 |
| Food & Beverage | 5,980,765 | 6,371,900 |
| Hotel/Motel | 5,880,900 | 6,585,502 |
| Utility Users Tax | 6,890,470 | 7,452,272 |
| Marijuana Tax | 200,000 | 440,000 |
| Water charge for AFR | 350,000 | 755,396 |
| | <u>42,542,075</u> | <u>46,557,524</u> |
| Licenses/Franchise Fees | | |
| License | 498,700 | 501,000 |
| Franchises | 7,182,730 | 7,699,704 |
| | <u>7,681,430</u> | <u>8,200,704</u> |
| Development Fees | | |
| Permits | 1,990,300 | 2,005,300 |
| Bonds & Loans | | |
| Capital Improvement Projects | 3,250,000 | |
| Bond & Bank loan proceeds | 52,836,312 | 49,405,124 |
| Interfund Loan | 2,100,000 | - |
| | <u>58,186,312</u> | <u>49,405,124</u> |
| Fees & Charges other than Utility | | |
| Finance | 18,498 | 20,000 |
| Administration | 120,000 | 120,000 |
| Police | 215,000 | 215,000 |
| Court | 391,000 | 391,000 |
| Fire & Rescue | 2,568,000 | 2,552,001 |
| City Recorder | 25,500 | 26,000 |
| Cemetery | 113,000 | 113,000 |
| Planning & Building | 600,000 | 660,000 |
| Public Works / RVTD | 1,992,248 | 2,040,000 |
| Electric | 487,534 | 523,420 |
| Parks & Recreation | 13,207,600 | 13,233,375 |
| Technology Payment | 2,308,600 | 2,308,600 |
| Internal Service | 31,615,189 | 35,110,772 |
| SDC's | 731,500 | 680,000 |
| Interest on Investments | 459,850 | 1,561,317 |
| Fines | 857,900 | 1,210,800 |
| Special Assessment Payments | 60,000 | 60,000 |
| Miscellaneous Income | 1,620,065 | 2,136,675 |
| Transfers | 3,207,791 | 2,074,828 |
| | <u>60,599,275</u> | <u>65,036,788</u> |
| Utilities | | |
| Wastewater | 11,852,000 | 11,343,000 |
| Storm Water | 1,390,000 | 1,560,000 |
| Street | 3,195,895 | 3,270,000 |
| Electric | 32,014,707 | 35,091,320 |
| Telecommunications | 4,335,155 | 4,836,906 |
| Water | 15,874,482 | 16,974,000 |
| | <u>68,662,239</u> | <u>73,075,226</u> |
| Grants | | |
| | <u>8,083,304</u> | <u>9,572,356</u> |
| State Shared Revenue | | |
| Cigarette Tax | 47,450 | 46,400 |
| Liquor Tax | 703,210 | 609,337 |
| Gas Tax | 3,580,320 | 3,234,000 |
| | <u>4,330,980</u> | <u>3,889,737</u> |
| Carryover From Prior Year | | |
| | <u>37,969,780</u> | <u>47,209,387</u> |
| Total Resources | <u>\$ 290,045,697</u> | <u>\$ 304,952,146</u> |

BN 2017-19 Amended



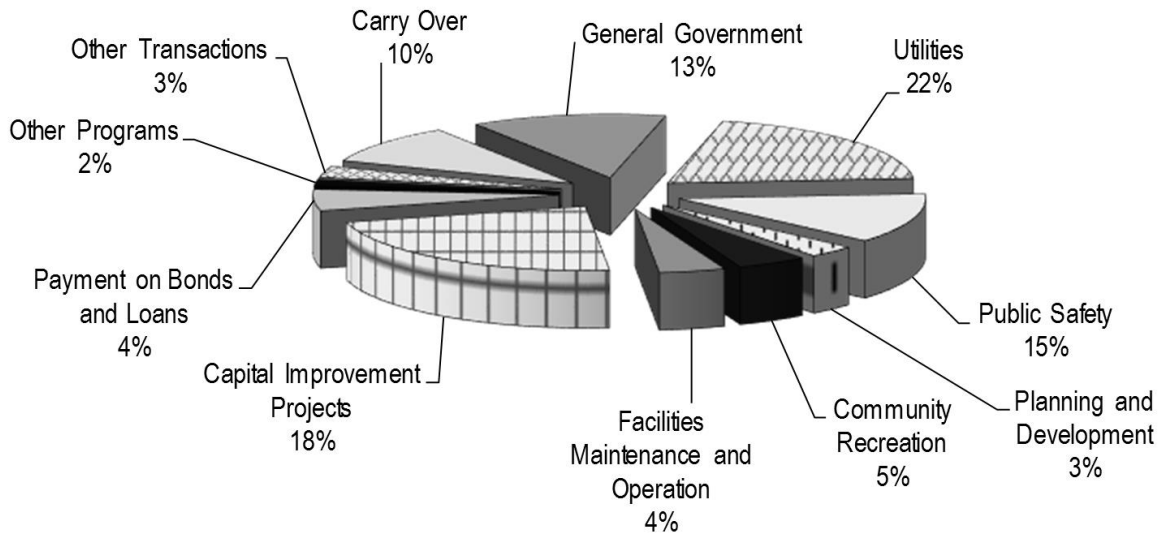
BN 2019-21 Adopted



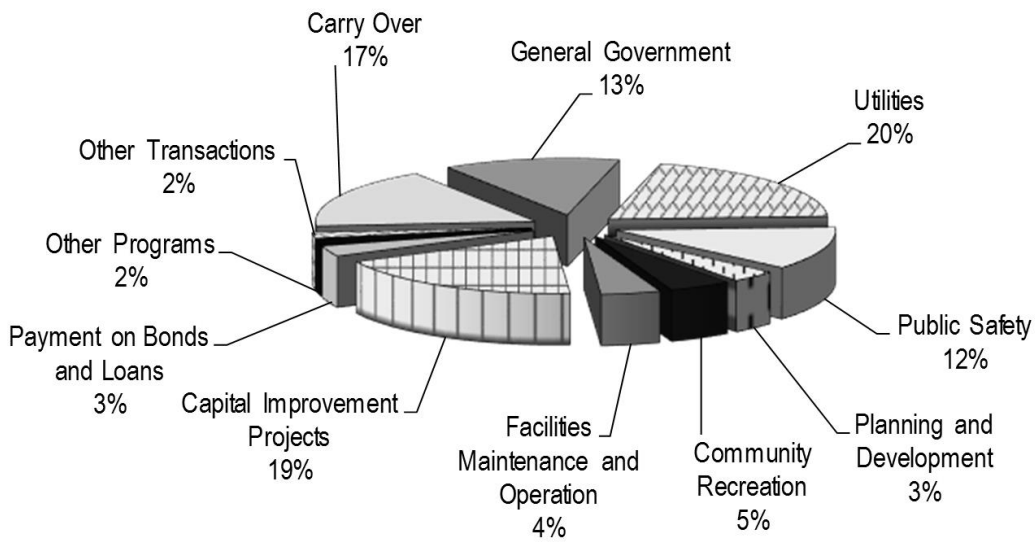
WHERE THE MONEY GOES

| | Amended BN 2017-19 | Adopted BN 2019-21 |
|---|-----------------------|-----------------------|
| General Government | | |
| Mayor, Council, City Recorder | \$ 883,043 | \$ 781,623 |
| Administration | 2,802,663 | 2,404,359 |
| Legal Services | 1,026,146 | 1,233,736 |
| Human Resources | 902,606 | 869,953 |
| Finance & Accounting | 5,218,544 | 5,777,867 |
| Parks Contracted Services | 10,601,400 | 10,783,800 |
| Insurance Services | 293,160 | 2,082,012 |
| Information Services | 2,768,775 | 2,956,167 |
| Health Insurance | 12,607,301 | 12,732,303 |
| | <u>37,103,638</u> | <u>39,621,820</u> |
| Utilities | | |
| Electric | 33,100,290 | 33,663,724 |
| Water | 9,466,438 | 11,684,310 |
| Wastewater | 10,205,023 | 10,521,850 |
| AFN | 4,276,095 | 4,420,905 |
| Storm water Collection | 1,559,713 | 1,834,482 |
| | <u>58,607,559</u> | <u>62,125,271</u> |
| Public Safety | | |
| Police Protection | 15,588,125 | 16,719,886 |
| Fire Protection | 15,904,096 | 16,521,389 |
| Wildfire Protection | 4,116,074 | 2,633,236 |
| Municipal Court | 1,039,095 | 1,406,655 |
| | <u>36,647,390</u> | <u>37,281,166</u> |
| Planning and Development | | |
| Planning | 3,291,729 | 3,268,119 |
| Housing | 366,351 | 266,471 |
| Building Inspections | 1,479,935 | 1,677,657 |
| Engineering Services | 3,747,762 | 5,008,021 |
| | <u>8,885,777</u> | <u>10,220,268</u> |
| Community Recreation | | |
| Parks Operation & Administration | 8,648,851 | 9,795,214 |
| Recreation Programs & City Band | 3,465,775 | 3,090,716 |
| Golf Course | 1,163,100 | 1,195,850 |
| | <u>13,277,726</u> | <u>14,081,780</u> |
| Facilities Maintenance and Operation | | |
| Roadways & Bikeways | 6,009,726 | 6,132,112 |
| Equipment Maintenance | 3,176,472 | 3,715,299 |
| Buildings, Grounds, Airport | 2,547,380 | 2,516,116 |
| Cemeteries | 821,778 | 955,095 |
| | <u>12,555,356</u> | <u>13,318,622</u> |
| Capital Improvement Projects | | |
| Construction and Internal Projects | 61,716,150 | 52,334,425 |
| Equipment | 3,682,905 | 5,094,000 |
| | <u>65,399,055</u> | <u>57,428,425</u> |
| Payment on Bonds and Loans | | |
| Infrastructure Improvements | 15,589,760 | 8,947,554 |
| Land Acquisition | - | 150,000 |
| | <u>15,589,760</u> | <u>9,097,554</u> |
| Other Programs | | |
| Economic and Cultural Development Grants | 1,601,300 | 1,449,488 |
| Social Services Grants | 268,001 | 268,000 |
| Community Development Grants | 453,785 | 456,099 |
| Conservation | 2,325,778 | 2,409,414 |
| | <u>4,648,864</u> | <u>4,583,001</u> |
| Other Transactions | | |
| Interfund Loans | 1,525,000 | - |
| Operating Transfers to Other Funds | 3,815,634 | 2,074,828 |
| Contingencies | 2,997,542 | 2,834,118 |
| | <u>8,338,176</u> | <u>4,908,946</u> |
| Carry Over | <u>28,992,396</u> | <u>52,285,293</u> |
| Total Requirements | <u>\$ 290,045,697</u> | <u>\$ 304,952,146</u> |

BN 2017-19 Amended



BN 2019-21 Adopted



Biennium 2019/21 General Fund Budget Balancing Proposal

The City of Ashland is entering the Biennium (BN) 2019/21 Budget facing a structural deficit, and additionally facing uncertainty in future revenues relating to the local tourism economy. Similar to all Oregon cities, the City faces increases in the cost of retirement contributions, increased General Fund healthcare costs, inflationary impacts on materials and services, along with contractually obligated employee wage increases. The use of one-time funds to balance the citywide overhead, the Central Services Fund, also contributed to the current scale of the structural deficit.

General Fund Departments were directed to submit their budgets holding Materials and Services flat, meaning no increases compared to the current biennium regardless of the expected cost increases in many of their operating expenses. The Departments were also directed to submit no new position requests, along with no new capital projects with funding from the General Fund.

When revenue assumptions are added to the equation, the result is an anticipated deficit of \$2,050,239 annually. The solution to a balanced budget relies on a combination of expenditure reductions along with proposed revenue enhancements. The choices to be made are not easy, but through a collaborative approach the City anticipates a solution that mitigates service level reductions and financial burden on the community.

With the General Fund consisting of 65% of its expenses in Personnel Services (staffing), the only mechanism to make expenditure reductions involves reductions in positions. The General Fund Balancing Proposal includes a reduction of 5 full-time equivalent positions (FTEs). This would be done with a combination of layoffs permanent elimination of requisitions for currently unfilled positions. The City worked for well over a year to find a sustainable solution to fund and hire four additional Police Officers. Not all of the revenue that was anticipated to be raised materialized, so the elimination of the two open Police Officer requisitions was an appropriate place to begin the reductions. The City hopes to work with the Ashland School District on a partnership to restore the School Resource Officer Position. The other reductions include one position in each of the Community Development, Administration and Administrative Services Departments.

In order to complete the balancing of the General Fund, the Fire Department would expand their staffing windows from a minimum of nine per shift to a minimum of eight per shift. The expansion the staffing window may leave the Fire Department in an unfavorable position to respond to calls depending on call volume and type, but the change would reduce overtime expenditures by \$100,000.

With tourist related revenue not anticipated to grow, property tax revenues must be used to cover increases that are otherwise unable to be mitigated. The City has traditionally

The Budget in Brief

provided the equivalent of \$2.09 per \$1,000 assessed valuation to the Parks Department budget. With the structural deficit, the City would need to limit the Parks Contribution at the previous biennium level, which allows the increased collections revenues to remain in the General Fund. This amounts to a \$262,260 reduction in the contribution Parks would have otherwise received. Not only did Parks not have an increase in their contribution, they also have the same employee cost increases, and funded an additional \$150,000 in Central Service Charges as part of the implementation of the updated citywide cost allocation plan.

These proposed expenditure reductions total \$892,260, reducing the deficit to \$1,157,979.

The balancing proposal also includes several revenue enhancements to maintain critical services. The City operates a Building Division that serves the development and construction sector of the Ashland economy. The City goal is to recover 75% of the operating expenses of this program through building permit fees, but currently only collects 40%. Adjusting the permit fees to achieve the desired cost recovery goal is estimated to generate \$95,000.

When the City dissolved its self-funded health insurance plan, the same level of costing to Departments was maintained, even though the actual cost of the premiums decreased. This was implemented to build a reserve in the Health Benefits Fund to mitigate future premium increases. With a reduction in benefit offerings to all employees, except Police and Fire, the City premiums are decreasing as more cost of the plan are shifted to employee. Police and Fire maintain the current benefit offerings for the remainder of their collectively bargained contract at an increased premium level. Staff proposes to move \$100,000 from the Health Benefits Reserve Fund to mitigate the increased premium charges experienced by the General Fund.

During the BN 2017-19 Budget process, the City transferred \$100,000 per year from the General Fund Local Marijuana funds to the Housing Fund for a grant program. Removal of this restriction does not change the overall revenue to the City, but provides an additional \$100,000 of unrestricted funds annually to the General Fund and is reflected as such in the proposed budget.

In 2015 the City created an Ashland Forest Resiliency (AFR) Fee charged and collected on utility bills to fund Forest Resiliency Projects. These funds were utilized to generate over \$10 million in grants funds from various Federal Funds. Wildfire mitigation and Community Emergency Preparedness remain a top priority for the City, with a renewed urgency due to the wildfire devastation throughout the west in recent years. This proposal increases the AFR fee from \$1.39 to \$3 in order fund the increased cost of the program. The AFR fee increase is not the only potential revenue source for these purposes as the City could increase both the Water and Wastewater Franchise Fees to 10% to match the Electric Utility and generate an additional \$300,000. The impact of the 2% franchise fee would be minimal to utility rates.

When the proposed expenditure reductions are combined with the revenue enhancements, the deficit is reduced to \$660,281. The \$1,320,562 biennium deficit totals roughly half of the BN 2017-19 budget deficit of \$2,509,559. The now proposed \$1.3 million Biennium deficit could be addressed by utilizing General Fund Carryforward money (money appropriated in previous years but not spent). Although the City could utilize Carryforward to balance the budget, the intent of the proposal is to eliminate the structural deficit entirely to ensure that the General Fund has a fund balance to cover unanticipated revenue reductions or expenditure increases.

In 2016, the City added three firefighters to bolster staffing for emergency response call volumes. Prior to the addition of the three firefighters, the Department was operating on a minimum staffing of seven and a maximum staffing level of nine Firefighters per shift for each of the three total shifts. Department analysis demonstrated the optimal staffing level to be nine and in order to reduce overtime to keep the Department at a consistent nine staffing level, hired three additional firefighters. Over the last several years the Department has increased the minimum staffing from seven to nine and the maximum to ten. This new model ensures adequate staffing to respond to typical calls but also allows the Department to increase emergency preparedness in case of a house fire that could ultimately spread to additional structures, or even worse start a widespread wildfire.

This proposal widens the staffing window from nine as the minimum and ten maximum to eight minimum and ten maximum, thus reducing overtime by \$100,000 per year. This change would have a potential service level impact when the minimum eight firefighters are on shift. In order to keep the three additional Firefighters that were added in 2016, the proposal calls for an increase in the Public Safety Support Fee of five dollars (in addition to the existing \$1.50 fee). This new revenue would fund the firefighters in the current budget and the next biennium budget as well. If the Public Safety Support Fee is not approved, the City is left with two primary options. The first is to eliminate the three firefighters and permanently reduce Fire Department staff levels. The other option is to identify a different revenue source, or to utilize carryforward fund balance for the budget and work to identify other options before the next budget.

The proposed balancing options for the General Fund required extensive evaluation of each Department and pose challenges in maintaining service levels expected by the community. To restore the level of service, further analysis of the operations and services provided by each Department would be necessary immediately upon the completion of this current budget process.

Some of the items to be explored in the next year include an analysis of the Ambulance Service and potential options to reduce costs. Other options include increasing the property tax to the City's limit (\$150,000).

There are also long term options that need to be explored and analyzed in the next year. These include an increase of two percent to the Food and Beverage Tax to 7%, with the additional funds generated to be used by the General Fund. It is estimated that this could generate \$1.2 million a year. Another long term solution could be a Local Property Tax Operating Bond Levy to fund programs. The Operating Levy at 50 cents per \$1,000 of assessed valuation would generate approximately \$1.5 million annually. These long term solutions would require more analysis and could potentially replace utility fees in the future, depending on how they are structured.

The General Fund, utilizing all of the revenue and expense within this balancing proposal, improves its net fund position by \$2.5 million for the Biennium and sets the fund up for sustainability over the foreseeable future.



RESOLUTION NO. 2019-02

**A RESOLUTION ADOPTING THE CITY COUNCIL'S 2019-2021
BIENNIAL GOALS**

RECITALS:

- A. WHEREAS, the City Council desired to develop overall city goals to be used in the creation of the 2019-2021 biennial budget;
- B. WHEREAS, the City Council held a listening session, on January 7, 2019 to allow for broad public input on City goals/issues and held two public meetings, on January 18, 2019 and February 1, 2019, focused on developing City Council goals utilizing a facilitator.
- C. WHEREAS, the City Council distinguished between “essential services” and “value services” and ranked essential services as the City’s first priority.
- D. WHEREAS, the City Council defined “essential services” as,

“Fundamental services provided by the City of Ashland without which Ashland would no longer function as a community. The process of allocating City of Ashland resources will ensure that these services meet the needs of Ashland residences.”

- E. WHEREAS, the City Council addressed value services in the following way,

“The City of Ashland currently partners with other local organizations to provide value services, which strengthen the community by helping to address specific challenges. The City of Ashland will continue to leverage its resources to develop and/or enhance its value services. Note that all value services are important.

The list represents the priority Council is placing on these value services as the 2019-2021 biennial budget is prepared, given the progress that has been made to date to address them and the urgency with which they need to be addressed.”

THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

SECTION 1. The 2019-2021 goals set forth below are adopted and will be used during the 2019-2021 biennium to guide the preparation of the 2019-2021 biennial budget and City spending, funding and programming during that same budget period.

SECTION 2. The City Council’s list of essential services includes those services listed as well as the infrastructure associated with them:

- Electric System
- Wastewater System (sewer)
- Street Repair and Maintenance

City of Ashland Council Goals

Drinking Water System
Stormwater System
Fire
Police
Municipal Court
Planning & Building Inspections/Plan Review
Parks Maintenance

SECTION 3. The City Council's list of value services include:

Tier 1:

Emergency Preparedness
Address Climate Change

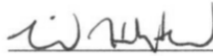
Tier 2:

Reduce Wildfire & Smoke Risk
Economic Development
Housing Needs
Multi-Modal Transportation
Homeless Services
All-Age Friendly Community

Tier 3:

Acquisition of New Parks
Downtown Parking
Water Conservation

This resolution was duly PASSED and ADOPTED this 19th day of March, 2019, and takes effect upon signing by the Mayor.



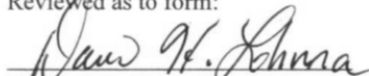
Melissa Huhtala, City Recorder

SIGNED and APPROVED this 20th day of March, 2019.



John Stromberg, Mayor

Reviewed as to form:



David H. Lohman, City Attorney

Resolution No. 2019-02

Page 2 of 2

Ashland Parks and Recreation Commission

**The following 19 goals are the priority goals for the 2019-21 biennium
(July 1, 2019 - June 30, 2021).**

Moving forward from 2018

1. Update Trails and Open Space Comp Plans and continue to purchase land according to the plans
2. Develop parks development standards and guidelines
3. Implement/attain easement and purchase agreements on Ashland Pond property and through the few remaining private properties
4. Design and begin building new East Main Street neighborhood park, including the top priority of the second Ashland dog park
5. Improve public aquatic recreation and competitive options in Ashland consistent with the findings and recommendations of the Pool Ad Hoc Committee and ensure the continuous operation of an adequate recreational pool in Ashland during the summer months, at a minimum until construction begins on a new pool
6. Work collaboratively with Ashland School District to keep Lincoln School playground and fields open to the public.
7. Work with volunteers to explore costs and locations for a pump track and a mountain bike skills park
8. Explore suitable locations and build a pickle ball facility within the APRC system, including the Oak Knoll Golf Course, and implement the installation of up to eight new pickleball courts with consideration for lighting and fencing
9. Install basketball court at Ashland Creek Park in the graveled area with striping for multiple uses, including pickleball
10. Explore fire vulnerability on all APRC lands and if discovered there is a large volume of different mitigation work – Explore a bond for fire suppression
11. Explore the feasibility and community support of a low-angle trail on the east side of Lithia Park (kid-friendly)
12. Work with the Ashland School District to get agreements to use school gyms for recreation leagues or open play for volleyball, basketball and pickleball during non-school times and during smoke events
13. Explore the need for and feasibility of centralized recreation center with the following potential uses for the Center: Covered Field house big enough for full court basketball/indoor soccer that would be multi-purpose to include at least pickleball and bike polo; Maintenance yard; Skateboard Park; Bike Skills Park; Dog Park; Aquatic Center
14. Create a small pocket-neighborhood playground/park in the vicinity of Oak Knoll Club House
15. Explore and implement, as funds allow, capital improvements that would reduce long term maintenance costs with a goal for the improvements to pay for themselves
16. Build Mace Property trail – Connect Oak Street to North Mountain
17. Continue to be part of the solution for realizing an Authentic Japanese Garden in Lithia Park and securing a large donation to accommodate the building and long-term maintenance of the garden

Ashland Parks and Recreation Commission Goals

18. Perform a system wide master plan for APRC and determine the need for an increased SDC fee
19. Complete the Lithia Park Master Planning process and promptly consider and act upon the recommendations where appropriate.

THE BUDGET PROCESS

According to Oregon Law (ORS 294), the City of Ashland must prepare and adopt a balanced budget biennially. In January, meetings are held with department heads, the Mayor, and City Council to set goals and priorities for the upcoming year. In May, a preliminary budget is prepared and presented to the Budget Committee.

A summary of the recommended budget is published in the local newspaper. The City Council holds a public hearing prior to July 1, which may result in further changes. If a change will increase property taxes or increase expenditures within a fund by more than ten percent or \$5,000, whichever is greater, the budget must be referred back to the Budget Committee. The City Council adopts the budget and levies taxes prior to June 30 each year. The adopted budget is filed with the county clerk and State of Oregon, and the Property Tax Levy is certified to the County Assessor by July 15 each year.

The Budget Amendment Process

Oregon Budget Law allows for amendments to the City budget for reasons unforeseen at the time of adoption. The City Council may adopt resolution changes that decrease one existing appropriation and increase another. Certain changes of ten percent or less to any fund require a supplemental budget. Changes over ten percent to any fund require a supplemental budget process similar to the annual budget requiring a public hearing. Further detail may be found in (ORS 294).

The Budget Committee

By law, the Budget Committee is composed of the Mayor, City Councilors, and seven citizen members appointed by the governing board. Committee members:

- Must live in the City of Ashland
- Cannot be officers, agents, or employees of the local government
- Serve four-year, staggered terms so that approximately one-fourth of the terms end each year
- Can be spouses of officers, agents, or employees of the Municipality

The Budget Basis

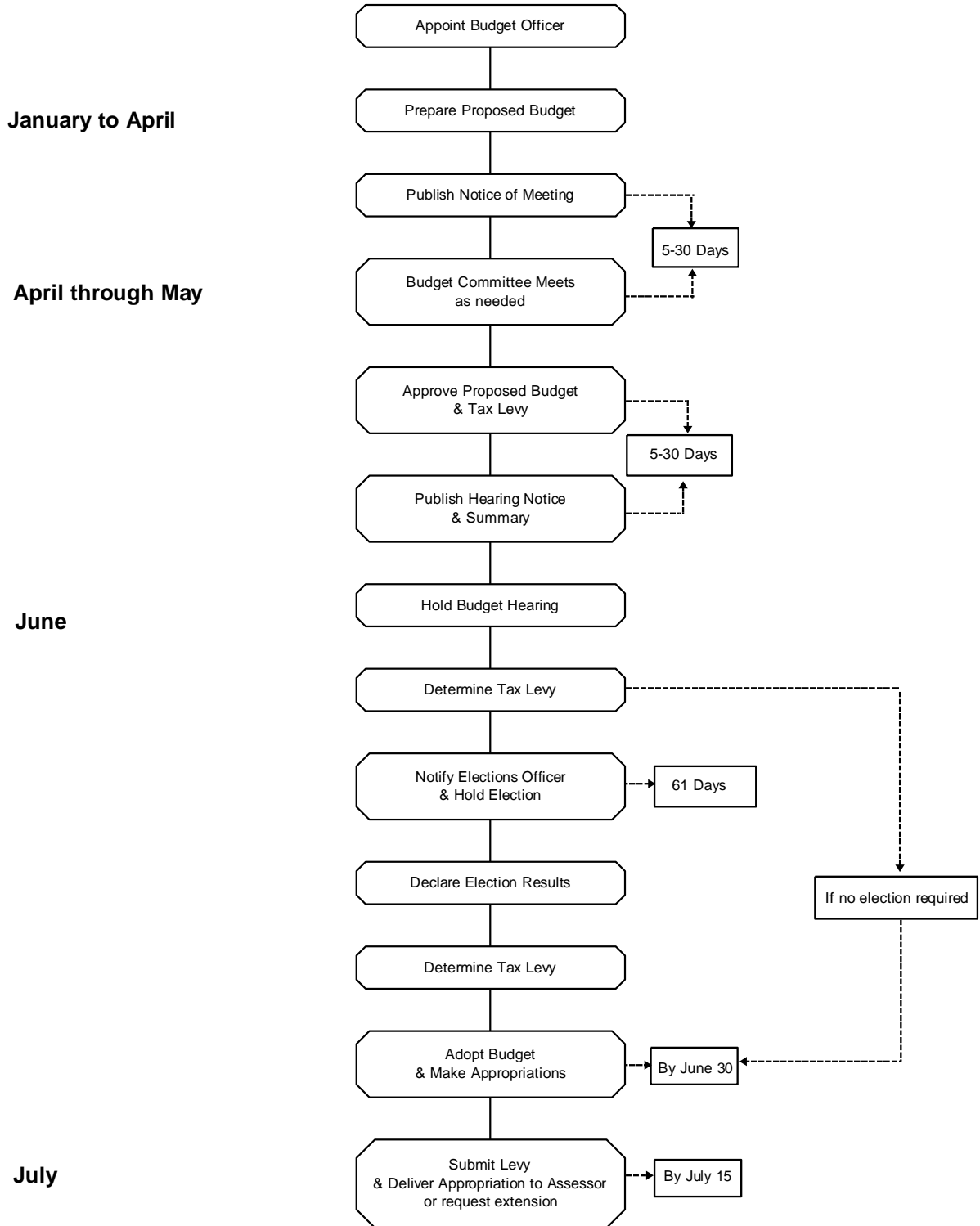
Governmental fund financial statements and enterprise funds are reported (budgetarily) using the current financial resources measurement focus and the modified accrual basis of accounting. The budgetary basis of accounting is the same as Generally Accepted Accounting Principles for governmental funds. Revenues are recognized as soon as they are both measurable and available and are considered to be available when they are collected within the period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when the payment is due. For financial reporting purposes the enterprise funds are converted from the modified accrual basis to the accrual basis of accounting, but the budgetary enterprise statements are reported with the modified accrual basis of accounting.

The Budget Process

The City of Ashland manages its finances according to generally accepted accounting principles (GAAP). During the year, expenditures and revenues are closely monitored to ensure compliance with the adopted budget and state law. Monthly budget comparisons are distributed to management. Quarterly financial reports, prepared on the budgetary basis of accounting, are distributed to the Budget Committee, the Audit Committee, and the general public. Annually, an audit is performed and filed with the State of Oregon by an independent certified public accountant. The City of Ashland publishes an annual financial report that documents the City's budgetary performance and the financial health of the City. This report compares budgeted to actual revenues and expenditures, thus documenting the City's budgetary compliance.

The Biennial Process

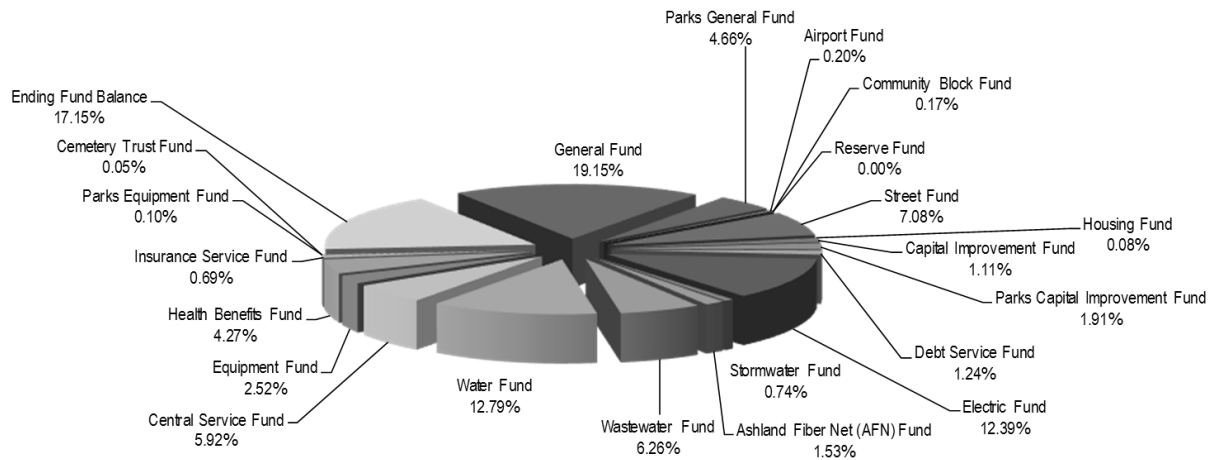
All provisions remain the same for both fiscal year (12-month) and biennial (24-month) budgets except the length of the budget period & committee terms.



Requirements by Fund

| Requirements by Fund | | | | | |
|--------------------------------|-----------------------|-----------------------|------------------------------|-------------------------------|------------------------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
| General Fund | \$ 42,769,930 | \$ 47,145,264 | \$ 57,388,213 | \$ 59,112,716 | \$ 58,391,562 |
| Parks General Fund | 11,929,311 | 11,771,833 | 13,191,186 | 14,193,047 | 14,199,047 |
| Airport Fund | 274,327 | 218,205 | 824,455 | 556,088 | 606,088 |
| Community Block Fund | 335,063 | 291,523 | 453,785 | 527,189 | 526,727 |
| Reserve Fund | 1,090,000 | 515,544 | 1,050,000 | - | - |
| Street Fund | 6,475,606 | 7,696,871 | 21,933,276 | 21,589,847 | 21,589,847 |
| Housing Fund | - | - | 366,351 | 247,000 | 247,000 |
| Capital Improvement Fund | 3,010,414 | 4,783,660 | 6,300,740 | 3,489,801 | 3,398,878 |
| Parks Capital Improvement Fund | 2,438,389 | 1,682,589 | 5,535,440 | 5,813,828 | 5,813,828 |
| Debt Service Fund | 4,033,027 | 3,674,577 | 3,902,387 | 3,790,874 | 3,790,874 |
| Electric Fund | 28,701,941 | 30,017,203 | 34,619,182 | 37,777,995 | 37,777,995 |
| Stormwater Fund | - | - | 1,764,213 | 2,258,182 | 2,258,182 |
| Ashland Fiber Net (AFN) Fund | 4,179,137 | 4,131,443 | 4,421,095 | 4,324,983 | 4,655,905 |
| Wastewater Fund | 12,347,364 | 12,506,597 | 24,630,778 | 19,081,717 | 19,081,717 |
| Water Fund | 15,880,010 | 13,348,826 | 45,988,881 | 38,995,606 | 38,995,606 |
| Central Service Fund | 13,195,884 | 15,203,233 | 16,266,096 | 18,146,482 | 18,046,482 |
| Equipment Fund | 4,444,236 | 3,916,583 | 6,125,472 | 7,692,799 | 7,692,799 |
| Health Benefits Fund | 9,299,715 | 10,346,261 | 13,107,301 | 13,032,303 | 13,032,303 |
| Insurance Service Fund | 2,154,314 | 2,296,070 | 2,606,450 | 1,982,012 | 2,112,012 |
| Parks Equipment Fund | - | 360,210 | 450,000 | 300,000 | 300,000 |
| Cemetery Trust Fund | 9,139 | 15,938 | 63,000 | 150,000 | 150,000 |
| Ending Fund Balance | 32,934,613 | 41,592,966 | 29,167,396 | 52,244,677 | 52,285,293 |
| Total | \$ 195,502,420 | \$ 211,515,396 | \$ 290,155,694 | \$ 305,307,146 | \$ 304,952,146 |

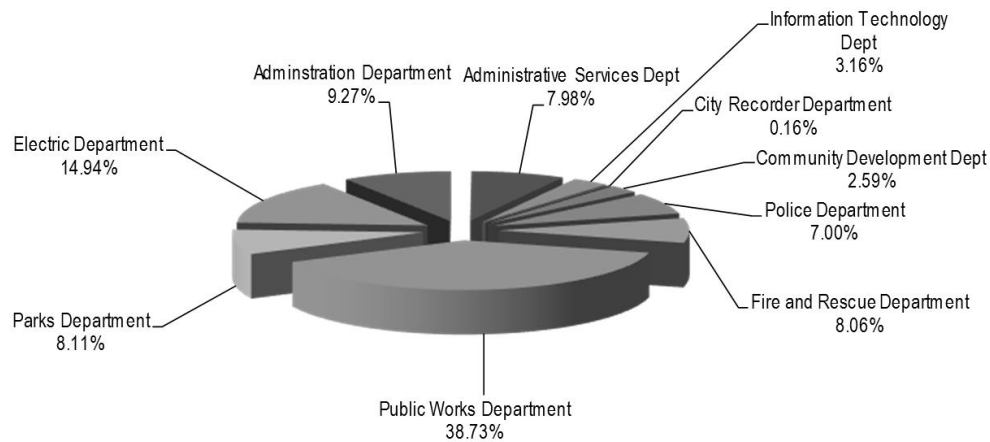
2019-21 Adopted Budget-Requirements by Funds



Requirements by Department

| Requirements by Department | | | | | |
|-------------------------------|-----------------------|-----------------------|------------------------------|-------------------------------|------------------------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
| Administration Department | \$ 16,582,547 | \$ 17,912,781 | \$ 22,052,598 | \$ 22,046,749 | \$ 22,145,595 |
| Administrative Services Dept | 15,309,303 | 18,752,146 | 20,574,979 | 19,026,412 | 19,056,412 |
| Information Technology Dept | 6,575,908 | 6,874,894 | 7,127,370 | 7,307,073 | 7,547,072 |
| City Recorder Department | 868,755 | 984,526 | 409,032 | 375,849 | 375,849 |
| Community Development Dept | 4,464,000 | 4,616,167 | 5,859,801 | 6,183,809 | 6,183,347 |
| Police Department | 12,316,387 | 13,487,220 | 15,588,125 | 16,889,886 | 16,719,886 |
| Fire and Rescue Department | 14,039,331 | 15,713,581 | 20,020,170 | 19,905,049 | 19,255,049 |
| Public Works Department | 38,896,153 | 38,159,645 | 99,283,218 | 92,430,369 | 92,480,369 |
| Parks Department | 13,445,700 | 13,734,632 | 18,408,341 | 19,363,047 | 19,369,047 |
| Electric Department | 27,266,949 | 28,572,963 | 32,986,690 | 35,677,724 | 35,677,724 |
| Total Operating | 149,765,033 | 158,808,555 | 242,310,324 | 239,205,967 | 238,810,350 |
| Debt Services | 9,220,536 | 8,686,005 | 10,404,801 | 8,947,554 | 8,947,554 |
| Interfund Loans | 784,795 | 475,000 | 1,050,000 | - | - |
| Operation Transfers Out | 2,797,442 | 1,843,411 | 4,290,634 | 2,074,828 | 2,074,828 |
| Contingency | - | - | 2,822,542 | 2,834,118 | 2,834,118 |
| Ending Fund Balance | 32,934,613 | 41,702,425 | 29,277,393 | 52,244,677 | 52,285,293 |
| Total Non-Departmental | 45,737,386 | 52,706,841 | 47,845,370 | 66,101,177 | 66,141,793 |
| Total | \$ 195,502,420 | \$ 211,515,396 | \$ 290,155,694 | \$ 305,307,146 | \$ 304,952,146 |

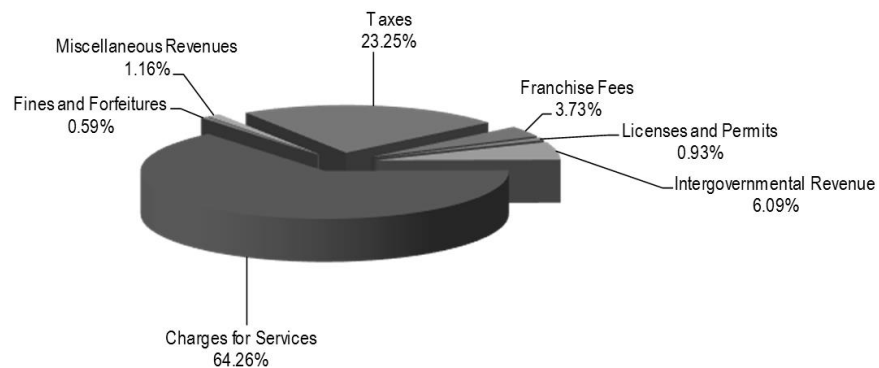
2019-21 Adopted Budget-Requirements by Department



Resource Summary

| Resource Summary | | | | | |
|----------------------------------|-----------------------|-----------------------|------------------------------|-------------------------------|------------------------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
| Revenues: | | | | | |
| Taxes | \$ 36,472,007 | \$ 40,124,029 | \$ 43,440,775 | \$ 48,278,524 | \$ 47,578,524 |
| Franchise Fees | 5,795,887 | 6,309,001 | 7,112,730 | 7,389,704 | 7,629,704 |
| Licenses and Permits | 1,872,797 | 2,141,624 | 1,660,300 | 1,898,300 | 1,898,300 |
| Intergovernmental Revenue | 5,386,314 | 5,424,602 | 12,414,284 | 12,407,205 | 12,456,205 |
| Charges for Services | 101,700,365 | 115,605,533 | 123,370,408 | 131,441,862 | 131,497,862 |
| Fines and Forfeitures | 362,188 | 546,003 | 857,900 | 1,210,800 | 1,210,800 |
| Miscellaneous Revenues | 4,041,764 | 1,391,526 | 1,305,564 | 2,370,095 | 2,370,095 |
| Interest on Pooled Investments | 356,651 | 634,043 | 509,850 | 1,561,317 | 1,561,317 |
| Total Revenues: | 155,987,973 | 172,176,361 | 190,671,811 | 206,557,807 | 206,202,807 |
| Budgetary Resources: | | | | | |
| Working Capital Carryover | \$ 33,966,633 | \$ 35,055,349 | \$ 38,079,780 | \$ 47,209,387 | \$ 47,209,387 |
| Debt Revenue | 1,965,580 | 1,965,275 | 56,146,312 | 49,465,124 | 49,465,124 |
| Interfund Loan | 1,434,795 | 200,000 | 1,050,000 | - | - |
| Operating Transfers In | 2,147,439 | 2,118,411 | 4,207,791 | 2,074,828 | 2,074,828 |
| Total Budgetary Resources | 39,514,447 | 39,339,035 | 99,483,883 | 98,749,339 | 98,749,339 |
| Total | \$ 195,502,420 | \$ 211,515,396 | \$ 290,155,694 | \$ 305,307,146 | \$ 304,952,146 |

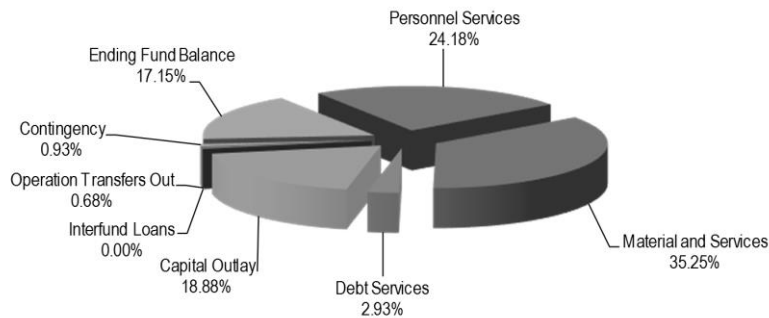
2019-21 Adopted Resource Summary



Requirements by Classification

| Requirements by Classification | | | | | |
|--------------------------------------|-----------------------|-----------------------|---------------------------|----------------------------|---------------------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
| Operating Expenditures: | | | | | |
| Personnel Services | \$ 55,146,070 | \$ 59,132,805 | \$ 68,251,796 | \$ 74,158,341 | \$ 73,723,186 |
| Material and Services | 80,154,004 | 88,226,487 | 104,027,051 | 107,499,203 | 107,508,741 |
| Debt Services | 9,220,536 | 8,686,005 | 10,404,801 | 8,947,554 | 8,947,554 |
| Total Operating Expenditures: | 144,520,610 | 156,045,297 | 182,683,648 | 190,605,098 | 190,179,481 |
| Capital Outlay | 14,464,959 | 11,558,722 | 70,031,477 | 57,548,425 | 57,578,425 |
| Budgetary Requirements: | | | | | |
| Interfund Loans | 1,434,795 | 475,000 | 1,525,000 | - | - |
| Operation Transfers Out | 2,147,439 | 1,843,411 | 3,815,634 | 2,074,828 | 2,074,828 |
| Contingency | - | - | 2,997,542 | 2,834,118 | 2,834,118 |
| Ending Fund Balance | 32,934,613 | 41,592,966 | 29,102,396 | 52,244,677 | 52,285,294 |
| Total Budgetary Requirements | 36,516,847 | 43,911,377 | 37,440,572 | 57,153,623 | 57,194,240 |
| Total | \$ 195,502,420 | \$ 211,515,396 | \$ 290,155,694 | \$ 305,307,146 | \$ 304,952,146 |

2019-21 Adopted Budget-Requirements by Classification

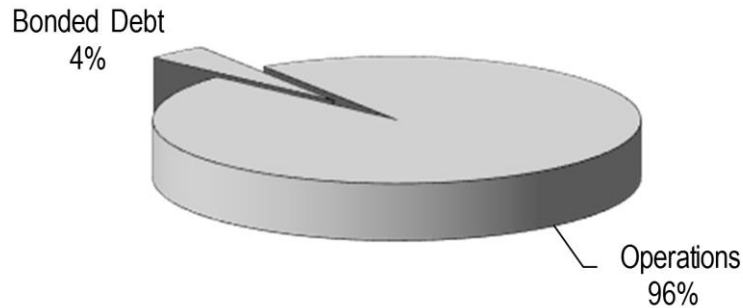


Property Tax Summary

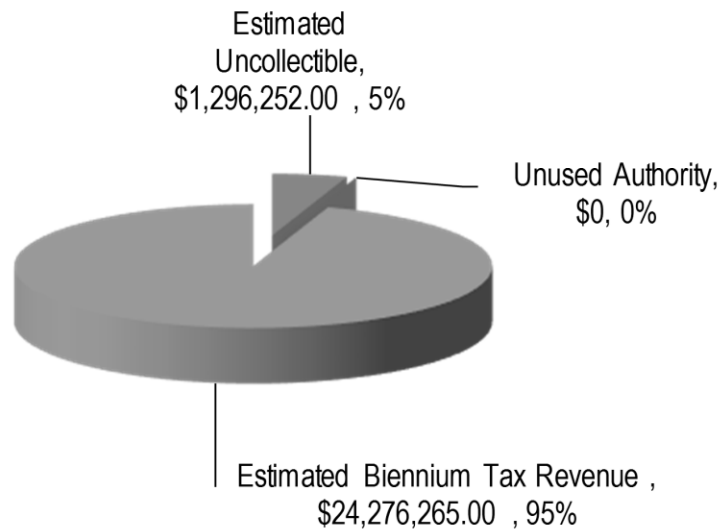
OVERVIEW

Property taxes are budgeted in the General Fund and distributed to the other funds as needed for operations. Tax collections for payment of debt are deposited directly to the Debt Service Fund. The estimated tax rate for BN 2019-21 is \$4.4640 for 2019-20 and \$4.3609 in 2020-21.

Distribution of 2019-21 Estimated Property Tax Revenue to be Received



Distribution of 2019-21 Property Tax Authorized



The City of Ashland levies property taxes for the funds and activities in the amounts shown in the tables on the next page. The City has assumed an uncollectible rate of 5.0% for budgetary purposes. The chart above shows the distribution of property taxes as a percentage of total taxes received.

Property Tax Summary

| | Amount Authorized 2019-20 | Unused Authority (unallocated)* | Adopted Levy 2019-20 | Estimated Uncollectible | Estimated Current Year Taxes | Tax Rate Guideline used 2019-20 |
|-------------------------------|---------------------------------|---------------------------------------|----------------------------|----------------------------|------------------------------------|---------------------------------------|
| Permanent: | | | | | | |
| Operations | 12,206,000 | - | 12,206,564 | 610,328 | 11,596,235 | 4.2865 |
| Bonded Debt: | | | | | | |
| Fire Station #1/2005 GO Bonds | 294,840 | - | 294,840 | 21,840 | 273,000 | 0.1035 |
| Fire Station #2/2011 GO Bonds | 218,147 | - | 218,147 | 16,159 | 201,988 | 0.0740 |
| | 512,987 | - | 512,987 | 37,999 | 474,988 | 0.1775 |
| Total | \$ 12,718,987 | \$ - | \$ 12,719,551 | \$ 648,327 | \$ 12,071,223 | 4.4640 |

**Unused authority before estimated uncollectible and discounts*

| | Amount Authorized 2020-21 | Unused Authority (unallocated)* | Adopted Levy 2020-21 | Estimated Uncollectible | Estimated Current Year Taxes | Tax Rate Guideline used 2020-21 |
|-------------------------------|---------------------------------|---------------------------------------|----------------------------|----------------------------|------------------------------------|---------------------------------------|
| Permanent: | | | | | | |
| Operations | 12,634,000 | - | 12,633,793 | 631,690 | 12,002,104 | 4.2865 |
| Bonded Debt: | | | | | | |
| Fire Station #1/2005 GO Bonds | - | - | - | - | - | - |
| Fire Station #2/2011 GO Bonds | 219,173 | - | 219,173 | 16,235 | 202,938 | 0.0744 |
| | 219,173 | - | 219,173 | 16,235 | 202,938 | 0.0744 |
| Total | \$ 12,853,173 | \$ - | \$ 12,852,966 | \$ 647,925 | \$ 12,205,042 | 4.3609 |

**Unused authority before estimated uncollectible and discounts*

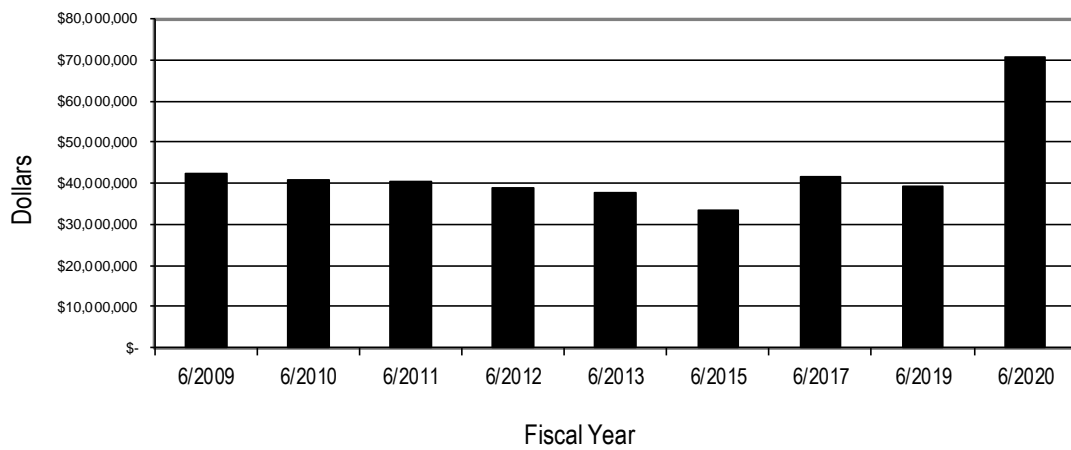
Debt Summary

OVERVIEW

The adopted budget includes the payment of all current debt obligations of the City.

The total debt limitation is mandated by the State of Oregon revised statute (ORS 287.004) is 3 percent of the true cash value of all taxable property. The limitation excludes issues for most utilities as well as Special Assessment Debt. With true cash value estimated at \$3,937,719,581 on June 30, 2018, this computes to a limit of \$118,131,587. The City has \$103,779,652 of available Legal Debt Margin.

Budgeted Indebtedness



Debt Summary

DEBT SUMMARY

| Fund | Debt Instrument | June 30, 2019 | New debt | Payments | June 30, 2021 |
|-------------------------|--|----------------------|----------------------|---------------------|----------------------|
| Street Fund | 2013 New Construction - Street | 650,000.00 | | 135,000.00 | 515,000.00 |
| Street Fund | *** Potential new debt*** | | 11,000,000.00 | | 11,000,000.00 |
| Debt Service | 2005 GO Bond - Fire Station #1 | 260,000.00 | | 260,000.00 | - |
| Debt Service | 2011 Fire Station #2 | 1,955,000.00 | | 275,000.00 | 1,680,000.00 |
| Debt Service | 2013 AFN Debt (Refi 2004 AFN Revenue) | 7,020,000.00 | | 2,230,000.00 | 4,790,000.00 |
| Debt Service | 2013 New Construction - Parks | 320,000.00 | | 65,000.00 | 255,000.00 |
| Debt Service | Garfield Water Park equipment | 591,000.00 | | 174,000.00 | 417,000.00 |
| Debt Service | Biscoe School (City) | 1,320,000.00 | | 220,000.00 | 1,100,000.00 |
| Debt Service | Biscoe School (Parks) | 400,000.00 | | 100,000.00 | 300,000.00 |
| Water Fund | 2009 Water and Wastewater | 292,109.46 | | 108,353.72 | 183,755.74 |
| Water Fund | 2013 Water Debt (Refi 2003 Revenue Bond) | 725,000.00 | | 360,000.00 | 365,000.00 |
| Water Fund | 2013 New Construction - Water | 1,600,000.00 | | 330,000.00 | 1,270,000.00 |
| Water Fund | IFA - S14005 - Water Fund | 3,515,200.00 | | 150,000.00 | 3,365,200.00 |
| Water Fund | Medford Water Commission | 1,957,455.62 | | 198,644.35 | 1,758,811.27 |
| Water Fund | IFA - S16021 - Water Treatment Plant | 1,323,945.00 | 12,457,920.00 | - | 13,781,865.00 |
| Water Fund | DEQ - R11753 TID Canal | 231,697.00 | 1,068,303.00 | - | 1,300,000.00 |
| Water Fund | *** Potential new debt*** | | 14,978,901.00 | | 14,978,901.00 |
| Wastewater Fund | 2013 New Construction - Wastewater | 375,000.00 | | 80,000.00 | 295,000.00 |
| Wastewater Fund | 2009 Water and Wastewater | 125,189.80 | | 46,437.31 | 78,752.49 |
| Wastewater Fund | 2010 Wastewater Refinance | 4,395,000.00 | | 2,880,000.00 | 1,515,000.00 |
| Wastewater Fund | DEQ R11751 - Wastewater Membranes | 1,592,418.00 | | 214,103.00 | 1,378,315.00 |
| Wastewater Fund | DEQ - R11754 Riparian Restoration | 425,035.00 | 4,251,358.00 | - | 4,676,393.00 |
| Wastewater Fund | DEQ - R11752 Oxidation Ditch | - | 5,648,642.00 | - | 5,648,642.00 |
| Storm Fund | 2013 New Construction - Storm Drain | 95,000.00 | | 20,000.00 | 75,000.00 |
| Electric Fund | 2008 CREBs | 65,142.84 | | 43,428.56 | 21,714.28 |
| | Total Debt | 29,234,192.72 | 49,405,124.00 | 7,889,966.94 | 70,749,349.78 |
| Summary by Type: | | | | | |
| | GO Bonds & Full Faith | 17,812,299.26 | - | 6,789,791.03 | 11,022,508.23 |
| | Revenue Bonds | 9,110,893.46 | 49,405,124.00 | 606,175.91 | 57,909,841.55 |
| | Notes and Contracts | 2,311,000.00 | - | 494,000.00 | 1,817,000.00 |
| | Total Obligations | 29,234,192.72 | 49,405,124.00 | 7,889,966.94 | 70,749,349.78 |

*** Potential new debt*** Must be approved by council prior to issuance

Budget Appropriation Matrix

Budget Appropriations Matrix An Overview of Fund/Departmental Budget Relationships

| Dept: Fund: | Admin. | Information Technology | Admin. Svcs (Finance & Other) | City Recorder | Police | Fire | Public Works | Community Dev. | Electric | Parks & Recreation | Contingency, Transfers, Loans, & Ending Fund Balance | TOTAL |
|----------------------------|---------------|---------------------------|-------------------------------------|------------------|---------------|---------------|---------------|-------------------|---------------|-----------------------|--|-----------------------|
| General Fund | \$ 3,966,379 | | \$10,954,533 | | \$ 16,719,886 | \$ 19,255,049 | \$ 1,075,095 | \$ 5,409,620 | | | \$ 5,264,147 | \$ 62,644,709 |
| Housing Trust Fund | | | | | | | | \$ 247,000 | | | \$ 404,668 | \$ 651,668 |
| Com. Dev. Block Grant Fund | | | | | | | | \$ 526,727 | | | | \$ 526,727 |
| Reserve Fund | | | | | | | | | | | \$ 39,110 | \$ 39,110 |
| Street Fund | | | | | | | \$ 21,546,147 | | | | \$ 3,703,887 | \$ 25,250,034 |
| Airport Fund | | | | | | | \$ 606,088 | | | | \$ 411,018 | \$ 1,017,106 |
| Capital Imp. Fund | | | | | | | \$ 3,118,879 | | | | \$ 461,635 | \$ 3,580,514 |
| Debt Service Fund | | | \$ 3,790,874 | | | | | | | | 1419738 | \$ 5,210,612 |
| Water Fund | | | | | | | \$ 37,810,606 | | | | \$ 20,785,412 | \$ 58,596,018 |
| Wastewater Fund | | | | | | | \$ 18,756,717 | | | | \$ 15,558,131 | \$ 34,314,848 |
| Stormwater Fund | | | | | | | \$ 2,228,182 | | | | \$ 1,256,864 | \$ 3,485,046 |
| Electric Fund | | | | | | | | | \$ 37,552,995 | | \$ 986,698 | \$ 38,539,693 |
| Telecomm. Fund | | \$ 4,550,905 | | | | | | | | | \$ 1,373,143 | \$ 5,924,048 |
| Central Services Fund | \$ 3,578,160 | \$ 2,996,167 | \$ 5,877,867 | \$ 375,849 | | | \$ 5,008,021 | | | | \$ 261,626 | \$ 18,097,690 |
| Insurance Fund | | | \$ 2,112,012 | | | | | | | | \$ 243,352 | \$ 2,355,364 |
| Health Insurance Fund | \$ 12,732,303 | | | | | | | | | | \$ 1,223,954 | \$ 13,956,257 |
| Equipment Fund | | | | | | | \$ 7,592,799 | | | | \$ 147,091 | \$ 7,739,890 |
| Cemetery Trust Fund | | | | | | | | | | | \$ 1,073,964 | \$ 1,073,964 |
| Parks & Recreation | | | | | | | | | | \$ 14,049,047 | \$ 201,257 | \$ 14,250,304 |
| Parks CIP Fund | | | | | | | | | | \$ 5,020,000 | \$ 2,162,800 | \$ 7,182,800 |
| Parks Equip. Fund | | | | | | | | | | \$ 300,000 | \$ 215,744 | \$ 515,744 |
| TOTAL | | | | | | | | | | | | \$ 304,952,146 |

Budget presentations by department begin on page 3 - 1.

Budget presentations by fund begin on page 2 - 1.

Funds that include only one department are budgeted by major category (Personnel Services, Materials & Services, Capital Outlay, etc.).

Funds that include multiple departments are budgeted by program.

Program & Division by Department and Fund

ADMINISTRATION DEPARTMENT

General Fund

- Economic Development
- Library
- Public Art
- RVTV Programs
- Tourism
- Parking
- Municipal Court
- Economic & Cultural Grants

Electric Fund

- Electric Conservation

Central Service Fund

- Mayor & Council
- Administration
- Legal
- Human Resources

INFORMATION TECHNOLOGY DEPARTMENT

Telecommunications Fund

- Fund by major expenditure category

Central Service Fund

- Information Systems

ADMINISTRATIVE SERVICES DEPARTMENT

General Fund

- Band
- Parks Contracted Services

Debt Service Fund

- General Obligation Debt
- Bancroft Debt
- Notes and Contracts Debt

Capital Improvements Fund

- Parks Systems Development
- Parks Open Space

Central Service Fund

- Customer Relations
- Accounting
- Administration

Insurance Fund

- Fund by major expenditure category

POLICE DEPARTMENT

General Fund

- Administration
- Support
- Operations

FIRE AND RESCUE DEPARTMENT

General Fund

- Operations
- Emergency Services
- Forest Interface
- Fire and Life Safety

PUBLIC WORKS DEPARTMENT

General Fund

- Cemetery

Street Fund

- Operations
- SDC Transportation
- LID's and Transportation
- Grounds Maintenance

Airport Fund

- Fund by major expenditure category

Capital Improvements Fund

- Facilities
- Construction

Water Fund

- Conservation
- Supply
- Distribution
- Treatment
- SDC Reimbursement
- SDC Improvements

Wastewater Fund

- Collections
- Treatment
- SDC Reimbursement
- SDC Improvement

Storm water Fund

- Storm Water
- SDC Storm Water

Central Service Fund

- Support

Equipment Fund

- Purchasing/Acquisition
- Maintenance Property/Equipment

Cemetery Trust Fund

- Fund by major expenditure category

COMMUNITY DEVELOPMENT DEPARTMENT

General Fund

- Housing
- Planning
- Building Safety
- Social Services Grants
- Housing Trust Fund

Community Development Block Grant Fund

- Fund by major expenditure category

ELECTRIC DEPARTMENT

Electric Fund

- Supply
- Distribution
- Transmission

PARKS & RECREATION DEPARTMENT

Parks & Recreation Fund

- Administration & Operations
- Recreation
- Golf

Parks Capital Improvement Fund

- Fund by major expenditure category

Parks Equipment Replacement Fund

- Fund by major expenditure category

OTHER

Reserve Fund

- Fund by major expenditure category

Summary of Changes

City of Ashland Biennium 2019-2021 Summary of Changes

| | 2019 - 2021 Proposed | Staff Revisions | 2019 - 2021 Revised | Committee Revisions | 2019 - 2021 Approved | Council Revisions | 2019 - 2021 Adopted |
|--|-------------------------|--------------------|------------------------|------------------------|-------------------------|----------------------|------------------------|
| GENERAL FUND | | | | | | | |
| Administration Department | 2,559,724 | | 2,559,724 | | 2,559,724 | | 2,559,724 |
| Administration Department- Municipal Court | 1,307,809 | 98,846 | 1,406,655 | | 1,406,655 | | 1,406,655 |
| Administrative Services - Band | 132,733 | | 132,733 | | 132,733 | | 132,733 |
| Administrative Services - Miscellaneous | 38,000 | | 38,000 | | 38,000 | | 38,000 |
| Administrative Services - Parks | 10,783,800 | | 10,783,800 | | 10,783,800 | | 10,783,800 |
| Police Department | 16,889,886 | | 16,889,886 | (170,000) | 16,719,886 | | 16,719,886 |
| Fire and Rescue Department | 19,905,049 | (50,000) | 19,855,049 | (600,000) | 19,255,049 | | 19,255,049 |
| Public Works - Cemetery Division | 1,075,095 | | 1,075,095 | | 1,075,095 | | 1,075,095 |
| Community Development - Planning Division | 3,463,963 | | 3,463,963 | | 3,463,963 | | 3,463,963 |
| Community Development - Building Division | 1,677,657 | | 1,677,657 | | 1,677,657 | | 1,677,657 |
| Community Development - Social Services Grants | 268,000 | | 268,000 | | 268,000 | | 268,000 |
| Transfers Out | 211,000 | | 211,000 | | 211,000 | - | 211,000 |
| Contingency | 800,000 | | 800,000 | | 800,000 | | 800,000 |
| Ending Fund Balance | 4,041,993 | 101,154 | 4,143,147 | 110,000 | 4,253,147 | | 4,253,147 |
| TOTAL GENERAL FUND | 63,154,709 | 150,000 | 63,304,709 | (660,000) | 62,644,709 | - | 62,644,709 |
| PARKS AND RECREATION FUND | | | | | | | |
| Parks Division | 8,203,415 | 6,000 | 8,209,415 | | 8,209,415 | | 8,209,415 |
| Recreation Division | 2,957,983 | | 2,957,983 | | 2,957,983 | | 2,957,983 |
| Forestry Division | 985,619 | | 985,619 | | 985,619 | | 985,619 |
| Senior Services Division | 700,180 | | 700,180 | | 700,180 | | 700,180 |
| Golf Division | 1,195,850 | | 1,195,850 | | 1,195,850 | | 1,195,850 |
| Contingency | 150,000 | | 150,000 | | 150,000 | | 150,000 |
| Ending Fund Balance | 51,257 | | 51,257 | - | 51,257 | | 51,257 |
| TOTAL PARKS AND RECREATION FUND | 14,244,304 | 6,000 | 14,250,304 | - | 14,250,304 | - | 14,250,304 |
| HOUSING FUND | | | | | | | |
| Personnel Services | | | - | | - | | - |
| Materials and Services | 247,000 | | 247,000 | | 247,000 | | 247,000 |
| Ending Fund Balance | 204,668 | | 204,668 | 200,000 | 404,668 | | 404,668 |
| TOTAL HOUSING TRUST FUND | 451,668 | - | 451,668 | 200,000 | 651,668 | - | 651,668 |
| COMMUNITY DEVELOPMENT BLOCK GRANT FUND | | | | | | | |
| Personnel Services | 70,528 | | 70,528 | | 70,528 | | 70,528 |
| Materials and Services | 456,661 | (462) | 456,199 | | 456,199 | | 456,199 |
| Ending Fund Balance | (462) | 462 | - | | - | | - |
| TOTAL CDBG FUND | 526,727 | - | 526,727 | - | 526,727 | - | 526,727 |
| RESERVE FUND | | | | | | | |
| Ending Fund Balance | 39,110 | - | 39,110 | - | 39,110 | - | 39,110 |
| TOTAL RESERVE FUND | 39,110 | - | 39,110 | - | 39,110 | - | 39,110 |
| STREET FUND | | | | | | | |
| Public Works - Street Operations | 20,364,474 | | 20,364,474 | | 20,364,474 | | 20,364,474 |
| Public Works - Street Operations Debt | 251,460 | | 251,460 | | 251,460 | | 251,460 |
| Public Works - Transportation SDC's | 930,213 | | 930,213 | | 930,213 | | 930,213 |
| Contingency | 43,700 | | 43,700 | | 43,700 | | 43,700 |
| Ending Fund Balance | 3,660,187 | | 3,660,187 | | 3,660,187 | | 3,660,187 |
| TOTAL STREET FUND | 25,250,034 | - | 25,250,034 | - | 25,250,034 | - | 25,250,034 |
| AIRPORT FUND | | | | | | | |
| Materials and Services | 216,088 | 50,000 | 266,088 | | 266,088 | | 266,088 |
| Capital Outlay | 340,000 | | 340,000 | | 340,000 | | 340,000 |
| Ending Fund Balance | 412,018 | (1,000) | 411,018 | | 411,018 | | 411,018 |
| TOTAL AIRPORT FUND | 968,106 | 49,000 | 1,017,106 | - | 1,017,106 | - | 1,017,106 |

Summary of Changes

City of Ashland Biennium 2019-2021 Summary of Changes (Continued)

| | 2019 - 2021 Proposed | Staff Revisions | 2019 - 2021 Revised | Committee Revisions | 2019 - 2021 Approved | Council Revisions | 2019 - 2021 Adopted |
|---|-------------------------|--------------------|------------------------|------------------------|-------------------------|----------------------|------------------------|
| CAPITAL IMPROVEMENTS FUND | | | | | | | |
| Public Works - Facilities | 3,059,801 | (90,922) | 2,968,879 | | 2,968,879 | | 2,968,879 |
| Administrative Services - Parks Open Space | 150,000 | | 150,000 | | 150,000 | | 150,000 |
| Transfers Out | 220,000 | | 220,000 | | 220,000 | | 220,000 |
| Contingency | 60,000 | | 60,000 | | 60,000 | | 60,000 |
| Ending Fund Balance | 90,713 | 90,922 | 181,635 | - | 181,635 | | 181,635 |
| TOTAL CAPITAL IMPROVEMENTS | 3,580,514 | - | 3,580,514 | - | 3,580,514 | - | 3,580,514 |
| PARKS CAPITAL IMPROVEMENTS FUND | | | | | | | |
| Personnel Services | - | | - | | - | | - |
| Materials and Services | - | | - | | - | | - |
| Capital Outlay | 5,020,000 | | 5,020,000 | | 5,020,000 | | 5,020,000 |
| Transfer Out | 793,828 | | 793,828 | | 793,828 | | 793,828 |
| Ending Fund Balance | 1,368,972 | | 1,368,972 | | 1,368,972 | | 1,368,972 |
| TOTAL PARKS CAPITAL IMPROVEMENTS FUND | 7,182,800 | - | 7,182,800 | - | 7,182,800 | - | 7,182,800 |
| DEBT SERVICE FUND | | | | | | | |
| Debt Service | 3,790,874 | | 3,790,874 | | 3,790,874 | | 3,790,874 |
| Ending Fund Balance | 1,419,738 | | 1,419,738 | | 1,419,738 | | 1,419,738 |
| TOTAL DEBT SERVICE FUND | 5,210,612 | - | 5,210,612 | - | 5,210,612 | - | 5,210,612 |
| WATER FUND | | | | | | | |
| Public Works - Conservation Division | 578,660 | | 578,660 | | 578,660 | | 578,660 |
| Public Works - Water Supply | 4,382,522 | | 4,382,522 | | 4,382,522 | | 4,382,522 |
| Public Works - Water Supply Debt | 19,090 | | 19,090 | | 19,090 | | 19,090 |
| Public Works - Water Treatment | 18,225,395 | | 18,225,395 | | 18,225,395 | | 18,225,395 |
| Public Works - Water Treatment Debt | 298,883 | | 298,883 | | 298,883 | | 298,883 |
| Public Works - Water Distribution | 9,219,893 | | 9,219,893 | | 9,219,893 | | 9,219,893 |
| Public Works - Water Distribution Debt | 502,563 | | 502,563 | | 502,563 | | 502,563 |
| Public Works - Improvement SDC's | 4,153,000 | | 4,153,000 | | 4,153,000 | | 4,153,000 |
| Public Works - Improvement SDC's Debt | 361,876 | | 361,876 | | 361,876 | | 361,876 |
| Public Works - Reimbursement SDC's Debt | 68,724 | | 68,724 | | 68,724 | | 68,724 |
| Transfers Out | 500,000 | - | 500,000 | | 500,000 | | 500,000 |
| Contingency | 685,000 | | 685,000 | | 685,000 | | 685,000 |
| Ending Fund Balance | 19,600,412 | - | 19,600,412 | | 19,600,412 | - | 19,600,412 |
| TOTAL WATER FUND | 58,596,018 | - | 58,596,018 | - | 58,596,018 | - | 58,596,018 |
| WASTEWATER FUND | | | | | | | |
| Public Works - Wastewater Collection | 5,741,660 | | 5,741,660 | | 5,741,660 | | 5,741,660 |
| Public Works - Wastewater Collection Debt Service | 151,658 | | 151,658 | | 151,658 | | 151,658 |
| Public Works - Wastewater Treatment | 8,319,440 | | 8,319,440 | | 8,319,440 | | 8,319,440 |
| Public Works - Wastewater Treatment Debt Service | 3,434,209 | | 3,434,209 | | 3,434,209 | | 3,434,209 |
| Public Works - Reimbursement SDC's | 1,109,750 | | 1,109,750 | | 1,109,750 | | 1,109,750 |
| Contingency | 325,000 | | 325,000 | | 325,000 | | 325,000 |
| Ending Fund Balance | 15,233,131 | | 15,233,131 | | 15,233,131 | | 15,233,131 |
| TOTAL WASTEWATER FUND | 34,314,848 | - | 34,314,848 | - | 34,314,848 | - | 34,314,848 |

Summary of Changes

City of Ashland Biennium 2019-2021 Summary of Changes (Continued)

| | 2019 - 2021 Proposed | Staff Revisions | 2019 - 2021 Revised | Committee Revisions | 2019 - 2021 Approved | Council Revisions | 2019 - 2021 Adopted |
|---|-------------------------|--------------------|------------------------|------------------------|-------------------------|----------------------|------------------------|
| STORM WATER FUND | | | | | | | |
| Public Works - Storm Water Operations | 1,888,482 | | 1,888,482 | | 1,888,482 | | 1,888,482 |
| Public Works - Storm Water Operations Debt | 23,700 | | 23,700 | | 23,700 | | 23,700 |
| Public Works - Storm Water SDC's | 316,000 | | 316,000 | | 316,000 | | 316,000 |
| Contingency | 30,000 | | 30,000 | | 30,000 | | 30,000 |
| Ending Fund Balance | 1,226,864 | | 1,226,864 | | 1,226,864 | | 1,226,864 |
| TOTAL STORM WATER FUND | 3,485,046 | - | 3,485,046 | - | 3,485,046 | - | 3,485,046 |
| ELECTRIC FUND | | | | | | | |
| Administration - Conservation Division | 1,830,754 | | 1,830,754 | | 1,830,754 | | 1,830,754 |
| Electric - Supply | 16,114,835 | | 16,114,835 | | 16,114,835 | | 16,114,835 |
| Electric - Distribution | 16,896,919 | | 16,896,919 | | 16,896,919 | | 16,896,919 |
| Electric - Transmission | 2,665,970 | | 2,665,970 | | 2,665,970 | | 2,665,970 |
| Debt Services | 44,517 | | 44,517 | | 44,517 | | 44,517 |
| Contingency | 225,000 | | 225,000 | | 225,000 | | 225,000 |
| Ending Fund Balance | 761,698 | | 761,698 | | 761,698 | | 761,698 |
| TOTAL ELECTRIC FUND | 38,539,693 | - | 38,539,693 | - | 38,539,693 | - | 38,539,693 |
| TELECOMMUNICATIONS FUND | | | | | | | |
| Personnel Services | 1,528,860 | 90,922 | 1,619,782 | | 1,619,782 | | 1,619,782 |
| Materials and Services | 2,561,123 | | 2,561,123 | 240,000 | 2,801,123 | | 2,801,123 |
| Capital Outlay | 130,000 | | 130,000 | | 130,000 | | 130,000 |
| Contingency | 105,000 | | 105,000 | | 105,000 | | 105,000 |
| Ending Fund Balance | 1,599,065 | (90,922) | 1,508,143 | (240,000) | 1,268,143 | | 1,268,143 |
| TOTAL TELECOMMUNICATIONS FUND | 5,924,048 | - | 5,924,048 | - | 5,924,048 | - | 5,924,048 |
| CENTRAL SERVICES FUND | | | | | | | |
| Administration Department | 3,578,160 | | 3,578,160 | | 3,578,160 | | 3,578,160 |
| IT - Computer Services Division | 2,996,167 | | 2,996,167 | - | 2,996,167 | | 2,996,167 |
| Administrative Services Department | 5,977,867 | | 5,977,867 | (100,000) | 5,877,867 | | 5,877,867 |
| City Recorder Division | 375,849 | | 375,849 | | 375,849 | | 375,849 |
| Public Works - Administration and Engineering | 5,008,021 | | 5,008,021 | | 5,008,021 | | 5,008,021 |
| Contingency | 210,418 | | 210,418 | | 210,418 | | 210,418 |
| Ending Fund Balance | 51,208 | | 51,208 | | 51,208 | | 51,208 |
| TOTAL CENTRAL SERVICES FUND | 18,197,690 | - | 18,197,690 | (100,000) | 18,097,690 | - | 18,097,690 |
| INSURANCE SERVICES FUND | | | | | | | |
| Personnel Services | - | | - | | - | | - |
| Materials and Services | 1,982,012 | 130,000 | 2,112,012 | | 2,112,012 | | 2,112,012 |
| Capital Outlay | | | - | | - | | - |
| Contingency | | | - | | - | | - |
| Ending Fund Balance | 373,352 | (130,000) | 243,352 | | 243,352 | | 243,352 |
| TOTAL INSURANCE SERVICES FUND | 2,355,364 | - | 2,355,364 | - | 2,355,364 | - | 2,355,364 |
| HEALTH BENEFITS FUND | | | | | | | |
| Personnel Services | | | - | | - | | - |
| Materials and Services | 12,732,303 | | 12,732,303 | | 12,732,303 | | 12,732,303 |
| Transfers Out | 200,000 | | 200,000 | | 200,000 | | 200,000 |
| Contingency | 100,000 | | 100,000 | | 100,000 | | 100,000 |
| Ending Fund Balance | 923,954 | | 923,954 | | 923,954 | | 923,954 |
| TOTAL INSURANCE SERVICES FUND | 13,956,257 | - | 13,956,257 | - | 13,956,257 | - | 13,956,257 |

Summary of Changes

Biennium 2019-2021 Summary of Changes (Continued)

| | 2019 - 2021 Proposed | Staff Revisions | 2019 - 2021 Revised | Committee Revisions | 2019 - 2021 Approved | Council Revisions | 2019 - 2021 Adopted |
|---|-------------------------|--------------------|------------------------|------------------------|-------------------------|----------------------|------------------------|
| EQUIPMENT FUND | | | | | | | |
| Public Works - Maintenance | 3,715,299 | | 3,715,299 | | 3,715,299 | | 3,715,299 |
| Public Works - Purchasing and Acquisition | 3,877,500 | - | 3,877,500 | | 3,877,500 | | 3,877,500 |
| Contingency | 100,000 | | 100,000 | | 100,000 | | 100,000 |
| Ending Fund Balance | 47,091 | - | 47,091 | | 47,091 | | 47,091 |
| TOTAL EQUIPMENT FUND | 7,739,890 | - | 7,739,890 | - | 7,739,890 | - | 7,739,890 |
| PARKS EQUIPMENT RESERVE FUND | | | | | | | |
| Capital Outlay | 300,000 | | 300,000 | | 300,000 | | 300,000 |
| Interfund Loan | | | - | | - | | - |
| Ending Fund Balance | 215,744 | | 215,744 | | 215,744 | | 215,744 |
| TOTAL PARKS EQUIPMENT RESERVE FUND | 515,744 | - | 515,744 | - | 515,744 | - | 515,744 |
| CEMETERY TRUST FUND | | | | | | | |
| Transfers Out | 150,000 | | 150,000 | | 150,000 | | 150,000 |
| Ending Fund Balance | 923,964 | | 923,964 | | 923,964 | | 923,964 |
| TOTAL CEMETERY TRUST FUND | 1,073,964 | - | 1,073,964 | - | 1,073,964 | - | 1,073,964 |
| | | | | | | | |
| TOTAL BUDGET | 305,307,146 | 205,000 | 305,512,146 | (560,000) | 304,952,146 | - | 304,952,146 |
| | | | | | | | |
| Less Ending Fund Balance | 52,244,677 | (29,384) | 52,215,293 | 70,000 | 52,285,293 | - | 52,285,293 |
| | | | | | | | |
| Total Appropriations | 253,062,469 | 234,384 | 253,296,853 | (630,000) | 252,666,853 | - | 252,666,853 |



Funds

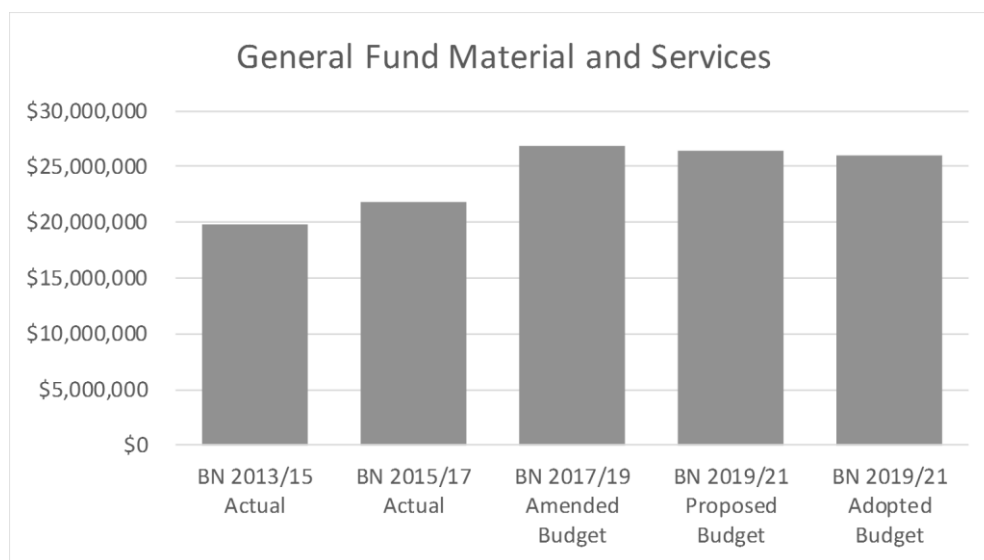
| | |
|---|------|
| General Fund..... | 2-3 |
| Central Services Fund..... | 2-18 |
| Parks General Fund..... | 2-22 |
| Community Development Block Grant..... | 2-27 |
| Reserve Fund | 2-28 |
| Street Fund | 2-29 |
| Airport Fund | 2-34 |
| Housing Fund..... | 2-35 |
| Capital Improvements Fund | 2-36 |
| Parks Capital Improvement Fund..... | 2-39 |
| Debt Service Fund | 2-41 |
| Water Fund..... | 2-44 |
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General Fund Summary

The City of Ashland General Fund supports the Police, Fire and Community Development Departments, along with the Ashland Municipal Court, a contribution to the Parks and Recreation Commission and several other programs.

The General Fund increased 0.5 percent in BN 2019/21. The primary contributors to this increase are found within Personnel Services, which have increased 8.4 percent from the amended BN 2017/19 Budget. The Fire Department anticipates receiving grants for the Ashland Forest Resiliency Project along with an improved Communications Tower.



| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|---------------------|---------------------|---------------------------|----------------------------|---------------------------|--------------|
| Personnel Services | \$22,802,316 | \$24,647,508 | \$28,814,917 | \$31,229,161 | \$30,888,006 | 7.2% |
| Material and Services | 19,748,825 | 21,852,979 | 26,892,059 | 26,392,555 | 26,012,555 | -3.3% |
| Transfer-Out, Contingency, Ending Fund Balance | 192,824 | 97,010 | 3,070,325 | 1,011,000 | 1,011,000 | -67.1% |
| Capital Outlay | 25,964 | 547,767 | 30,000 | 480,000 | 480,000 | 1500.0% |
| Total | \$42,769,930 | \$47,145,264 | \$58,807,301 | \$59,112,716 | \$58,391,561 | -0.7% |

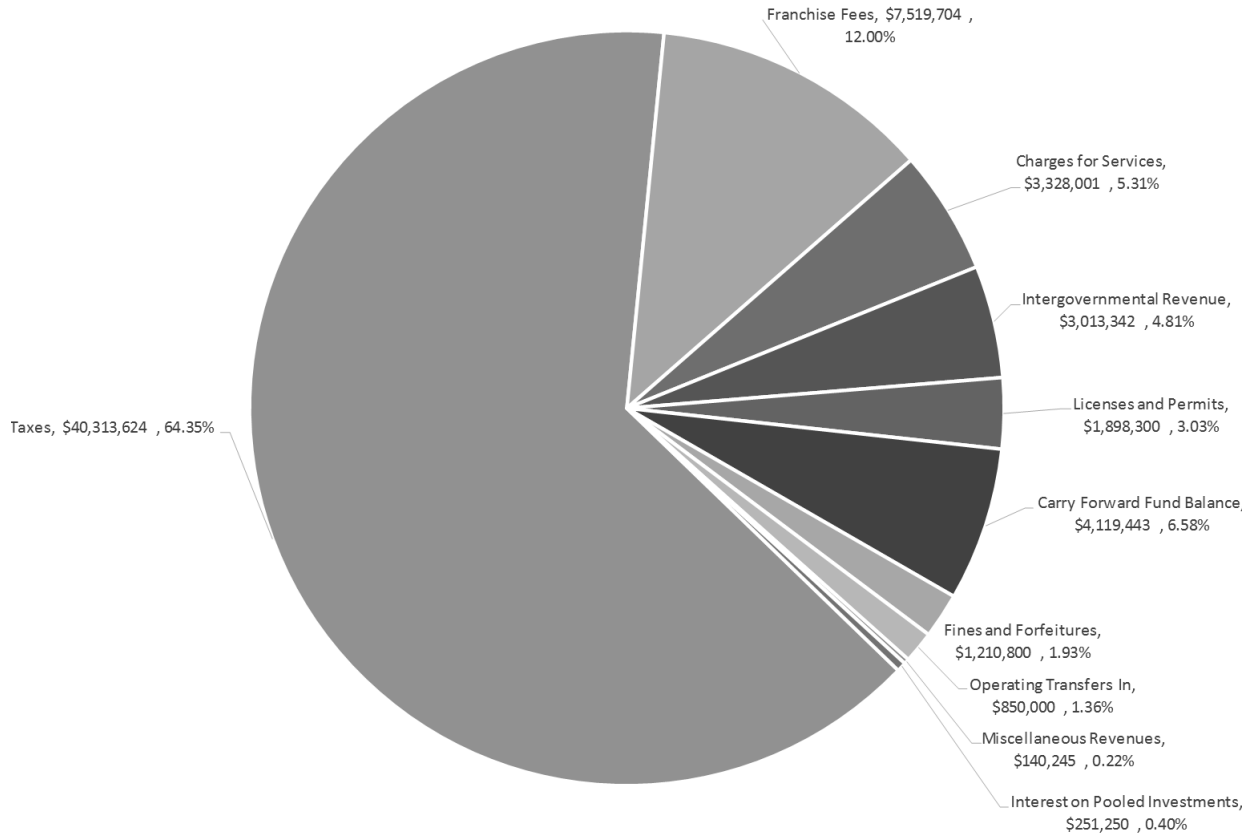
General Fund Revenue

The General Fund relies heavily on taxes to fund operations. In addition to taxes, the General Fund receives money from charges for services, permits, and grants. The next section provides an overview of the revenue for the General Fund and provide a forecast for anticipated future revenue.

General Fund

Taxes

The City collected almost 64.35% of its revenue from taxes. Taxes consist of Property Tax, Electric Utility User Tax, Transient Occupancy Tax, along with others. The second largest revenue source is Franchise Fees.



Property Taxes

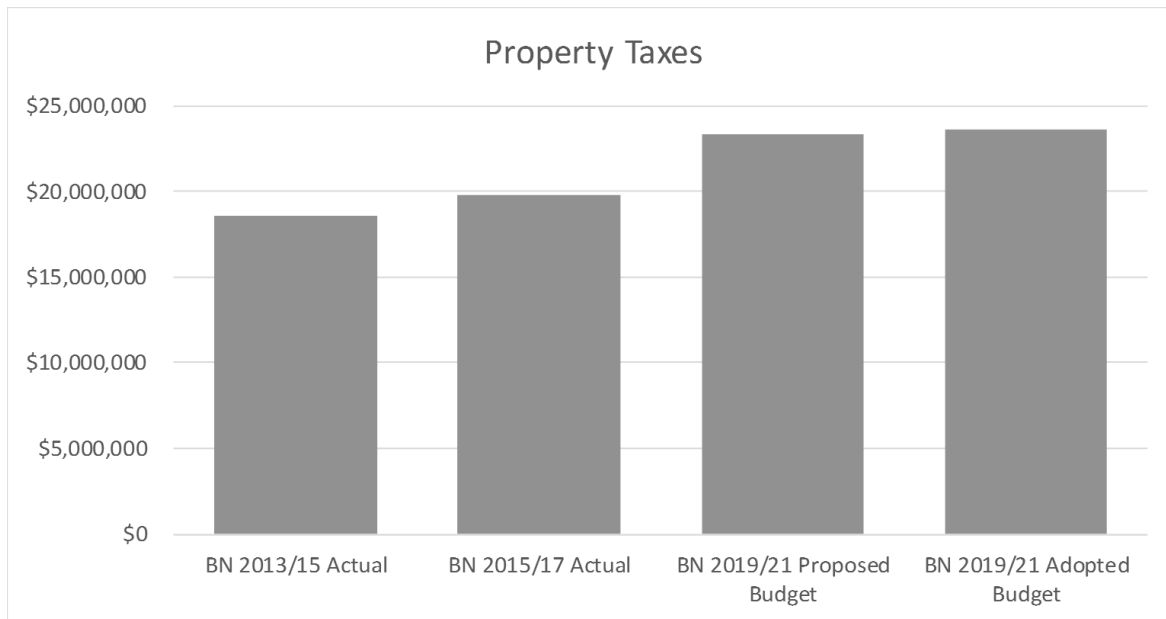
Property Taxes comprise the largest revenue source for the General Fund. Oregon State Law allows for a maximum of three percent growth in the assessed valuation of existing property. The City of Ashland continues to experience higher than the three percent growth in assessed valuation when new development is also considered. The assessed valuation grew four percent on average each year, and the property tax collections have been even higher. In BN 2019-21, assessed valuations are anticipated to continue to grow four percent. The collection rate remains strong and the budget forecasts a collection rate of 95 percent of the levied amount.

In BN 2012-15 the City began to make a contribution to the Parks and Recreation Commission. All Property Tax collections are received by the City in the General Fund and then provided to the Parks and Recreation Commission (Parks) through a contracted services Memorandum of Understanding (MOU). With a General Fund structural deficit, and Property Tax being the primary revenue driver, the contribution to Parks remains consistent with the previous allocation from the BN 2017-19 budget. By not increasing Parks at the same rate as assessed valuation, the adopted contribution constitutes an over \$550,000 reduction to Parks for the Biennium.

Property owners within the Ashland City limits have a property tax rate \$4.4640 per \$1,000 of assessed value to the City of Ashland. This total includes 4.2865 for the general levy and 0.1035 for Fire Station No.1 General Obligation Bond and 0.0740 for Fire Station No. 2 General Obligation Bond. The remaining components of the overall property tax assessment goes to other governmental entities throughout Jackson County including the Ashland School District, Rogue Community College, Jackson County and others.

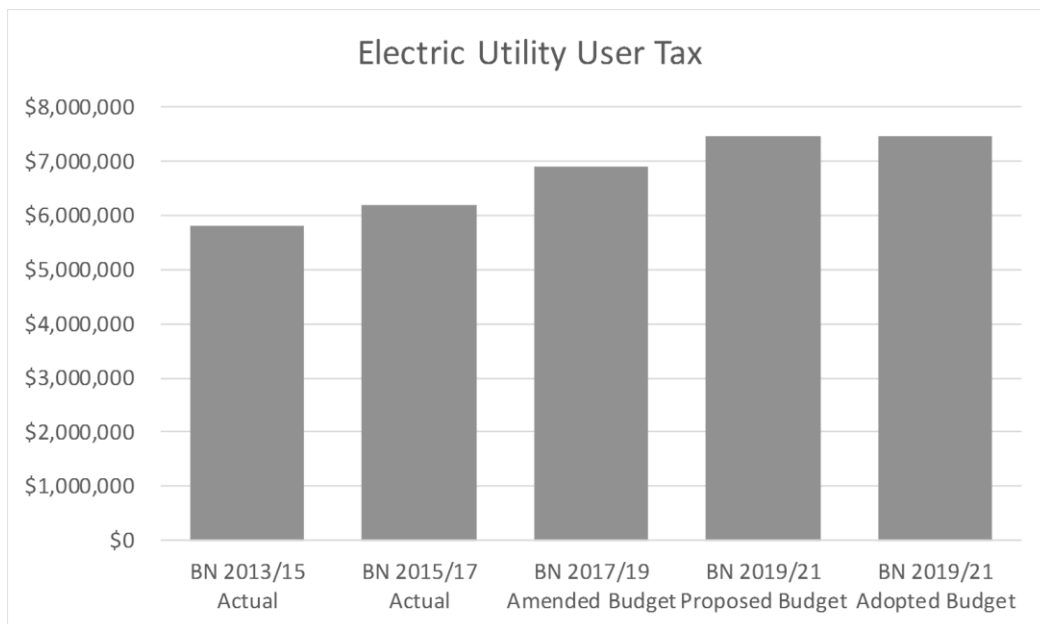
As noted, the forecasted growth in Property Tax collections is four percent. The City does not currently foresee any slowdown in the assessed valuation growth, and increased building permits issued demonstrate that the local building sector of the economy remains strong. It is also anticipated that future development will have a positive impact on tax collections. As with all major revenue streams, this forecast will be updated when new tax collection data becomes available.

General Fund



Electric Utility User Tax

The City of Ashland charges a 25 percent tax on electric bill. The electric utility tax has been in place since 1976. The Tax increased over nine percent for the last several Biennia and the City anticipates that it will continue to grow at just over eight percent in BN 2019-21. This tax relies on the utility usage of businesses and residents and can fluctuate depending on the weather experienced each year. Even with the inclusion of this tax, Ashland electric ratepayers, in most cases, have rates equal to or less than rates charged by Pacific Power in the surrounding communities of the Rogue Valley.



Public Safety Support Fee

The City of Ashland charges all electric meters \$1.50 per month to fund 1.5 Police Officers. The fee is placed on all utility customers who have an electric meter within the City. This includes all categories of customers; residential, commercial, non-profit, industrial and education/government.

Franchise Fees

Franchise Fees are charged to utility providers, both public and private. The Franchise Fees are charged to account for the impact the utility has on the community, including the use of the community rights of way (City streets, alley’s etc). The table below depicts the BN 2019-21 budgeted amounts along with the current Franchise Fee rate.

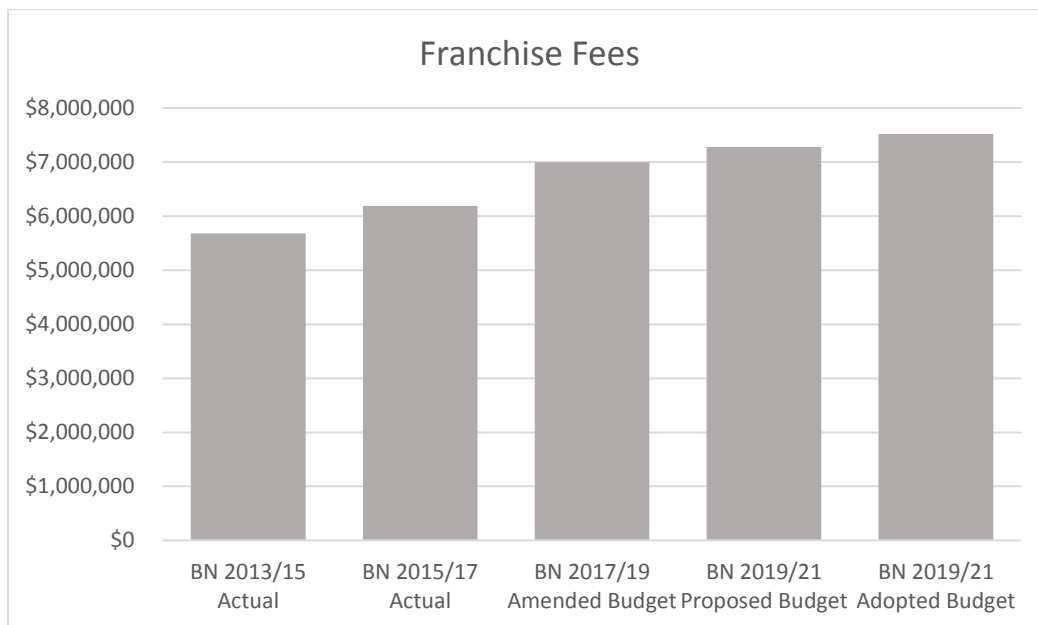
| Paying Fund | Percent of Operating Revenue | City of Ashland Internal Franchise Fees For BN 2019-21 | | | Receiving Fund |
|-------------------------|------------------------------|--|---------------------|---------------------|----------------|
| | | Year 1 2019-20 | Year 2 2020-21 | Total 2019-21 | |
| Water Fund | 8% | \$ 667,248 | \$ 690,672 | \$ 1,357,920 | General Fund |
| Wastewater Fund | 8% | \$ 444,800 | \$ 462,640 | \$ 907,440 | General Fund |
| Electric Fund | 10% | \$ 1,702,797 | \$ 1,761,335 | \$ 3,464,132 | General Fund |
| Telecommunications Fund | 5% | \$ 228,000 | \$ 228,000 | \$ 456,000 | General Fund |
| | | <u>\$ 3,042,845</u> | <u>\$ 3,142,647</u> | <u>\$ 6,185,492</u> | |

Franchise fee revenue has increased over the last several Biennia. The fee collections increased seven percent for BN 2013-15, followed by 12 percent for BN 2015/17 and are projected to grow ten percent in BN 2017-19. The BN 2019-21 Budget forecasts a growth of four percent. The forecasted growth is largely due to increased rates in the utilities.

Franchise Fees are impacted by changes in weather and consumer trends. Cold winters tend to increase natural gas consumption, whereas warm summers increase electric consumption. The cable franchise continues to decrease as more consumer’s stream television services or utilize satellite TV services rather than purchase traditional television services from cable service providers.

The forecasted growth for franchise fees is different for each utility. In aggregate, Franchise Fees are projected to increase four percent each biennium. The revenue received could end up exceeding the somewhat conservative approach based on future weather and consumer trends. As with all other major revenue streams, this will be monitored throughout the biennium.

General Fund

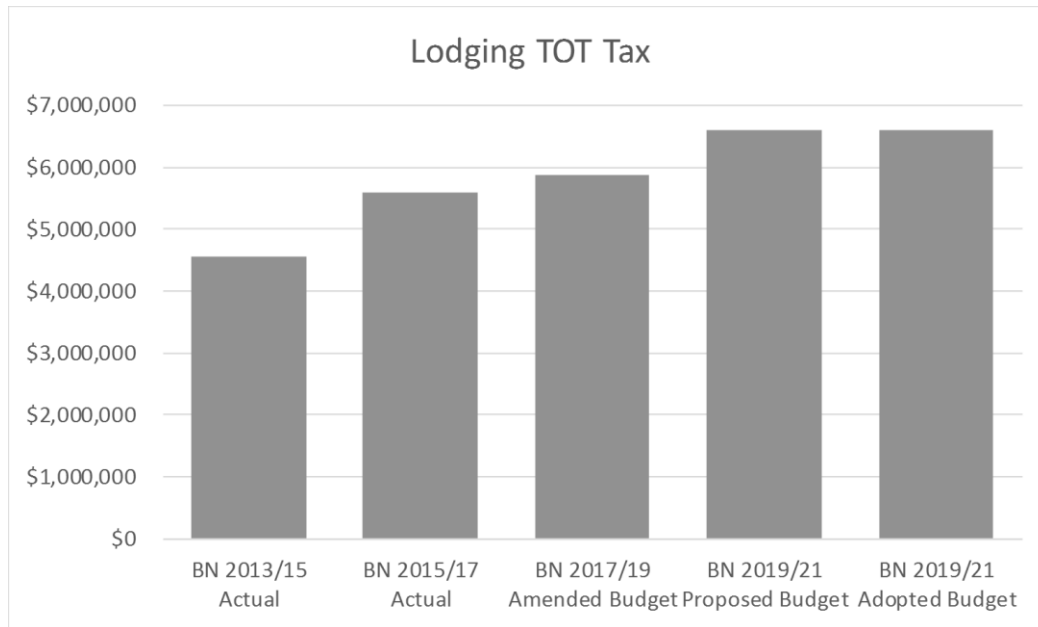


Transient Occupancy Tax

The City charges all short term room rentals a ten percent Transient Occupancy Tax (TOT). Oregon State Law requires that a portion of the TOT collection allocation be restricted for tourism promotion or tourism infrastructure. Each year the City Council approves a TOT allocation that complies with State Law. Any new TOT revenue resulting from TOT rate increases would be 70 percent tourism restricted and 30 percent non-restricted (available for general fund operations).

The City of Ashland attracts over 335,000 visitors a year. The tourism industry is a large portion of the local economy and the TOT is a key indicator in the tourist economy. The TOT collection increased steadily over the last ten years before a decrease in the last year due to extended smoke events in July and August. The City raised the TOT from nine percent to ten percent to fund an additional Police Officer. That decision was made to offset new expenditures, but in reality ended up allowing the tax receipts to remain relatively flat rather than the reduction that would have occurred without the rate increase. The BN 2019-21 Budget forecast a 9.5 percent increase in TOT revenue but when removing the tax increase from the equation for accurate comparisons over time, the real change is a forecasted 2.5 percent reduction.

The future forecast for TOT collections is an increase of three percent per biennium, partially buoyed by trending growth in the spring and fall quarters of the year. Any new short term room rentals will have a positive impact on future revenue growth.



Charges for Services

Customers of certain Ashland services are charged a fee. The charges are in place since the services provided are not utilized by the entire population but have a direct impact on the person or business utilizing the given service.

Ambulance fees are the City’s largest charge for service category. The Fire Department charges a fee to provide transport services for patrons. Ambulance Revenue has increased just under ten percent. It is anticipated that the revenue will decrease in BN 2019-21. The decrease is primarily due to a reduction in the calls for service, along with a reduced reimbursement for the transport of patients from insurance companies and Medicare. The State of Oregon is working on a program to increase the Medicare reimbursement, which would positively affect future revenues if successfully implemented by the State.

The following table lists the different charges for services.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Ambulance Transports | \$1,914,109 | \$2,277,513 | \$2,300,000 | \$2,180,000 | \$2,330,000 | 1.3% |
| Police Department Services | 280,155 | 228,717 | 210,000 | 210,000 | 210,000 | 0.0% |
| Temp Offensive Surcharge | 227,184 | 164,892 | 170,000 | 170,000 | 170,000 | 0.0% |
| Court Diversion Fees | 234,195 | 160,148 | 160,000 | 160,000 | 160,000 | 0.0% |
| Ambulance Membership Svcs | 135,032 | 136,825 | 138,000 | 136,000 | 136,000 | -1.4% |
| Planning Division Services | 63,541 | 66,439 | 60,000 | 80,000 | 80,000 | 33.3% |
| Court Fees and Costs | 60,953 | 61,107 | 56,000 | 56,000 | 56,000 | 0.0% |
| Emergency Medical Svc Fee | 49,368 | 52,390 | 48,000 | 40,001 | 40,001 | -16.7% |
| Fire Inspection Service | 37,187 | 48,967 | 52,000 | 28,000 | 28,000 | -46.2% |
| Miscellaneous | \$147,117 | \$133,632 | \$133,000 | \$118,000 | \$118,000 | -11.3% |
| Total | \$3,148,841 | \$3,330,630 | \$3,327,000 | \$3,178,001 | \$3,328,001 | 0.0% |

General Fund

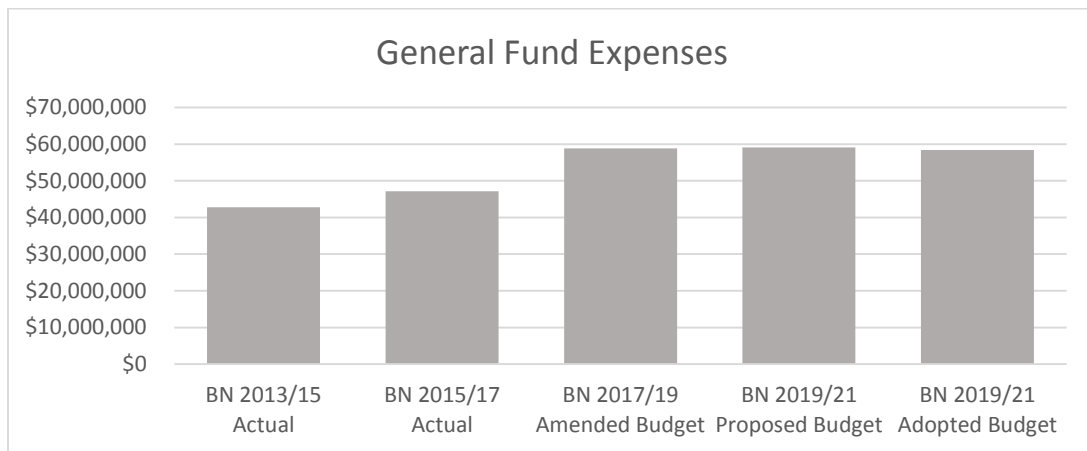
Other Revenue

The City receives other revenue that contribute to the total, including State and Local Marijuana Tax, Grants, and interest on fund balance and licenses to name a few. It is anticipated that these revenues will perform close to the anticipated inflationary rate of 2.5%.

General Fund Expenditures

Overall Expenditures

The General Fund increased 0.5 percent in BN 2019-21. The General Fund entered the BN 2019-21 Budget process with a two-million-dollar structural deficit. In order to eliminate the structural deficit, the budget includes several reductions in expenditures. These reductions resulted in General Fund growth of less than one percent. The reductions include the elimination of 5 FTE, along with a reduction in Fire Department overtime. Materials & Services for the General Fund are forecasted to reduce 1.9 percent in BN 2019-21 due to Departments Budgeting Materials & Services expenses flat or reduced.

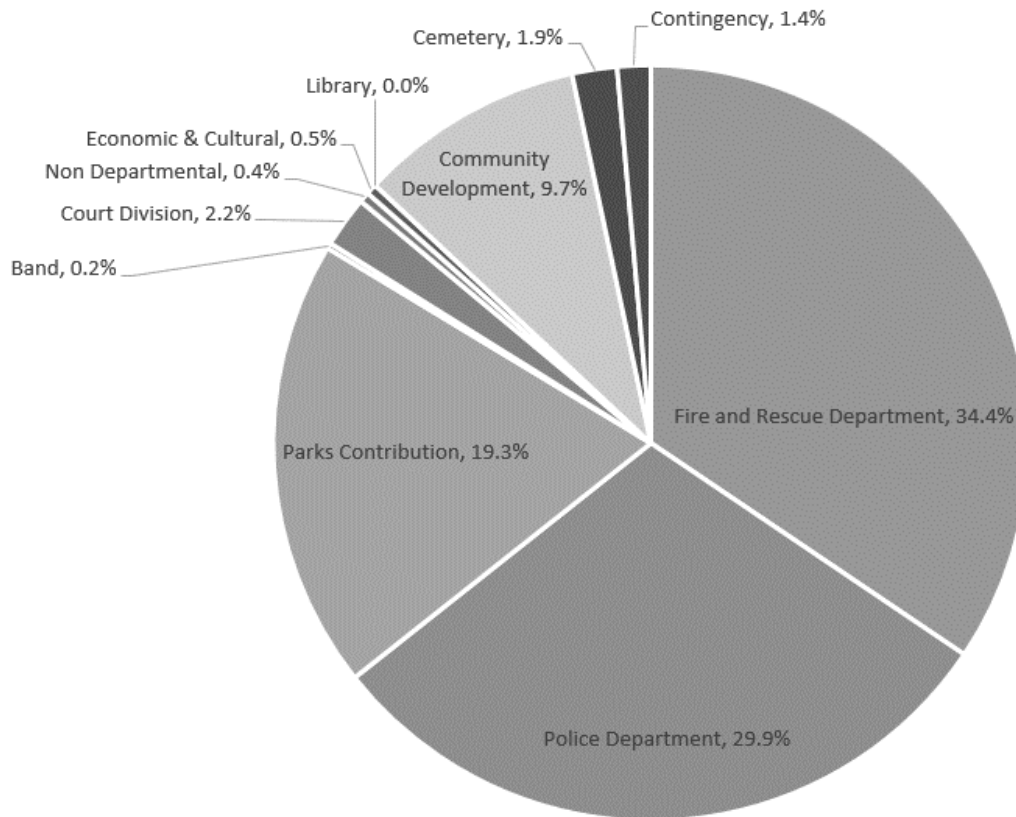


Departmental Budgets

The General Fund includes the Public Safety functions of both Police and Fire, along with Community Development, Contractual Services to the Parks and Recreation Commission along with the Parking and Economic Development Programs, Tourism and Economic Cultural Grants and Social Service Grants.

The Public Safety portion of the General Fund totals 62 percent of the overall Fund, with the Parks and Recreation contractual service at 18.2 percent and Community Development at 9.2 percent.

General Fund Departments



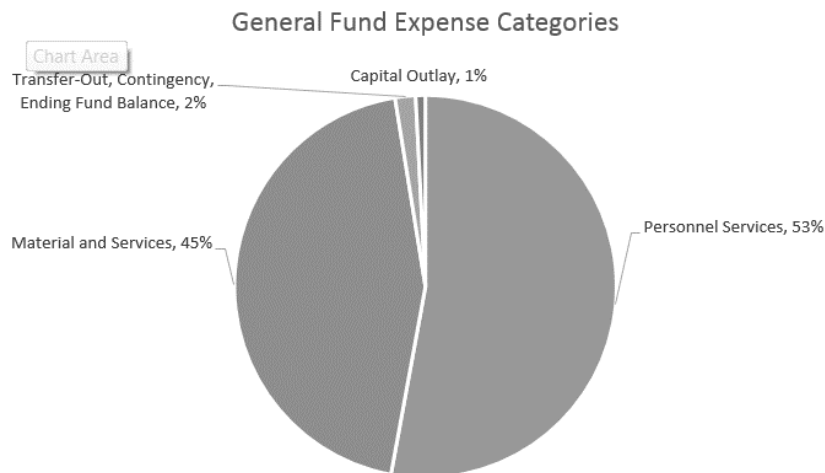
Categories

Expenditures are grouped into several different categories. The main categories are Personnel Services, Materials & Services, Grants, Operating Transfer Out, Capital, and Contingency. A comparison of each category budgeted for BN 2019-21 are presented below.

As a service organization, especially in the General Fund, Personnel Services (employees) comprises 53 percent of all expenditures. Materials & Services (including the Parks and Recreation contractual services) comprise 45 percent. Removing the Parks contractual services results in Personnel Service Category making up 65 percent of the General Fund expenditures overall.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|--------------|
| Personnel Services | \$22,802,316 | \$24,647,508 | \$28,814,917 | \$31,229,161 | \$30,888,006 | 7.2% |
| Material and Services | 19,748,825 | 21,852,979 | 26,892,059 | 26,392,555 | 26,012,555 | -3.3% |
| Transfer-Out, Contingency, Ending Fund Balance | 192,824 | 97,010 | 3,070,325 | 1,011,000 | 1,011,000 | -67.1% |
| Capital Outlay | 25,964 | 547,767 | 30,000 | 480,000 | 480,000 | 1500.0% |
| Total | \$42,769,930 | \$47,145,264 | \$58,807,301 | \$59,112,716 | \$58,391,561 | -0.7% |

General Fund



Personnel Services

As noted, the largest expense in the General Fund is Personnel Services, which comprises 53 percent of all expenditures. Of the Personnel Services category, 59 percent is in Salary and Wage with 41 percent in Benefits.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change | Percentage of Total |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|------------------------|
| Salaries & Wages | \$14,638,199 | \$15,886,219 | \$17,801,033 | \$18,280,758 | \$17,939,604 | 0.8% | 58.1% |
| Fringe Benefits | 8,164,118 | 8,761,288 | 11,013,884 | 12,948,403 | 12,948,403 | 17.6% | 41.9% |
| Total | \$22,802,316 | \$24,647,508 | \$28,814,917 | \$31,229,161 | \$30,888,007 | 8.4% | |

Salary and Wages

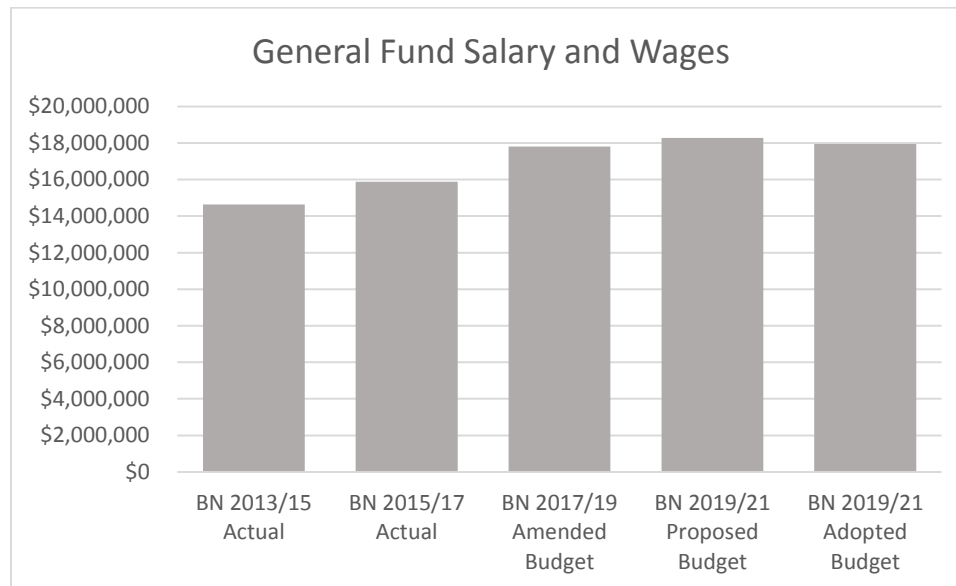
The Salary and Wages portion of Personnel Services experienced a 2.7 percent increase from BN the BN 2017-19 Budget. The reason for the Regular Employees Salary increase is the contracted cost of living (COLA) wage adjustments that are part of employee bargained contracts. The Adopted BN 2019-21 Budget includes the elimination of 5 FTEs in the General Fund, which equates to a reduction of \$650,000 in General Fund salaries.

The BN 2019-21 Budget proposes or includes no new positions.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------------|
| Regular Employees | \$12,351,913 | \$13,371,905 | \$14,996,067 | \$15,753,776 | \$15,452,622 | \$456,555 |
| Overtime | 1,029,556 | 1,249,284 | 1,281,192 | 973,153 | 953,153 | -328,039 |
| FLSA | 345,099 | 358,383 | 412,230 | 470,806 | 470,806 | 58,576 |
| Holiday Pay Out | 305,421 | 322,137 | 408,727 | 449,431 | 449,431 | 40,704 |
| Temporary Employees | 260,945 | 261,798 | 456,429 | 448,182 | 428,182 | -28,247 |
| Vacation Pay Out | 108,934 | 164,216 | 160,968 | 117,080 | 117,080 | -43,888 |
| Emergency Overtime | 178,401 | 122,791 | 0 | 0 | 0 | 0 |
| Sick Leave Pay Out | 24,196 | 30,246 | 52,680 | 56,330 | 56,330 | 3,650 |
| Temporary Cadets | 28,550 | 3,431 | 0 | 10,000 | 10,000 | 10,000 |
| Duty Pay | 5,185 | 2,028 | 32,740 | 2,000 | 2,000 | -30,740 |
| Total | \$14,638,199 | \$15,886,219 | \$17,801,033 | \$18,280,758 | \$17,939,604 | \$479,725 |

General Fund

The largest cost factor to future budgets is the Salary and Wages. It is anticipated that the Salary and Wages line item will continue to grow at a slower rate than the BN 2019-21 budget. It is not anticipated that additional staff will be hired with the recent additions in Police, Fire and Community Development. Taking into account future retirements, step increases, and contract COLAs it is anticipated that the Salary and Wages will increase two percent in future years. These projections will continue to be updated as new contracts are negotiated.



Benefits

The City provides employees with benefits. These benefits include PERS, healthcare, deferred compensation, and a retirement health care savings account. The benefits provided are directed by negotiated labor contracts. The below chart compares the changes in the BN 2019-21 Adopted Budget.

The City transitioned from a self-funded health insurance plan to a fully-insured plan on July 1, 2018. The transition allowed the City to avoid a \$1.5 million annual increase in premiums. The premiums offered by the City's insurance carrier are projected to increase ten percent for Police and Fire, who have grandfathered plans pursuant to the collectively bargained contract, and the other offerings increased six percent per year.

The Biennium increase for the General Fund totals 21 percent increase, or just over ten percent per year. This number is slightly higher than actual as the City added two Police Officer positions in BN 17-19 and placed the entire total compensation change as wages, and did not split amongst all categories, which affects year to year comparisons to some degree.

General Fund

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|--------------------|
| Group Health Insurance | \$2,639,257 | \$3,268,226 | \$3,991,600 | \$4,843,021 | \$4,843,021 | \$851,421 |
| PERS Employer's Share | 2,664,057 | 2,688,703 | 3,855,630 | 4,832,499 | 4,832,499 | 976,869 |
| FICA/MEDICARE Contribution | 1,097,814 | 1,181,945 | 1,316,718 | 1,365,830 | 1,365,830 | 49,112 |
| PERS Employee Share Paid by City/Pks | 851,773 | 917,800 | 1,040,364 | 1,099,040 | 1,099,040 | 58,676 |
| Workers Compensation | 317,939 | 323,360 | 368,860 | 329,557 | 329,557 | -39,303 |
| HRAVEBA | 284,477 | 326,518 | 346,852 | 361,889 | 361,889 | 15,037 |
| Prepayment for PERS | 308,801 | 0 | 0 | 0 | 0 | 0 |
| Deferred Comp | 0 | 52,328 | 88,860 | 110,306 | 110,306 | 21,446 |
| Other Benefits | 0 | 2,409 | 5,000 | 6,260 | 6,260 | 1,260 |
| Total | \$8,164,118 | \$8,761,288 | \$11,013,884 | \$12,948,403 | \$12,948,403 | \$1,934,519 |

Retirement benefits comprise the largest benefit provided to employees. The total contribution increased \$976,869 over the last biennium, roughly \$500,000 annually. As with many other state retirement systems, the Oregon PERS has an unfunded actuarial liability (UAL). The UAL is the portion of future benefits that do not currently have a funding source. There are several reasons for the UAL that include lower than necessary contributions in past years along with not meeting the estimated market interest returns. In order to reduce the UAL, PERS is increasing required contributions from all public sector employers over the next several biennia. The City anticipates that, based on the employee demographics, over half of the total PERS payment in the next Biennia will be paid toward the Unfunded Liability with less than half directed towards current employees.

| | Normal Cost | Unfunded Liability | Total |
|-----------------------|----------------|-----------------------|--------|
| Pers General Service | 14.43% | 10.62% | 25.05% |
| Pers Police and Fire | 20.68% | 10.62% | 31.30% |
| OPSRP General Service | 8.40% | 10.62% | 19.02% |
| OPSRP Police and Fire | 13.03% | 10.62% | 23.65% |

With recent legislative interest in PERS, the City will remain vigilant in tracking any new developments and updating future year projections as they become available. The State has a plan to incentive side accounts and the City will analyze any, and all, opportunities to contribute towards the reduction of a long-term financial concern.

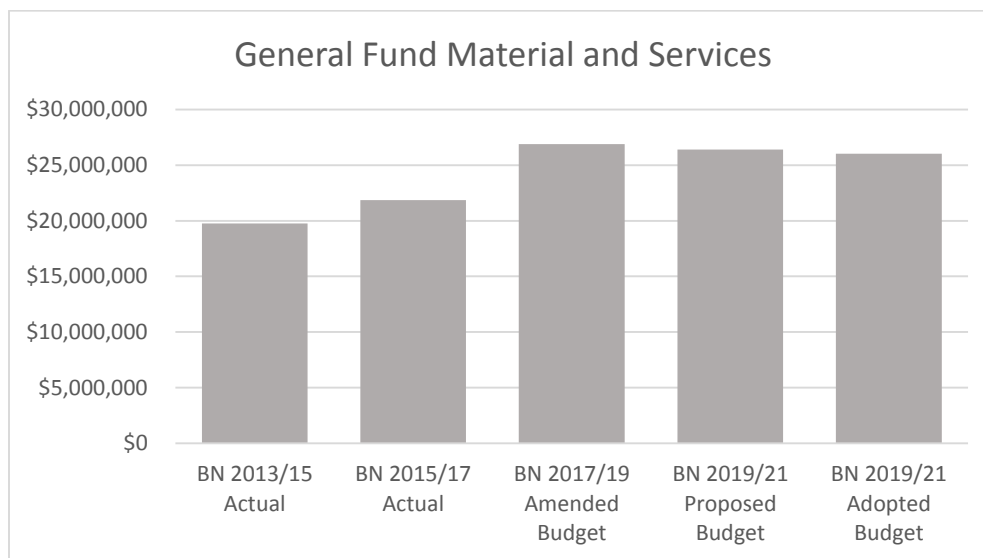
Materials and Services

In order to conduct services, the City must purchase supplies and enter into contracts. The Materials & Services budget has decreased 1.8 percent from BN 2017-19 actuals. The largest decrease is the contractual service line item that is reduced due to the anticipation of fewer grant funds being received for Ashland Forest Resiliency. The Internal Charges increased almost \$450,000 per year in the General Fund. The reason for the increase is due to increased charges for Central Services along with increase rent charges for fleet to ensure future replacement of equipment.

General Fund

The Parks and Recreation Commission received a direct property tax revenue prior to BN 2013/15. With the City receiving the full tax collection, the City has a contract to provide revenue to the Parks and Recreation Commission to meet operational requirements. The contribution was held flat to BN 2017/19.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------------|
| Contractual Services | \$11,455,823 | \$12,822,280 | \$17,229,240 | \$15,893,972 | \$15,773,972 | -1,455,268 |
| Internal Charges & Fees | 4,862,820 | 5,145,891 | 5,240,061 | 6,112,514 | 6,012,514 | 772,453 |
| Grants | 1,558,948 | 1,762,681 | 1,869,240 | 1,721,488 | 1,721,488 | -147,752 |
| Supplies | 501,730 | 638,139 | 644,205 | 674,034 | 594,034 | -50,171 |
| Rental, Repair, Maintenance | 502,260 | 473,069 | 659,790 | 748,638 | 748,638 | 88,848 |
| Other Purchased Svcs | 395,345 | 490,483 | 580,101 | 604,949 | 592,549 | 12,448 |
| Communications | 261,622 | 305,375 | 360,160 | 389,718 | 359,118 | -1,042 |
| Programs | 207,365 | 212,629 | 304,520 | 242,500 | 205,500 | -99,020 |
| Commission | 2,912 | 2,432 | 4,742 | 4,742 | 4,742 | 0 |
| Total | \$19,748,825 | \$21,852,979 | \$26,892,059 | \$26,392,555 | \$26,012,555 | (499,504) |



General Fund Positions

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|-----------------------------|-------------|---------------------------|-------------------|-----------------------|---------------------------|
| ASSIST TO CITY ADMIN | 0.25 | Administration - Econ Dev | 29,700 | 17,742 | 47,442 |
| BAILIFF | 0.07 | Administration - Court | 2,252 | 217 | 2,469 |
| JUDGE | 1 | Administration - Court | 64,524 | 41,037 | 105,561 |
| LEAD COURT SERVICE CLERK | 1 | Administration - Court | 54,572 | 43,556 | 98,128 |
| COURT SERVICE CLERK | 1 | Administration - Court | 51,973 | 43,556 | 95,529 |
| COURT SERVICE CLERK | 0.5 | Administration - Court | 26,052 | 23,371 | 49,423 |
| Administration Total | 3.82 | | \$ 229,073 | \$ 169,479 | \$ 398,552 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|-----------------------------|------------|------------------------|--------------------|-----------------------|---------------------------|
| Band Director | 1 | Admin Svcs - Band | 3,774 | 344 | 4,118 |
| Administration Total | 1 | | \$ 3,774.00 | \$ 343.81 | \$ 4,117.81 |

General Fund

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|-------------------------------|------------|-----------------------------|-------------------|-----------------------|---------------------------|
| UTILITY WORKER I | | 1 Public Works - Cemetery | 49,322 | 46,403 | 95,725 |
| CEMETERY SEXTON | | 1 Public Works - Cemetery | 66,096 | 49,884 | 115,980 |
| MAINTENANCE SAFETY SUPERVISOR | | 0.2 Public Works - Cemetery | 15,809 | 10,267 | 26,076 |
| Cemetery Total | 2.2 | | \$ 131,227 | \$ 106,554 | \$ 237,781 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|---------------------------|-------------|---------------------------|---------------------|-----------------------|---------------------------|
| POLICE CHIEF | | 1 Police - Administration | 141,994 | 80,587 | 222,581 |
| ADMINISTRATIVE ANALYST | | 1 Police - Administration | 69,457 | 46,657 | 116,114 |
| LIEUTENANT | | 1 Police - Operations | 113,935 | 69,565 | 183,500 |
| POLICE SERGEANT | | 1 Police - Operations | 100,073 | 80,764 | 180,836 |
| POLICE SERGEANT | | 1 Police - Operations | 97,753 | 79,462 | 177,215 |
| POLICE SERGEANT | | 1 Police - Operations | 107,033 | 84,669 | 191,702 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 79,209 | 70,192 | 149,401 |
| POLICE SERGEANT | | 1 Police - Operations | 107,413 | 86,016 | 193,429 |
| POLICE OFFICER | | 1 Police - Operations | 67,012 | 57,976 | 124,988 |
| POLICE OFFICER | | 1 Police - Operations | 69,713 | 59,275 | 128,988 |
| POLICE OFFICER | | 1 Police - Operations | 65,314 | 57,160 | 122,474 |
| POLICE OFFICER | | 1 Police - Operations | 72,803 | 60,761 | 133,565 |
| POLICE OFFICER | | 1 Police - Operations | 72,803 | 60,761 | 133,565 |
| POLICE OFFICER | | 1 Police - Operations | 66,395 | 57,680 | 124,074 |
| POLICE OFFICER | | 1 Police - Operations | 71,919 | 60,336 | 132,255 |
| POLICE OFFICER | | 1 Police - Operations | 66,281 | 57,625 | 123,906 |
| POLICE OFFICER | | 1 Police - Operations | 76,195 | 62,392 | 138,588 |
| COMMUNITY SERVICE OFFICER | | 1 Police - Operations | 47,908 | 46,465 | 94,374 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 81,724 | 71,604 | 153,328 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 86,922 | 67,550 | 154,472 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 91,983 | 77,359 | 169,342 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 88,977 | 75,673 | 164,650 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 92,734 | 77,781 | 170,515 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 90,213 | 76,366 | 166,579 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 86,723 | 67,455 | 154,178 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 88,977 | 68,539 | 157,516 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 90,480 | 69,261 | 159,741 |
| SENIOR POLICE OFFICER | | 1 Police - Operations | 86,723 | 67,455 | 154,178 |
| DEPUTY POLICE CHIEF | | 1 Police - Support | 119,632 | 71,917 | 191,548 |
| POLICE SERGEANT | | 1 Police - Support | 111,367 | 87,101 | 198,468 |
| SENIOR POLICE RECORD | | 1 Police - Support | 54,897 | 47,882 | 102,779 |
| POLICE RECORDS SPECIAL | | 0.5 Police - Support | 26,901 | 34,843 | 61,745 |
| POLICE RECORDS SPECIAL | | 1 Police - Support | 52,104 | 43,601 | 95,705 |
| POLICE RECORDS SPECIAL | | 1 Police - Support | 44,672 | 41,019 | 85,691 |
| INVESTIGATION SPECIAL | | 1 Police - Support | 52,104 | 46,743 | 98,846 |
| POLICE OFFICER | | 1 Police - Support | 70,726 | 65,433 | 136,159 |
| EVIDENCE & PROPERTY | | 1 Police - Support | 62,758 | 56,852 | 119,610 |
| SENIOR POLICE OFFICER | | 1 Police - Support | 92,734 | 77,781 | 170,515 |
| SENIOR POLICE OFFICER | | 1 Police - Support | 91,983 | 69,984 | 161,967 |
| SENIOR POLICE OFFICER | | 1 Police - Support | 75,143 | 67,911 | 143,054 |
| Police Total | 39.5 | | \$ 3,233,687 | \$ 2,608,452 | \$ 5,842,139 |

General Fund

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|---------------------------------------|------------|--------------------------------|---------------------|-----------------------|---------------------------|
| FIRE CHIEF | 1 | Fire & Rescue - Administration | 136,457 | 79,162 | 215,619 |
| DEPUTY FIRE CHIEF | 1 | Fire & Rescue - Administration | 113,935 | 78,714 | 192,648 |
| ADMINISTRATIVE ANALYST | 1 | Fire & Rescue - Administration | 65,352 | 45,231 | 110,583 |
| DIVISION CHIEF - FOREST | 1 | Fire & Rescue - Forest Int | 108,509 | 69,256 | 177,765 |
| FIRE ADAPTED COMMUNITIES CORRINATOR | 1 | Fire & Rescue - Forest Int | 72,051 | 48,149 | 120,200 |
| DIVISION CHIEF - FIRE AND LIFE SAFETY | 1 | Fire & Rescue - Life Safety | 108,509 | 74,443 | 182,952 |
| COMMUNITY PREPAREDNESS COORDINATOR | 1 | Fire & Rescue - Life Safety | 65,352 | 45,231 | 110,583 |
| BATTALION CHIEF - PARAMEDIC | 1 | Fire & Rescue - Operations | 102,855 | 96,069 | 198,924 |
| BATTALION CHIEF - PARAMEDIC | 1 | Fire & Rescue - Operations | 103,581 | 96,567 | 200,148 |
| BATTALION CHIEF - PARAMEDIC | 1 | Fire & Rescue - Operations | 101,404 | 95,074 | 196,478 |
| CAPTAIN - PARAMEDIC | 1 | Fire & Rescue - Operations | 99,472 | 93,749 | 193,221 |
| CAPTAIN - PARAMEDIC | 1 | Fire & Rescue - Operations | 92,698 | 81,094 | 173,792 |
| CAPTAIN - PARAMEDIC | 1 | Fire & Rescue - Operations | 94,874 | 90,594 | 185,469 |
| CAPTAIN - PARAMEDIC | 1 | Fire & Rescue - Operations | 97,051 | 92,088 | 189,138 |
| CAPTAIN - PARAMEDIC | 1 | Fire & Rescue - Operations | 97,051 | 83,704 | 180,755 |
| CAPTAIN - PARAMEDIC | 1 | Fire & Rescue - Operations | 97,051 | 83,704 | 180,755 |
| ENGINEER - PARAMEDIC | 1 | Fire & Rescue - Operations | 89,796 | 87,111 | 176,906 |
| ENGINEER - PARAMEDIC | 1 | Fire & Rescue - Operations | 89,796 | 79,354 | 169,150 |
| ENGINEER - PARAMEDIC | 1 | Fire & Rescue - Operations | 88,345 | 86,115 | 174,460 |
| ENGINEER - PARAMEDIC | 1 | Fire & Rescue - Operations | 89,796 | 87,111 | 176,906 |
| ENGINEER - PARAMEDIC | 1 | Fire & Rescue - Operations | 89,796 | 79,354 | 169,150 |
| ENGINEER - PARAMEDIC | 1 | Fire & Rescue - Operations | 92,616 | 81,045 | 173,661 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 81,725 | 74,515 | 156,240 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 79,549 | 73,210 | 152,758 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 81,725 | 74,515 | 156,240 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 79,549 | 73,210 | 152,758 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 79,549 | 73,210 | 152,758 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 86,307 | 84,717 | 171,023 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 72,255 | 75,077 | 147,332 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 80,839 | 73,983 | 154,823 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 79,123 | 72,954 | 152,078 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 84,280 | 76,046 | 160,326 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 81,815 | 81,636 | 163,451 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 83,266 | 75,439 | 158,705 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 83,266 | 75,439 | 158,705 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 83,266 | 75,439 | 158,705 |
| FIREFIGHTER - PARAMEDIC | 1 | Fire & Rescue - Operations | 73,116 | 69,353 | 142,469 |
| Fire Total | 37 | | \$ 3,305,979 | \$ 2,881,660 | \$ 6,187,639 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|------------------------------------|------------|-------------------------------|---------------------|-----------------------|---------------------------|
| BUILDING INSPECTOR | 1 | Comm Dev - Building Safety | 63,727 | 48,163 | 111,890 |
| BUILDING INSPECTOR | 1 | Comm Dev - Building Safety | 69,878 | 50,351 | 120,230 |
| BUILDING OFFICIAL | 1 | Comm Dev - Building Safety | 91,503 | 55,069 | 146,571 |
| DIRECTOR OF COMMUNITY DEVELOPMENT | 0.1 | Comm Dev - Building Safety | 14,628 | 8,134 | 22,762 |
| PERMIT TECHNICIAN | 0.5 | Comm Dev - Building Safety | 27,029 | 22,140 | 49,170 |
| PERMIT TECHNICIAN | 0.5 | Comm Dev - Building Safety | 27,030 | 22,140 | 49,170 |
| ASSISTANT PLANNER | 1 | Comm Dev - Planning | 55,713 | 44,855 | 100,569 |
| ASSOCIATE PLANNER | 1 | Comm Dev - Planning | 68,597 | 49,332 | 117,929 |
| CODE COMPLIANCE SPECIALIST | 1 | Comm Dev - Planning | 50,534 | 43,470 | 94,004 |
| DEVELOPMENT SERVICES COORDINATOR | 1 | Comm Dev - Planning | 73,445 | 52,472 | 125,916 |
| DIRECTOR OF COMMUNITY DEVELOPMENT | 0.9 | Comm Dev - Planning | 131,650 | 73,210 | 204,860 |
| EXECUTIVE ASSISTANT | 1 | Comm Dev - Planning | 57,831 | 42,617 | 100,448 |
| PERMIT TECHNICIAN | 0.5 | Comm Dev - Planning | 27,029 | 22,140 | 49,170 |
| PERMIT TECHNICIAN | 0.5 | Comm Dev - Planning | 27,030 | 22,140 | 49,170 |
| PLANNING MANAGER | 1 | Comm Dev - Planning | 103,342 | 64,664 | 168,007 |
| SENIOR PLANNER | 1 | Comm Dev - Planning | 84,009 | 56,780 | 140,789 |
| SENIOR PLANNER | 1 | Comm Dev - Planning | 85,020 | 57,192 | 142,212 |
| HOUSING PROGRAM ANALYST | 1 | Comm Dev - Planning - Housing | 69,673 | 49,706 | 119,379 |
| Community Development Total | 3 | | \$ 1,127,668 | \$ 784,578 | \$ 1,912,246 |

Central Services Fund

Central Services Fund Summary

Central Services is an Internal Service Fund but is presented with the General Fund since it impacts all funds using an equitable allocation methodology in which Departments are charged for their use of the various service provided. The City utilizes a Central Services Fund to account for services provided to other internal departments. The Central Services Fund allows the City to demonstrate the full cost of providing these services.

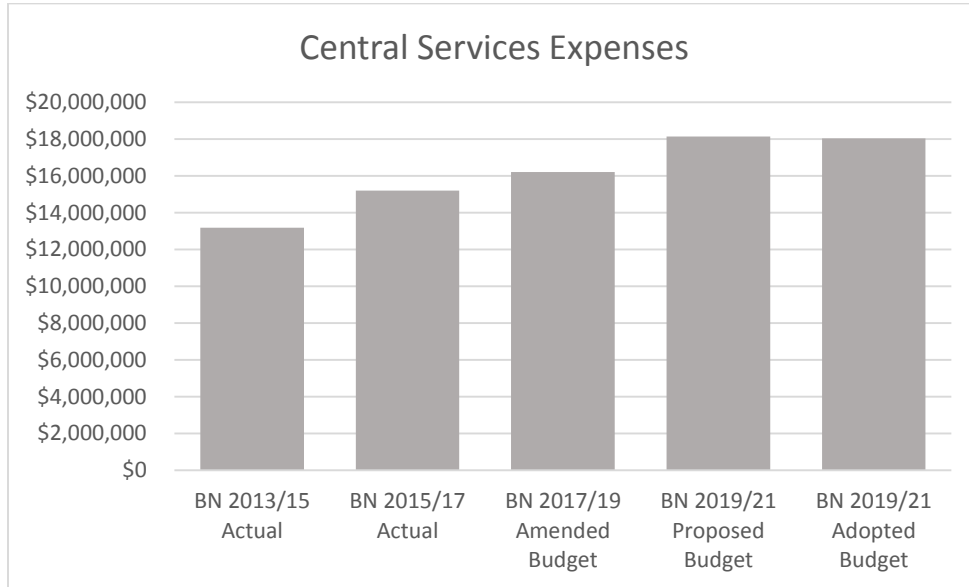
The Departments included in Central Services are City Administrators Office, Administrative Services, Human Resources, Information Technology, City Recorder, and Geographic Information Systems (GIS). The services provided by these Department are used in varying degrees by all City departments.

Resources for Central Services Fund are generated internally by using a Cost Allocation Plan. The Cost Allocation Plan uses key cost drivers/indicators from each service provided to allocate portions of service or program costs to the “recipient” department. The logic behind the allocation is that the Departments “buy” support services from Central Services. An example being the Fire Department does not have its own payroll processing system for paying its staff. The Administrative Services Department administers and processes all aspects of employee compensation for the Fire Department and thus charges them for these services, in this case using the total employee counts in the Fire Department to allocate the appropriate charge for that service.

Central Services is designed and structured to be a zero-based operation where expenditure equals revenue each year. The City completed a Cost Allocation Plan Study to review the methodologies used to equitably charge for the services. The new study, updated a ten-year old study that had been modified to the point a new analysis was necessary. This resulted in improved and updated cost drivers, identified service categories and put it all together in a methodology that was understandable, equitable and able to be clearly justified. This analysis and final allocation plan did result in major changes to many departments. The increased (and decreased) charges to departments will be phased in over the next three biannual budgets to insulate Departments from major cost swings in their central service charges, The BN 2019/21 Budget implements one-third of the new plan’s changed allocation costs from prior budgets and allocates the remainder of charges based on the new contributions levels.

The BN 2019-21 budget balanced the Central Service Fund with a \$1.7 million transfer from the Facilities Fund in BN 2017-19. The use of this or similar one-time revenue source transfers is not continued in the BN 2019-21 Budget and was an additional contributor of the financial impact of Central Service Charges to Departments in this adopted budget.

Central Services Fund



Central Services Revenue

Central Services is funded almost entirely from charges to other departments for their fair and equitable share of services provided. The other funding method is a portion of the Food and Beverage Tax, which is for the overall administration of the tax.

Charges for Services are contributions from each citywide department for their use of resources from Central Services. The number will fluctuate based on the cost of the services in Central Services along with change in the basis for their allocations.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|--------------------|
| Charges for Services | \$12,403,057 | \$13,621,292 | \$14,235,498 | \$17,221,969 | \$17,121,969 | \$2,886,471 |
| Operating Transfers In | 90,000 | 417,000 | 1,667,000 | 0 | 0 | -1,667,000 |
| Carry Forward Fund Balance | 0 | 0 | 242,080 | 751,050 | 751,050 | 508,970 |
| Taxes | 144,476 | 190,292 | 160,775 | 165,100 | 165,100 | 4,325 |
| Miscellaneous Revenues | 219,539 | 338,676 | 0 | 0 | 0 | 0 |
| Interfund Loan | 364,795 | 0 | 0 | 0 | 0 | 0 |
| Interest on Pooled Investments | 21,344 | 16,939 | 17,600 | 59,570 | 59,570 | 41,970 |
| Total | \$13,243,212 | \$14,584,199 | \$16,322,953 | \$18,197,689 | \$18,097,689 | \$1,774,736 |

Central Services by Expense Category

The next chart shows the breakdown of expenditures by major category. The Central Services budget increased mainly due to increased salary and wages. The BN 2019-21 budget contains a reorganized structure for the Public Works Department to better recognize and financially organize its operations. Public Works expenses are almost entirely directly funded from the rates charged for customer use of each of the enterprises (water, wastewater, streets, etc.)

Approximately 75% of Central Service charges are attributed to salaries and benefits, with the other 25 percent for Materials & Services.

Central Services Fund

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|--------------------|
| Personnel Services | \$10,104,594 | \$10,818,459 | \$11,735,284 | \$13,651,777 | \$13,551,777 | \$1,816,493 |
| Material and Services | 3,028,983 | 3,628,108 | 3,877,489 | 4,144,287 | 4,144,287 | 266,798 |
| Capital Outlay | 62,307 | 756,666 | 239,405 | 140,000 | 140,000 | -99,405 |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 360,778 | 210,418 | 210,418 | -150,360 |
| Total | \$13,195,884 | \$15,203,233 | \$16,212,956 | \$18,146,482 | \$18,046,482 | \$1,833,526 |

Central Services by Department

Central Services is comprised of operations that support the operating Departments. The departments in Central Services provide a service to all other departments. Each individual department cannot efficiently provide the services without an overarching citywide structure. The department include City Administration, Human Resources, Legal, Finance, Information Technology, City Recorder, and Graphical Information System in Public Works.

As was mentioned above, the Public Works Departments moved several employees from enterprise funds into Central Services to better reflect their true workload. The new organization is charged entirely to the enterprise funds that they perform work.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Administrative Services Dept | 3,866,706 | 4,479,802 | 5,362,809 | 5,977,867 | 5,877,867 | 10% |
| Administration Department | 2,797,218 | 3,443,254 | 3,775,160 | 3,578,160 | 3,578,160 | -5% |
| Information Technology Dept | 2,396,771 | 2,743,451 | 2,811,275 | 2,996,167 | 2,996,167 | 7% |
| City Recorder Department | 868,755 | 984,526 | 409,032 | 375,849 | 375,849 | -8% |
| Public Works | 3,266,434 | 3,341,783 | 3,644,262 | 5,008,021 | 5,008,021 | 37% |
| Contingency | 0 | 210,418 | 210,418 | 210,418 | 210,418 | 0% |
| Total | \$13,195,884 | \$15,203,233 | \$16,212,956 | \$18,146,482 | \$18,046,482 | 11% |

Central Services Positions

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--------------------------------|------------|----------------------------------|------------------|-----------------------|---------------------------|
| Council | 1 | Administration - Mayor & Council | 350 | 21,132 | 21,482 |
| Council | 1 | Administration - Mayor & Council | 350 | 21,132 | 21,482 |
| Council | 1 | Administration - Mayor & Council | 350 | 21,132 | 21,482 |
| Council | 1 | Administration - Mayor & Council | 350 | 21,132 | 21,482 |
| Council | 1 | Administration - Mayor & Council | 350 | 21,132 | 21,482 |
| Council | 1 | Administration - Mayor & Council | 350 | 21,132 | 21,482 |
| Mayor | 1 | Administration - Mayor & Council | 500 | 21,174 | 21,674 |
| Mayor and Council Total | 7 | | \$ 2,600 | \$ 147,966 | \$ 150,566 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--------------------------------------|-------------|---------------------------------|---------------------|-----------------------|---------------------------|
| DEPUTY FINANCE DIRECTOR | 1 | Admin Svcs - Accounting | 112,579 | 68,431 | 181,009 |
| SENIOR ACCOUNTING ANALYST | 1 | Admin Svcs - Accounting | 77,117 | 49,319 | 126,437 |
| ACCOUNTING ANALYST | 1 | Admin Svcs - Accounting | 67,826 | 46,090 | 113,916 |
| SENIOR FINANCIAL CLERK | 1 | Admin Svcs - Accounting | 63,195 | 47,455 | 110,651 |
| SENIOR FINANCIAL CLERK | 1 | Admin Svcs - Accounting | 63,195 | 47,455 | 110,651 |
| FINANCIAL CLERK II | 1 | Admin Svcs - Accounting | 47,157 | 41,882 | 89,040 |
| DIRECTOR OF ADMINISTRATIVE SERVICES | 1 | Admin Svcs - Admin. | 143,995 | 71,872 | 215,867 |
| ADMINISTRATIVE SERVICE MANAGER | 0.5 | Admin Svcs - Admin. | 44,635 | 29,463 | 74,098 |
| ADMINISTRATIVE ASSISTANT | 1 | Admin Svcs - Admin. | 52,429 | 40,740 | 93,170 |
| PURCHASING SPECIALIST | 1 | Admin Svcs - Admin. | 69,673 | 53,908 | 123,581 |
| CUSTOMER SERVICE SPECIALIST | 1 | Admin Svcs - Customer Relations | 58,037 | 45,663 | 103,700 |
| SENIOR FINANCIAL CLERK | 1 | Admin Svcs - Customer Relations | 50,888 | 43,179 | 94,066 |
| FINANCIAL CLERK II | 0.75 | Admin Svcs - Customer Relations | 32,264 | 36,707 | 68,971 |
| FINANCIAL CLERK II | 1 | Admin Svcs - Customer Relations | 45,044 | 41,148 | 86,192 |
| CUSTOMER SERVICE SPECIALIST | 1 | Admin Svcs - Customer Relations | 57,320 | 48,870 | 106,191 |
| CUSTOMER SERVICE SPECIALIST | 1 | Admin Svcs - Customer Relations | 59,442 | 46,151 | 105,593 |
| ADMINISTRATIVE SERVICE MANAGER | 0.5 | Admin Svcs - Customer Relations | 44,635 | 29,463 | 74,098 |
| Administrative Services Total | 15.8 | | \$ 1,089,434 | \$ 787,797 | \$ 1,877,231 |

Central Services Fund

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|-----------------------------|-------------|------------------------|-------------------|-----------------------|---------------------------|
| CITY ADMINISTRATOR | 1 | Administration - Admin | 173,181 | 90,647 | 263,828 |
| ASSIST TO CITY ADMIN | 0.05 | Administration - Admin | 5,940 | 3,548 | 9,488 |
| COMMUNICATION SPECIALIST | 1 | Administration - Admin | 93,735 | 55,862 | 149,597 |
| EXECUTIVE ASSISTANT | 1 | Administration - Admin | 51,830 | 40,532 | 92,362 |
| CLIMATE & ENERGY | 0.5 | Administration - Admin | 29,897 | 23,382 | 53,279 |
| DIRECTOR OF HR | 1 | Administration - HR | 129,590 | 75,368 | 204,958 |
| SENIOR HR ANALYST | 1 | Administration - HR | 77,117 | 49,319 | 126,437 |
| CITY ATTORNEY | 1 | Administration - Legal | 160,833 | 86,409 | 247,242 |
| ASSISTANT ATTORNEY | 1 | Administration - Legal | 119,632 | 71,331 | 190,962 |
| PARALEGAL | 1 | Administration - Legal | 49,956 | 39,891 | 89,847 |
| CITY RECORDER | 1 | City Recorder | 94,939 | 50,998 | 145,937 |
| Administration Total | 9.55 | | \$ 986,650 | \$ 587,287 | \$ 1,573,937 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|-------------------------------------|------------|-----------------------------------|-------------------|-----------------------|---------------------------|
| ASSIST TO CITY ADMIN | 0.2 | IT - Information Systems Division | 23,760 | 14,193 | 37,953 |
| COMPUTER SERVICE MANAGER | 1 | IT - Information Systems Division | 98,423 | 56,723 | 155,146 |
| SENIOR INF ANALYST | 1 | IT - Information Systems Division | 81,374 | 50,798 | 132,172 |
| SENIOR INFORMATION ANALYST | 1 | IT - Information Systems Division | 85,441 | 57,364 | 142,805 |
| NETWORK ADMINISTATOR | 1 | IT - Information Systems Division | 85,441 | 52,212 | 137,653 |
| USER SUPPORT COORDINATOR | 1 | IT - Information Systems Division | 70,293 | 51,187 | 121,480 |
| USER SUPPORT TECHNICIAN | 1 | IT - Information Systems Division | 57,320 | 49,341 | 106,661 |
| USER SUPPORT TECHNICIAN | 1 | IT - Information Systems Division | 57,320 | 45,884 | 103,205 |
| USER SUPPORT TECHNICIAN | 1 | IT - Information Systems Division | 57,320 | 45,884 | 103,205 |
| Information Technology Total | 8.2 | | \$ 616,693 | \$ 423,587 | \$ 1,040,280 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--|-------------|------------------------|---------------------|-----------------------|---------------------------|
| PW SUPERINTENDENT | 1 | Public Works - Support | 108,509 | 67,661 | 176,170 |
| PUBLIC WORKS DIRECTOR | 1 | Public Works - Support | 143,218 | 80,286 | 223,504 |
| DEPUTY PUBLIC WORKS DIRECTOR | 1 | Public Works - Support | 119,632 | 65,074 | 184,705 |
| GIS MANAGER | 1 | Public Works - Support | 85,020 | 57,889 | 142,909 |
| ADMINISTRATIVE ANALYST | 1 | Public Works - Support | 72,051 | 47,559 | 119,609 |
| ADMINISTRATIVE ASSISTANT | 1 | Public Works - Support | 50,581 | 40,098 | 90,679 |
| GIS ANALYST | 1 | Public Works - Support | 68,364 | 49,813 | 118,177 |
| ENG PROJECT MANGER | 1 | Public Works - Support | 69,016 | 50,045 | 119,060 |
| SENIOR ENGINEERING | 1 | Public Works - Support | 74,278 | 56,395 | 130,673 |
| WATER RESOURCE TECHNICIAN | 0.6 | Public Works - Support | 36,665 | 28,339 | 65,004 |
| ENGINEERING TECH II | 1 | Public Works - Support | 61,109 | 50,917 | 112,026 |
| ENGINEER PROJECT MANGER | 1 | Public Works - Support | 69,673 | 50,278 | 119,951 |
| PERMIT TECHNICIAN | 1 | Public Works - Support | 47,282 | 44,777 | 92,058 |
| ASSOCIATE ENGINEER | 1 | Public Works - Support | 79,119 | 58,409 | 137,528 |
| SENIOR ENGINEERING P | 1 | Public Works - Support | 76,815 | 57,451 | 134,265 |
| GIS ANALYST | 0.5 | Public Works - Support | 38,407 | 26,409 | 64,817 |
| ENG TECH III | 1 | Public Works - Support | 72,706 | 58,667 | 131,373 |
| Public Works Central Services Total | 16.1 | | \$ 1,272,444 | \$ 890,066 | \$ 2,162,510 |

Parks General Fund

Parks General Fund Summary

The Parks General Fund includes the general operations of all of the Parks and Recreation programs. These include park and open space maintenance, recreation, golf course, aquatics, ice rink, senior services to name a few.

By Ashland Charter, the Parks and Recreation Commission is a separately elected governing body that has “control and management” of the City’s identified parks and open space properties and provides direction to the Parks Director to implement their goals and objectives. The City of Ashland provides a contribution from the City portion of the overall property taxes received to the Parks and Recreation Commission which is then responsible for the budgeting and management of those funds. Prior to 2013, the Parks and Recreation Commission received a direct allocation, but now receives a City determined contribution through the biennial budget process. Traditionally the contribution had been established at a rate of \$2.09 per \$1,000 of assessed valuation. With the City’s General Fund in a structural deficit, a change to this historical practice was required. The City contribution to Parks in the BN 2019-21 remains unchanged from the BN 2017-19 budget, rather than continuing the traditional practice of increasing the contribution based on assessed valuation increases. Holding the contribution flat reduces the funds that they would have normally received by over \$550,000 for the biennium.

The Parks and Recreation Commission have been diligent in reducing its portion of the structural deficit faced in the BN 2017-19 budget and made decisions to ensure long term financial sustainability of operations through re-organizations and improved cost recovery in many of their operations.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Revenues | \$10,649,503 | \$11,477,538 | \$13,196,765 | \$14,244,304 | \$14,244,304 | 8% |
| Charges for Services | 10,577,274 | 11,383,389 | 12,782,600 | 13,124,375 | 13,124,375 | 3% |
| Carry Forward Fund Balance | 0 | 0 | 140,165 | 611,076 | 611,076 | 336% |
| Operating Transfers In | 0 | 52,500 | 170,000 | 370,000 | 370,000 | 118% |
| Miscellaneous Revenues | 52,104 | 35,589 | 60,000 | 62,000 | 62,000 | 3% |
| Interest on Pooled Investments | 9,535 | 5,968 | 14,000 | 46,853 | 46,853 | 235% |
| Intergovernmental Revenue | 10,589 | 92 | 30,000 | 30,000 | 30,000 | 0% |
| Expenses | 11,929,311 | 11,771,833 | 13,196,763 | 14,193,047 | 14,193,047 | 8% |
| Personnel Services | 6,910,531 | 7,271,788 | 8,338,143 | 9,287,135 | 9,287,135 | 11% |
| Material and Services | 4,068,396 | 4,407,727 | 4,638,041 | 4,655,913 | 4,655,913 | 0% |
| Transfer-Out, Contingency, Ending Fund Balance | 922,000 | 80,000 | 200,579 | 150,000 | 150,000 | -25% |
| Capital Outlay | 28,384 | 12,318 | 20,000 | 100,000 | 100,000 | 400% |
| Revenues Less Expenses | (\$1,279,808) | (\$294,295) | \$2 | \$51,257 | \$51,257 | - |

Parks General Fund Revenue

The majority of the Parks General Fund revenue comes from charges for services. The charges for services include the contribution from the General Fund along with charges for recreational offerings, including classes, aquatics, and golf to name a few.

Parks General Fund

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|--------------------|
| Charges for Services | 10,577,274 | 11,383,389 | 12,782,600 | 13,124,375 | 13,130,375 | 347,775 |
| Carry Forward Fund Balance | 0 | 0 | 140,165 | 611,076 | 611,076 | 470,911 |
| Operating Transfers In | 0 | 52,500 | 170,000 | 370,000 | 370,000 | 200,000 |
| Miscellaneous Revenues | 52,104 | 35,589 | 60,000 | 62,000 | 62,000 | 2,000 |
| Interest on Pooled Investments | 9,535 | 5,968 | 14,000 | 46,853 | 46,853 | 32,853 |
| Intergovernmental Revenue | 10,589 | 92 | 30,000 | 30,000 | 30,000 | 0 |
| Revenues | \$10,649,503 | \$11,477,538 | \$13,196,765 | \$14,244,304 | \$14,250,304 | \$1,053,539 |

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| City of Ashland Contribution | \$8,856,000 | \$9,560,000 | \$10,601,400 | \$10,783,800 | \$10,783,800 | 2% |
| Daily Green Fees | 198,486 | 181,729 | 235,000 | 244,350 | 244,350 | 4% |
| Monthly Specials | 112,179 | 83,989 | 98,000 | 102,100 | 102,100 | 4% |
| Power Cart/Club Rentals | 90,003 | 80,155 | 87,500 | 90,925 | 90,925 | 4% |
| Driving Range Fees | 45,973 | 40,839 | 60,000 | 61,000 | 61,000 | 2% |
| Pro shop merchandise | 60,378 | 35,351 | 57,500 | 33,825 | 33,825 | -41% |
| Beer Revenue | 41,243 | 35,215 | 46,000 | 48,850 | 48,850 | 6% |
| Annual Pass - 7 day single | 12,200 | 20,158 | 16,800 | 22,000 | 22,000 | 31% |
| Annual Pass - 7 day family | 16,689 | 7,700 | 8,200 | 8,200 | 8,200 | 0% |
| Golf Course Events | 0 | 5,410 | 0 | 7,625 | 7,625 | - |
| Golf Course Revenue | 577,151 | 490,546 | 609,000 | 618,875 | 618,875 | 2% |
| City Area Maintenance | 344,940 | 378,262 | 480,000 | 480,000 | 480,000 | 0% |
| Other Maintenance Agreements | 30,000 | 60,000 | 0 | 90,000 | 96,000 | - |
| Calle Revenue | 23,120 | 45,157 | 64,000 | 64,000 | 64,000 | 0% |
| Maintenance and Calle Revenue | 398,060 | 483,419 | 544,000 | 634,000 | 640,000 | 18% |
| Recreational Skate | 154,673 | 198,204 | 217,000 | 230,000 | 230,000 | 6% |
| Rink Programs | 19,622 | 25,554 | 32,000 | 40,000 | 40,000 | 25% |
| Rink Concessions | 7,250 | 8,981 | 8,800 | 15,500 | 15,500 | 76% |
| Ice Rink Revenue | 181,545 | 232,739 | 257,800 | 285,500 | 285,500 | 11% |
| Adult General Recreation | 187,561 | 115,768 | 165,000 | 200,000 | 200,000 | 21% |
| Facility Rentals | 149,637 | 162,518 | 154,000 | 156,000 | 156,000 | 1% |
| Recreation Events | 76,122 | 93,415 | 105,000 | 110,000 | 110,000 | 5% |
| Nature Center | 41,026 | 53,843 | 67,000 | 70,000 | 70,000 | 4% |
| Community Garden | 4,675 | 7,112 | 8,200 | 7,600 | 7,600 | -7% |
| Youth General Recreation | 200 | 2,600 | 10,450 | 10,600 | 10,600 | 1% |
| Recreation Revenue | 459,221 | 435,256 | 509,650 | 554,200 | 554,200 | 9% |
| Pool Programs | 51,565 | 136,320 | 140,000 | 150,000 | 150,000 | 7% |
| Pool Concessions | 8,353 | 8,239 | 7,750 | 8,000 | 8,000 | 3% |
| Recreational Swim | 30,166 | 34,201 | 38,000 | 40,000 | 40,000 | 5% |
| Aquatic Revenue | 90,084 | 178,760 | 185,750 | 198,000 | 198,000 | 7% |
| Senior Programs | 15,368 | 2,930 | 75,000 | 50,000 | 50,000 | -33% |
| Total | \$10,577,426 | \$11,383,646 | \$12,782,600 | \$13,124,375 | \$13,130,375 | 3% |

Parks Expenses

Similar to the City's General Fund, the Parks General Fund is heavily reliant on people to provide their services. The Parks General Fund is 65 percent Personnel Services and 33 percent Materials & Services.

Parks General Fund

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------------|
| Personnel Services | 6,910,531 | 7,271,788 | 8,338,143 | 9,287,135 | 9,293,135 | 954,992 |
| Material and Services | 4,068,396 | 4,407,727 | 4,638,041 | 4,655,913 | 4,655,913 | 17,872 |
| Transfer-Out, Contingency, Ending Fund Balance | 922,000 | 80,000 | 200,579 | 150,000 | 150,000 | -50,579 |
| Capital Outlay | 28,384 | 12,318 | 20,000 | 100,000 | 100,000 | 80,000 |
| Expenses | 11,929,311 | 11,771,833 | 13,196,763 | 14,193,047 | 14,199,048 | 1,002,285 |

The Parks General Fund experienced increases in Salary and Benefits consistent with all Departments in the City. The chart below shows the breakdown of Salary and Benefits.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------------|
| Salaries & Wages | \$4,298,104 | \$4,500,937 | \$4,931,920 | \$5,449,040 | \$5,455,040 | \$523,120 |
| Fringe Benefits | 2,612,427 | 2,770,851 | 3,406,223 | 3,838,095 | 3,838,095 | 431,872 |
| Total | \$6,910,531 | \$7,271,788 | \$8,338,143 | \$9,287,135 | \$9,293,135 | \$954,992 |

The Materials & Services increased slightly, wholly due to an increase in internal service charges related to an increase in Central Service Fees. The Parks and Recreation Commission was one of the Departments that the Cost Allocation Study determined was under paying for the services that are provided.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------------|
| Internal Charges & Fees | \$1,206,767 | \$1,571,285 | \$1,817,092 | \$1,964,531 | \$1,964,531 | \$147,439 |
| Rental, Repair, Maintenance | 1,462,695 | 1,607,304 | 1,466,792 | 1,372,392 | 1,372,392 | -94,400 |
| Contractual Services | 703,895 | 574,752 | 687,293 | 599,525 | 599,525 | -87,768 |
| Supplies | 282,086 | 230,326 | 248,222 | 215,288 | 215,288 | -32,934 |
| Other Purchased Svcs | 217,345 | 188,232 | 175,110 | 192,670 | 192,670 | 17,560 |
| Programs | 0 | 144,357 | 138,702 | 201,822 | 201,822 | 63,120 |
| Communications | 66,335 | 69,985 | 81,830 | 86,685 | 86,685 | 4,855 |
| Insurance | 12,850 | 21,487 | 23,000 | 23,000 | 23,000 | 0 |
| Total | \$3,951,974 | \$4,407,727 | \$4,638,041 | \$4,655,913 | \$4,655,913 | \$17,872 |

Parks General Fund Positions

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|-------------------------------------|------------|------------------------|-------------------|-----------------------|---------------------------|
| PARK DIRECTOR | 1 | Parks - Administration | 136,830 | 67,907 | 204,738 |
| EXECUTIVE ANALYST | 1 | Parks - Administration | 67,208 | 44,260 | 111,467 |
| ADMINISTRATIVE ANALYST | 1 | Parks - Administration | 62,483 | 46,986 | 109,469 |
| OFFICE ASSISTANT II | 1 | Parks - Administration | 48,040 | 38,199 | 86,239 |
| Parks - Administration Total | 4 | | \$ 314,562 | \$ 197,352 | \$ 511,913 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--------------------------|------------|------------------------|-------------------|-----------------------|---------------------------|
| OPEN SPACE & OUTER PARKS | 1 | Forestry | 71,508 | 50,066 | 121,574 |
| PARK TECHNICIAN I | 1 | Forestry | 50,220 | 39,338 | 89,558 |
| PARK TECHNICIAN II | 1 | Forestry | 56,185 | 42,198 | 98,382 |
| PARK TECHNICIAN I | 1 | Forestry | 49,689 | 42,146 | 91,835 |
| Forestry Total | 4 | | \$ 227,602 | \$ 173,748 | \$ 401,350 |

Parks General Fund

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|----------------------------------|------------|------------------------|-------------------|-----------------------|---------------------------|
| PARK TECHNICIAN I | 1 | Parks - Golf Course | 51,553 | 39,811 | 91,364 |
| GOLF COURSE MANAGER | 1 | Parks - Golf Course | 71,354 | 46,243 | 117,597 |
| GOLF CLUB ASSISTANT | 0.5 | Parks - Golf Course | 23,070 | 18,945 | 42,014 |
| GOLF COURSE SUPERINTENDENT | 1 | Parks - Golf Course | 68,615 | 45,870 | 114,485 |
| Parks - Golf Course Total | 3.5 | | \$ 214,591 | \$ 150,869 | \$ 365,460 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|---------------------------------|-------------|------------------------|-------------------|-----------------------|---------------------------|
| PARKS SUPERINDENT | 1 | Parks - Operations | 89,262 | 54,380 | 143,642 |
| IRRIGATON SUPERVISOR | 1 | Parks - Operations | 80,292 | 55,318 | 135,611 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 40,764 | 36,518 | 77,283 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 49,689 | 39,150 | 88,839 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 50,750 | 40,196 | 90,946 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 49,689 | 39,806 | 89,495 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 50,750 | 40,196 | 90,946 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 50,750 | 40,196 | 90,946 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 39,770 | 36,152 | 75,922 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 49,688 | 42,801 | 92,489 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 49,688 | 42,201 | 91,889 |
| PARK TECHNICIAN II | 1 | Parks - Operations | 57,245 | 42,588 | 99,834 |
| PARK TECHNICIAN II | 1 | Parks - Operations | 55,064 | 41,058 | 96,122 |
| PARK TECHNICIAN II | 1 | Parks - Operations | 57,245 | 42,588 | 99,834 |
| PARK TECHNICIAN II | 1 | Parks - Operations | 57,245 | 42,588 | 99,834 |
| PARK TECHNICIAN III | 1 | Parks - Operations | 65,928 | 45,786 | 111,714 |
| VOL & EVENT OPS | 0.5 | Parks - Operations | 29,834 | 21,440 | 51,274 |
| PARK TECHNICIAN I | 1 | Parks - Operations | 45,648 | 37,715 | 83,363 |
| Parks - Operations Total | 17.5 | | \$ 969,303 | \$ 740,681 | \$ 1,709,984 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|---|------------|--------------------------------|-------------------|-----------------------|---------------------------|
| RECREATION SUPERINDENT | 1 | Recreation - Administration | 98,413 | 61,638 | 160,051 |
| OFFICE ASSISTANT II | 1 | Recreation - Administration | 45,753 | 37,404 | 83,157 |
| OFFICE ASSISTANT II | 1 | Recreation - Administration | 45,753 | 37,404 | 83,157 |
| VOL & EVENT OPS | 0.5 | Recreation - Recreation Progr. | 29,834 | 21,440 | 51,274 |
| RECREATION MANAGER | 1 | Recreation - Recreation Progr. | 75,400 | 47,106 | 122,506 |
| GOLF CLUB ASSISTANT | 0.5 | Recreation - Recreation Progr. | 23,070 | 18,945 | 42,014 |
| Recreation - Recreation Progr. Total | 5 | | \$ 318,221 | \$ 223,937 | \$ 542,158 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|---|------------|----------------------------|-------------------|-----------------------|---------------------------|
| NATURE CENTER MANAGER | 1 | Recreation - Nature Center | 69,614 | 45,096 | 114,710 |
| NATURE CENTER COORDINATOR | 1 | Recreation - Nature Center | 54,619 | 39,885 | 94,505 |
| OFFICE ASSISTANT II | 1 | Recreation - Nature Center | 45,753 | 37,404 | 83,157 |
| Recreation - Nature Center Total | 3 | | \$ 169,986 | \$ 122,385 | \$ 292,371 |

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|------------------------------|-------------|------------------------|-------------------|-----------------------|---------------------------|
| SENIOR SUPERINTENDENT | 1 | Senior Services | 87,137 | 50,882 | 138,019 |
| SENIOR CENTER SPECIALIST | 1 | Senior Services | 51,739 | 39,484 | 91,224 |
| OFFICE ASSISTANT II | 0.75 | Senior Services | 39,375 | 35,188 | 74,563 |
| Senior Services Total | 2.75 | | \$ 178,251 | \$ 125,554 | \$ 303,805 |



Special Revenue Fund-Community Development Block Grant

Community Development Block Grant Summary

The City of Ashland is an entitlement city for Community Development Block Grant funds from the Department of Housing and Urban Development (HUD). This will be the eighteenth year the City has received these funds that must be used to assist low and moderate income neighborhoods and households.

The City of Ashland anticipates an annual allocation of approximately \$158,726 in Community Development Block Grant funds for program expenses by the Department of Housing and Urban Development (HUD).

In recent years CDBG funds have been applied to numerous affordable housing projects in Ashland.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|----------|
| Expenses | \$335,063 | \$291,523 | \$453,786 | \$527,189 | \$526,727 | 16% |
| Revenues | 335,060 | 291,526 | 453,786 | 526,727 | 526,727 | 16% |
| Revenues Less Expenses | (\$4) | \$4 | \$0 | (\$462) | \$0 | - |

The CDBG Fund receives its money from Federal Grants.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Intergovernmental Revenue | \$335,060 | \$291,526 | \$453,785 | \$526,727 | \$526,727 | 16% |
| Total | \$335,060 | \$291,526 | \$453,786 | \$526,727 | \$526,727 | 16% |

The CDBG fund supports a portion of an employee's salary with the majority of expenses being used for grant eligible projects.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Personnel Services | \$67,560 | \$64,255 | \$62,880 | \$70,528 | \$70,528 | 12% |
| Material and Services | 267,504 | 227,268 | 390,905 | 456,661 | 456,199 | 17% |
| Total | \$335,063 | \$291,523 | \$453,786 | \$527,189 | \$526,727 | 16% |

Special Revenue Fund-Reserve Fund

Reserve Fund Summary

The Reserve Fund was established and adopted by Council on June 15, 2010 by Resolution No. 2010-18.

According to ORS 280.050, the purpose of a Reserve Fund is for “providing funds for financing costs of services, projects, property and equipment”, and is for a limited period of time. On (or prior to) the 10-year anniversary of the date on which the reserve fund was established, the governing body must review the fund and determine by resolution whether the fund will be continued or abolished.

Past transfers made into the fund from General, Street, Parks and Recreation Funds have been used for a variety of projects in recent years. No regular revenue stream has been established, leaving interest as the only ongoing revenue.

The revenue and expenses that occurred in BN 2017-19 resulted from transfers between the Reserve Fund and the Health Benefits Fund. When the City transitioned from self-funded health insurance to fully insured, this internal loan was forgiven with a purpose of growing new reserve to be built in the Health Benefits Fund. The Fund has a balance of \$39,110 which could be utilized for a specific purpose or left in the fund.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
|---------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|
| Revenues | \$266,699 | \$347,433 | \$1,075,435 | \$39,110 | \$39,110 |
| Expenses | 1,090,000 | 515,544 | 1,075,435 | 0 | 0 |
| Revenues Less Expenses | (\$823,301) | (\$168,112) | \$0 | \$39,110 | \$39,110 |

Street Fund Summary

This special revenue fund houses street related operations and capital projects. Major revenue sources are the State gas tax disbursement, a street user fee collected through the local utility bill, and grants. In prior budgets, the Stormwater related activities were included in the Street Fund, but were separated out of this fund with the establishment of the Stormwater Fund in BN 2017-19.

Street Fund Revenue

Taxes-Cable TV Franchise. The five percent (5%) cable TV franchise fee is split, with thirty percent (30%) placed in the Street Fund and the balance in the General Fund. It is expected to stabilize at a lower level recognizing industry changes to satellite and internet-based televisions.

Prepared Food and Beverage Tax. Initially in March 1993 and then again in November 2009, the citizens voted to approve a 5% prepared food and beverage tax. In November 2016, the citizens approved a change to the original disbursement of the tax. Originally one percent (1/5 of the revenues) of the tax was dedicated for purposes of acquisition, planning, development, and major rehabilitation of City parks per the City of Ashland's Capital Improvement Plan. The Parks allocation portion of twenty percent (20%) was specified and limited for Open Space land acquisition. The other eighty percent (80%) of the tax revenue was dedicated to the Wastewater Treatment Plant upgrade and is shown in the Wastewater Fund. In 2009, two percent (2%) of the total proceeds was dedicated to the Central Service Fund for administrative costs of managing the tax collections and distribution.

In November 2016, the disbursement was reallocated to twenty-five percent (25%) of the tax and was expanded to allow the funds to be dedicated for the purpose of acquisition, planning, development, repair, and rehabilitation of City parks per adopted plans of the Ashland Parks and Recreation Commission and is now shown in the Parks Capital Improvement Fund. Of the remainder, the City may retain up to two percent (2%) of the tax collected for costs of administration and collection as well as a specified portion dedicated to the Wastewater Treatment Plant debt and capital improvement projects as well as for street maintenance and reconstruction which is shown in this fund. As the Wastewater Treatment Plant debt is retired, an equivalently larger share of the tax proceeds will be eligible and utilized for Street projects.

The tax sunsets in December of 2030.

Intergovernmental Revenues. The primary source of Intergovernmental Revenue, the State Gasoline Tax, is budgeted at approximately \$149.76 per capita for the biennium. Changes in delivery practices and hybrid/electric vehicles use may cause a reduction in overall revenue allocated in the coming years.

Charges for Services-Transportation Utility Fee. All fees collected are for the purposes of providing adequate operations, administration, and maintenance of the local transportation network including streets, pedestrian facilities, handicap access, and bicycle facilities. A master plan study is in process and may impact future fees charged.

Special Revenue Fund-Street Fund

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Carry Forward Fund Balance | \$0 | \$0 | \$3,977,740 | \$3,762,408 | \$3,762,408 | -5% |
| Taxes | | | | | | |
| Food and Beverage Tax | 0 | 255,202 | 1,126,100 | 1,438,000 | 1,438,000 | 28% |
| Franchise Fees | | | | | | |
| Charter Franchise | 91,234 | 93,847 | 96,700 | 96,000 | 96,000 | -1% |
| Ashland Home Net Franchise | 23,928 | 23,661 | 14,000 | 14,000 | 14,000 | 0% |
| Debt Revenue | 126,991 | 133,837 | 11,747,162 | 11,060,000 | 11,060,000 | -6% |
| Intergovernmental Revenue | 2,342,776 | 2,536,631 | 5,311,945 | 5,007,336 | 5,007,336 | -6% |
| Charges for Services | 4,341,732 | 4,722,618 | 3,345,895 | 3,504,000 | 3,504,000 | 5% |
| Miscellaneous Revenues | 361,634 | 225,754 | 353,304 | 168,290 | 168,290 | -52% |
| Interest on Pooled Investments | 48,419 | 90,529 | 60,000 | 200,000 | 200,000 | 233% |
| Total | \$7,336,713 | \$8,082,079 | \$26,032,846 | \$25,250,034 | \$25,250,034 | -3% |

Street Fund Expenses

The Street Fund employees the equivalent of 7.1 FTE. The Street Fund and Stormwater Fund split several employees between each other. The other expenses in the Streets Fund include Materials & Services for street maintenance, along with the cost of completing major street capital projects.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Personnel Services | \$1,954,125 | \$2,199,422 | \$1,929,177 | \$1,939,004 | \$1,939,004 | 1% |
| Material and Services | 3,248,971 | 3,659,190 | 4,341,121 | 4,929,258 | 4,929,258 | 14% |
| Debt Services | 264,140 | 272,007 | 493,039 | 251,460 | 251,460 | -49% |
| Capital Outlay | 1,008,370 | 1,566,253 | 15,126,255 | 14,426,425 | 14,426,425 | -5% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 4,143,255 | 43,700 | 43,700 | -99% |
| Total | \$6,475,606 | \$7,696,871 | \$26,032,847 | \$21,589,847 | \$21,589,847 | -17% |

Street Fund Materials and Services

The Street Fund saw increases to its Central Services Fees along with an increase in Rental, Repair and Maintenance. The increase in Rental Repair and Maintenance is largely due to a change in operating practice. Instead of purchasing large equipment, the Fund will rent equipment as needed and save money long term.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Supplies | \$33,722 | \$52,288 | \$114,600 | \$67,600 | \$67,600 | -41% |
| Rental, Repair, Maintenance | 505,059 | 669,123 | 1,451,500 | 1,544,050 | 1,544,050 | 6% |
| Communications | 18,536 | 18,600 | 22,450 | 25,850 | 25,850 | 15% |
| Contractual Services | 672,714 | 747,638 | 956,000 | 825,000 | 825,000 | -14% |
| Internal Charges & Fees | 1,999,165 | 2,151,294 | 1,776,371 | 2,446,358 | 2,446,358 | 38% |
| Bad Debt Expense | 18,423 | 8,739 | 0 | 0 | 0 | - |
| Licensing | 7,533 | 8,251 | 27,003 | 27,000 | 27,000 | 0% |
| Internal Chg - Central Svc Fee | 1,338,010 | 1,453,650 | 1,194,344 | 1,417,754 | 1,417,754 | 19% |
| Internal Chg - Insurance Svc | 106,000 | 109,200 | 103,020 | 103,020 | 103,020 | 0% |
| Internal Chg - Tech Debt | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 0% |
| Internal Chg - Facility Use | 8,000 | 8,800 | 8,800 | 8,800 | 8,800 | 0% |
| Internal Chg - Fleet Maint | 318,200 | 331,054 | 211,604 | 211,604 | 211,604 | 0% |
| Internal Chg - Equip Replacmnt | 143,000 | 171,600 | 171,600 | 618,180 | 618,180 | 260% |
| Other Purchased Svcs | 10,384 | 18,982 | 20,200 | 20,400 | 20,400 | 1% |
| Commission Support | 9,390 | 1,266 | 0 | 0 | 0 | - |
| Total | \$3,248,971 | \$3,659,190 | \$4,341,121 | \$4,929,258 | \$4,929,258 | 14% |

Special Revenue Fund-Street Fund

Street Fund Positions

As noted above, the Streets and Stormwater Fund share employees. The chart below shows the full time equivalence of employees that perform work for the Streets Fund.

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--|------------|---------------------------|-------------------|-----------------------|---------------------------|
| STREET SUPERVISOR | 0.75 | Public Works - Operations | 56,461 | 39,244 | 95,705 |
| UTILITY WORKER II | 0.75 | Public Works - Operations | 40,298 | 34,291 | 74,589 |
| UTILITY WORKER II | 1 | Public Works - Operations | 46,667 | 42,926 | 89,593 |
| UTILITY WORKER II | 1 | Public Works - Operations | 46,667 | 42,926 | 89,593 |
| SENIOR UTILITY WORKER | 1 | Public Works - Operations | 60,482 | 52,042 | 112,523 |
| SENIOR UTILITY WORKER | 0.65 | Public Works - Operations | 39,658 | 33,984 | 73,642 |
| SENIOR UTILITY WORKER | 0.65 | Public Works - Operations | 39,658 | 33,984 | 73,642 |
| SENIOR UTILITY WORKER | 0.65 | Public Works - Operations | 39,313 | 32,990 | 72,303 |
| SENIOR UTILITY WORKER | 0.65 | Public Works - Operations | 38,968 | 31,320 | 70,288 |
| Public Works - Operations Total | 7.1 | | \$ 408,173 | \$ 343,707 | \$ 751,879 |

Street Fund Capital Improvement Projects

The Street Fund anticipates completing over \$15 million in Capital Improvement Projects in the next two-years. More detailed information on the projects can be found in the Capital Improvement Plan.

Special Revenue Fund-Street Fund

| Project Description | | | |
|---|---------------------|---------------------|-----------------------|
| Roadway Improvements | FY20 | FY21 | Project Totals |
| N. Main Refuge Island | | | \$ 80,000 |
| Railroad Crossing Improvements; Hersey & Laurel | \$ 450,000 | | \$ 749,754 |
| Independent Way - Washington St to Tolman Creek Rd | \$ 968,143 | | \$ 1,544,807 |
| Grandview Drive Improvements - Phase II | | \$ 350,000 | \$ 350,000 |
| City Wide Chip Seal Project (CMAQ) | | \$ 53,592 | \$ 53,592 |
| Lithia Way (OR 99 NB)/E Main Street Intersection Improvements | | \$ 73,750 | \$ 73,750 |
| Ashland Street (OR 66)/Oak Knoll Drive/E Main Street Intersection Improvements | | | \$ 602,851 |
| Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street) | | | \$ 1,150,500 |
| Normal Avenue Extension | | | \$ 3,630,499 |
| Subtotal Roadway | \$ 1,418,143 | \$ 477,342 | \$ 8,155,753 |
| Street Overlays/Reconstructions | FY20 | FY21 | Project Totals |
| Hersey St - N Main St to N Mountain Ave | \$ 3,500,000 | | \$ 4,500,000 |
| Wightman St - Quincy St to Siskiyou Blvd | \$ 1,000,000 | | \$ 1,014,500 |
| N Mountain Ave - I-5 Overpass to E Main St | \$ 1,500,000 | \$ 2,500,000 | \$ 4,060,000 |
| Ashland St - Siskiyou Blvd to Faith St | | \$ 2,500,000 | \$ 4,500,000 |
| Oak St - City Limits to E Main St | | | \$ 2,500,000 |
| Siskiyou Blvd - E Main St to Walker Ave | | | \$ 6,500,000 |
| Maple St - Chestnut St to N Main St | | | \$ 500,000 |
| Tolman Creek Rd - E Main St to Ashland St | | | \$ 1,000,000 |
| Walker Ave - E Main St to Siskiyou Blvd | | | \$ 800,000 |
| A St - Oak St to Eighth St | | | \$ 1,900,000 |
| Garfield St - E Main St to Siskiyou Blvd | | | \$ 750,000 |
| Subtotal Street Improvements/Overlays | \$ 6,000,000 | \$ 5,000,000 | \$ 28,024,500 |
| Sidewalk/Pedestrian | FY20 | FY21 | Project Totals |
| Downtown ADA Ramp Replacement/Plaza Sidewalk Replacement | | | \$ 152,438 |
| N Main Street RRFB Installation - Nursey Street & Van Ness Avenue | | | \$ 75,000 |
| N Mountain Avenue - 100' south of Village Green Drive to Iowa Street | \$ 66,375 | \$ 597,375 | \$ 663,750 |
| N. Mountain Avenue RRFB Installation - Fair Oaks Avenue | | \$ 50,000 | \$ 50,000 |
| N Main Street (Hwy 99) - N Main Street to Schofield Street | | | \$ 73,750 |
| Beaver Slide - Water Street to Lithia Way | | | \$ 73,750 |
| Diane Street - Jaquelyn 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) | | | \$ 626,875 |
| A Street - Oak Street to 8th Street | | | \$ 368,750 |
| Garfield Street - E Main Street to Siskiyou Boulevard | | | \$ 1,106,250 |
| Subtotal Sidewalk/Pedestrian | \$ 66,375 | \$ 647,375 | \$ 3,515,063 |
| Bicycle | FY20 | FY21 | Project Totals |
| Wightman Street Bicycle Boulevard – E Main Street to Siskiyou Boulevard | \$ 81,420 | | \$ 81,420 |
| Lithia Way Bicycle Boulevard – From Oak Street to Helman Street | | \$ 149,270 | \$ 149,270 |
| Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard | | | \$ 67,850 |
| Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road | | | \$ 54,280 |
| 8th Street Bicycle Boulevard - A Street to E Main Street | | | \$ 27,140 |
| Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane | | | \$ 54,280 |
| Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main Street to Winburn Way | | | \$ 149,270 |
| Normal Avenue Bike Lane - From E Main Street to Siskiyou Boulevard. Coordinate with Project R19 | | | \$ 257,830 |
| Subtotal Bicycle | \$ 81,420 | \$ 149,270 | \$ 841,340 |
| TRANSPORTATION / LID | \$ 7,565,938 | \$ 6,273,987 | \$ 40,536,656 |



Special Revenue Fund-Airport Fund

Airport Fund Summary

This fund is used to account for Airport operations and revenues from service charges, hangar rental, and lease fees. The fund may borrow internally or externally for projects as needed.

Airport Fund Revenue

The Airport receives money from several sources. The two main sources are Charges for Hangar rentals along with grants for projects.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Charges for Services | \$274,193 | \$271,528 | \$270,000 | \$322,000 | \$322,000 | 19% |
| Intergovernmental Revenue | 0 | 0 | 536,800 | 419,800 | 468,800 | -13% |
| Carry Forward Fund Balance | 0 | 0 | 118,677 | 225,306 | 225,306 | 90% |
| Interest on Pooled Investments | 953 | 2,386 | 1,000 | 1,000 | 1,000 | 0% |
| Total | \$275,146 | \$273,915 | \$926,477 | \$968,106 | \$1,017,106 | 10% |

Airport Fund Expenses

The Airport spends money on maintenance and capital projects. The Airport had debt associated with Hangars that was paid off last biennium.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Material and Services | \$133,293 | \$87,020 | \$425,380 | \$216,088 | \$266,088 | -37% |
| Capital Outlay | 44,962 | 54,113 | 312,000 | 340,000 | 340,000 | 9% |
| Debt Services | 77,072 | 77,072 | 77,075 | 0 | 0 | -100% |
| Transfer-Out, Contingency, Ending Fund Balance | 19,000 | 0 | 112,022 | 0 | 0 | -100% |
| Total | \$274,327 | \$218,205 | \$926,477 | \$556,088 | \$606,088 | -35% |

Airport Capital Improvement Projects

| Airport | FY20 | FY21 | Project Totals |
|--|------------------|-------------------|---------------------|
| Pavement Maintenance Program | \$ 20,000 | | \$ 40,000 |
| Entitlement Grant - Airport Improvments - Taxiway Rehabilitation | | \$ 200,000 | \$ 2,230,700 |
| AIRPORT | \$ 20,000 | \$ 200,000 | \$ 2,270,700 |

Housing Fund Summary

The Housing Fund was created in BN 2017-19 with the dedication of up to \$100,000 annually of local marijuana tax proceeds. It is anticipated that the fund will have a beginning balance of \$451,668 to continue programs, and will likely receive funds from the sale of a City property in this budget cycle.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
|----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|
| Carry Forward Fund Balance | \$0 | \$0 | \$0 | \$451,668 | \$451,668 |
| Taxes | 0 | 0 | 200,000 | 0 | 200,000 |
| Operating Transfers In | 0 | 0 | 166,351 | 0 | 0 |
| Total | \$0 | \$0 | \$366,351 | \$451,668 | \$651,668 |

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|
| Material and Services | \$0 | \$0 | \$366,351 | \$247,000 | \$247,000 |
| Total | \$0 | \$0 | \$366,351 | \$247,000 | \$247,000 |

Capital Improvements Fund

Capital Improvements Fund Summary

This fund accounts for facility maintenance and capital projects not able to be included in the enterprise funds. Primary revenues are internal charges, taxes, and system development fees.

Capital Improvements Fund Revenue

Charges for Services

In 2008, the City revised the facility use fee, to appropriately cover the cost of the Facilities Division of Public Works. Each department is now charged a fee for the operations, which includes payments for utilities, personnel for maintaining the facilities, as well as replacement costs such as reroofing and long term maintenance of all City buildings.

Intergovernmental Revenues

Grants for improvements to municipal facilities are budgeted here.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Charges for Services | \$2,082,508 | \$2,054,237 | \$2,397,440 | \$2,085,340 | \$2,085,340 | -13% |
| Use of Facilities Fee | 1,857,254 | 1,892,340 | 1,954,940 | 1,862,340 | 1,862,340 | -5% |
| Parks | 97,839 | 116,163 | 101,500 | 103,000 | 103,000 | 1% |
| Parking Lot Fees | 122,888 | 37,734 | 120,000 | 120,000 | 120,000 | 0% |
| Property | 4,527 | 8,000 | 221,000 | 0 | 0 | -100% |
| Carry Forward Fund Balance | 0 | 0 | 2,522,222 | 1,349,174 | 1,349,174 | -47% |
| Debt Revenue | 0 | 870,000 | 1,500,000 | 0 | 0 | -100% |
| Taxes | 993,067 | 1,273,537 | 0 | 0 | 0 | - |
| Intergovernmental Revenue | 520,240 | 2,732 | 0 | 0 | 0 | - |
| Operating Transfers In | 0 | 100,000 | 0 | 100,000 | 100,000 | - |
| Interest on Pooled Investments | 21,667 | 44,464 | 26,000 | 26,000 | 26,000 | 0% |
| Miscellaneous Revenues | 47,712 | 4,438 | 20,000 | 20,000 | 20,000 | 0% |
| Total | \$3,665,195 | \$4,349,408 | \$6,465,662 | \$3,580,514 | \$3,580,514 | -45% |

Capital Improvements Fund Expenses

The CIP Fund employs 2.55 Full-Time Equivalent employees. The majority of the CIP Fund expenses are for maintenance and upgrades to facilities. The BN 2017/19 Budget included a transfer of \$1.7 million from the CIP-Facilities fund to the Central Services Fund to balance Central Services.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Personnel Services | \$440,985 | \$545,804 | \$636,010 | \$664,419 | \$573,496 | -10% |
| Material and Services | 903,887 | 2,090,896 | 1,095,090 | 1,140,381 | 1,140,381 | 4% |
| Debt Services | 5,555 | 0 | 0 | 0 | 0 | - |
| Capital Outlay | 1,575,508 | 1,931,541 | 2,732,640 | 1,405,000 | 1,405,000 | -49% |
| Transfer-Out, Contingency, Ending Fund Balance | 84,479 | 215,419 | 2,001,922 | 280,000 | 280,000 | -86% |
| Total | \$3,010,414 | \$4,783,660 | \$6,465,662 | \$3,489,801 | \$3,398,877 | -47% |

Capital Improvements Fund

Capital Improvements Fund Positons

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--|-------------|---------------------------|-------------------|-----------------------|---------------------------|
| UTILITY TECHNICIAN | 1 | Public Works - Facilities | 57,810 | 45,608 | 103,418 |
| UTILITY WORKER I | 1 | Public Works - Facilities | 50,065 | 42,774 | 92,838 |
| MAINTENANCE SAFETY SUPERVISOR | 0.3 | Public Works - Facilities | 23,714 | 15,400 | 39,113 |
| OFFICE ASSISTANT II | 0.25 | Public Works - Facilities | 22,456 | 21,905 | 44,361 |
| Public Works - Facilities Total | 2.55 | | \$ 154,044 | \$ 125,687 | \$ 279,731 |

CIP Fund Capital Expenditures

| <u>ADMINISTRATION - City Facilities</u> | <u>FY20</u> | <u>FY21</u> | <u>Project Totals</u> |
|---|-------------------|-------------------|-----------------------|
| City Facility Upgrades & Maintenance | \$ 150,000 | \$ 150,000 | \$ 1,200,000 |
| Emergency Operations Center - Grove Priority Improvements | \$ 60,000 | \$ 100,000 | \$ 205,000 |
| Pioneer Hall Priority Improvements | \$ 20,000 | \$ 130,000 | \$ 195,000 |
| City Hall Improvements | \$ 200,000 | \$ 200,000 | \$ 6,697,100 |
| Hardesty Property Relocation and Paving | \$ 100,000 | \$ 100,000 | \$ 200,000 |
| Community Center Priority Improvements | | \$ 20,000 | \$ 165,000 |
| Briscoe Roof Replacement | | \$ 25,000 | \$ 300,000 |
| Emergency Operations Center & Training - Police | | | \$ 20,000 |
| ADMINISTRATION - FACILITIES | \$ 530,000 | \$ 725,000 | \$ 8,982,100 |
| <u>Fire and Rescue</u> | <u>FY20</u> | <u>FY21</u> | <u>Project Totals</u> |
| Communications Tower | \$ 35,000 | \$ 300,000 | \$ 335,000 |
| Public Safety Training Facility | | \$ 25,000 | \$ 2,600,000 |
| FIRE AND RESCUE | \$ 35,000 | \$ 325,000 | \$ 2,935,000 |



Parks Capital Improvements Fund Summary

This fund accounts for facility maintenance and capital projects for the Parks and Recreation Commission.

Parks Capital Improvements Revenue

Prepared Food and Beverage Tax-Initially in March 1993 and then again in November 2009, the citizens voted to approve a 5% prepared food and beverage tax. In November 2016, the citizens approved a change to the original disbursement of the tax. Originally one percent (1/5 of the revenues) of the tax was dedicated for purposes of acquisition, planning, development, and major rehabilitation of City parks per the City of Ashland's Capital Improvement Plan. The Parks allocation portion of, twenty percent (20%) was specified and limited for Open Space land acquisition. The other eighty percent (80%) of the tax revenue was dedicated to the Wastewater Treatment Plant upgrade and is shown in the Wastewater Fund. In 2009, two percent (2%) of the total proceeds was dedicated to the Central Service Fund for administrative costs of managing the tax collections and distribution.

In November 2016, the disbursement was reallocated to twenty-five percent (25%) of the tax and was expanded to allow the funds to be dedicated for the purpose of acquisition, planning, development, repair, and rehabilitation of City parks per adopted plans of the Ashland Parks and Recreation Commission and is now shown in the Parks Capital Improvement Fund. Of the remainder, the City may retain up to two percent (2%) of the tax collected for costs of administration and collection as well as a specified portion dedicated to the Wastewater Treatment Plant debt and capital improvement projects as well as for street maintenance and reconstruction which is shown in this fund. As the Wastewater Treatment Plant debt is retired, an equivalently larger share of the tax proceeds will be eligible and utilized for Street projects.

The tax sunsets in December of 2030.

Intergovernmental Revenue- The Parks CIP Fund also receives grants for capital projects. One major potential grant for BN 2019-21 is a grant from the Ashland Parks Foundation to the Ashland Parks and Recreation Commission for significant enhancements to the Japanese Garden in Lithia Park.

Parks Capital Improvements Fund

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Intergovernmental Revenue | \$309,950 | \$0 | \$900,000 | \$2,990,000 | \$2,990,000 | 232% |
| Debt Revenue | 0 | 0 | 3,250,000 | 0 | 0 | -100% |
| Taxes | 89,810 | 0 | 1,484,690 | 1,513,800 | 1,513,800 | 2% |
| Miscellaneous Revenues | 911,824 | 16,555 | 0 | 1,500,000 | 1,500,000 | - |
| Charges for Services | 23,120 | 2,292,678 | 0 | 0 | 0 | - |
| Carry Forward Fund Balance | 0 | 0 | 341,235 | 1,139,000 | 1,139,000 | 234% |
| Operating Transfers In | 922,000 | 0 | 0 | 0 | 0 | - |
| Interest on Pooled Investments | 3,356 | 16,460 | 20,000 | 40,000 | 40,000 | 100% |
| Total | \$2,260,060 | \$2,325,693 | \$5,995,925 | \$7,182,800 | \$7,182,800 | 20% |

Parks Capital Improvements Expenses

The Parks CIP fund capital projects. The fund includes a transfer to the Parks General Fund for major maintenance of park facilities.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Personnel Services | \$0 | \$162,235 | \$0 | \$0 | \$0 | - |
| Material and Services | 1,331 | 64,069 | 150,000 | 0 | 0 | -100% |
| Capital Outlay | 2,437,058 | 1,456,284 | 4,812,157 | 5,020,000 | 5,020,000 | 4% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 1,033,768 | 793,828 | 793,828 | -23% |
| Total | \$2,438,389 | \$1,682,589 | \$5,995,925 | \$5,813,828 | \$5,813,828 | -3% |

Parks CIP Projects

| Parks | FY20 | FY21 | Project Totals |
|---|---------------------|---------------------|---------------------|
| Project Manager | \$ 60,000 | \$ 60,000 | \$ 360,000 |
| N. Mountain Park Nature Play Area | \$ 215,000 | | \$ 238,330 |
| Oak Knoll Irrigation Improvements | \$ 20,000 | \$ 20,000 | \$ 92,850 |
| Ashland Creek Park Basketball Court | \$ 75,000 | | \$ 75,000 |
| E. Main Development | \$ 475,000 | \$ 475,000 | \$ 950,000 |
| Mace Property Train | \$ 25,000 | \$ 225,000 | \$ 250,000 |
| Dedicated Pickleball Courts | \$ 175,000 | | \$ 175,000 |
| All Parks Master Plan | \$ 200,000 | | \$ 200,000 |
| Senior Center Improvements | \$ 25,000 | \$ 25,000 | \$ 50,000 |
| TID Irrigation | \$ 50,000 | \$ 50,000 | \$ 100,000 |
| Japanese Garden | \$ 250,000 | \$ 1,250,000 | \$ 1,500,000 |
| Oak Knoll Improvements (playground) | \$ 125,000 | \$ 125,000 | \$ 250,000 |
| Repair Butler Perozzi Fountain | \$ 70,000 | | \$ 626,970 |
| Kestrel Park Bridge | \$ 25,000 | \$ 475,000 | \$ 500,000 |
| Daniel Meyer Pool - Rebuild & Cover | \$ 115,000 | | \$ 4,000,000 |
| Lithia Park Improvements (Winburn Way Sidewalk) | | \$ 75,000 | \$ 175,000 |
| Ashland Creek Park, Public Works Requirements | | \$ 35,000 | \$ 35,000 |
| Lincoln Park Improvements | | \$ 50,000 | \$ 50,000 |
| Mountain Bike Skills Park and Pump Track | \$ 25,000 | \$ 225,000 | \$ 250,000 |
| PARKS | \$ 1,930,000 | \$ 3,090,000 | \$ 9,518,150 |

Debt Service Fund Summary

The purpose of the Debt Service Fund is to account for the payment of principal and interest due on the City's debt, both bonded and un-bonded. All enterprise debt is budgeted within the corresponding fund.

Property Tax- Revenues in this fund are voter approved taxes collected to pay the 2005 General Obligation (GO) Bonds for Fire Station #1, and 2012 GO Bonds for Fire Station #2.

Charges for Services- Revenues primarily include payments from system users in other funds to meet technology debt service requirements.

Assessment Payments- These payments are from individual benefited property owners who pay for principal and interest for property or service improvements over a period of time at a rate established when the assessment is financed.

Operating Transfers In- These transfers are from the Capital Improvements Fund to support "Open Space" debt for land purchases.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Carry Forward Fund Balance | \$0 | \$0 | \$1,193,611 | \$1,424,054 | \$1,424,054 | 19% |
| Taxes | 1,019,824 | 1,015,919 | 973,540 | 698,000 | 698,000 | -28% |
| Charges for Services | 2,440,676 | 2,448,965 | 2,308,600 | 2,308,600 | 2,308,600 | 0% |
| Miscellaneous Revenues | 6 | 0 | 0 | 0 | 0 | - |
| Interest on Pooled Investments | 8,161 | 12,792 | 8,000 | 26,130 | 26,130 | 227% |
| Operating Transfers In | 275,303 | 311,429 | 480,440 | 753,828 | 753,828 | 57% |
| Total | \$3,743,970 | \$3,789,106 | \$4,964,191 | \$5,210,612 | \$5,210,612 | 5% |

The only expense in the Debt Service Fund is the payment of Debt.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Debt Services | \$3,661,138 | \$3,672,977 | \$3,740,387 | \$3,790,874 | \$3,790,874 | 1% |
| Material and Services | 7,094 | 1,600 | 0 | 0 | 0 | - |
| Transfer-Out, Contingency, Ending Fund Balance | 364,795 | 0 | 1,223,803 | 0 | 0 | -100% |
| Total | \$4,033,027 | \$3,674,577 | \$4,964,190 | \$3,790,874 | \$3,790,874 | -24% |

On the following page is a list of all Debt held by the City as of June 30, 2018. Enterprise Fund pay their debt in each fund. This chart is to provide a central location of all outstanding debt.

Debt Service Fund

City of Ashland Debt Payable by Fund Principal Balance as of June 30, 2019

| <u>Debt Purpose</u> | <u>Debt Instrument</u> | <u>June 30, 2019</u> | <u>End Date</u> | <u>Interest Rate</u> |
|--|------------------------|-------------------------|---|----------------------|
| 2005 GO Bond - Fire Station #1 | GO Bonds | 260,000.00 | FY 2020 | 3.50% to 5.00% |
| 2011 Fire Station #2 | GO Bonds | 1,955,000.00 | FY 2031 | 2.00% to 4.00% |
| Total General Fund | | \$ 2,215,000.00 | | |
| 2013 New Construction - Parks | Full Faith | 320,000.00 | FY 2028 | 2.00% to 2.50% |
| Garfield Water Park equipment | Note Payable | 591,000.00 | FY 2026 | 2.12% |
| Biscoe School (Parks) | Note Payable | 400,000.00 | FY 2028 | 0.00% |
| Total Parks General Fund | | \$ 1,311,000.00 | | |
| Airport Note 09 | Note Payable | - | FY 2019 | 5.75% |
| Total Airport Fund | | \$ - | | |
| 2013 New Construction - Street | Full Faith | 650,000.00 | FY 2028 | 2.00% to 2.50% |
| Total Street Fund | | \$ 650,000.00 | | |
| Biscoe School (City) | Note Payable | 1,320,000.00 | FY 2028 | 0.00% |
| Total Debt Fund | | \$ 1,320,000.00 | | |
| 2009 Water and Wastewater | Full Faith | 292,109.46 | FY 2024 | 4.95% |
| 2013 Water Debt (Refi 2003 Revenue Bond) | Full Faith | 725,000.00 | FY 2023 | 2.00% |
| 2013 New Construction - Water | Full Faith | 1,600,000.00 | FY 2028 | 2.00% to 2.50% |
| IFA - S14005 - Water Fund | Revenue Bonds | 3,515,200.00 | FY 2048 | 1% plus Fees |
| Medford Water Commission | Revenue Bonds | 1,957,455.62 | FY 2035 | 3.42% |
| IFA - S16021 - Water Fund | Revenue Bonds | 1,445,740.00 | Awarded but not yet on repayment schedule | 1% plus Fees |
| DEQ - R11753 TID Canal - W Fund \$1.3 million | Revenue Bonds | 231,697.00 | Awarded but not yet on repayment schedule | 1% plus Fees |
| Total Water Fund | | \$ 9,767,202.08 | | |
| 2009 Water and Wastewater | Full Faith | 125,189.80 | FY 2024 | 4.95% |
| 2010 Wastewater Refinance | Full Faith | 4,395,000.00 | FY 2022 | 2.00% to 4.00% |
| 2013 New Construction - Wastewater | Full Faith | 375,000.00 | FY 2028 | 2.00% to 2.50% |
| DEQ R11751 - Wastewater Fund | Revenue Bonds | 1,592,418.00 | FY 2033 | 1% plus Fees |
| DEQ - R11754 - WW Fund \$4,829,000 | Revenue Bonds | 694,859.00 | Awarded but not yet on repayment schedule | 1% plus Fees |
| DEQ - R11752 Oxidation Ditch - WW Fund \$9.9 million | Revenue Bonds | - | Awarded but not yet on repayment schedule | 1% plus Fees |
| Total Wastewater Fund | | \$ 7,182,466.80 | | |
| 2013 New Construction - Storm Drain | Full Faith | 95,000.00 | FY 2028 | 2.00% to 2.50% |
| Total Storm Water Fund | | \$ 95,000.00 | | |
| 2008 CREBs | Revenue Bonds | 65,142.84 | FY 2022 | 3.8-6.01% |
| Total Electric Fund | | \$ 65,142.84 | | |
| 2013 AFN Debt (Refi 2004 AFN Revenue) | Full Faith | 7,020,000.00 | FY 2025 | 2.00% to 2.80% |
| Total Telecommunication Fund | | \$ 7,020,000.00 | | |
| Citywide Total | | \$ 29,625,811.72 | | |



Enterprise Funds-Water Fund

Water Fund Summary

The Water Department provides drinking water to 7,736 residences, 608 business and 217 “institutions” (Governments and City) within the city of Ashland.

The Water Division manages the City's water system, consisting of storage reservoirs, treatment facilities, and distribution systems. The Water Division operates under a recently updated Master Plan that provides an infrastructure and financing plan for the next 20 years. The Division is currently working on a new water treatment plant and Crowson II reservoir. These two major projects will strain limited staff resources. Water division staff will be part of the technical advisory committee during the engineering design process of the water plant and reservoir and will manage the project contractors throughout the project duration.

Maintaining and updating aging infrastructure to meet operational and state and federal regulatory changes is a continuous and expensive challenge but critical aspect for all of the City's enterprise funds. Prioritizing replacement and repair activities while working within the limitations of the budget and available staff time will continue to be a mission of the Water Division. Water Division staff maintain a system that provides clean and safe drinking water to nearly 10,000 water services while also supplying water in sufficient volume for firefighting to over 1,200 hydrants.

Water Fund Revenue

The Water Fund received the majority of its revenue from selling water to customers. The charge for services is expected to increase seven percent over the last Biennium. This is the result of an increase of four percent in water rates, along with lower than anticipated consumption of water by customers. The other major revenue source in the BN 2019/21 Budget is Debt revenue. As the new Water Treatment plant begins construction, the Water Fund will need to borrow more money to complete construction. The Water rates are currently being evaluated and may change between the proposed and adopted budget.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Carry Forward Fund Balance | \$0 | \$0 | \$8,697,716 | \$12,575,444 | \$12,575,444 | 45% |
| Debt Revenue | 1,724,546 | 890,072 | 29,749,150 | 28,505,124 | 28,505,124 | -4% |
| Intergovernmental Revenue | 160,220 | 14,897 | 0 | 0 | 0 | - |
| Charges for Services | 12,675,000 | 14,854,523 | 16,074,482 | 17,174,000 | 17,174,000 | 7% |
| Miscellaneous Revenues | 34,574 | 74,484 | 50,000 | 50,000 | 50,000 | 0% |
| Interest on Pooled Investments | 56,607 | 101,814 | 64,000 | 291,450 | 291,450 | 355% |
| Total | \$14,651,027 | \$15,935,799 | \$54,635,348 | \$58,596,018 | \$58,596,018 | 7% |

Enterprise Funds-Water Fund

Water Fund Expenses

Overall, expenses in the Water Fund are budgeted to decrease 29 percent over the biennium. The reason for this decrease is the over estimation of the completion of the water treatment plan in BN 2017/19 compared with a more realistic phase in approach of the water treatment plan in the BN 2019/21 budget. Consistent with other operating Funds, Personnel Service is up slightly due to PERS increases.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Personnel Services | \$3,520,313 | \$3,416,465 | \$4,059,458 | \$4,178,620 | \$4,178,620 | 3% |
| Material and Services | 5,710,874 | 5,933,904 | 7,270,869 | 8,084,350 | 8,084,350 | 11% |
| Debt Services | 1,760,759 | 1,232,737 | 1,941,404 | 1,251,136 | 1,251,136 | -36% |
| Capital Outlay | 4,738,064 | 2,265,721 | 30,532,149 | 24,296,500 | 24,296,500 | -20% |
| Transfer-Out, Contingency, Ending Fund Balance | 150,000 | 500,000 | 10,831,467 | 1,185,000 | 1,185,000 | -89% |
| Total | \$15,880,010 | \$13,348,826 | \$54,635,347 | \$38,995,606 | \$38,995,606 | -29% |

Water Fund Personnel

No new positions are proposed to be added in BN 2019/21. Overall the Personnel Budget for the Water Fund remains relatively unchanged outside of increases for PERS and Health Insurance.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Salaries & Wages | \$2,249,871 | \$2,158,160 | \$2,415,000 | \$2,415,008 | \$2,415,008 | 0% |
| Regular Employees | 1,903,771 | 1,841,333 | 2,084,650 | 2,102,108 | 2,102,108 | 1% |
| Sick Leave Pay Out | 5,183 | 7,181 | 10,100 | 10,600 | 10,600 | 5% |
| Vacation Pay Out | 13,962 | 17,342 | 6,050 | 5,800 | 5,800 | -4% |
| Temporary Employees | 116,558 | 52,759 | 76,000 | 76,000 | 76,000 | 0% |
| Overtime | 146,922 | 164,997 | 168,000 | 146,000 | 146,000 | -13% |
| Duty Pay | 63,475 | 74,548 | 70,200 | 74,500 | 74,500 | 6% |
| Fringe Benefits | 1,270,441 | 1,258,305 | 1,644,458 | 1,763,612 | 1,763,612 | 7% |
| FICA/MEDICARE Contribution | 169,387 | 162,784 | 186,463 | 186,560 | 186,560 | 0% |
| PERS Employer's Share | 359,926 | 281,119 | 441,573 | 510,708 | 510,708 | 16% |
| PERS Employee Share Paid by City/Pks | 126,024 | 123,416 | 146,435 | 146,185 | 146,185 | 0% |
| HRAVEBA | 42,100 | 41,940 | 48,707 | 48,752 | 48,752 | 0% |
| Deferred Comp | 0 | 10,997 | 18,750 | 18,956 | 18,956 | 1% |
| Group Health Insurance | 503,497 | 589,928 | 750,530 | 808,049 | 808,049 | 8% |
| Workers Compensation | 69,507 | 48,121 | 52,000 | 44,402 | 44,402 | -15% |
| Total | \$3,520,313 | \$3,416,465 | \$4,059,458 | \$4,178,620 | \$4,178,620 | 3% |

Enterprise Funds-Water Fund

Water Fund Materials and Services

The Water Fund Materials & Services increased due to an increase in Central Service Fees. The Internal Charges and Fees increased over \$1 million, consistent with the results of the Cost Allocation Plan.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Supplies | \$406,806 | \$409,742 | \$574,800 | \$572,750 | \$572,750 | 0% |
| Rental, Repair, Maintenance | 427,574 | 534,727 | 647,302 | 715,060 | 715,060 | 10% |
| Communications | 39,321 | 29,397 | 50,400 | 47,100 | 47,100 | -7% |
| Contractual Services | 796,176 | 555,332 | 822,601 | 439,000 | 439,000 | -47% |
| Internal Charges & Fees | 2,901,594 | 3,074,898 | 3,254,498 | 4,257,416 | 4,257,416 | 31% |
| Other Purchased Svcs | 322,497 | 347,244 | 431,706 | 505,204 | 505,204 | 17% |
| Franchise | 729,999 | 865,659 | 1,260,560 | 1,357,920 | 1,357,920 | 8% |
| Commission | 218 | 0 | 0 | 0 | 0 | - |
| Programs | 86,690 | 116,904 | 229,002 | 189,900 | 189,900 | -17% |
| Total | \$5,710,874 | \$5,933,904 | \$7,270,869 | \$8,084,350 | \$8,084,350 | 11% |

Water Fund Debt

The Water Fund pays for its debt obligation out of the Water Fund.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Debt - Interest | \$276,393 | \$335,185 | \$448,026 | \$254,135 | \$254,135 | -43% |
| Debt - Principal | 1,484,366 | 897,552 | 1,493,378 | 997,001 | 997,001 | -33% |
| Total | \$1,760,759 | \$1,232,737 | \$1,941,404 | \$1,251,136 | \$1,251,136 | -36% |

Water Fund Capital

The Water Fund must complete major Capital projects in order to maintain a safe drinking water system for the City. The City overestimated its ability to complete the new water treatment plant in the last biennium, which is reflected in a decrease in capital expenses in the current BN 2019/21 Budget.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Equipment | \$26,214 | \$0 | \$85,000 | \$201,000 | \$201,000 | 136% |
| Improvements Other than Bldgs | 4,711,850 | 2,265,721 | 30,447,149 | 24,095,500 | 24,095,500 | -21% |
| Total | \$4,738,064 | \$2,265,721 | \$30,532,149 | \$24,296,500 | \$24,296,500 | -20% |

Enterprise Funds-Water Fund

Water Fund Capital Projects

| Water Supply | FY20 | FY21 | Project Totals |
|--|---------------------|----------------------|-----------------------|
| TID Terrace St Pump Station Improvements | | | \$ 687,374 |
| Dam Safety Improvements | \$ 300,000 | \$ 500,000 | \$ 4,900,000 |
| Ashland (TID) Canal Piping: Starlite to Terrace Street | \$ 500,000 | \$ 1,500,000 | \$ 3,800,000 |
| East & West Fork Transmission Line Rehabilitation | \$ 360,000 | \$ 1,763,000 | \$ 2,226,000 |
| Reeder Reservoir Variable Depth Intake | \$ 24,490 | \$ 107,010 | \$ 131,500 |
| Sediment TMDL in Reeder Reservoir | \$ 140,000 | | \$ 280,000 |
| Subtotal Water Supply | \$ 1,324,490 | \$ 3,870,010 | \$ 12,024,874 |
| Water Treatment & Storage | FY20 | FY21 | Project Totals |
| 7.5 MGD Water Treatment Plant | \$ 3,900,000 | \$ 13,150,000 | \$ 31,699,399 |
| Subtotal Treatment & Storage | \$ 3,900,000 | \$ 13,150,000 | \$ 31,699,399 |
| Water Distribution | FY20 | FY21 | Project Totals |
| Park Estates Pump Station | | | \$ - |
| Pipe Replacement Program | \$ 300,000 | \$ 300,000 | \$ 1,800,000 |
| Subtotal Water Distribution | \$ 300,000 | \$ 300,000 | \$ 1,800,000 |
| Water Mainline Projects | FY20 | FY21 | Project Totals |
| Siskiyou Boulevard - Crowson Road south towards I-5 Exit 11 | | | \$ 196,208 |
| Ivy Lane - Morton Street to west end of Ivy Lane | | | \$ 40,807 |
| Oak St - Wastewater Treatment Plant to E Nevada St | \$ 400,000 | | \$ 675,000 |
| Ditch Road - Strawberry PS to Grandview Dr | \$ 36,540 | \$ 166,460 | \$ 203,000 |
| Parker Street - Walker Ave to Lit Way | \$ 38,700 | \$ 176,300 | \$ 215,000 |
| Harmony Lane, Lit Way & Ray Lane - Ashland St to Siskiyou Blvd | | \$ 205,000 | \$ 205,000 |
| Maple St - Chestnut St to N Main St | | | \$ 180,000 |
| Washington St - Ashland St to Jefferson Ave | | | \$ 140,000 |
| Beach Street - Larkin Lane to Siskiyou Blvd | | | \$ 125,000 |
| AHS Property - Fire hydrant in school property | | | \$ 123,000 |
| Walker Ave - E Main St to Siskiyou Blvd | | | \$ 540,000 |
| Normal Ave - Siskiyou Blvd to Homes Ave | | | \$ 543,450 |
| A St - First St to Sixth St | | | \$ 320,000 |
| Vista Street - Fork St to Hillcrest St | | | \$ 168,000 |
| Subtotal Mainline Projects | \$ 475,240 | \$ 547,760 | \$ 3,674,465 |
| WATER | \$ 5,999,730 | \$ 17,867,770 | \$ 49,198,737 |

Water Fund Positions

| Position Name | FTE | Department Name | Total Pay | Total Benefits | Total Compensation |
|-----------------------------------|------------|--------------------------------|---------------------|-----------------------|---------------------------|
| CONSERVATION SPECIALIST | 1 | Public Works - Conservation | 69,673 | 50,278 | 119,952 |
| WATER QUALITY SUPERVISOR | 1 | Public Works - Distribution | 89,875 | 60,664 | 150,539 |
| UTILITY WORKER II | 1 | Public Works - Distribution | 48,396 | 42,071 | 90,467 |
| SENIOR UTILITY WORKER | 1 | Public Works - Distribution | 53,357 | 43,877 | 97,234 |
| SENIOR UTILITY WORKER | 1 | Public Works - Distribution | 62,199 | 47,097 | 109,296 |
| WATER QUALITY TECHNICIAN | 1 | Public Works - Distribution | 68,810 | 49,504 | 118,313 |
| UTILITY WORKER I | 1 | Public Works - Distribution | 47,561 | 41,767 | 89,328 |
| UTILITY WORKER II | 1 | Public Works - Distribution | 46,667 | 42,926 | 89,593 |
| METER READER/REPAIR | 1 | Public Works - Distribution | 57,096 | 45,239 | 102,335 |
| WATER QUALITY TECHNICIAN | 1 | Public Works - Distribution | 70,462 | 54,354 | 124,816 |
| WATER PLANT SUPERVIS | 1 | Public Works - Water Treatment | 88,765 | 60,193 | 148,958 |
| WATER TREATMENT PLANT OPERATOR I | 1 | Public Works - Water Treatment | 57,097 | 45,239 | 102,335 |
| WATER TREATMENT PLANT OPERATOR II | 1 | Public Works - Water Treatment | 64,010 | 47,756 | 111,766 |
| WATER TREATMENT PLANT OPERATOR II | 1 | Public Works - Water Treatment | 64,010 | 47,756 | 111,766 |
| SENIOR PLANT OPERATOR | 1 | Public Works - Water Treatment | 70,462 | 50,105 | 120,567 |
| UTILITY WORKER I | 1 | Public Works - Distribution | 46,972 | 41,553 | 88,525 |
| Public Works - Water Total | 16 | | \$ 1,005,412 | \$ 770,378 | \$ 1,775,789 |



Wastewater Fund Summary

The Wastewater Fund provides sewage collection and treatment to 8,644 customers. The Wastewater treatment process requires compliance with Federal and State Law.

Wastewater Fund Revenue

The Wastewater Fund receives the majority of its revenue from providing sewage services to wastewater customers. The charge for services is expected to decrease four percent from the last Biennium. This is a net result of an increase of four percent in wastewater rates, offset by lower anticipated consumption of winter water. The reason winter water usage is important is that the winter water usage is the key component of the rate calculation for the wastewater charges to customers as it represents the City's best estimate of indoor water use and has shown a decreasing trend over time. The City charges a Food and Beverage Tax, with the top priority for the funds to be utilized to pay off the debt associated with the Wastewater Treatment Plant. The Wastewater Fund will have a Carry Forward Fund Balance to maintain operations and complete some projects.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Carry Forward Fund Balance | \$0 | \$0 | \$6,751,916 | \$9,328,398 | \$9,328,398 | 38% |
| Taxes | 3,972,266 | 4,265,334 | 3,209,200 | 3,250,000 | 3,250,000 | 1% |
| Debt Revenue | 114,043 | 71,366 | 9,900,000 | 9,900,000 | 9,900,000 | 0% |
| Charges for Services | 9,016,624 | 10,807,733 | 12,052,000 | 11,543,000 | 11,543,000 | -4% |
| Miscellaneous Revenues | 6,037 | 1,620 | 2,000 | 2,000 | 2,000 | 0% |
| Interest on Pooled Investments | 42,965 | 107,419 | 50,000 | 291,450 | 291,450 | 483% |
| Total | \$13,151,935 | \$15,253,471 | \$31,965,116 | \$34,314,848 | \$34,314,848 | 7% |

Wastewater Fund Expenses

Overall the expenses in the Wastewater Fund increased only by the increased cost in personnel services.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Personnel Services | \$2,138,232 | \$2,399,194 | \$2,680,978 | \$3,039,826 | \$3,039,826 | 13% |
| Material and Services | 5,822,725 | 6,358,060 | 7,524,045 | 7,482,024 | 7,482,024 | -1% |
| Debt Services | 3,404,100 | 3,384,527 | 3,922,794 | 3,585,867 | 3,585,867 | -9% |
| Capital Outlay | 982,307 | 364,816 | 10,177,961 | 4,649,000 | 4,649,000 | -54% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 7,659,338 | 325,000 | 325,000 | -96% |
| Total | \$12,347,364 | \$12,506,597 | \$31,965,116 | \$19,081,717 | \$19,081,717 | -40% |

Enterprise Funds-Wastewater Fund

Wastewater Fund Personnel

No new positions are proposed to be added in BN 2019-21. Personnel for the Wastewater Fund increased due to salary increases and COLAs along with required increases for PERS and Health Insurance.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Salaries & Wages | \$1,348,509 | \$1,502,743 | \$1,604,460 | \$1,754,744 | \$1,754,744 | 9% |
| Regular Employees | 1,223,215 | 1,376,350 | 1,446,010 | 1,600,194 | 1,600,194 | 11% |
| Sick Leave Pay Out | 1,085 | 1,247 | 2,500 | 2,500 | 2,500 | 0% |
| Vacation Pay Out | 1,550 | 1,620 | 3,200 | 3,200 | 3,200 | 0% |
| Temporary Employees | 20,672 | 6,940 | 30,500 | 0 | 0 | -100% |
| Overtime | 30,224 | 39,229 | 49,750 | 70,850 | 70,850 | 42% |
| Duty Pay | 71,763 | 77,357 | 72,500 | 78,000 | 78,000 | 8% |
| Fringe Benefits | 789,723 | 896,451 | 1,076,518 | 1,285,082 | 1,285,082 | 19% |
| FICA/MEDICARE Contribution | 101,639 | 113,399 | 122,831 | 133,828 | 133,828 | 9% |
| PERS Employer's Share | 222,011 | 204,148 | 286,561 | 370,625 | 370,625 | 29% |
| PERS Employee Share Paid by Cty/Pks | 79,573 | 90,493 | 96,507 | 104,964 | 104,964 | 9% |
| HRAVEBA | 26,338 | 29,843 | 32,189 | 34,988 | 34,988 | 9% |
| Deferred Comp | 0 | 7,757 | 12,020 | 14,760 | 14,760 | 23% |
| Group Health Insurance | 318,483 | 411,482 | 481,860 | 597,159 | 597,159 | 24% |
| Workers Compensation | 41,680 | 39,330 | 44,550 | 28,759 | 28,759 | -35% |
| Total | \$2,138,232 | \$2,399,194 | \$2,680,978 | \$3,039,826 | \$3,039,826 | 13% |

Wastewater Fund Materials and Services

The Wastewater Fund Materials & Services decreased due to a decrease in Central Service Fees, consistent with the results of the Cost Allocation Plan.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Supplies | \$371,028 | \$386,090 | \$566,150 | \$516,400 | \$516,400 | -9% |
| Rental, Repair, Maintenance | 1,325,180 | 1,412,695 | 1,908,920 | 1,778,400 | 1,778,400 | -7% |
| Communications | 13,607 | 12,572 | 16,300 | 23,500 | 23,500 | 44% |
| Contractual Services | 152,432 | 237,395 | 396,000 | 687,000 | 687,000 | 73% |
| Internal Charges & Fees | 3,129,527 | 3,342,687 | 3,482,514 | 3,384,684 | 3,384,684 | -3% |
| Other Purchased Svcs | 119,416 | 108,650 | 205,900 | 182,600 | 182,600 | -11% |
| Franchise | 709,765 | 856,285 | 948,261 | 907,440 | 907,440 | -4% |
| Programs | 1,770 | 1,687 | 0 | 2,000 | 2,000 | - |
| Total | \$5,822,725 | \$6,358,060 | \$7,524,045 | \$7,482,024 | \$7,482,024 | -1% |

Enterprise Funds-Wastewater Fund

Wastewater Fund Debt

The Wastewater Fund pays for its debt obligation out of the Wastewater Fund.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Debt - Interest | \$902,470 | \$746,339 | \$657,078 | \$365,325 | \$365,325 | -44% |
| Debt - Principal | 2,501,630 | 2,638,188 | 3,265,716 | 3,220,542 | 3,220,542 | -1% |
| Total | \$3,404,100 | \$3,384,527 | \$3,922,794 | \$3,585,867 | \$3,585,867 | -9% |

Wastewater Fund Capital

The Wastewater Fund must complete major Capital projects in order to maintain a long-term sustainable system. The City had anticipated having to complete some costly projects in BN 2017/19 but an opportunity presented itself that mitigated the need.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Equipment | \$197,774 | \$74,225 | \$5,000 | \$389,000 | \$389,000 | 7680% |
| Improvements Other than Bldgs | 784,533 | 290,591 | 10,172,961 | 4,260,000 | 4,260,000 | -58% |
| Total | \$982,307 | \$364,816 | \$10,177,961 | \$4,649,000 | \$4,649,000 | -54% |

Wastewater Fund Capital Projects

| Wastewater Treatment Plant | FY20 | FY21 | Project Totals |
|---|---------------------|---------------------|-----------------------|
| UV System Upgrades | \$ 200,000 | \$ 400,000 | \$ 600,000 |
| WWTP Riparian Restoration/Shading - Water Quality Temperature Trading Program | \$ 465,000 | \$ 600,000 | \$ 2,925,000 |
| Outfall Relocation / Fish Screen | \$ 500,000 | \$ 500,000 | \$ 1,773,324 |
| WWTP Process Improvements (Headworks) | \$ 60,000 | \$ 300,000 | \$ 960,000 |
| WWTP Process Improvements (Harmonics) | \$ 210,000 | | \$ 210,000 |
| WWTP Process Improvements (Miscellaneous) | \$ 150,000 | \$ 150,000 | \$ 900,000 |
| Membrane Replacement (two trains) | | | \$ 1,200,000 |
| Oxidation Ditch Shell | | | \$ 51,967 |
| Subtotal Treatment Plant | \$ 1,585,000 | \$ 1,950,000 | \$ 8,620,291 |
| Wastewater Collection System | FY20 | FY21 | Project Totals |
| Grandview Pump Station Replacement | | | \$ 553,175 |
| Wastewater Line Replacement; 15" Main - Mountain Avenue | | | \$ 214,661 |
| Wastewater Miscellaneous In-House Replacement | \$ 105,000 | \$ 105,000 | \$ 630,000 |
| Wastewater Miscellaneous Trenchless Pipe Lining | \$ 15,000 | \$ 250,000 | \$ 795,000 |
| Wastewater Line Upsizing - Bear Creek Trunkline - Wightman to Tolman Creek Road | \$ 125,000 | \$ 125,000 | \$ 250,000 |
| Tolman Creek Rd - Abbott Ave to Ashland St | | | \$ 92,000 |
| A St - First St to Eighth St | | | \$ 461,710 |
| Subtotal Collection System | \$ 245,000 | \$ 480,000 | \$ 2,996,546 |
| WASTEWATER | \$ 1,830,000 | \$ 2,430,000 | \$ 11,616,837 |

Enterprise Funds-Wastewater Fund

Wastewater Fund Positions

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--|------------|-------------------------------------|-------------------|-----------------------|---------------------------|
| WW COLLECTIONS SUPERVISOR | 0.8 | Public Works - WW Collections | 61,694 | 44,119 | 105,813 |
| UTILITY WORKER II | 1 | Public Works - WW Collections | 44,445 | 40,575 | 85,020 |
| SENIOR UTILITY WORKER | 1 | Public Works - WW Collections | 61,012 | 46,585 | 107,597 |
| SENIOR UTILITY WORKER | 1 | Public Works - WW Collections | 63,134 | 51,162 | 114,296 |
| SENIOR UTILITY WORKER | 0.8 | Public Works - WW Collections | 45,759 | 37,698 | 83,457 |
| SENIOR UTILITY WORKER | 0.8 | Public Works - WW Collections | 46,279 | 35,128 | 81,407 |
| UTILITY WORKER II | 1 | Public Works - WW Collections | 54,378 | 44,178 | 98,556 |
| WW/WATER REUSE | 1 | Public Works - Wastewater Treatment | 88,765 | 54,725 | 143,491 |
| SENIOR UTILITY WORKER | 1 | Public Works - Wastewater Treatment | 57,810 | 45,423 | 103,233 |
| WW TREATMENT PLANT OPERATOR | 1 | Public Works - Wastewater Treatment | 64,010 | 47,673 | 111,682 |
| SENIOR WW TREATMENT PLANT OPERATOR | 1 | Public Works - Wastewater Treatment | 70,462 | 50,014 | 120,476 |
| WW TREATMENT PLANT LAB TECHNICIAN | 1 | Public Works - Wastewater Treatment | 66,627 | 52,640 | 119,266 |
| UTILITY TECHN WW | 1 | Public Works - Wastewater Treatment | 67,157 | 48,815 | 115,972 |
| Public Works - Wastewater Total | 12 | | \$ 791,532 | \$ 598,735 | \$ 1,390,266 |

Stormwater Fund Summary

The Stormwater Fund was created in BN 2017-19 to account for the collection and transportation of Stormwater collected on City streets and properly discharged into approved streams and creeks. These operations were formally housed within the Streets Fund. For this reason, the charts for Stormwater will only show information for the BN 2017-19 Amended Budget and BN 2019-21 Adopted Budget.

Stormwater Fund Revenue

The Stormwater Fund receives the majority of its revenue from providing Stormwater services to customers. The rates are proposed to increase three percent. The Fund has carryforward fund balance that can be utilized in BN 2019-21.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Carry Forward Fund Balance | \$0 | \$0 | \$1,697,095 | \$1,784,746 | \$1,784,746 | 5% |
| Charges for Services | 0 | 0 | 1,470,000 | 1,640,000 | 1,640,000 | 12% |
| Interest on Pooled Investments | 0 | 0 | 19,000 | 60,300 | 60,300 | 217% |
| Total | \$0 | \$0 | \$3,186,095 | \$3,485,046 | \$3,485,046 | 9% |

Stormwater Fund Expenses

Overall, the expenses in the Stormwater Fund increase slightly due to increases in Personnel and Materials & Services. The Ending Fund Balance remains low in the Adopted Budget to better display the current financial status. The ending fund balance account will increase, with a balancing number entered in the unappropriated ending fund balance account to zero out the budget.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Personnel Services | \$0 | \$0 | \$696,653 | \$708,075 | \$708,075 | 2% |
| Material and Services | 0 | 0 | 863,060 | 1,126,407 | 1,126,407 | 31% |
| Debt Services | 0 | 0 | 24,500 | 23,700 | 23,700 | -3% |
| Capital Outlay | 0 | 0 | 150,000 | 370,000 | 370,000 | 147% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 1,451,882 | 30,000 | 30,000 | -98% |
| Total | \$0 | \$0 | \$3,186,095 | \$2,258,182 | \$2,258,182 | -29% |

Enterprise Funds-Stormwater Fund

Stormwater Fund Personnel

No new positions are proposed to be added in BN 2019-21. Overall the Personnel Budget for the Stormwater Fund increased due to increases for PERS and Health Insurance.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Salaries & Wages | \$0 | \$0 | \$397,624 | \$395,491 | \$395,491 | -1% |
| Regular Employees | 0 | 0 | 381,010 | 377,691 | 377,691 | -1% |
| Sick Leave Pay Out | 0 | 0 | 700 | 800 | 800 | 14% |
| Vacation Pay Out | 0 | 0 | 5,964 | 3,000 | 3,000 | -50% |
| Temporary Employees | 0 | 0 | 0 | 3,000 | 3,000 | - |
| Overtime | 0 | 0 | 5,200 | 6,000 | 6,000 | 15% |
| Duty Pay | 0 | 0 | 4,750 | 5,000 | 5,000 | 5% |
| Fringe Benefits | 0 | 0 | 299,029 | 312,584 | 312,584 | 5% |
| FICA/MEDICARE Contribution | 0 | 0 | 29,434 | 30,255 | 30,255 | 3% |
| PERS Employer's Share | 0 | 0 | 81,131 | 87,813 | 87,813 | 8% |
| PERS Employee Share Paid by City/Pks | 0 | 0 | 24,068 | 23,729 | 23,729 | -1% |
| HRAVEBA | 0 | 0 | 8,036 | 7,910 | 7,910 | -2% |
| Deferred Comp | 0 | 0 | 3,360 | 3,234 | 3,234 | -4% |
| Other Benefits | 0 | 0 | 0 | 56 | 56 | - |
| Group Health Insurance | 0 | 0 | 136,490 | 146,507 | 146,507 | 7% |
| Workers Compensation | 0 | 0 | 16,510 | 13,080 | 13,080 | -21% |
| Total | \$0 | \$0 | \$696,653 | \$708,075 | \$708,075 | 2% |

Stormwater Fund Materials and Services

The Stormwater Fund Materials & Services increased due to increases in Central Service Fees, consistent with the Cost Allocation Plan results.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Supplies | \$0 | \$0 | \$14,100 | \$25,900 | \$25,900 | 84% |
| Rental, Repair, Maintenance | 0 | 0 | 75,000 | 101,000 | 101,000 | 35% |
| Communications | 0 | 0 | 260 | 460 | 460 | 77% |
| Contractual Services | 0 | 0 | 302,000 | 290,000 | 290,000 | -4% |
| Internal Charges & Fees | 0 | 0 | 469,700 | 704,847 | 704,847 | 50% |
| Other Purchased Svcs | 0 | 0 | 2,000 | 4,200 | 4,200 | 110% |
| Total | \$0 | \$0 | \$863,060 | \$1,126,407 | \$1,126,407 | 31% |

Stormwater Fund Debt

The Stormwater Fund pays for its debt obligation out of the Stormwater Fund.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Debt - Interest | \$0 | \$0 | \$4,500 | \$3,700 | \$3,700 | -18% |
| Debt - Principal | 0 | 0 | 20,000 | 20,000 | 20,000 | 0% |
| Total | \$0 | \$0 | \$24,500 | \$23,700 | \$23,700 | -3% |

Enterprise Funds-Stormwater Fund

Stormwater Fund Capital

The Stormwater Fund must complete major Capital projects in order to maintain a long-term sustainable system.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Improvements Other than Bldgs | \$0 | \$0 | \$150,000 | \$370,000 | \$370,000 | 147% |
| Total | \$0 | \$0 | \$150,000 | \$370,000 | \$370,000 | 147% |

Stormwater Fund Capital Projects

| Project Description | | | |
|---|------------------|-------------------|-------------------|
| Storm Drain | FY20 | FY21 | Project Totals |
| Hersey Wetlands 24" high flow bypass | | | \$ 55,000 |
| Storm Drain Relocation - Intersection of Woodland & Indiana | \$ 55,000 | | \$ 55,000 |
| Beach / Mountain Creek; Various Improvements per SWMP | | \$ 165,000 | \$ 495,000 |
| STORM DRAIN | \$ 55,000 | \$ 165,000 | \$ 605,000 |

Stormwater Fund Positions

The Stormwater and Streets Fund share employees. The chart below shows the full time equivalence of employees that perform work for the Stormwater Fund.

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|--|------------|-------------------------------|-------------------|-----------------------|---------------------------|
| STREET SUPERVISOR | 0.25 | Public Works - SD Collections | 18,820 | 13,081 | 31,902 |
| UTILITY WORKER II | 0.25 | Public Works - SD Collections | 13,433 | 11,430 | 24,863 |
| SENIOR UTILITY WORKER | 0.35 | Public Works - SD Collections | 21,354 | 18,299 | 39,654 |
| SENIOR UTILITY WORKER | 0.35 | Public Works - SD Collections | 21,354 | 18,299 | 39,654 |
| SENIOR UTILITY WORKER | 0.35 | Public Works - SD Collections | 21,169 | 17,764 | 38,932 |
| SENIOR UTILITY WORKER | 0.35 | Public Works - SD Collections | 20,983 | 16,865 | 37,848 |
| WW COLLECTIONS SUPERVISOR | 0.2 | Public Works - SD Collections | 15,423 | 11,030 | 26,453 |
| SENIOR UTILITY WORKER | 0.25 | Public Works - SD Collections | 15,253 | 12,566 | 27,819 |
| SENIOR UTILITY WORKER | 0.25 | Public Works - SD Collections | 15,120 | 11,598 | 26,719 |
| WATER RESOURCE TECHNICIAN | 0.4 | Public Works - SD Collections | 24,443 | 18,893 | 43,336 |
| Public Works - SD Collections Total | 3 | | \$ 187,353 | \$ 149,826 | \$ 337,179 |

Enterprise Funds-Electric Fund

Electric Fund Summary

The Electric Fund accounts for the all revenue and expenses relating to the Electric Utility operations. The Electric Fund purchases wholesale electricity from the Bonneville Power Administration (BPA), transmits that power throughout the City's distribution system and sells the electricity to residential, business and institutional customers.

Electric Fund Revenue

The Electric Fund receives the majority of its revenue from providing electricity to customers and charging for availability and use. The rates are proposed to increase 3.65 percent.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|---------------------------------|----------------------------------|---------------------------------|------------|
| Carry Forward Fund Balance | \$0 | \$0 | \$1,533,656 | \$3,208,518 | \$3,208,518 | 109% |
| Intergovernmental Revenue | 335,700 | 521,646 | 420,000 | 420,000 | 420,000 | 0% |
| Charges for Services | 27,489,265 | 29,514,634 | 32,502,241 | 34,641,320 | 34,641,320 | 7% |
| Miscellaneous Revenues | 288,885 | 230,897 | 195,060 | 195,560 | 195,560 | 0% |
| Interest on Pooled Investments | 15,713 | 21,526 | 22,100 | 74,296 | 74,296 | 236% |
| Total | \$28,129,563 | \$30,288,703 | \$34,673,057 | \$38,539,694 | \$38,539,694 | 11% |

Electric Fund Expenses

The Electric Fund experienced increases in most major expense categories in the adopted BN 2019-21 Budget. The Ending Fund Balance remains low in the Adopted Budget to better display the current financial status. The ending fund balance account will increase.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Personnel Services | \$4,805,480 | \$5,084,732 | \$5,809,150 | \$6,574,638 | \$6,574,638 | 13% |
| Material and Services | 22,934,883 | 24,149,971 | 26,695,430 | 28,919,841 | 28,919,841 | 8% |
| Debt Services | 47,771 | 46,686 | 45,602 | 44,517 | 44,517 | -2% |
| Capital Outlay | 913,807 | 735,814 | 969,000 | 2,014,000 | 2,014,000 | 108% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 1,153,874 | 225,000 | 225,000 | -81% |
| Total | \$28,701,941 | \$30,017,203 | \$34,673,056 | \$37,777,995 | \$37,777,995 | 9% |

Enterprise Funds-Electric Fund

Electric Fund Personnel

No new positions are proposed to be added in BN 2019-21. Overall the Personnel Budget for the Electric Fund increased due to increases in employee salaries, through COLAs and wage increases, along with increases for PERS and Health Insurance.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Salaries & Wages | \$3,157,518 | \$3,348,421 | \$3,662,680 | \$4,068,499 | \$4,068,499 | 11% |
| Regular Employees | 2,998,670 | 3,169,851 | 3,329,630 | 3,688,859 | 3,688,859 | 11% |
| Sick Leave Pay Out | 10,158 | 21,798 | 5,800 | 21,820 | 21,820 | 276% |
| Vacation Pay Out | 19,341 | 23,192 | 58,550 | 87,420 | 87,420 | 49% |
| Temporary Employees | 4,823 | 7,581 | 96,000 | 96,000 | 96,000 | 0% |
| Overtime | 87,882 | 96,625 | 102,000 | 103,000 | 103,000 | 1% |
| Duty Pay | 36,643 | 29,374 | 70,700 | 71,400 | 71,400 | 1% |
| Fringe Benefits | 1,647,962 | 1,736,312 | 2,146,470 | 2,506,139 | 2,506,139 | 17% |
| FICA/MEDICARE Contribution | 237,202 | 250,573 | 278,565 | 303,997 | 303,997 | 9% |
| PERS Employer's Share | 524,292 | 456,037 | 671,671 | 873,608 | 873,608 | 30% |
| PERS Employee Share Paid by Cty/Pks | 185,713 | 196,376 | 219,167 | 244,110 | 244,110 | 11% |
| HRAVEBA | 62,662 | 66,731 | 75,495 | 81,370 | 81,370 | 8% |
| Deferred Comp | 0 | 11,487 | 20,040 | 23,640 | 23,640 | 18% |
| Other Benefits | 0 | 769 | 1,712 | 2,380 | 2,380 | 39% |
| Group Health Insurance | 577,779 | 695,410 | 822,230 | 935,381 | 935,381 | 14% |
| Workers Compensation | 60,315 | 58,929 | 57,590 | 41,654 | 41,654 | -28% |
| Total | \$4,805,480 | \$5,084,732 | \$5,809,150 | \$6,574,638 | \$6,574,638 | 13% |

Electric Fund Debt

The Electric Fund pays for its debt obligation out of the Electric Fund.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Debt - Interest | \$4,343 | \$2,443 | \$2,172 | \$1,087 | \$1,087 | -50% |
| Debt - Principal | 43,429 | 44,243 | 43,430 | 43,430 | 43,430 | 0% |
| Total | \$47,771 | \$46,686 | \$45,602 | \$44,517 | \$44,517 | -2% |

Enterprise Funds-Electric Fund

Electric Fund Materials and Services

The Electric Fund Materials & Services increased due to increases in Central Service Fees along with an increased cost of purchasing electricity. The Electric Fund purchases power from BPA, pays for its transmission to Ashland and then distributes and resells that power to customers. The cost of the electricity the City purchases is forecasted to increase 2.5 percent per year, resulting the primary cost driver for the proposed rate increases locally.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Supplies | \$97,843 | \$125,581 | \$121,649 | \$139,396 | \$139,396 | 15% |
| Rental, Repair, Maintenance | 458,879 | 474,435 | 614,036 | 1,065,904 | 1,065,904 | 74% |
| Communications | 25,954 | 29,395 | 38,079 | 58,258 | 58,258 | 53% |
| Contractual Services | 134,661 | 96,552 | 220,676 | 370,782 | 370,782 | 68% |
| Internal Charges & Fees | 4,489,236 | 4,697,328 | 4,895,706 | 5,238,275 | 5,238,275 | 7% |
| Other Purchased Svcs | 14,156,230 | 15,017,379 | 16,826,284 | 17,706,094 | 17,706,094 | 5% |
| Franchise | 2,762,554 | 2,960,695 | 3,200,000 | 3,464,132 | 3,464,132 | 8% |
| Commission | 2,795 | 863 | 4,000 | 2,000 | 2,000 | -50% |
| Programs | 806,731 | 747,742 | 775,000 | 875,000 | 875,000 | 13% |
| Total | \$22,934,883 | \$24,149,971 | \$26,695,430 | \$28,919,841 | \$28,919,841 | 8% |

Electric Fund Capital

The Electric Fund must complete major Capital projects in order to maintain a long-term sustainable system.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Improvements Other than Bldgs | \$913,807 | \$735,814 | \$969,000 | \$2,014,000 | \$2,014,000 | 108% |
| Total | \$913,807 | \$735,814 | \$969,000 | \$2,014,000 | \$2,014,000 | 108% |

Electric Fund Capital Projects

| Electric | FY20 | FY21 | Project Totals |
|-------------------------------------|-------------|-------------------|---------------------|
| Mountain Avenue Substation Purchase | | \$ 900,000 | \$ 900,000 |
| Mountain Avenue Upgrades | | | \$ 1,000,000 |
| Circuit Automation | | | \$ 500,000 |
| Underground Main lines | | | \$ 500,000 |
| ELECTRIC | \$ - | \$ 900,000 | \$ 2,900,000 |

Enterprise Funds-Electric Fund

Electric Fund Positions

The chart below shows the full time equivalence of employees that perform work for the Electric Fund. The Climate and Energy Analyst position has been re-allocated for 50% of its cost in this Fund as significant portions of their time is spent on issues, projects, and policy development relating directly to the Electric Utility.

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|------------------------------------|------------|-------------------------------|---------------------|-----------------------|---------------------------|
| GIS ANALYST | 0.5 | Electric - Distribution | 38,407 | 26,409 | 64,817 |
| DIRECTOR OF ELECTRIC | 1 | Electric - Distribution | 129,861 | 69,128 | 198,989 |
| ELECTRIC OPERATIONS SUPERINTENDENT | 1 | Electric - Distribution | 113,935 | 63,412 | 177,347 |
| ADMINISTRATIVE ANALYST | 1 | Electric - Distribution | 64,555 | 48,847 | 113,402 |
| GENERAL FORMAN | 1 | Electric - Distribution | 108,882 | 68,235 | 177,117 |
| LEAD WORKING LINE INSTALLER | 1 | Electric - Distribution | 105,966 | 60,623 | 166,589 |
| METER RELAY TECHNICIAN | 1 | Electric - Distribution | 103,049 | 59,576 | 162,626 |
| LINE INSTALLER/SERVICE | 1 | Electric - Distribution | 97,216 | 63,345 | 160,561 |
| LINE INSTALLER/SERVICE | 1 | Electric - Distribution | 97,216 | 57,483 | 154,699 |
| LINE INSTALLER/SERVICE | 1 | Electric - Distribution | 97,216 | 57,483 | 154,699 |
| LINE INSTALLER/SERVICE | 1 | Electric - Distribution | 97,216 | 57,483 | 154,699 |
| LINE INSTALLER/SERVICE | 1 | Electric - Distribution | 97,216 | 57,483 | 154,699 |
| ELECTRICIAN | 1 | Electric - Distribution | 102,077 | 65,383 | 167,460 |
| TREE TRIMER | 1 | Electric - Distribution | 81,857 | 56,907 | 138,764 |
| LINE TRUCK DRIVER | 1 | Electric - Distribution | 76,900 | 50,191 | 127,091 |
| CONNECT - DISCONNECT | 1 | Electric - Distribution | 69,684 | 51,804 | 121,488 |
| ELECTRICAL WAREHOUSE | 1 | Electric - Distribution | 69,684 | 47,602 | 117,286 |
| METER READER | 1 | Electric - Distribution | 66,153 | 46,334 | 112,487 |
| ASSIST TO CITY ADMIN | 0.3 | Administration - Conservation | 35,640 | 21,290 | 56,930 |
| CLIMATE & ENERGY | 0.5 | Administration - Conservation | 29,897 | 23,382 | 53,279 |
| CONSERVATION SPECIALIST | 1 | Administration - Conservation | 69,673 | 54,480 | 124,153 |
| CONSERVATION SPECIALIST | 1 | Administration - Conservation | 69,673 | 50,278 | 119,952 |
| Electric Total | 20 | | \$ 1,821,977 | \$ 1,157,157 | \$ 2,979,134 |

Enterprise Funds-Telecommunications Fund

Telecommunications Fund Summary

The Telecommunications Fund accounts for all revenue and expenses relating to the City's wholesale and retail Internet Service Utility.

Telecommunications Fund Revenue

The Telecommunications Fund receives the majority of its revenue from providing internet services to customers and charging for this access. AFN anticipates growth in revenue of four percent without rate increases, but rather through the growth of its customer base.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Carry Forward Fund Balance | \$0 | \$0 | \$309,450 | \$1,081,142 | \$1,081,142 | 249% |
| Charges for Services | 3,889,563 | 4,105,254 | 4,335,155 | 4,836,906 | 4,836,906 | 12% |
| Miscellaneous Revenues | 4,750 | 696 | 0 | 2,000 | 2,000 | - |
| Interest on Pooled Investments | 2,257 | 4,310 | 4,000 | 4,000 | 4,000 | 0% |
| Operating Transfers In | 0 | 315,544 | 0 | 0 | 0 | - |
| Total | \$3,896,570 | \$4,425,804 | \$4,648,605 | \$5,924,048 | \$5,924,048 | 27% |

Telecommunications Fund Expenses

The Telecommunications Fund BN 2019-21 shows increases in Personnel Services, Materials and Service while showing decreases in Capital Outlay.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Personnel Services | \$1,299,335 | \$1,269,970 | \$1,448,575 | \$1,528,860 | \$1,619,782 | 12% |
| Material and Services | 2,582,465 | 2,555,862 | 2,717,520 | 2,561,123 | 2,801,123 | 3% |
| Capital Outlay | 297,337 | 305,612 | 150,000 | 130,000 | 130,000 | -13% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 332,510 | 105,000 | 105,000 | -68% |
| Total | \$4,179,137 | \$4,131,443 | \$4,648,605 | \$4,324,983 | \$4,655,905 | 0% |

Telecommunications Fund Personnel

No new positions are proposed to be added in BN 2019/21. Overall the Personnel Budget for AFN increased due to increases for PERS and Health Insurance.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Salaries & Wages | \$846,379 | \$821,940 | \$897,390 | \$893,106 | \$984,028 | 10% |
| Regular Employees | 793,072 | 773,057 | 844,770 | 832,306 | 923,228 | 9% |
| Sick Leave Pay Out | 1,892 | 971 | 4,000 | 4,000 | 4,000 | 0% |
| Vacation Pay Out | 17,504 | 16,159 | 9,820 | 12,000 | 12,000 | 22% |
| Temporary Employees | 0 | 5,169 | 0 | 6,000 | 6,000 | - |
| Overtime | 17,700 | 10,969 | 22,200 | 22,200 | 22,200 | 0% |
| Duty Pay | 16,210 | 15,615 | 16,600 | 16,600 | 16,600 | 0% |
| Fringe Benefits | 452,956 | 448,030 | 551,185 | 635,754 | 635,754 | 15% |
| FICA/MEDICARE Contribution | 63,821 | 61,928 | 68,633 | 69,120 | 69,120 | 1% |
| PERS Employer's Share | 139,250 | 108,260 | 151,463 | 186,433 | 186,433 | 23% |
| PERS Employee Share Paid by Cty/Pks | 49,045 | 46,445 | 54,185 | 54,276 | 54,276 | 0% |
| HRAVEBA | 16,822 | 16,298 | 18,074 | 17,919 | 17,919 | -1% |
| Deferred Comp | 0 | 3,083 | 5,520 | 7,200 | 7,200 | 30% |
| Other Benefits | 0 | 159 | 320 | 560 | 560 | 75% |
| Group Health Insurance | 176,381 | 204,474 | 245,740 | 286,204 | 286,204 | 16% |
| Workers Compensation | 7,636 | 7,382 | 7,250 | 14,042 | 14,042 | 94% |
| Total | \$1,299,335 | \$1,269,970 | \$1,448,575 | \$1,528,860 | \$1,619,782 | 12% |

Enterprise Funds- Telecommunications Fund

Telecommunications Fund Debt

AFN pays for its assigned portion of the overall AFN debt obligations through a transfer to the Debt Service Fund. This is a Materials & Services charge of \$409,000 a year.

Telecommunications Fund Materials and Services

AFN Materials & Services decreased 6 percent in the BN 2019/21 Adopted Budget.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| Supplies | \$504,582 | \$395,432 | \$347,006 | \$28,800 | \$28,800 | -92% |
| Rental, Repair, Maintenance | 87,834 | 92,808 | 97,960 | 197,960 | 197,960 | 102% |
| Communications | 11,431 | 14,006 | 9,800 | 16,200 | 16,200 | 65% |
| Contractual Services | 15,227 | 13,923 | 11,000 | 60,000 | 60,000 | 445% |
| Internal Charges & Fees | 1,914,008 | 1,987,033 | 2,092,454 | 2,074,463 | 2,074,463 | -1% |
| Other Purchased Svcs | 49,382 | 52,660 | 159,300 | 183,700 | 183,700 | 15% |
| Franchise | 0 | 0 | 0 | 0 | 240,000 | - |
| Total | \$2,582,465 | \$2,555,862 | \$2,717,520 | \$2,561,123 | \$2,801,123 | 3% |

Telecommunications Fund Capital

AFN spends money to expand, maintain, and optimize the internet infrastructure operations.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Equipment | \$59,842 | \$57,423 | \$40,000 | \$20,000 | \$20,000 | -50% |
| Improvements Other than Bldgs | 237,496 | 248,189 | 110,000 | 110,000 | 110,000 | 0% |
| Total | \$297,337 | \$305,612 | \$150,000 | \$130,000 | \$130,000 | -13% |

Telecommunications Fund Positions

The chart below shows the full-time equivalence of employees that perform work for the AFN Fund.

| <u>Position Name</u> | <u>FTE</u> | <u>Department Name</u> | <u>Total Pay</u> | <u>Total Benefits</u> | <u>Total Compensation</u> |
|------------------------------|------------|------------------------|-------------------|-----------------------|---------------------------|
| AFN/IT DIRECTOR | 1 | AFN | - | - | - |
| AFN MANAGER | 1 | AFN | 93,735 | 57,090 | 150,825 |
| NETWORK ADMINISTRATOR | 1 | AFN | 85,441 | 52,212 | 137,653 |
| AFN NETWORK TECHNICIAN | 1 | AFN | 51,797 | 43,494 | 95,291 |
| TELECOMMUNICATION TECH | 0.5 | AFN | 32,679 | 34,645 | 67,324 |
| TELECOMMUNICATION TECHNICIAN | 1 | AFN | 62,374 | 49,357 | 111,732 |
| TELECOMMUNICATION TECHNICIAN | 1 | AFN | 62,247 | 45,549 | 107,796 |
| ASSIST TO CITY ADMIN | 0.2 | AFN | 23,760 | 14,688 | 38,447 |
| AFN | 6.7 | | \$ 412,033 | \$ 297,035 | \$ 709,068 |

Internal Services Funds- City Equipment Fund/Parks Equipment Fund

City Equipment Fund/Parks Equipment Fund Summary

This fund is an internal service fund that provides for the maintenance and replacement of most motorized equipment (rolling stock) and some larger non-rolling stock equipment (generators, cutting equipment, etc.) within the City.

Charges for Services. Represents the charges to departments for operating, maintaining, and replacement of vehicles.

Other Financing Sources. Repayment of interfund loans is a primary activity.

The City developed an entirely new Equipment Replacement schedule for the BN19-21 adopted budget. The new schedule reflects realistic cost of equipment and lifespans. The new plan is data driven and the decision to replace a piece of equipment is completed once the maintenance and history of the vehicle are taken into account.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Revenues | \$4,023,679 | \$4,921,507 | \$8,419,184 | \$8,255,634 | \$8,255,634 | -2% |
| Carry Forward Fund Balance | 0 | 0 | 3,519,274 | 2,634,962 | 2,634,962 | -25% |
| Charges for Services | 3,651,847 | 4,709,517 | 4,713,460 | 5,332,542 | 5,332,542 | 13% |
| Miscellaneous Revenues | 170,026 | 75,875 | 150,000 | 150,000 | 150,000 | 0% |
| Interfund Loan | 170,000 | 0 | 0 | 0 | 0 | - |
| Interest on Pooled Investments | 31,805 | 56,115 | 36,450 | 138,130 | 138,130 | 279% |
| Operating Transfers In | 0 | 80,000 | 0 | 0 | 0 | - |
| Expenses | \$4,444,236 | \$4,276,794 | \$8,419,184 | \$7,992,799 | \$7,992,799 | -5% |
| Personnel Services | 923,374 | 1,050,074 | 1,158,656 | 1,286,298 | 1,286,298 | 11% |
| Material and Services | 1,169,971 | 1,664,901 | 2,017,816 | 2,429,000 | 2,429,000 | 20% |
| Capital Outlay | 2,350,891 | 1,561,819 | 3,299,000 | 4,177,500 | 4,177,500 | 27% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 1,943,712 | 100,000 | 100,000 | -95% |
| Revenues Less Expenses | (\$420,557) | \$644,713 | \$0 | \$262,835 | \$262,835 | - |

Health Benefits Reserve Fund/Insurance Services Fund

Health Benefits Reserve Fund

The City operated a self-funded health insurance plan before changing to a fully insured plan on July 1, 2019. The City made the decision to keep the fund open and build a reserve to help mitigate future rate increases. All Funds/Departments contribute to the Health Benefits Fund a rate based on their employee's health insurance premiums. The Health Benefits Reserve Fund then pays the insurance company for the premiums. The Adopted BN 2019-21 Budget transfers \$200,000 to the General Fund for the anticipated health insurance increases.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Revenues | \$9,773,441 | \$10,268,953 | \$13,436,993 | \$13,956,257 | \$13,956,257 | 4% |
| Carry Forward Fund Balance | 0 | 0 | 521,456 | 882,648 | 882,648 | 69% |
| Charges for Services | 8,158,032 | 9,970,841 | 11,852,537 | 13,053,921 | 13,053,921 | 10% |
| Miscellaneous Revenues | 211,795 | 88,738 | 0 | 0 | 0 | - |
| Interfund Loan | 900,000 | 200,000 | 1,050,000 | 0 | 0 | -100% |
| Interest on Pooled Investments | 3,613 | 9,374 | 13,000 | 19,688 | 19,688 | 51% |
| Operating Transfers In | 500,000 | 0 | 0 | 0 | 0 | - |
| Expenses | 9,299,715 | 10,346,261 | 13,436,994 | 13,032,303 | 13,032,303 | -3% |
| Material and Services | 9,049,715 | 10,021,261 | 11,557,301 | 12,732,303 | 12,732,303 | 10% |
| Transfer-Out, Contingency, Ending Fund Balance | 250,000 | 325,000 | 1,879,693 | 300,000 | 300,000 | -84% |
| Revenues Less Expenses | \$473,726 | (\$77,309) | (\$1) | \$923,954 | \$923,954 | - |

Insurance Services Fund

The Insurance Services Fund accounts for the purchase of insurance for the City along with the City's Workers' Compensation program. The Insurance Fund changes in the BN 2019-21 Adopted Budget as the City anticipates outsourcing the insurance program to a third party provider to reduce expenses within this Fund.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Revenues | \$3,071,741 | \$1,583,611 | \$2,771,445 | \$2,355,364 | \$2,355,364 | -15% |
| Carry Forward Fund Balance | 0 | 0 | 1,117,445 | 831,976 | 831,976 | -26% |
| Charges for Services | 1,480,865 | 1,486,002 | 1,560,000 | 1,425,888 | 1,425,888 | -9% |
| Miscellaneous Revenues | 1,574,391 | 78,232 | 80,000 | 80,000 | 80,000 | 0% |
| Interest on Pooled Investments | 16,485 | 19,377 | 14,000 | 17,500 | 17,500 | 25% |
| Expenses | 2,154,314 | 2,296,070 | 2,771,445 | 1,982,012 | 1,982,012 | -28% |
| Personnel Services | 179,227 | 202,901 | 233,160 | 0 | 0 | -100% |
| Material and Services | 1,475,087 | 1,523,670 | 1,854,790 | 1,982,012 | 1,982,012 | 7% |
| Capital Outlay | 0 | 0 | 480,000 | 0 | 0 | -100% |
| Transfer-Out, Contingency, Ending Fund Balance | 500,000 | 569,500 | 203,495 | 0 | 0 | -100% |
| Revenues Less Expenses | \$917,427 | (\$712,460) | \$0 | \$373,352 | \$373,352 | - |

Cemetery Trust Fund

Cemetery Trust Fund

The City has a Cemetery Trust Fund for the long term maintenance of the three City owned Cemeteries. The Cemetery Trust Fund generates interest that is then used for maintenance. The BN 2019-21 Adopted Budget includes the use of some funds for major capital projects in the Cemeteries.

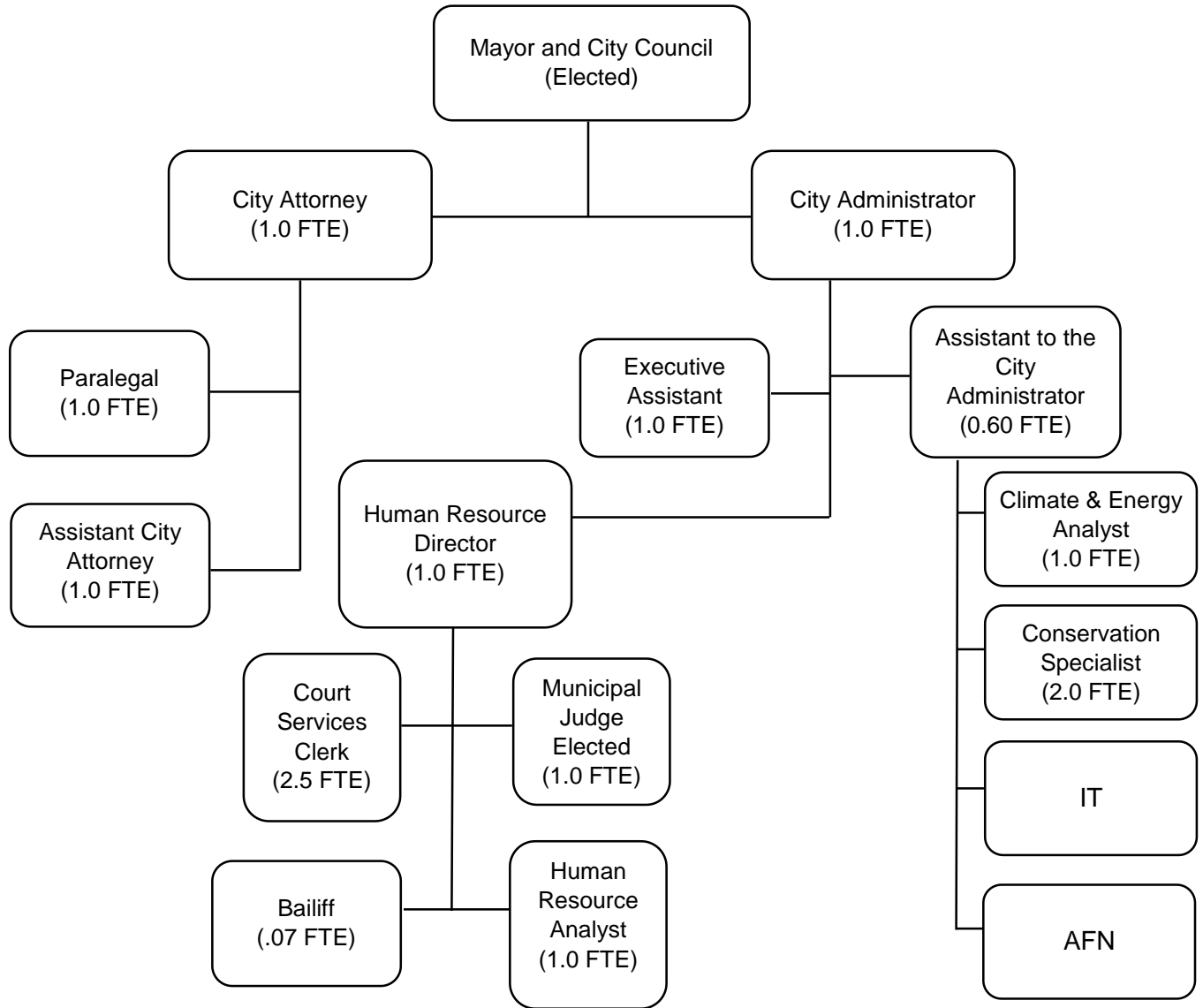
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Revenues | \$57,761 | \$48,628 | \$1,047,771 | \$1,073,964 | \$1,073,964 | 2% |
| Carry Forward Fund Balance | 0 | 0 | 958,771 | 1,009,964 | 1,009,964 | 5% |
| Charges for Services | 47,767 | 31,691 | 50,000 | 50,000 | 50,000 | 0% |
| Interest on Pooled Investments | 9,139 | 15,938 | 38,000 | 13,000 | 13,000 | -66% |
| Operating Transfers In | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 0% |
| Expenses | 9,139 | 15,938 | 1,047,771 | 150,000 | 150,000 | -86% |
| Transfer-Out, Contingency, Ending Fund Balance | 9,139 | 15,938 | 1,047,771 | 150,000 | 150,000 | -86% |
| Revenues Less Expenses | \$48,622 | \$32,691 | \$0 | \$923,964 | \$923,964 | - |

Departments

| | |
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Administration Department

14.17 FTE



DEPARTMENT OVERVIEW

The Administration Department provides the policy and communication link with the citizens of Ashland and the employees of the City who serve those citizens. The department consists of six divisions: Mayor and Council, Administration, Human Resources, Legal, Municipal Court and Climate & Energy.

Among the services provided by the Administration Department are:

- Leadership on and development of City policy
- Guidance and direction to all departments on work plans, employee development and customer service
- Economic development
- Human resources
- Legal counsel
- Communications and public outreach
- Judicial process for local traffic and municipal code violations
- Climate Action Planning and Implementation
- Energy Efficiency and Renewables Planning and Implementation

Goals:

- Support and accomplish Council adopted goals and objectives
- Conduct and complete a Strategic Plan for the City
- Conduct Departmental performance audits
- Re-structure and update all City Administrative Policies

Accomplishments:

- Development and adoption of the Climate and Energy Action Plan (CEAP)
- Hiring of City Administrator, Electric Utilities Director, Public Works Director and Assistant City Attorney
- Completion of Management Core Skills Program Series for Senior Management across all City Departments

Administration Department

| Administration Department | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$3,414,934 | \$3,796,080 | \$4,202,488 | \$4,659,503 | \$4,758,348 | 13% |
| Material and Services | 13,167,613 | 14,116,701 | 17,850,110 | 17,387,246 | 17,387,246 | -3% |
| Debt Services | 47,771 | 46,686 | 45,602 | 44,517 | 44,517 | -2% |
| Transfer-Out, Contingency, Ending Fund Balance | 1,682,824 | 0 | 17,980,737 | 911,000 | 911,000 | -95% |
| Total | \$18,313,142 | \$17,959,466 | \$40,078,937 | \$23,002,266 | \$23,101,112 | -42% |

| Administration Department Expenses | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$3,414,934 | \$3,796,080 | \$4,202,488 | \$4,659,503 | \$4,758,348 | 13% |
| Salaries & Wages | \$2,118,847 | \$2,347,854 | \$2,553,056 | \$2,599,181 | \$2,698,026 | 6% |
| Regular Employees | 2,073,669 | 2,295,677 | 2,492,590 | 2,542,591 | 2,641,436 | 6% |
| Sick Leave Pay Out | 12,900 | 13,856 | 8,430 | 10,500 | 10,500 | 25% |
| Vacation Pay Out | 25,843 | 36,601 | 42,636 | 14,890 | 14,890 | -65% |
| Temporary Employees | 5,484 | 266 | 2,400 | 24,200 | 24,200 | 908% |
| Overtime | 951 | 1,454 | 7,000 | 7,000 | 7,000 | 0% |
| Fringe Benefits | 1,296,088 | 1,448,226 | 1,649,432 | 2,060,322 | 2,060,322 | 25% |
| FICA/MEDICARE Contribution | 153,367 | 161,951 | 176,372 | 191,177 | 191,177 | 8% |
| PERS Employer's Share | 315,823 | 362,081 | 445,320 | 604,620 | 604,620 | 36% |
| PERS Employee Share Paid by Cty/Pks | 125,588 | 139,305 | 138,721 | 156,535 | 156,535 | 13% |
| Prepayment for PERS | 45,852 | 0 | 0 | 0 | 0 | 0% |
| HRAVEBA | 41,950 | 46,660 | 48,405 | 50,361 | 50,361 | 4% |
| Deferred Comp | 0 | 8,302 | 14,780 | 15,600 | 15,600 | 6% |
| Other Benefits | 0 | 106 | 532 | 770 | 770 | 45% |
| Group Health Insurance | 606,554 | 720,982 | 817,062 | 1,034,735 | 1,034,735 | 27% |
| Workers Compensation | 6,954 | 8,839 | 8,240 | 6,523 | 6,523 | -21% |
| Material and Services | 13,167,613 | 14,116,701 | 17,850,110 | 17,387,246 | 17,387,246 | -3% |
| Supplies | 67,338 | 66,350 | 89,654 | 62,200 | 62,200 | -31% |
| Rental, Repair, Maintenance | 15,275 | 15,129 | 29,620 | 24,460 | 24,460 | -17% |
| Communications | 14,469 | 17,336 | 17,900 | 17,510 | 17,510 | -2% |
| Contractual Services | 2,099,662 | 1,488,280 | 2,444,029 | 1,297,368 | 1,297,368 | -47% |
| Internal Charges & Fees | 485,880 | 424,899 | 441,738 | 680,485 | 680,485 | 54% |
| Other Purchased Svcs | 152,310 | 156,588 | 266,514 | 225,512 | 225,512 | -15% |
| Insurance | 8,196,457 | 9,672,553 | 12,029,325 | 12,712,303 | 12,712,303 | 6% |
| Commission | 12,168 | 14,113 | 20,900 | 10,200 | 10,200 | -51% |
| Grants | 1,304,744 | 1,497,427 | 1,601,300 | 1,449,488 | 1,449,488 | -9% |
| Programs | 819,309 | 764,026 | 909,130 | 907,720 | 907,720 | 0% |
| Debt Services | 47,771 | 46,686 | 45,602 | 44,517 | 44,517 | -2% |
| Total | \$16,630,318 | \$17,959,466 | \$22,098,200 | \$22,091,266 | \$22,190,112 | 0% |

Administration Department

| Administration Salary and Wages | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$2,118,847 | \$2,347,854 | \$2,553,056 | \$2,599,181 | \$2,698,026 | 6% |
| Regular Employees | 2,073,669 | 2,295,677 | 2,492,590 | 2,542,591 | 2,641,436 | 6% |
| Sick Leave Pay Out | 12,900 | 13,856 | 8,430 | 10,500 | 10,500 | 25% |
| Vacation Pay Out | 25,843 | 36,601 | 42,636 | 14,890 | 14,890 | -65% |
| Temporary Employees | 5,484 | 266 | 2,400 | 24,200 | 24,200 | 908% |
| Overtime | 951 | 1,454 | 7,000 | 7,000 | 7,000 | 0% |
| Fringe Benefits | 1,296,088 | 1,448,226 | 1,649,432 | 2,060,322 | 2,060,322 | 25% |
| FICA/MEDICARE Contribution | 153,367 | 161,951 | 176,372 | 191,177 | 191,177 | 8% |
| PERS Employer's Share | 315,823 | 362,081 | 445,320 | 604,620 | 604,620 | 36% |
| PERS Employee Share Paid by Cty/Pks | 125,588 | 139,305 | 138,721 | 156,535 | 156,535 | 13% |
| Prepayment for PERS | 45,852 | 0 | 0 | 0 | 0 | 0% |
| HRAVEBA | 41,950 | 46,660 | 48,405 | 50,361 | 50,361 | 4% |
| Deferred Comp | 0 | 8,302 | 14,780 | 15,600 | 15,600 | 6% |
| Other Benefits | 0 | 106 | 532 | 770 | 770 | 45% |
| Group Health Insurance | 606,554 | 720,982 | 817,062 | 1,034,735 | 1,034,735 | 27% |
| Workers Compensation | 6,954 | 8,839 | 8,240 | 6,523 | 6,523 | -21% |
| Total | \$3,414,934 | \$3,796,080 | \$4,202,488 | \$4,659,503 | \$4,758,348 | 13% |

| Administration Material and Services | | | | | | |
|--------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$67,338 | \$66,350 | \$89,654 | \$62,200 | \$62,200 | -31% |
| Rental, Repair, Maintenance | 15,275 | 15,129 | 29,620 | 24,460 | 24,460 | -17% |
| Communications | 14,469 | 17,336 | 17,900 | 17,510 | 17,510 | -2% |
| Contractual Services | 2,099,662 | 1,488,280 | 2,444,029 | 1,297,368 | 1,297,368 | -47% |
| Internal Charges & Fees | 485,880 | 424,899 | 441,738 | 680,485 | 680,485 | 54% |
| Other Purchased Svcs | 152,310 | 156,588 | 266,514 | 225,512 | 225,512 | -15% |
| Insurance | 8,196,457 | 9,672,553 | 12,029,325 | 12,712,303 | 12,712,303 | 6% |
| Commission | 12,168 | 14,113 | 20,900 | 10,200 | 10,200 | -51% |
| Grants | 1,304,744 | 1,497,427 | 1,601,300 | 1,449,488 | 1,449,488 | -9% |
| Programs | 819,309 | 764,026 | 909,130 | 907,720 | 907,720 | 0% |
| Total | \$13,167,613 | \$14,116,701 | \$17,850,110 | \$17,387,246 | \$17,387,246 | -3% |

Administration Department – Mayor and Council

MAYOR AND COUNCIL

The Mayor and City Council are elected by the citizens of Ashland and are responsible for setting policy, establishing city-wide goals and objectives, providing a link to City government for citizens and businesses, meeting with and (as necessary) lobbying other government agencies and business groups, and supervising the City Administrator and City Attorney. The Council holds regular meetings and study sessions each month to conduct the business of the City and to hear from Ashland citizens. The Mayor and Council also appoint and serve as liaisons to the many City commissions that advise the Council on policy matters and as liaisons to local and regional organizations.

| Mayor and Council | | | | | | |
|------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$171,166 | \$216,794 | \$217,082 | \$309,996 | \$309,996 | 43% |
| Salaries & Wages | \$5,200 | \$5,200 | \$5,200 | \$5,200 | \$5,200 | 0% |
| Regular Employees | 5,200 | 5,200 | 5,200 | 5,200 | 5,200 | 0% |
| Fringe Benefits | \$165,966 | \$211,594 | \$211,882 | \$304,796 | \$304,796 | 44% |
| FICA/MEDICARE Contribution | 398 | 398 | 420 | 398 | 398 | -5% |
| Group Health Insurance | 165,567 | 211,188 | 211,462 | 304,334 | 304,334 | 44% |
| Material and Services | \$84,188 | \$96,210 | \$159,511 | \$125,978 | \$125,978 | -21% |
| Supplies | 2,886 | 12,094 | 9,604 | 1,750 | 1,750 | -82% |
| Communications | 897 | 1,073 | 920 | 1,430 | 1,430 | 55% |
| Contractual Services | 7,964 | 5,942 | 36,000 | 30,040 | 30,040 | -17% |
| Internal Charges & Fees | 200 | 206 | 22,207 | 22,208 | 22,208 | 0% |
| Other Purchased Svcs | 65,653 | 67,324 | 79,680 | 62,350 | 62,350 | -22% |
| Commission | 6,588 | 9,571 | 11,100 | 8,200 | 8,200 | -26% |
| Total | \$255,354 | \$313,004 | \$376,593 | \$435,974 | \$435,974 | 16% |

Administration Department – Administration Division

ADMINISTRATION DIVISION

The Administration Division provides general oversight and management of the City organization consistent with both internal policies and policies of the City Council. The Administration Division prepares the Council agendas, manages the City’s website, handles a number of special projects, tracks state and federal legislative activities, prepares and distributes a variety of communication pieces, manages the City’s economic development programs and the Energy Conservation Division. In addition, Administration provides staff support for the Public Art Commission, the Conservation Commission and other ad hoc committees as needed. It provides leadership, coordination, and management for the City organization to ensure effective community services.

| Administration Division | | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|--|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change | |
| Personnel Services | 1,024,058 | 1,273,483 | 1,394,792 | 965,219 | 965,219 | -31% | |
| Salaries & Wages | 690,315 | 868,746 | 955,996 | 600,583 | 600,583 | -37% | |
| Regular Employees | 675,409 | 838,424 | 916,590 | 589,223 | 589,223 | -36% | |
| Sick Leave Pay Out | 7,114 | 5,583 | 2,480 | 2,490 | 2,490 | 0% | |
| Vacation Pay Out | 7,698 | 24,201 | 34,526 | 6,470 | 6,470 | -81% | |
| Temporary Employees | - | - | 2,400 | 2,400 | 2,400 | 0% | |
| Overtime | 95 | 538 | - | - | - | 0% | |
| Fringe Benefits | 333,743 | 404,737 | 438,796 | 364,636 | 364,636 | -17% | |
| FICA/MEDICARE Contribution | 47,272 | 52,393 | 60,358 | 41,057 | 41,057 | -32% | |
| PERS Employer's Share | 105,218 | 142,311 | 144,277 | 140,192 | 140,192 | -3% | |
| PERS Employee Share Paid by Cty/Pks | 40,957 | 51,765 | 47,519 | 35,963 | 35,963 | -24% | |
| Prepayment for PERS | 14,886 | - | - | - | - | 0% | |
| HRAVEBA | 13,741 | 17,350 | 15,852 | 12,079 | 12,079 | -24% | |
| Deferred Comp | - | 2,391 | 3,620 | 3,840 | 3,840 | 6% | |
| Group Health Insurance | 110,289 | 135,387 | 165,590 | 129,555 | 129,555 | -22% | |
| Workers Compensation | 1,381 | 3,140 | 1,580 | 1,879 | 1,879 | 19% | |
| Material and Services | 505,577 | 854,398 | 3,119,175 | 2,655,002 | 2,655,002 | -15% | |
| Supplies | 28,075 | 25,530 | 26,200 | 21,600 | 21,600 | -18% | |
| Rental, Repair, Maintenance | 6,854 | 8,423 | 14,600 | 15,040 | 15,040 | 3% | |
| Communications | 6,859 | 9,205 | 11,000 | 9,800 | 9,800 | -11% | |
| Contractual Services | 371,481 | 711,177 | 1,335,053 | 965,328 | 965,328 | -28% | |
| Internal Charges & Fees | 29,660 | 32,506 | 32,650 | 108,056 | 108,056 | 231% | |
| Other Purchased Svcs | 32,915 | 35,638 | 63,442 | 57,970 | 57,970 | -9% | |
| Commission | 2,785 | 3,678 | 5,800 | - | - | -100% | |
| Grants | - | - | 1,601,300 | 1,449,488 | 1,449,488 | -9% | |
| Programs | 26,949 | 28,241 | 29,130 | 27,720 | 27,720 | -5% | |
| Total | 1,529,635 | 2,127,881 | 4,513,967 | 3,620,221 | 3,620,221 | -20% | |

Administration Department – Administration Division

| Administration Divisions Breakdown | | | | | | |
|------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Public Art Program | \$20,541 | \$33,029 | \$170,000 | \$0 | \$0 | -100% |
| RVTV | 126,618 | 118,260 | 123,580 | 129,168 | 129,168 | 5% |
| Tourism - City | 47,467 | 66,395 | 511,270 | 274,160 | 274,160 | -46% |
| Econ Development | 210,729 | 327,182 | 1,911,302 | 1,816,396 | 1,816,396 | -5% |
| Admin | 1,124,280 | 1,583,015 | 1,507,815 | 1,060,497 | 1,060,497 | -30% |
| Parking | 0 | 0 | 290,000 | 340,000 | 340,000 | 17% |
| Total | \$1,529,635 | \$2,127,881 | \$4,513,967 | \$3,620,221 | \$3,620,221 | -20% |

| Administration Division | | | | | | |
|-------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$961,173 | \$1,179,591 | \$1,282,515 | \$868,827 | \$868,827 | -32% |
| Material and Services | 163,108 | 403,423 | 225,300 | 191,670 | 191,670 | -15% |
| Total | \$1,124,280 | \$1,583,015 | \$1,507,815 | \$1,060,497 | \$1,060,497 | -30% |

HUMAN RESOURCE DIVISION

The Human Resource Division provides guidance and support to all City departments in recruiting and retaining a diverse workforce that is committed to providing quality service to our community. Through policy direction and training efforts, the Human Resource Division helps reduce the risk of employment-related legal claims and work-related injuries. The Human Resource Division promotes positive labor-management relations through collaboration, open communication, and fair and inclusive employment practices. Employee recruitment is one of the most important and time-consuming administrative tasks for Human Resources due to the high volume of retirements.

Goals:

- Support the recruitment and retention of talented City staff
- Continue to serve as a resource for all City departments on personnel matters.
- Complete transition of employee healthcare program
- Re-structure and update City Administrative Policies

Accomplishments:

- Provided a Leadership and Development training to all mid-level managers and supervisors.
- Completed contract negotiations with both represented public safety groups. Filled several key vacancies including City Administrator, two Department Head positions and the Assistant City Attorney

Workload Metrics:

Recruitment & Selection:

- 01/01/2017 - 12/31/2017: 64 jobs posted – 1,524 applications received
- 01/01/2018 – 12/31/2018: 48 jobs posted – 1,120 applications received

OR-OSHA Recordable Workplace Injuries (requiring medical treatment beyond first-aid):

- 01/01/2017 - 12/31/2017: 16 Total for City including Parks & Recreation
- 01/01/2018 – 12/31/2018: 20 Total for City including Parks & Recreation

Administration Department – Human Resource Division

| Human Resources Central Services | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$480,007 | \$523,592 | \$604,578 | \$676,625 | \$676,625 | 12% |
| Salaries & Wages | 313,075 | 340,978 | 379,720 | 421,429 | 421,429 | 11% |
| Regular Employees | 307,612 | 334,896 | 375,840 | 417,549 | 417,549 | 11% |
| Sick Leave Pay Out | 3,012 | 3,142 | 2,260 | 2,260 | 2,260 | 0% |
| Vacation Pay Out | 2,451 | 2,879 | 1,620 | 1,620 | 1,620 | 0% |
| Temporary Employees | 0 | 60 | 0 | 0 | 0 | - |
| Fringe Benefits | 166,932 | 182,614 | 224,858 | 255,196 | 255,196 | 13% |
| FICA/MEDICARE Contribution | 23,850 | 25,990 | 29,206 | 32,242 | 32,242 | 10% |
| PERS Employer's Share | 46,916 | 52,054 | 76,410 | 96,184 | 96,184 | 26% |
| PERS Employee Share Paid by City/Pks | 18,717 | 20,459 | 23,244 | 25,288 | 25,288 | 9% |
| Prepayment for PERS | 6,812 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 6,271 | 6,851 | 7,648 | 8,429 | 8,429 | 10% |
| Deferred Comp | 0 | 1,255 | 1,920 | 2,400 | 2,400 | 25% |
| Group Health Insurance | 63,680 | 75,354 | 85,640 | 90,315 | 90,315 | 5% |
| Workers Compensation | 687 | 651 | 790 | 337 | 337 | -57% |
| Material and Services | 132,139 | 189,814 | 298,028 | 193,328 | 193,328 | -35% |
| Supplies | 5,083 | 3,705 | 20,600 | 14,600 | 14,600 | -29% |
| Communications | 1,612 | 1,430 | 1,000 | 2,300 | 2,300 | 130% |
| Contractual Services | 79,949 | 137,732 | 180,000 | 100,000 | 100,000 | -44% |
| Internal Charges & Fees | 24,086 | 21,540 | 30,488 | 30,488 | 30,488 | 0% |
| Other Purchased Svcs | 21,409 | 25,407 | 65,940 | 45,940 | 45,940 | -30% |
| Total | \$612,145 | \$713,406 | \$902,606 | \$869,953 | \$869,953 | -4% |

| Human Resources Health Benefits Reserve Fund | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$9,049,715 | \$10,021,261 | \$12,607,301 | \$12,732,303 | \$12,732,303 | 1% |
| Contractual Services | 853,258 | 348,708 | 557,976 | 0 | 0 | -100% |
| Insurance | 8,196,457 | 9,672,553 | 12,029,325 | 12,712,303 | 12,712,303 | 6% |
| Health Claims | 7,604,039 | 8,439,548 | 9,487,504 | 50,000 | 50,000 | -99% |
| Health Care Premiums | 80,589 | 109,589 | 1,168,658 | 12,662,303 | 12,662,303 | 983% |
| Health Care Premiums Re-Ins. Programs | 511,829 | 1,123,417 | 1,373,163 | 0 | 0 | -100% |
| Programs | 0 | 0 | 20,000 | 20,000 | 20,000 | 0% |
| Total | \$9,049,715 | \$10,021,261 | \$12,607,301 | \$12,732,303 | \$12,732,303 | 1% |

Administration Department – Municipal Court Division

MUNICIPAL COURT DIVISION

The Municipal Court Division provides Ashland with a unique opportunity to have their cases heard by a local judge elected by the citizens. The Ashland Municipal Court hears three types of cases when they occur within the City limits: traffic violations, violations of the Ashland Municipal Code, and various misdemeanors (crimes).

The Court has been in a state of transition during the past Biennium due to staff turnover. This budget shows a reduction in staffing to 2.5 FTE. Despite the reduction in staffing, workload for the Court has increased:

- Additional staff time and resources are required to support defendants suffering from mental illness as they navigate the judicial process.
- An increasing number of defendants are requesting a jury trial which increases the burden on the Court to maintain active jury pools and conduct jury trials.
- The Ashland Municipal Court began conducting Video Arraignment on a trial basis this biennium. This program utilizes dedicated jail space to house repeat offenders who continually fail to appear in Court. While still in early stages; initial assessments of this program have been positive.

Court revenue began increasing gradually in 2017 up to \$423,687, continuing in 2018 to \$478,747, and based on the first 3 months of 2019, we anticipate revenues nearing \$500K. These increases are most likely linked to the increased staffing within the Ashland Police Department. While revenue is trending in a positive direction, it is important to note that a variety of factors the Court has no control over continue to impact revenue: Defendants inability to pay; legalization of marijuana; lack of mental health resources; and legislative changes which reduce share of fines and fees retained locally by the City.

| Court | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$748,506 | \$704,764 | \$786,680 | \$720,692 | \$819,537 | 4% |
| Material and Services | 216,086 | 247,067 | 252,415 | 403,000 | 403,000 | 60% |
| Total | \$964,592 | \$951,831 | \$1,039,095 | \$1,123,692 | \$1,222,537 | 18% |

Administration Department – Legal Division

LEGAL DIVISION

The Legal Division (City Attorney's Office) helps the City achieve its goals by providing thorough, timely and economical legal advice and representation to the City's elected officers, departments, employees, boards and commissions, including the Ashland Parks and Recreation Commission. The Legal Division is largely reactive in that its work is dictated primarily by initiatives from other parts of the City. The Legal Division prepares ordinances, resolutions, contracts and other legal documents and assists in property transactions, employee grievances and disciplinary actions, union negotiations, and land use matters. It is also responsible for prosecution of misdemeanors traffic offenses and (when a defendant is represented by legal counsel) code violations.

Goals:

- Meet the core responsibilities described above efficiently and objectively.
- Ensure compliance with public records, public meetings, and ethics requirements.
- Update and streamline public contracting procedures and contract templates.
- Revise Ashland Municipal Code to remove inconsistent and obsolete provisions.
- Support Human Resource Division with labor negotiations and employment claims.
- Minimize legal challenges to City operations and activities and the costs of such challenges while also facilitating innovative problem-solving.

Accomplishments:

- Filled vacancies in 2 of the 3 positions in the Legal Division.
- Chaired management's team in successful negotiations for new multiyear labor agreements with police and fire unions.
- With one exception, avoided costly litigation and settlements.
- Initiated and secured Council agreement on problematic operating procedures ("Council Rules").

Administration Department – Legal Division

| Legal Division | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$551,032 | \$584,653 | \$654,916 | \$1,255,623 | \$1,255,623 | 92% |
| Salaries & Wages | 369,767 | 389,992 | 414,780 | 773,443 | 773,443 | 86% |
| Regular Employees | 366,138 | 384,955 | 410,700 | 767,363 | 767,363 | 87% |
| Sick Leave Pay Out | 722 | 2,547 | 0 | 2,000 | 2,000 | - |
| Vacation Pay Out | 2,908 | 2,450 | 4,080 | 4,080 | 4,080 | - |
| Overtime | 0 | 40 | 0 | 0 | 0 | 0% |
| Fringe Benefits | 181,265 | 194,661 | 240,136 | 482,180 | 482,180 | 101% |
| FICA/MEDICARE Contribution | 26,446 | 27,664 | 31,932 | 52,190 | 52,190 | 63% |
| PERS Employer's Share | 55,469 | 60,988 | 86,099 | 181,653 | 181,653 | 111% |
| PERS Employee Share Paid by Cty/Pks | 21,973 | 23,312 | 25,363 | 44,194 | 44,194 | 74% |
| Prepayment for PERS | 7,953 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 7,357 | 7,786 | 8,352 | 15,470 | 15,470 | 85% |
| Deferred Comp | 0 | 1,255 | 1,920 | 4,200 | 4,200 | 119% |
| Group Health Insurance | 61,257 | 73,005 | 85,640 | 183,736 | 183,736 | 115% |
| Workers Compensation | 811 | 651 | 830 | 736 | 736 | -11% |
| Material and Services | 254,406 | 249,177 | 371,230 | 162,230 | 162,230 | -56% |
| Supplies | 14,160 | 14,527 | 16,050 | 8,050 | 8,050 | -50% |
| Rental, Repair, Maintenance | 3,394 | 3,556 | 4,520 | 4,520 | 4,520 | 0% |
| Communications | 1,891 | 1,736 | 3,980 | 2,980 | 2,980 | -25% |
| Contractual Services | 200,272 | 195,632 | 300,000 | 100,000 | 100,000 | -67% |
| Internal Charges & Fees | 24,800 | 27,228 | 27,228 | 27,228 | 27,228 | 0% |
| Other Purchased Svcs | 9,889 | 6,498 | 19,452 | 19,452 | 19,452 | 0% |
| Total | \$805,439 | \$833,829 | \$1,026,146 | \$1,417,853 | \$1,417,853 | 38% |

Administration Department – Energy Conservation Division

ENERGY CONSERVATION DIVISION

The Energy Conservation Division operates residential and commercial energy efficiency and conservation information and incentive programs, as well as new residential green construction certification. Additionally, the Division offers and manages a solar renewable energy generation program that provides solar system installation incentives and net metering opportunities for local residents and businesses.

This Division has also become one of the key implementing Divisions for the City’s recently adopted Climate and Energy Action Plan. Several new programs are in various stages of development to provide encouragement and incentives for electric vehicle charging equipment, electric vehicle purchases and further electrification of the community’s residential building inventory.

| Electric Conservation Electric Fund | | | | | | |
|-------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$440,165 | \$492,794 | \$544,440 | \$731,349 | \$731,349 | 34% |
| Material and Services | 947,055 | 904,760 | 1,042,450 | 1,099,405 | 1,099,405 | 5% |
| Debt Services | 47,771 | 46,686 | 45,602 | 44,517 | 44,517 | -2% |
| Total | \$1,434,992 | \$1,444,240 | \$1,632,492 | \$1,875,271 | \$1,875,271 | 15% |

Administration Department – Economic and Cultural Services Division

ECONOMIC AND CULTURAL SERVICES DIVISION

The collection and distribution of the local lodging tax (Transient Occupancy Tax or TOT) revenues have historically been utilized to support and promote the tourism component of the local economy. The support and promotion allocation has remained generally consistent over time, with some variation on the percentage of the TOT funds between City program funding needs and local tourism and economic development partner organizations.

Primary objectives for the utilization of this visitor generated revenue include:
 continued growth and diversification of the tourism sector of the local economy to benefit local businesses in tourism and related business sectors;
 ongoing contribution to the City’s General Fund to support and enhance the City services needed to provide a quality visitor environment, including Police, Fire and other core services impacted by the nearly 300,000 annual visitors to Ashland; and
 leveraging tourism funding to provide broad local economic development support beyond the tourism sector to ensure a diverse and sustainable local economy.

The funds are allocated by resolution of Council and include direct allocations to the Ashland Visitors and Convention Bureau and the Oregon Shakespeare Festival as well as funding a local competitive grant process for community non-profit organizations in the categories of economic development, cultural development, tourism or sustainability. Funding is also allocated for the City’s Economic Development Program and for Public Art.

| Economic Development Division | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$62,885 | \$93,891 | \$112,277 | \$96,392 | \$96,392 | -14% |
| Material and Services | 147,844 | 233,291 | 1,799,025 | 1,720,004 | 1,720,004 | -4% |
| Total | \$210,729 | \$327,182 | \$1,911,302 | \$1,816,396 | \$1,816,396 | -5% |

| Parking Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$0 | \$0 | \$290,000 | \$340,000 | \$340,000 | 17% |
| Total | \$0 | \$0 | \$290,000 | \$340,000 | \$340,000 | 17% |

| Public Arts Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|--------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$20,541 | \$33,029 | \$170,000 | \$0 | \$0 | -100% |
| Total | \$20,541 | \$33,029 | \$170,000 | \$0 | \$0 | -100% |

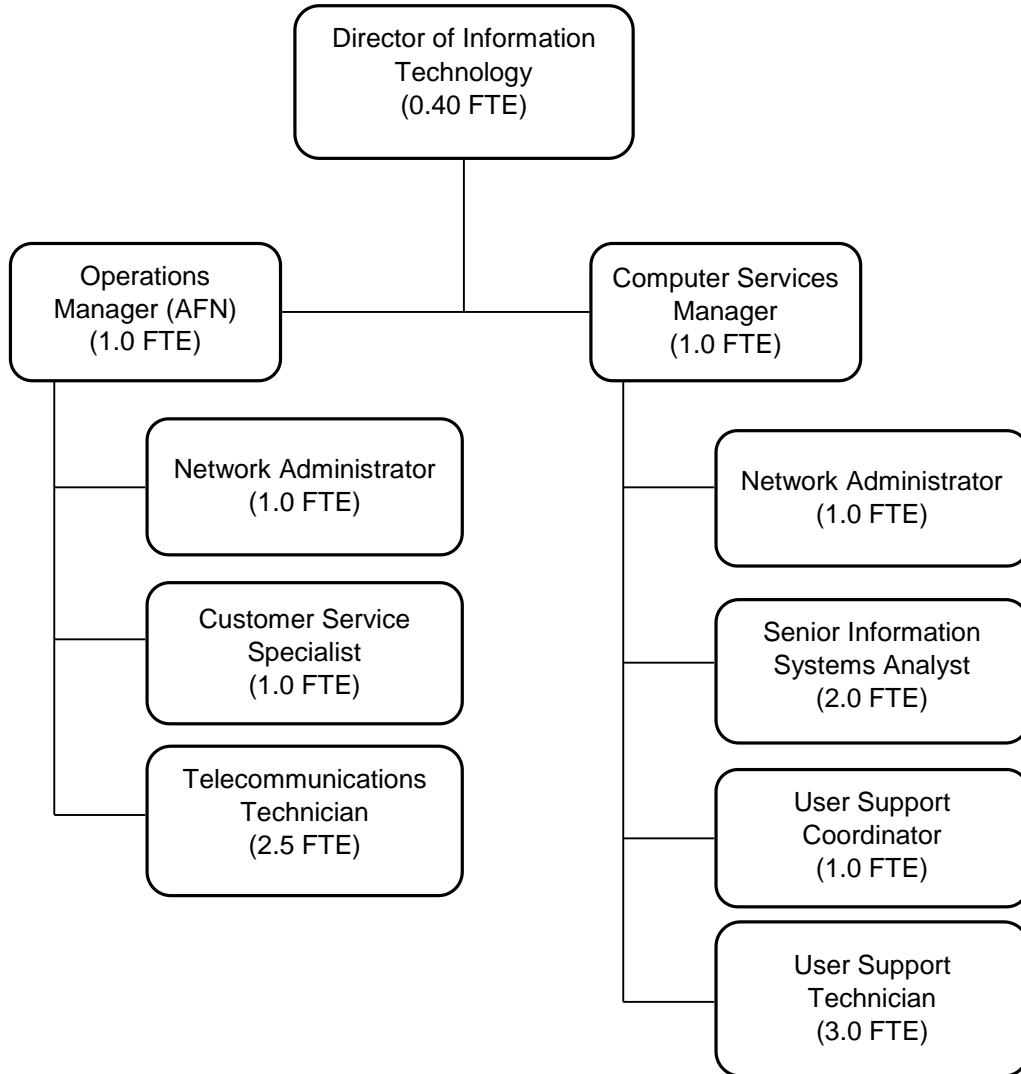
Administration Department – Economic and Cultural Services Division

| RVTV Divison | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$126,618 | \$118,260 | \$123,580 | \$129,168 | \$129,168 | 5% |
| Total | \$126,618 | \$118,260 | \$123,580 | \$129,168 | \$129,168 | 5% |

| Tourism Divison | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$47,467 | \$66,395 | \$511,270 | \$274,160 | \$274,160 | -46% |
| Total | \$47,467 | \$66,395 | \$511,270 | \$274,160 | \$274,160 | -46% |



Information Technology Department 13.90 FTE



DEPARTMENT OVERVIEW

The Information Technology (IT) Department consists of two divisions: Information Systems and Telecommunications.

The Information Systems (IS) Division identifies and delivers solutions which enhance the capabilities, facilitate the efficiency, and support the decision-making process of city government. The Information Systems Division provides a wide range of technology services including systems hardware, software, telephony, systems analysis/design, IT project management, data/information security, and end-user helpdesk support.

The Telecommunications Division is known externally as Ashland Fiber Network (AFN). AFN provides high performance, reliable and cost competitive telecommunication services to the City and citizens of Ashland. The Telecommunications Division is responsible for all the operational activities of AFN. AFN works in partnership with local Internet Service Providers (ISP) to offer a wide selection of value added services to the community.

| Information Technology Department (I.T. and AFN) | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$3,072,534 | \$3,173,645 | \$3,547,482 | \$3,766,140 | \$3,766,139 | 6% |
| Salaries & Wages | \$1,989,100 | \$2,039,499 | \$2,177,970 | \$2,210,351 | \$2,256,361 | 4% |
| Regular Employees | 1,923,999 | 1,984,160 | 2,103,380 | 2,130,751 | 2,176,761 | 3% |
| Sick Leave Pay Out | 4,554 | 4,372 | 8,000 | 8,000 | 8,000 | 0% |
| Vacation Pay Out | 26,375 | 19,214 | 21,790 | 20,800 | 20,800 | -5% |
| Temporary Employees | 0 | 5,169 | 0 | 6000 | 6000 | - |
| Overtime | 17,963 | 10,969 | 28,200 | 28,200 | 28,200 | 0% |
| Duty Pay | 16,210 | 15,615 | 16,600 | 16,600 | 16,600 | 0% |
| Fringe Benefits | 1,083,434 | 1,134,147 | 1,369,512 | 1,555,789 | 1,509,778 | 10% |
| FICA/MEDICARE Contribution | 149,296 | 153,320 | 167,121 | 169,808 | 166,372 | 0% |
| PERS Employer's Share | 287,335 | 276,930 | 381,253 | 469,881 | 458,630 | 20% |
| PERS Employee Share Paid by Cty/Pks | 117,118 | 119,606 | 131,543 | 133,310 | 130,616 | -1% |
| Prepayment for PERS | 41,934 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 39,514 | 40,589 | 43,865 | 44,264 | 43,366 | -1% |
| Deferred Comp | 0 | 8,418 | 13,920 | 16,800 | 16,320 | 17% |
| Other Benefits | 0 | 318 | 640 | 1040 | 980 | 53% |
| Group Health Insurance | 436,939 | 523,826 | 619,870 | 702,338 | 675,182 | 9% |
| Workers Compensation | 11,298 | 11,140 | 11,300 | 18,348 | 18,312 | 62% |
| Material and Services | 3,143,730 | 3,093,900 | 3,497,388 | 3,370,933 | 3,610,933 | 3% |
| Supplies | 531,293 | 424,636 | 380,906 | 62,700 | 62,700 | -84% |
| Rental, Repair, Maintenance | 209,574 | 218,232 | 340,560 | 330,560 | 330,560 | -3% |
| Communications | 219,029 | 170,216 | 225,500 | 231,900 | 231,900 | 3% |
| Contractual Services | 23,443 | 14,073 | 17,000 | 96,000 | 96,000 | 465% |
| Internal Charges & Fees | 2,092,878 | 2,200,839 | 2,352,722 | 2,444,673 | 2,444,673 | 4% |
| Other Purchased Svcs | 67,513 | 65,905 | 180,700 | 205,100 | 205,100 | 14% |
| Capital Outlay | 359,644 | 607,349 | 82,500 | 170,000 | 170,000 | 106% |
| Equipment | 59,842 | 57,423 | 0 | 20,000 | 20,000 | - |
| Improvements Other than Bldgs | 299,803 | 549,926 | 82,500 | 150,000 | 150,000 | 82% |
| Total | \$6,575,908 | \$6,874,894 | \$7,127,370 | \$7,307,073 | \$7,547,072 | 6% |

Information Technology Department

| Information Technology Department Personnel Services | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$1,989,100 | \$2,039,499 | \$2,177,970 | \$2,210,351 | \$2,256,361 | 4% |
| Sick Leave Pay Out | 4,554 | 4,372 | 8,000 | 8,000 | 8,000 | 0% |
| Vacation Pay Out | 26,375 | 19,214 | 21,790 | 20,800 | 20,800 | -5% |
| Temporary Employees | 0 | 5169 | 0 | 6000 | 6000 | - |
| Overtime | 17,963 | 10,969 | 28,200 | 28,200 | 28,200 | 0% |
| Duty Pay | 16,210 | 15,615 | 16,600 | 16,600 | 16,600 | 0% |
| Fringe Benefits | 1,083,434 | 1,134,147 | 1,369,512 | 1,555,789 | 1,509,778 | 10% |
| FICA/MEDICARE Contribution | 149,296 | 153,320 | 167,121 | 169,808 | 166,372 | 0% |
| PERS Employer's Share | 287,335 | 276,930 | 381,253 | 469,881 | 458,630 | 20% |
| PERS Employee Share Paid by Cty/Pks | 117,118 | 119,606 | 131,543 | 133,310 | 130,616 | -1% |
| Prepayment for PERS | 41,934 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 39,514 | 40,589 | 43,865 | 44,264 | 43,366 | -1% |
| Deferred Comp | 0 | 8418 | 13920 | 16800 | 16320 | 17% |
| Other Benefits | 0 | 318 | 640 | 1040 | 980 | 53% |
| Group Health Insurance | 436,939 | 523,826 | 619,870 | 702,338 | 675,182 | 9% |
| Workers Compensation | 11,298 | 11,140 | 11,300 | 18,348 | 18,312 | 62% |
| Total | \$3,072,534 | \$3,173,645 | \$3,547,482 | \$3,766,140 | \$3,766,139 | 6% |

| Information Technology Department Material & Services | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$531,293 | \$424,636 | \$380,906 | \$62,700 | \$62,700 | -84% |
| Rental, Repair, Maintenance | 209,574 | 218,232 | 340,560 | 330,560 | 330,560 | -3% |
| Communications | 219,029 | 170,216 | 225,500 | 231,900 | 231,900 | 3% |
| Contractual Services | 23,443 | 14,073 | 17,000 | 96,000 | 96,000 | 0% |
| Internal Charges & Fees | 2,092,878 | 2,200,839 | 2,352,722 | 2,444,673 | 2,444,673 | 4% |
| Bad Debt Expense | 4,815 | 5,069 | 3,500 | 3,500 | 3,500 | 0% |
| Licensing | 180,223 | 202,877 | 306,296 | 407,890 | 407,890 | 33% |
| Internal Chg - Central Svc Fee | 856,100 | 930,500 | 980,534 | 960,553 | 960,553 | -2% |
| Internal Chg - Insurance Svc | 14,400 | 14,832 | 14,832 | 14,832 | 14,832 | 0% |
| Internal Chg - Tech Debt | 818,000 | 818,000 | 818,000 | 818,000 | 818,000 | 0% |
| Internal Chg - Facility Use | 124,000 | 129,240 | 129,240 | 129,240 | 129,240 | 0% |
| Internal Chg - Fleet Maint | 54,340 | 59,120 | 59,120 | 59,120 | 59,120 | 0% |
| Internal Chg - Equip Replacmnt | 41,000 | 41,200 | 41,200 | 51,538 | 51,538 | 25% |
| Other Purchased Svcs | 67,513 | 65,905 | 180,700 | 205,100 | 205,100 | 14% |
| Total | \$3,143,730 | \$3,093,900 | \$3,497,388 | \$3,370,933 | \$3,610,933 | 3% |

| Information Technology Department Capital | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Equipment | \$59,842 | \$57,423 | \$0 | \$20,000 | \$20,000 | - |
| Improvements Other than Bldgs | 299,803 | 549,926 | 82,500 | 150,000 | 150,000 | 82% |
| Total | \$359,644 | \$607,349 | \$82,500 | \$170,000 | \$170,000 | 106% |

Information Technology Department – Information Systems Division

INFORMATION SYSTEMS DIVISION

Information Systems Division, or IS, employs 8.5 FTE who are responsible for network infrastructure, systems analysis, personal productivity/communications systems, technical support and systems administration.

The IS Division is responsible for network design, installation, and support and has primary responsibility for network communications throughout the City, including: fiber optic links between City sites, network wiring, wireless networking, internet access, and mobile data networks for safety personnel and first-responders. In addition, the Division supports and maintains the City's email, telephone, and voicemail systems.

The IS Division includes the City's IT Help Desk. The IT Help Desk provides remote and onsite technical support for a range of applications and technologies. The IS Division supports the entire information lifecycle, from requirements definition to systems design, through information creation/collection/sharing, communications, data security/recovery, and replacement/maintenance.

IS administers and maintains the City's business systems, database applications, data center operations, data storage, information security operations, and disaster recovery preparedness. The IS division is responsible for technology and security policy development, establishing organizational technology standards, central coordination of IT procurement, technology inventory. The Department works with other departments on the deployment of new services. In addition, IS provides limited back up customer service and technical support for Ashland Fiber Network (AFN).

Goals:

- Installation of a new VoIP telephone system across all sites (June 30th, 2019)
- Migration of all Windows 7 workstations to Windows 10 (December 31st, 2019)
- Replacement and Testing of Backup/Recovery System (August 1, 2019)
- Employee Security Awareness Training (September 1, 2019)
- Completion of In-Depth Critical Infrastructure Security Assessment with Department of Homeland Security (July 2019)

Accomplishments:

- Via an intergovernmental agreement, provided IT technical support services to the City of Talent for 9 months, while they had no IT staff.
- Deployed 13-15 new building-security cameras for various departments, installed fire monitoring watershed camera, Skate Park camera, Public Art Camera
- Eliminated Telecom Technician position (0.5 FTE) and began using contractors for all network cabling and advanced telephone tech support.
- Administered system updates, security patches, and version upgrades on 94 internal production systems.

Information Technology Department – Information Systems Division

- Risk Management Data Security Review/Assessment
- Procured and configured a mobile bank of laptops that can be quickly deployed in either a Training Room or an Emergency Operations Center scenario.
- Worked with AFN to re-engineer the network connection that Ashland Police Department uses for their law-enforcement connectivity to Medford PD and ECSO Dispatch Center. This reduced costs while improving performance.
- Expanded the network to include secure wireless networking in all City buildings.
- The Information Systems security team assisted the Ashland Police Department and Municipal Courts by implementing information security enhancements and participating in the on-site CJIS audit by Oregon State Police.
- Implemented new automation tools for software deployment to streamline updates, deliver security patches, and expedite remote software distribution to City PCs.

Performance Measures:

- On Track to Close 7,692 Help Desk Support Requests (Biennium)
- On Track to Complete 500 IT Related Purchases for Departments (Biennium)
- 34% Increase in User Support Ticket Completion Rate (2018-2019)

| Information Technology Divisions | | | | | | |
|----------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Telecommunications | \$4,179,137 | \$4,131,443 | \$4,316,095 | \$4,310,906 | \$4,550,905 | 5% |
| Information Systems | 2,396,771 | 2,743,451 | 2,811,275 | 2,996,167 | 2,996,167 | 7% |
| Total | \$6,575,908 | \$6,874,894 | \$7,127,370 | \$7,307,073 | \$7,547,072 | 6% |

Information Technology Department – Information Systems Division

| Information Technology Divisions Expenses | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$1,773,199 | \$1,903,676 | \$2,098,907 | \$2,146,357 | \$2,146,357 | 2% |
| Salaries & Wages | \$1,142,721 | \$1,217,559 | \$1,280,580 | \$1,272,333 | \$1,272,333 | -1% |
| Regular Employees | 1,130,926 | 1,211,103 | 1,258,610 | 1,253,533 | 1,253,533 | 0% |
| Sick Leave Pay Out | 2,662 | 3,401 | 4,000 | 4,000 | 4,000 | 0% |
| Vacation Pay Out | 8,870 | 3,054 | 11,970 | 8,800 | 8,800 | -26% |
| Overtime | 262 | 0 | 6,000 | 6,000 | 6,000 | 0% |
| Fringe Benefits | 630,478 | 686,117 | 818,327 | 874,024 | 874,024 | 7% |
| FICA/MEDICARE Contribution | 85,475 | 91,392 | 98,488 | 97,252 | 97,252 | -1% |
| PERS Employer's Share | 165,277 | 168,669 | 229,790 | 272,198 | 272,198 | 18% |
| PERS Employee Share Paid by Cty/Pks | 68,073 | 73,161 | 77,358 | 76,340 | 76,340 | -1% |
| Prepayment for PERS | 24,741 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 22,692 | 24,291 | 25,791 | 25,447 | 25,447 | -1% |
| Deferred Comp | 0 | 5,335 | 8,400 | 9,120 | 9,120 | 9% |
| Other Benefits | 0 | 159 | 320 | 420 | 420 | 31% |
| Group Health Insurance | 260,558 | 319,352 | 374,130 | 388,978 | 388,978 | 4% |
| Workers Compensation | 3,662 | 3,759 | 4,050 | 4,270 | 4,270 | 5% |
| Material and Services | 561,265 | 538,038 | 669,868 | 809,810 | 809,810 | 21% |
| Supplies | 26,711 | 29,204 | 33,900 | 33,900 | 33,900 | 0% |
| Rental, Repair, Maintenance | 121,740 | 125,423 | 132,600 | 132,600 | 132,600 | 0% |
| Communications | 207,597 | 156,211 | 215,700 | 215,700 | 215,700 | 0% |
| Contractual Services | 8,215 | 150 | 6,000 | 36,000 | 36,000 | 500% |
| Internal Charges & Fees | 178,870 | 213,805 | 260,268 | 370,210 | 370,210 | 42% |
| Licensing | 150,970 | 185,633 | 232,096 | 333,690 | 333,690 | 44% |
| Internal Chg - Insurance Svc | 2,400 | 2,472 | 2,472 | 2,472 | 2,472 | 0% |
| Internal Chg - Facility Use | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 0% |
| Internal Chg - Fleet Maint | 6,500 | 6,500 | 6,500 | 6,500 | 6,500 | 0% |
| Internal Chg - Equip Replacmnt | 1,000 | 1,200 | 1,200 | 9,548 | 9,548 | 696% |
| Other Purchased Svcs | 18,131 | 13,245 | 21,400 | 21,400 | 21,400 | 0% |
| Capital Outlay | 62,307 | 301,738 | 42,500 | 40,000 | 40,000 | -6% |
| Improvements Other than Bldgs | 62,307 | 301,738 | 42,500 | 40,000 | 40,000 | -6% |
| Total | \$2,396,771 | \$2,743,451 | \$2,811,275 | \$2,996,167 | \$2,996,167 | 7% |

Information Technology Department – Telecommunications Division

TELECOMMUNICATIONS DIVISION (Ashland Fiber Network)

The Telecommunication Division provides high-speed, robust, broadband telecommunication services to residential, commercial, health care and educational customers in the Ashland area. Services are offered directly through the Telecommunications Division (AFN) or through retail partners. Approximately 4,200 homes and businesses rely on AFN for all the right connections.

AFN presently has nine cable modem service levels enabling customers to select the service level that best fits their needs. AFN does not differentiate between residential and business accounts. All customers pay the same rate. AFN's direct fiber service provides connections up to 1Gigabit per second, with 99.9% connection availability, and 24/7 local technical support. AFN also offers up to 24Mbps wireless service via a tower serving residential customers living outside the urban growth boundary.

Cable TV is provided to the community through a lease agreement between AFN and a local retail partner. The cable TV signals transit AFN's network. AFN is responsible for the maintenance and compliance of the network along with performing hot-connects and disconnects for TV installations and responding to majority of the cable TV service calls. The City data network transits through AFN connections as the City government operation relies on the Telecommunications Division for critical connectivity. AFN's facilities include a combination of 119 miles of coaxial network and 25 miles of fiber on 1,750 utility poles or buried in underground conduits. AFN's outside plant includes 40 optical nodes and more than 1,000 amplifiers, power supplies and other active devices. AFN's Headend and Network Operations Center is configured with industry standard equipment. With the recent upgrade of the Headend, the current internet bandwidth capacity is now 20 Gigabits. AFN continues to provide competitive services to our customers and to create valuable products and services for our community.

In addition, the Telecommunications division provides network infrastructure for the City of Ashland and limited back up technical support for the Information Systems department.

Goals:

- Continue to improve customer service and system reliability
- Increase the total number of subscribers by 10 percent.
- Increase revenue 4 percent (per industry forecasts).
- Continue to achieve industry standard performance benchmarks for the following areas:
- Service interruptions caused by node issue.
- Customer outages corrected the same day.
- New customer connects within 2 business days.
- Network latency.
- Network uptime.
- Facilities inspected % plan completed.
- Facility remediation.

Accomplishments:

- Moved to 7 days per week installation schedule without additional cost to the city.

Information Technology Department – Telecommunications Division

- Installed live-stream webcams (Plaza, Columbia Hotel, etc.).
- Upgraded wireless access points in the downtown business corridor.
- Purchased and Installed Adtran equipment.
- Bandwidth RFP (reduced operating costs, doubled capacity, provides the City with carrier & path diversity). Installed a new Juniper MX-104 with dual hardware routing to increase system reliability and enable the plant edge routers to operate on a common platform.
- Developed and executed a new AFN marketing strategy/campaign.
- Doubled subscriber bandwidth at no extra charge to the customer.
- Completed several fiber, cox, and wireless infrastructure installations.
- Created and launched a new website.

Performance Measures:

| Measures | BN 2013-15 | BN 2015-17 | BN 2017-19 | BN 2019-21 Target |
|--|-------------|-------------|-------------|----------------------|
| Service Interruptions Caused by Node Issue | 480 minutes | 240 Minutes | 240 Minutes | 240 Minutes |
| Customer Outages Addressed the same day | 95% | 98% | 99.99% | 99.99% |
| New customer connects scheduled within 2 business days | 90% | 98% | 99.99% | 99.99% |
| Network Latency | 20ms | 20ms | 20ms | 20ms |
| Network Uptime | 99.9% | 99.9% | 99.9% | 99.99% |
| Facilities Inspected % Plan Completed | 100% | 100% | 100% | 100% |
| Facility Remediation | 100% | 100% | 100% | 100% |

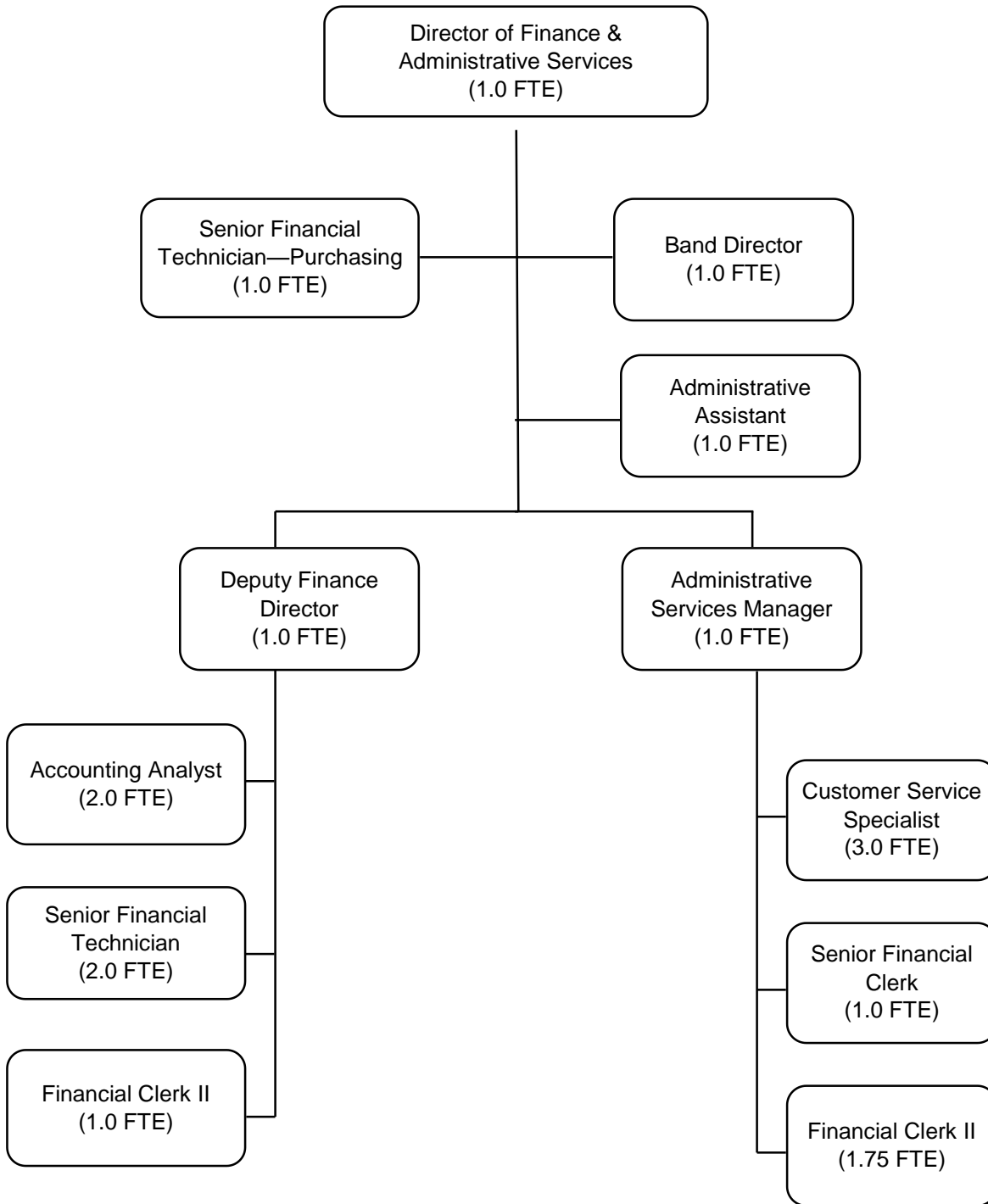
Information Technology Department – Telecommunications Division

| Information Technology Divisions Expenses | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$1,773,199 | \$1,903,676 | \$2,098,907 | \$2,146,357 | \$2,146,357 | 2% |
| Salaries & Wages | \$1,142,721 | \$1,217,559 | \$1,280,580 | \$1,272,333 | \$1,272,333 | -1% |
| Regular Employees | 1,130,926 | 1,211,103 | 1,258,610 | 1,253,533 | 1,253,533 | 0% |
| Sick Leave Pay Out | 2,662 | 3,401 | 4,000 | 4,000 | 4,000 | 0% |
| Vacation Pay Out | 8,870 | 3,054 | 11,970 | 8,800 | 8,800 | -26% |
| Overtime | 262 | 0 | 6,000 | 6,000 | 6,000 | 0% |
| Fringe Benefits | 630,478 | 686,117 | 818,327 | 874,024 | 874,024 | 7% |
| FICA/MEDICARE Contribution | 85,475 | 91,392 | 98,488 | 97,252 | 97,252 | -1% |
| PERS Employer's Share | 165,277 | 168,669 | 229,790 | 272,198 | 272,198 | 18% |
| PERS Employee Share Paid by Cty/Pks | 68,073 | 73,161 | 77,358 | 76,340 | 76,340 | -1% |
| Prepayment for PERS | 24,741 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 22,692 | 24,291 | 25,791 | 25,447 | 25,447 | -1% |
| Deferred Comp | 0 | 5,335 | 8,400 | 9,120 | 9,120 | 9% |
| Other Benefits | 0 | 159 | 320 | 420 | 420 | 31% |
| Group Health Insurance | 260,558 | 319,352 | 374,130 | 388,978 | 388,978 | 4% |
| Workers Compensation | 3,662 | 3,759 | 4,050 | 4,270 | 4,270 | 5% |
| Material and Services | 561,265 | 538,038 | 669,868 | 809,810 | 809,810 | 21% |
| Supplies | 26,711 | 29,204 | 33,900 | 33,900 | 33,900 | 0% |
| Rental, Repair, Maintenance | 121,740 | 125,423 | 132,600 | 132,600 | 132,600 | 0% |
| Communications | 207,597 | 156,211 | 215,700 | 215,700 | 215,700 | 0% |
| Contractual Services | 8,215 | 150 | 6,000 | 36,000 | 36,000 | 500% |
| Internal Charges & Fees | 178,870 | 213,805 | 260,268 | 370,210 | 370,210 | 42% |
| Licensing | 150,970 | 185,633 | 232,096 | 333,690 | 333,690 | 44% |
| Internal Chg - Insurance Svc | 2,400 | 2,472 | 2,472 | 2,472 | 2,472 | 0% |
| Internal Chg - Facility Use | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 0% |
| Internal Chg - Fleet Maint | 6,500 | 6,500 | 6,500 | 6,500 | 6,500 | 0% |
| Internal Chg - Equip Replacmnt | 1,000 | 1,200 | 1,200 | 9,548 | 9,548 | 696% |
| Other Purchased Svcs | 18,131 | 13,245 | 21,400 | 21,400 | 21,400 | 0% |
| Capital Outlay | 62,307 | 301,738 | 42,500 | 40,000 | 40,000 | -6% |
| Improvements Other than Bldgs | 62,307 | 301,738 | 42,500 | 40,000 | 40,000 | -6% |
| Total | \$2,396,771 | \$2,743,451 | \$2,811,275 | \$2,996,167 | \$2,996,167 | 7% |



Administrative Services Department

16.75 FTE



DEPARTMENT OVERVIEW

It is the mission of the Administrative Services Department to provide for and protect the financial health of the City of Ashland. This department is divided into three divisions: Finance, Accounting and Customer Services with oversight of the City's risk management activities which are budgeted within the Insurance Services Fund.

Administrative Services provide primarily internal services through the Finance and Accounting Divisions, with significant external services provided by the Customer Services Division.

Funding of this department is through internal charges for services rendered to other departments or to the public on behalf of the enterprise funds. Internal charges are offset by the operational revenue allocable to this department.

Goals:

- Continue to improve communication with the City's financial records
- Continue to improve operating efficiency through technological advancements and implementation of already purchased software
- Work to enhance the public's ability to access and pay utility bills online

Accomplishments:

- Developed an entirely new budget process
- Implemented OpenGov to improve financial transparency, communication, and collaboration in the budget process
- Implemented a new Utility Billing System
- Re-organized staff to place an emphasis on Transient Occupancy Tax and Food and Beverage
- Continued implementation of Accounting software
- Transferred the City from self-funded health insurance to CIS, avoiding over \$1.5 million in healthcare cost
- Developed a legally recognized cost allocation plan for Central Services

Administrative Services Department

Performance Measures:

| City-funded Assistance Program | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Target |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Low Income Energy Assistance | | | | | | | |
| Applications | 456 | 445 | 510 | 352 | 311 | 282 | 305 |
| Distributed | \$ 99,902 | \$ 98,568 | \$ 82,967 | \$ 88,012 | \$ 87,083 | \$ 86,614 | \$ 96,000 |
| Average relief/applicant-family | \$ 219 | \$ 222 | \$ 163 | \$ 250 | \$ 280 | \$ 307 | \$ 315 |
| Senior/Disabled Program | | | | | | | |
| Applications | 140 | 150 | 136 | 165 | 174 | 181 | 185 |
| Distributed | \$ 36,385 | \$ 38,967 | \$ 39,434 | \$ 45,523 | \$ 50,285 | \$ 55,487 | \$ 58,000 |
| Average relief/applicant-family | \$ 260 | \$ 260 | \$ 290 | \$ 276 | \$ 289 | \$ 307 | \$ 314 |

| Donation-funded Assistance Program | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Target |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Donations from the Public | | | | | | | |
| Heat | \$ 2,762 | \$ 3,191 | \$ 2,987 | \$ 2,906 | \$ 2,906 | \$ 2,625 | \$ 4,000 |
| Roundup | 3,599 | 3,555 | 3,311 | 2,990 | 2,715 | 2,562 | 3,000 |
| Total Donated | \$ 6,361 | \$ 6,746 | \$ 6,298 | \$ 5,896 | \$ 5,621 | \$ 5,187 | \$ 7,000 |

| Total Assistance Programs | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Target |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Distributed Amount | | | | | | | |
| Low Income Energy Assistance | \$ 99,902 | \$ 98,568 | \$ 82,967 | \$ 88,012 | \$ 87,083 | \$ 86,614 | \$ 96,000 |
| Senior/Disabled Program | 36,385 | 38,967 | 39,434 | 45,523 | 50,285 | 55,487 | 58,000 |
| Heat Program | 4,200 | 5,304 | 4,100 | 4,800 | 2,800 | 4,400 | 5,500 |
| | \$ 140,487 | \$ 142,839 | \$ 126,501 | \$ 138,335 | \$ 140,168 | \$ 146,501 | \$ 159,500 |
| Budget | \$ 110,500 | \$ 112,200 | \$ 84,809 | \$ 149,500 | \$ 149,500 | \$ 156,000 | \$ 159,120 |
| % of Distributed/Budget | 127% | 127% | 149% | 93% | 94% | 94% | 100% |

| Payment Processing | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Target |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Automatic payment ACH or Credit Card # of Payments | 39,359 | 31,939 | 36,556 | 39,267 | 41,517 | 43,124 | 44,849 |
| Telephone Credit Card # of Payments | 9,919 | 8,710 | 8,228 | 8,465 | 8,219 | 8,660 | 9,093 |
| On Line # of Payments | 11,007 | 30,452 | 35,352 | 37,665 | 29,734 | 34,562 | 38,018 |
| Total | 60,285 | 71,101 | 80,136 | 85,397 | 79,470 | 86,346 | 91,960 |
| Percentage of Total Processing | 43% | 54% | 60% | 64% | 59% | 62% | 66% |

| Business Licenses Processed | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Target |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Renewals Completed | 2,005 | 2,012 | 2,040 | 2,035 | 2,177 | 2,199 | 2,221 |
| Applications Completed | 250 | 262 | 250 | 445 | 251 | 347 | 350 |
| Revenue Collected | \$ 207,000 | \$ 208,247 | \$ 209,121 | \$ 237,028 | \$ 248,064 | \$ 233,185 | \$ 235,516 |

Administrative Services Department

| Administrative Services Department | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$3,084,149 | \$3,306,660 | \$3,721,586 | \$3,886,812 | \$3,786,812 | 2% |
| Salaries & Wages | \$1,953,092 | \$2,107,899 | \$2,249,940 | \$2,258,348 | \$2,158,348 | -4% |
| Regular Employees | 1,930,797 | 1,983,452 | 2,210,680 | 2,211,748 | 2,211,748 | 0% |
| Sick Leave Pay Out | 3,164 | 5,664 | 8,660 | 15,000 | 15,000 | 73% |
| Vacation Pay Out | 13,343 | 38,851 | 9,400 | 9,400 | 9,400 | 0% |
| Temporary Employees | 3,304 | 68,670 | 11,200 | 14,200 | 14,200 | 27% |
| Overtime | 2,484 | 11,262 | 10,000 | 8,000 | 8,000 | -20% |
| Fringe Benefits | 1,131,057 | 1,198,761 | 1,471,646 | 1,628,464 | 1,628,464 | 11% |
| FICA/MEDICARE Contribution | 145,396 | 157,931 | 166,573 | 171,508 | 171,508 | 3% |
| PERS Employer's Share | 277,268 | 279,839 | 381,578 | 471,024 | 471,024 | 23% |
| PERS Employee Share Paid by Cty/Pks | 112,826 | 117,797 | 130,524 | 135,061 | 135,061 | 3% |
| Prepayment for PERS | 42,024 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 38,530 | 40,335 | 43,541 | 44,954 | 44,954 | 3% |
| Deferred Comp | 0 | 9,821 | 16,320 | 16,864 | 16,864 | 3% |
| Other Benefits | 0 | 477 | 980 | 1,334 | 1,334 | 36% |
| Group Health Insurance | 510,277 | 587,961 | 726,460 | 784,811 | 784,811 | 8% |
| Workers Compensation | 4,736 | 4,600 | 5,670 | 2,908 | 2,908 | -49% |
| Material and Services | 11,416,962 | 13,218,988 | 14,341,848 | 14,889,600 | 14,989,600 | 5% |
| Supplies | 75,597 | 76,823 | 94,880 | 94,880 | 94,880 | 0% |
| Rental, Repair, Maintenance | 20,517 | 30,254 | 27,200 | 31,200 | 31,200 | 15% |
| Communications | 146,874 | 172,149 | 194,150 | 213,850 | 213,850 | 10% |
| Contractual Services | 9,569,996 | 11,052,661 | 11,113,130 | 11,333,259 | 11,333,259 | 2% |
| Internal Charges & Fees | 385,111 | 420,092 | 1,151,374 | 1,425,099 | 1,425,099 | 24% |
| Other Purchased Svcs | 30,561 | 71,509 | 57,714 | 60,412 | 60,412 | 5% |
| Insurance | 1,188,105 | 1,394,873 | 1,703,400 | 1,730,900 | 1,830,900 | 7% |
| Programs | 200 | 628 | 0 | 0 | 0 | - |
| Debt Services | 3,666,693 | 3,672,977 | 3,900,387 | 3,790,874 | 3,790,874 | -3% |
| Debt - Interest | 924,211 | 769,977 | 629,387 | 466,874 | 466,874 | -26% |
| Debt - Principal | 2,742,482 | 2,903,000 | 3,271,000 | 3,324,000 | 3,324,000 | 2% |
| Capital Outlay | 808,193 | 2,226,498 | 2,511,545 | 250,000 | 280,000 | -89% |
| Land | 0 | 358,529 | 0 | 150,000 | 150,000 | - |
| Equipment | 0 | 454,928 | 196,905 | 100,000 | 100,000 | -49% |
| Improvements Other than Bldgs | 808,193 | 141,304 | 231,464 | 0 | 30,000 | -99% |
| Total | \$18,975,996 | \$22,425,123 | \$24,475,366 | \$22,817,286 | \$22,847,286 | -7% |

Administrative Services Department

| Administrative Services Department Personnel | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$1,953,092 | \$2,107,899 | \$2,249,940 | \$2,258,348 | \$2,158,348 | -4% |
| Regular Employees | 1,930,797 | 1,983,452 | 2,210,680 | 2,211,748 | 2,211,748 | 0% |
| Sick Leave Pay Out | 3,164 | 5,664 | 8,660 | 15,000 | 15,000 | 73% |
| Vacation Pay Out | 13,343 | 38,851 | 9,400 | 9,400 | 9,400 | 0% |
| Temporary Employees | 3,304 | 68,670 | 11,200 | 14,200 | 14,200 | 27% |
| Overtime | 2,484 | 11,262 | 10,000 | 8,000 | 8,000 | -20% |
| Fringe Benefits | 1,131,057 | 1,198,761 | 1,471,646 | 1,628,464 | 1,628,464 | 11% |
| FICA/MEDICARE Contribution | 145,396 | 157,931 | 166,573 | 171,508 | 171,508 | 3% |
| PERS Employer's Share | 277,268 | 279,839 | 381,578 | 471,024 | 471,024 | 23% |
| PERS Employee Share Paid by Cty/Pks | 112,826 | 117,797 | 130,524 | 135,061 | 135,061 | 3% |
| Prepayment for PERS | 42,024 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 38,530 | 40,335 | 43,541 | 44,954 | 44,954 | 3% |
| Deferred Comp | 0 | 9,821 | 16,320 | 16,864 | 16,864 | 3% |
| Other Benefits | 0 | 477 | 980 | 1334 | 1334 | 36% |
| Group Health Insurance | 510,277 | 587,961 | 726,460 | 784,811 | 784,811 | 8% |
| Workers Compensation | 4,736 | 4,600 | 5,670 | 2,908 | 2,908 | -49% |
| Total | \$3,084,149 | \$3,306,660 | \$3,721,586 | \$3,886,812 | \$3,786,812 | 2% |

Administrative Services Department

| Administrative Services Material and Services | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$75,597 | \$76,823 | \$94,880 | \$94,880 | \$94,880 | 0% |
| Rental, Repair, Maintenance | 20,517 | 30,254 | 27,200 | 31,200 | 31,200 | 15% |
| Communications | 146,874 | 172,149 | 194,150 | 213,850 | 213,850 | 10% |
| Contractual Services | 9,569,996 | 11,052,661 | 11,113,130 | 11,333,259 | 11,333,259 | 2% |
| Professional Services | 8,959,283 | 10,580,927 | 10,859,000 | 11,025,984 | 11,025,984 | 2% |
| Auditor | 79,450 | 94,960 | 111,130 | 123,075 | 123,075 | 11% |
| Physician/Health | 4,911 | 0 | 10,000 | 10,000 | 10,000 | 0% |
| Other | 449,458 | 290,430 | 50,000 | 91,200 | 91,200 | 82% |
| Musicians | 76,894 | 86,344 | 83,000 | 83,000 | 83,000 | 0% |
| Internal Charges & Fees | 385,111 | 420,092 | 1,151,374 | 1,425,099 | 1,425,099 | 24% |
| Bank Charges | 0 | 2188 | 650000 | 840000 | 840000 | 29% |
| Bad Debt Expense | 105 | 743 | 0 | 0 | 0 | - |
| Other | 0 | 2555 | 0 | 0 | 0 | - |
| Licensing | 181,140 | 197,185 | 280,396 | 263,498 | 263,498 | -6% |
| Internal Chg - Central Svc Fee | 61,330 | 66,130 | 69,686 | 170,285 | 170,285 | 144% |
| Internal Chg - Insurance Svc | 11,000 | 11,330 | 11,330 | 11,360 | 11,360 | 0% |
| Internal Chg - Facility Use | 120,254 | 128,680 | 128,680 | 128,680 | 128,680 | 0% |
| Internal Chg - Fleet Maint | 1,440 | 1,440 | 1,440 | 1,440 | 1,440 | 0% |
| Internal Chg - Equip Replacmnt | 9,842 | 9,842 | 9,842 | 9,836 | 9,836 | 0% |
| Other Purchased Svcs | 30,561 | 71,509 | 57,714 | 60,412 | 60,412 | 5% |
| Insurance | 1,188,105 | 1,394,873 | 1,703,400 | 1,730,900 | 1,830,900 | 7% |
| Collision Claims | 34,105 | 73,605 | 50,000 | 50,000 | 50,000 | 0% |
| Liability Claims | 36,299 | 67,642 | 50,000 | 50,000 | 50,000 | 0% |
| Other Claims | 4,961 | 12,640 | 20,000 | 20,000 | 20,000 | 0% |
| Worker's Compensation Claims | 223,678 | 130,262 | 450,000 | 450,000 | 450,000 | 0% |
| Unemployment Claims | 24,511 | 36,017 | 30,000 | 30,000 | 30,000 | 0% |
| Post-retirement Benefits | 106,695 | 126,314 | 110,000 | 110,000 | 110,000 | 0% |
| Liability Premiums | 419,536 | 597,951 | 550,000 | 577,500 | 577,500 | 5% |
| Property damage Premiums | 167,422 | 212,381 | 186,000 | 186,000 | 286,000 | 54% |
| Auto physical Premiums | 25,178 | 34,683 | 47,900 | 47,900 | 47,900 | 0% |
| Worker's Compensation Premiums | 145,719 | 103,379 | 209,500 | 209,500 | 209,500 | 0% |
| Programs | 200 | 628 | 0 | 0 | 0 | - |
| Total | \$11,416,962 | \$13,218,988 | \$14,341,848 | \$14,889,600 | \$14,989,600 | 5% |

| Administrative Services Material and Services | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Land | \$0 | \$358,529 | \$0 | \$150,000 | \$150,000 | - |
| Equipment | 0 | 454928 | 196905 | 100000 | 100000 | -49% |
| Improvements Other than Bldgs | 808,193 | 1,413,041 | 2,314,640 | 0 | 30,000 | -99% |
| Total | \$808,193 | \$2,226,498 | \$2,511,545 | \$250,000 | \$280,000 | -89% |

| Parks Contribution | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$8,856,000 | \$9,560,000 | \$10,601,400 | \$10,783,800 | \$10,783,800 | 2% |
| Total | \$8,856,000 | \$9,560,000 | \$10,601,400 | \$10,783,800 | \$10,783,800 | 2% |

Administrative Services Department – Finance / Administration Division

FINANCE / ADMINISTRATION DIVISION

The Finance Division manages the department-wide and city-wide financial activities. This division provides services and oversight of financial management and reporting, budget preparation, rate modeling and cost allocation systems, purchasing, tax collections, debt management, risk management and various other services.

| Administrative Services Divisions | | | | | | |
|-----------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Legals SDC/CIP Administration | \$816,726 | \$2,288,041 | \$1,500,000 | \$100,000 | \$100,000 | -93% |
| Band | 114,017 | 127,186 | 131,540 | 132,733 | 132,733 | 1% |
| General Obligation | 3,579,222 | 3,535,721 | 3,546,908 | 3,274,560 | 3,274,560 | -8% |
| Notes & Contracts | 89,011 | 138,857 | 355,479 | 516,314 | 516,314 | 45% |
| Customer Information | 1,180,409 | 1,367,205 | 1,536,784 | 1,685,934 | 1,685,934 | 10% |
| Accounting | 1,442,875 | 2,054,658 | 1,924,755 | 2,058,232 | 2,058,232 | 7% |
| Administration | 1,243,422 | 1,268,357 | 1,915,910 | 2,233,701 | 2,133,701 | 11% |
| Insurance | 1,654,314 | 1,726,570 | 2,567,950 | 1,982,012 | 2,112,012 | -18% |
| Total | \$10,119,996 | \$12,506,595 | \$13,479,326 | \$11,983,486 | \$12,013,486 | -11% |

| Administration Division | | | | | | |
|-------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$902,673 | \$908,350 | \$973,158 | \$1,042,971 | \$942,971 | -3% |
| Material and Services | 340,748 | 360,007 | 942,752 | 1,190,730 | 1,190,730 | 26% |
| Total | \$1,243,422 | \$1,268,357 | \$1,915,910 | \$2,233,701 | \$2,133,701 | 11% |

| Band Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$7,329 | \$7,773 | \$7,920 | \$8,236 | \$8,236 | 4% |
| Material and Services | 106,688 | 119,412 | 123,620 | 124,497 | 124,497 | 1% |
| Total | \$114,017 | \$127,186 | \$131,540 | \$132,733 | \$132,733 | 1% |

Administrative Services Department – Customer Services (Utility Billing) Division

CUSTOMER SERVICES DIVISION (UTILITY BILLING)

This division’s primary responsibility is to provide day-to-day customer service, billing and information support to the public for electric, water, wastewater, storm drain, transportation, and utility fees, and to monitor taxes and other regulated activities. While other departments provide and document use of services, Customer Services does the billing and processing of payments for these services based upon those metrics; the money collected funds the services provided. Over 13,000 bills are prepared each month with most of them including charges for multiple systems including electricity, water, wastewater, telecommunications, transportation and storm water services; these services generate over \$36 million in receipts each year. Approximately 49% of all payments received are done through automated processing (online web payments or automated bank account transfers).

Several Customer Service employees manage the various taxes collected through the utility bills and other specific billing systems. This division is responsible for business licenses, tobacco licensing, transient occupancy taxes (hotel/motel), food & beverage taxes, and the electric user tax. Over \$9.6 million in these governmental revenues are processed each year.

Customer Service employees also play a key role coordinating with the Parks’ Senior Program (and other local service organizations) to manage the senior and disabled discount program and the Electric Fund low income energy assistance program. In the prior fiscal year, 463 customers were assisted with either an ongoing commitment due to age or disability or short-term support to pay winter heating bills. Approximately \$145,000 is distributed to assist with paying utility bills in these programs.

| Customer Information Division | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$885,776 | \$1,005,624 | \$1,134,818 | \$1,322,477 | \$1,322,477 | 17% |
| Material and Services | 294,633 | 361,581 | 401,966 | 363,457 | 363,457 | -10% |
| Total | \$1,180,409 | \$1,367,205 | \$1,536,784 | \$1,685,934 | \$1,685,934 | 10% |

Administrative Services Department – Accounting Division

ACCOUNTING DIVISION

The Accounting Division manages and performs accounting activities necessary for the biennium budget, audits, accounts payable, accounts receivable, payroll, monthly reports, internal controls and annual financial reports. Parks and Recreation accounting functions are included in this division. Accounting manages the annual audit contract and process and takes a lead role in creating both the City and Park’s Comprehensive Annual Financial Reports. Both documents are long-term national award winners. The division assists other administrative services divisions and departments in their accounting procedures, costing, rate modeling, fixed asset management, training, and use of the new financial software – Munis. Stewardship of city funds is the primary focus.

| Accounting Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$1,109,143 | \$1,182,011 | \$1,312,530 | \$1,513,128 | \$1,513,128 | 15% |
| Material and Services | 333,732 | 417,718 | 415,320 | 445,104 | 445,104 | 7% |
| Capital Outlay | 0 | 454,928 | 196,905 | 100,000 | 100,000 | -49% |
| Total | \$1,442,875 | \$2,054,658 | \$1,924,755 | \$2,058,232 | \$2,058,232 | 7% |

Administrative Services Department – Risk Management Program

RISK MANAGEMENT PROGRAM

The Risk Management program is responsible for handling all property and liability claims involving the City. This includes claims made against the City as well as subrogation claims against those individuals that damage city property. Claims are analyzed by cost, type, number, and department/division.

This program is also responsible for administering the City’s insurance program making sure adequate insurance coverage is in place for general liability, auto liability, auto physical damage, property, earthquake, flood, crime, and cyber liability. Risk Management works closely with Brown and Brown, the City’s Agent of Record, along with City County Insurance Services (CIS), the City’s insurance pool, on both the claims handled through CIS and on insurance coverage for the City’s properties, vehicles and mobile equipment. Subrogation claims do not go through CIS; they are handled entirely by the City’s Risk Management Contractor. This program also assists in obtaining insurance coverage through other companies for excess workers compensation, airport insurance, flood insurance, and other insurances as needed.

The Risk Management Program also plays a role in the City-wide Safety Committee, including facility inspections.

| Insurance Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$179,227 | \$202,901 | \$293,160 | \$0 | \$0 | -100% |
| Material and Services | 1,475,087 | 1,523,670 | 1,854,790 | 1,982,012 | 2,082,012 | 12% |
| Capital Outlay | 0 | 0 | 420,000 | 0 | 30,000 | -93% |
| Total | \$1,654,314 | \$1,726,570 | \$2,567,950 | \$1,982,012 | \$2,112,012 | -18% |

Administrative Services Department – Non Operating

| Debt Services | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$0 | \$800 | \$2,000 | \$0 | \$0 | -100% |
| Debt Services | 3,579,222 | 3,534,921 | 3,544,908 | 3,274,560 | 3,274,560 | -8% |
| Total | \$3,579,222 | \$3,535,721 | \$3,546,908 | \$3,274,560 | \$3,274,560 | -8% |

| Notes and Contracts Expenses | | | | | | |
|------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$7,094 | \$800 | \$0 | \$0 | \$0 | - |
| Debt Services | 81,917 | 138,057 | 355,479 | 516,314 | 516,314 | 45% |
| Total | \$89,011 | \$138,857 | \$355,479 | \$516,314 | \$516,314 | 45% |



City Recorder

1.0 FTE

City Recorder
Elected
(1.0 FTE)

DEPARTMENT OVERVIEW

Currently the City Recorder Department provides election, municipal code, record maintenance and Council/Commission support among other services. The budget for this department includes the elected position for the City Recorder.

The City Recorder's Department is funded within the Central Service Fund.

Goals:

- Get all old Ordinances & Resolutions scanned into Laserfiche.
- Get a process implemented for all Commissions/Committees to have Agendas and Minutes done the same.
- Update the Records Request Policy.
- Implement a Conduits system for Lien Searches.

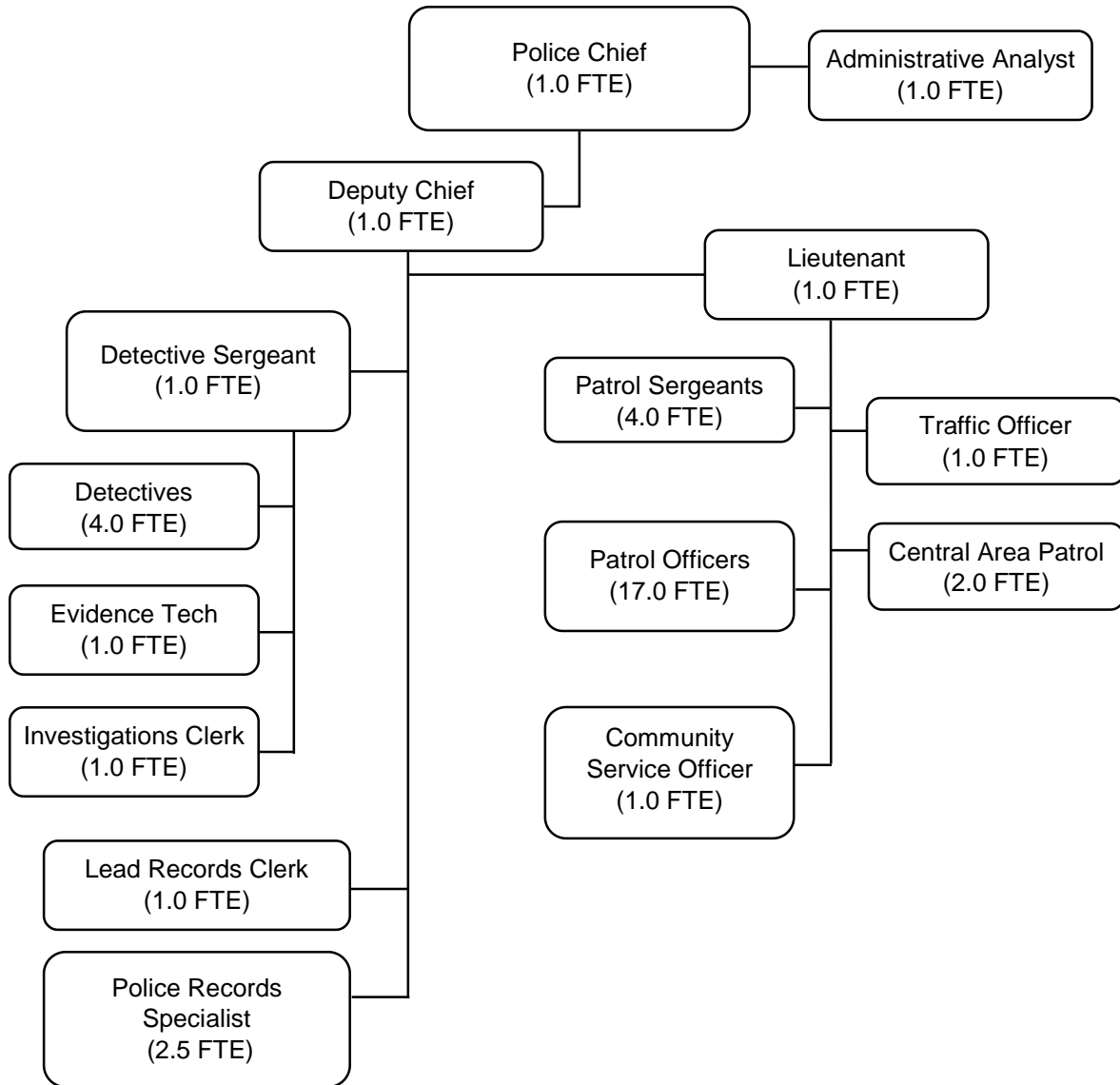
Accomplishments:

- Facilitated a Recall for 3 Parks Commissioners.
- Facilitated the 2018 General Election.
- Educated Staff and Commissions on Public Meeting Law and Procedures.
- Updated the Records Request process.
- Created Council City Outcomes on the City website for more Citizen and Staff communication.

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|-------------------|-------------------|---------------------------|----------------------------|---------------------------|-------------|
| Personnel Services | \$415,232 | \$420,859 | \$325,940 | \$297,479 | \$297,479 | -9% |
| Salaries & Wages | \$266,293 | \$268,411 | \$133,218 | \$193,201 | \$193,201 | 45% |
| Regular Employees | 266,293 | 267,710 | 132,338 | 193,201 | 193,201 | 46% |
| Sick Leave Pay Out | 0 | 347 | 880 | 0 | 0 | -100% |
| Overtime | 0 | 354 | 0 | 0 | 0 | - |
| Fringe Benefits | 148,939 | 152,447 | 192,722 | 104,278 | 104,278 | -46% |
| FICA/MEDICARE Contribution | 20,239 | 20,455 | 22,538 | 14,780 | 14,780 | -34% |
| PERS Employer's Share | 39,812 | 40,485 | 58,464 | 36,746 | 36,746 | -37% |
| PERS Employee Share Paid by Cty/Pks | 15,977 | 16,149 | 17,602 | 11,592 | 11,592 | -34% |
| Prepayment for PERS | 5,811 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 5,287 | 5,355 | 5,878 | 0 | 0 | -100% |
| Deferred Comp | 0 | 1,163 | 1,920 | 0 | 0 | -100% |
| Group Health Insurance | 61,137 | 68,238 | 85,640 | 41,004 | 41,004 | -52% |
| Workers Compensation | 674 | 602 | 680 | 155 | 155 | -77% |
| Material and Services | 453,523 | 563,667 | 83,092 | 78,370 | 78,370 | -6% |
| Supplies | 16,271 | 14,636 | 17,300 | 12,150 | 12,150 | -30% |
| Rental, Repair, Maintenance | 597 | 2,256 | 1,200 | 11,400 | 11,400 | 850% |
| Communications | 1,057 | 1,052 | 1,000 | 1,700 | 1,700 | 70% |
| Contractual Services | 14,595 | 24,104 | 32,562 | 10,980 | 10,980 | -66% |
| Internal Charges & Fees | 417,147 | 517,596 | 22,430 | 22,440 | 22,440 | 0% |
| Other Purchased Svcs | 3,855 | 4,022 | 8,600 | 19,700 | 19,700 | 129% |
| Total | \$868,755 | \$984,526 | \$409,032 | \$375,849 | \$375,849 | -8% |

Police Department

39.50 FTE



DEPARTMENT OVERVIEW

The Ashland Police Department (APD) enhances community livability by working in partnership with citizens to promote public safety, public order, and crime prevention while providing professional and courteous service.

The Ashland Police Department strives to work with all residents, businesses and visitors to make our community one of the safest in the country. The men and women of the Ashland Police Department take great pride in their work and support our core values: Fairness; Accountability; Integrity; and Respect for all people. The members of the APD strive to embody these values while providing a wide range of professional public safety and law enforcement services. The department is largely responsible for creating the feeling of personal safety that the citizens of Ashland enjoy and that is such a significant factor in Ashland's quality of life. According to the most recent citizen survey, 84% of Ashland residents report an overall feeling of safety, 84% feel safe downtown and in commercial areas, and 95% feel safe in their neighborhoods.

Goals:

- Complete Phase 2/EOC Buildout
- Re-engage with the SRO program
- Re-engage with a regional task force
- Host a citizen's academy
- Further decrease negative behavior downtown/citywide
- Increase safety in the skatepark
- Embed a mental health worker within the department
- Maintain higher-than-average clearance rates

Accomplishments:

- Handled over 57,000 calls for service (CFS) in 2017 and 2018
- Handled over 8,000 investigations
- Saw a 40% reduction in calls for service downtown (not due to smoke)
- Bolstered staffing levels
- Maintained a clearance rate of
 - 81% overall
 - 45% in part 1 crimes (homicide, rape, robbery, burglary, arson, aggravated assault, larceny)
 - 78% of violent crime (homicide, rape, assault, robbery)
- Completed the 5-year strategic plan
- Initiated public-facing skate-park camera program

Police Department

Performance Measures:

General measurables

| Category | 2018 | 2017 |
|----------------------|-------------|-------------|
| • CFS | 29,228 | 28,444 |
| • Cases Handled | 3,831 | 4,436 |
| • Warrants Processed | 1,276 | 1,174 |

Measurables tied to stated goals

- Median Response Stated goal of <264 seconds
 - 251 277
- Clearance Rates Stated goal of >30% part 1
 - 45% 37%
- Disorderly calls DT Stated goal of <270 per year
 - 216 360

Police Department

| Police Department | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$9,038,442 | \$9,785,081 | \$11,717,521 | \$12,455,316 | \$12,455,316 | 6% |
| Salaries & Wages | \$5,775,475 | \$6,288,865 | \$7,361,604 | \$7,233,151 | \$7,233,151 | -2% |
| Regular Employees | 4,929,338 | 5,346,587 | 6,322,394 | 6,203,376 | 6,203,376 | -2% |
| Holiday Pay Out | 141,624 | 150,649 | 210,900 | 232,731 | 232,731 | 10% |
| Sick Leave Pay Out | 11,996 | 16,751 | 32,190 | 34,620 | 34,620 | 8% |
| Vacation Pay Out | 19,729 | 54,778 | 22,590 | 24,920 | 24,920 | 10% |
| Temporary Employees | 147,030 | 157,180 | 219,390 | 263,360 | 263,360 | 20% |
| Temporary Cadets | 28,550 | 3,431 | 0 | 10,000 | 10,000 | - |
| Overtime | 485,696 | 557,461 | 521,400 | 462,144 | 462,144 | -11% |
| Duty Pay | 5,185 | 2,028 | 32,740 | 2,000 | 2,000 | -94% |
| Fringe Benefits | \$3,262,968 | \$3,496,216 | \$4,355,917 | \$5,222,165 | \$5,222,165 | 20% |
| FICA/MEDICARE Contribution | 436,516 | 464,432 | 530,860 | 532,371 | 532,371 | 0% |
| PERS Employer's Share | 1,043,771 | 1,072,042 | 1,561,261 | 2,000,961 | 2,000,961 | 28% |
| PERS Employee Share Paid by Cty/Pks | 333,661 | 362,118 | 415,097 | 434,467 | 434,467 | 5% |
| Prepayment for PERS | 121,722 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 111,422 | 137,720 | 138,439 | 144,822 | 144,822 | 5% |
| Deferred Comp | 0 | 21,027 | 33,600 | 45,600 | 45,600 | 36% |
| Other Benefits | 0 | 283 | 540 | 700 | 700 | 30% |
| Group Health Insurance | 1,053,015 | 1,314,464 | 1,543,670 | 1,930,859 | 1,930,859 | 25% |
| Workers Compensation | 162,860 | 124,130 | 132,450 | 132,384 | 132,384 | 0% |
| Material and Services | \$3,251,980 | \$3,671,795 | \$3,870,604 | \$4,434,571 | \$4,264,571 | 10% |
| Supplies | 227,996 | 383,230 | 268,450 | 268,450 | 268,450 | 0% |
| Rental, Repair, Maintenance | 195,057 | 161,104 | 248,540 | 240,625 | 240,625 | -3% |
| Communications | 145,183 | 158,646 | 175,360 | 175,360 | 175,360 | 0% |
| Contractual Services | 931,252 | 1,063,486 | 1,276,722 | 1,493,578 | 1,423,578 | 12% |
| Internal Charges & Fees | 1,582,774 | 1,716,152 | 1,720,732 | 2,081,758 | 1,981,758 | 15% |
| Bank Charges | 1,129 | 0 | 0 | 0 | 0 | - |
| Internal Chg - Central Svc Fee | 885,970 | 962,970 | 1,014,750 | 1,241,934 | 1,141,934 | 13% |
| Internal Chg - Insurance Svc | 60,000 | 61,810 | 61,810 | 11,810 | 11,810 | -81% |
| Internal Chg - Facility Use | 214,000 | 235,400 | 188,200 | 188,200 | 188,200 | 0% |
| Internal Chg - Fleet Maint | 249,600 | 249,600 | 249,600 | 249,600 | 249,600 | 0% |
| Internal Chg - Equip Replacmnt | 171,976 | 206,372 | 206,372 | 390,214 | 390,214 | 89% |
| Other Purchased Svcs | 169,719 | 189,178 | 180,800 | 170,800 | 170,800 | -6% |
| Grants | 0 | 0 | 0 | 4000 | 4000 | - |
| Capital Outlay | \$25,964 | \$30,344 | \$0 | \$0 | \$0 | - |
| Total | \$12,316,387 | \$13,487,220 | \$15,588,125 | \$16,889,886 | \$16,719,886 | 7% |

| Police Department Divisions | | | | | | |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Administration | \$1,625,397 | \$1,788,335 | \$2,084,929 | \$2,377,542 | \$2,307,542 | 11% |
| Support | 2,344,636 | 2,432,379 | 3,870,844 | 3,463,066 | 3,463,066 | -11% |
| Operations | 8,346,354 | 9,266,506 | 9,632,352 | 11,049,278 | 10,949,278 | 14% |
| Total | \$12,316,387 | \$13,487,220 | \$15,588,125 | \$16,889,886 | \$16,719,886 | 7% |

Police Department

| Police Department Personnel | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$5,775,475 | \$6,288,865 | \$7,361,604 | \$7,233,151 | \$7,233,151 | -2% |
| Regular Employees | 4,929,338 | 5,346,587 | 6,322,394 | 6,203,376 | 6,203,376 | -2% |
| Holiday Pay Out | 141,624 | 150,649 | 210,900 | 232,731 | 232,731 | 10% |
| Sick Leave Pay Out | 11,996 | 16,751 | 32,190 | 34,620 | 34,620 | 8% |
| Vacation Pay Out | 19,729 | 54,778 | 22,590 | 24,920 | 24,920 | 10% |
| Temporary Employees | 147,030 | 157,180 | 219,390 | 263,360 | 263,360 | 20% |
| Temporary Cadets | 28,550 | 3,431 | 0 | 10,000 | 10,000 | - |
| Overtime | 485,696 | 557,461 | 521,400 | 462,144 | 462,144 | -11% |
| Duty Pay | 5,185 | 2,028 | 32,740 | 2,000 | 2,000 | -94% |
| Fringe Benefits | \$3,262,968 | \$3,496,216 | \$4,355,917 | \$5,222,165 | \$5,222,165 | 20% |
| FICA/MEDICARE Contribution | 436,516 | 464,432 | 530,860 | 532,371 | 532,371 | 0% |
| PERS Employer's Share | 1,043,771 | 1,072,042 | 1,561,261 | 2,000,961 | 2,000,961 | 28% |
| PERS Employee Share Paid by Cty/Pks | 333,661 | 362,118 | 415,097 | 434,467 | 434,467 | 5% |
| Prepayment for PERS | 121,722 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 111,422 | 137,720 | 138,439 | 144,822 | 144,822 | 5% |
| Deferred Comp | 0 | 21,027 | 33,600 | 45,600 | 45,600 | 36% |
| Other Benefits | 0 | 283 | 540 | 700 | 700 | 30% |
| Group Health Insurance | 1,053,015 | 1,314,464 | 1,543,670 | 1,930,859 | 1,930,859 | 25% |
| Workers Compensation | 162,860 | 124,130 | 132,450 | 132,384 | 132,384 | 0% |
| Total | \$9,038,442 | \$9,785,081 | \$11,717,521 | \$12,455,316 | \$12,455,316 | 6% |

| Police Department Material and Services | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$227,996 | \$383,230 | \$268,450 | \$268,450 | \$268,450 | 0% |
| Rental, Repair, Maintenance | 195,057 | 161,104 | 248,540 | 240,625 | 240,625 | -3% |
| Communications | 145,183 | 158,646 | 175,360 | 175,360 | 175,360 | 0% |
| Contractual Services | 931,252 | 1,063,486 | 1,276,722 | 1,493,578 | 1,423,578 | 12% |
| Internal Charges & Fees | 1,582,774 | 1,716,152 | 1,720,732 | 2,081,758 | 1,981,758 | 15% |
| Bank Charges | 1,129 | 0 | 0 | 0 | 0 | - |
| Internal Chg - Central Svc Fee | 885,970 | 962,970 | 1,014,750 | 1,241,934 | 1,141,934 | 13% |
| Internal Chg - Insurance Svc | 60,000 | 61,810 | 61,810 | 11,810 | 11,810 | -81% |
| Internal Chg - Facility Use | 214,000 | 235,400 | 188,200 | 188,200 | 188,200 | 0% |
| Internal Chg - Fleet Maint | 249,600 | 249,600 | 249,600 | 249,600 | 249,600 | 0% |
| Internal Chg - Equip Replacmnt | 171,976 | 206,372 | 206,372 | 390,214 | 390,214 | 89% |
| Other Purchased Svcs | 169,719 | 189,178 | 180,800 | 170,800 | 170,800 | -6% |
| Grants | 0 | 0 | 0 | 4000 | 4000 | - |
| Total | \$3,251,980 | \$3,671,795 | \$3,870,604 | \$4,434,571 | \$4,264,571 | 10% |

Police Department – Administrative Division

ADMINISTRATIVE DIVISION

The Administrative Division consists of the Chief of Police and an Administrative Analyst. The cost of maintaining and administering all contracts is included in this division. The Administrative Division oversees department budget, purchasing, hiring, expenditure tracking, payroll, and accreditation.

| Police Department Administration Division | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$529,708 | \$545,168 | \$629,475 | \$694,384 | \$694,384 | 10% |
| Salaries & Wages | \$353,210 | \$357,898 | \$399,750 | \$433,211 | \$433,211 | 8% |
| Regular Employees | 333,944 | 348,786 | 397,690 | 427,131 | 427,131 | 7% |
| Sick Leave Pay Out | 0 | 2,463 | 0 | 2,000 | 2,000 | - |
| Vacation Pay Out | 4,681 | 3,859 | 0 | 2,000 | 2,000 | - |
| Temporary Employees | 14,355 | 0 | 0 | 0 | 0 | - |
| Overtime | 230 | 2,790 | 2,060 | 2,080 | 2,080 | 1% |
| Fringe Benefits | \$176,498 | \$187,270 | \$229,725 | \$261,173 | \$261,173 | 14% |
| FICA/MEDICARE Contribution | 26,827 | 26,874 | 30,758 | 32,007 | 32,007 | 4% |
| PERS Employer's Share | 55,191 | 50,401 | 71,233 | 95,965 | 95,965 | 35% |
| PERS Employee Share Paid by Cty/Pks | 20,224 | 21,167 | 24,103 | 25,996 | 25,996 | 8% |
| Prepayment for PERS | 6,848 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 6,741 | 7,145 | 8,021 | 8,665 | 8,665 | 8% |
| Deferred Comp | 0 | 1,255 | 1,920 | 2,400 | 2,400 | 25% |
| Group Health Insurance | 53,494 | 74,482 | 86,810 | 90,315 | 90,315 | 4% |
| Workers Compensation | 7,173 | 5,945 | 6,880 | 5,825 | 5,825 | -15% |
| Material and Services | \$1,095,689 | \$1,243,167 | \$1,455,454 | \$1,683,158 | \$1,613,158 | 11% |
| Contractual Services | 931,252 | 1,062,271 | 1,276,722 | 1,493,578 | 1,423,578 | 12% |
| Internal Charges & Fees | 148,110 | 161,970 | 149,432 | 160,280 | 160,280 | 7% |
| Other Purchased Svcs | 16,327 | 18,441 | 29,300 | 29,300 | 29,300 | 0% |
| Total | \$1,625,397 | \$1,788,335 | \$2,084,929 | \$2,377,542 | \$2,307,542 | 11% |

Police Department – Support Division

SUPPORT DIVISION

The Support Division is overseen by the Deputy Chief of Police. The Support Division includes the records team and the detective section. The records team is responsible for processing all police reports and citations, and ensuring that all applicable state laws and local procedures are followed for the retention and dissemination of reports.

The detective unit is responsible for investigating significant and long-term crimes, conducting background investigations on all police applicants, and managing the department's new problem solving unit (PSU). The PSU is a two-detective team that will work to address acute issues as they come up, using a combination of uniformed patrol and plain clothes operations as needed. The detective unit also oversees the property and evidence section of the department.

The Support Division is also responsible for administrative functions such as technological support, training, communications liaison to the Emergency Communications of Southern Oregon (ECSO) dispatch center, internal affairs investigations, policy and procedures, and coordination of the Citizen Volunteer in Policing Services (VIP) Program. A recently appointed volunteer crime prevention specialist has been very successful in engaging the community in crime prevention efforts over the last two years.

| Police Department Support Division | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$1,880,233 | \$1,916,888 | \$3,330,094 | \$2,917,237 | \$2,917,237 | -12% |
| Salaries & Wages | \$1,215,418 | \$1,211,465 | \$2,011,184 | \$1,630,511 | \$1,630,511 | -19% |
| Regular Employees | 1,015,335 | 1,032,118 | 1,720,884 | 1,398,470 | 1,398,470 | -19% |
| Holiday Pay Out | 20,387 | 14,692 | 45,750 | 33,230 | 33,230 | -27% |
| Sick Leave Pay Out | 2,543 | 2,503 | 12,302 | 12,444 | 12,444 | 1% |
| Vacation Pay Out | 809 | 3,708 | 11,206 | 11,368 | 11,368 | 1% |
| Temporary Employees | 119,338 | 140,883 | 37,770 | 80,000 | 80,000 | 112% |
| Temporary Cadets | 28,550 | 3,431 | 0 | 10,000 | 10,000 | 0% |
| Overtime | 26,179 | 13,413 | 150,532 | 84,000 | 84,000 | -44% |
| Duty Pay | 725 | 717 | 32,740 | 1,000 | 1,000 | -97% |
| Fringe Benefits | \$664,815 | \$705,422 | \$1,318,910 | \$1,286,725 | \$1,286,725 | -2% |
| FICA/MEDICARE Contribution | 91,699 | 91,643 | 153,520 | 124,886 | 124,886 | -19% |
| PERS Employer's Share | 178,209 | 170,852 | 451,136 | 488,192 | 488,192 | 8% |
| PERS Employee Share Paid by Cty/Pks | 66,132 | 66,199 | 118,930 | 97,950 | 97,950 | -18% |
| Prepayment for PERS | 24,050 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 21,171 | 23,341 | 39,724 | 32,650 | 32,650 | -18% |
| Deferred Comp | 0 | 5,040 | 10,560 | 12,000 | 12,000 | 14% |
| Other Benefits | 0 | 283 | 540 | 700 | 700 | 30% |
| Group Health Insurance | 258,388 | 331,360 | 514,010 | 507,015 | 507,015 | -1% |
| Workers Compensation | 25,165 | 16,705 | 30,490 | 23,332 | 23,332 | -23% |
| Material and Services | \$464,403 | \$515,491 | \$540,750 | \$545,829 | \$545,829 | 1% |
| Supplies | 73,456 | 97,783 | 104,790 | 104,790 | 104,790 | 0% |
| Rental, Repair, Maintenance | 23,946 | 24,784 | 27,000 | 25,781 | 25,781 | -5% |
| Communications | 25,288 | 25,459 | 32,200 | 32,200 | 32,200 | 0% |
| Internal Charges & Fees | 325,930 | 346,180 | 339,050 | 341,349 | 341,349 | 1% |
| Other Purchased Svcs | 15,783 | 21,285 | 37,710 | 37,710 | 37,710 | 0% |
| Grants | 0 | 0 | 0 | 4,000 | 4,000 | - |
| Total | \$2,344,636 | \$2,432,379 | \$3,870,844 | \$3,463,066 | \$3,463,066 | -11% |

Police Department – Operations Division

OPERATIONS DIVISION

The Ashland Police Department Operations Division is responsible for providing most of the field services, such as patrol and traffic enforcement. This Division is overseen by a Patrol Lieutenant, who in turn reports to the Deputy Police Chief. The Community Service Officer (CSO) is another addition to the Operations Division and the CSO’s primary responsibilities are graffiti eradication, code enforcement and abandoned vehicles.

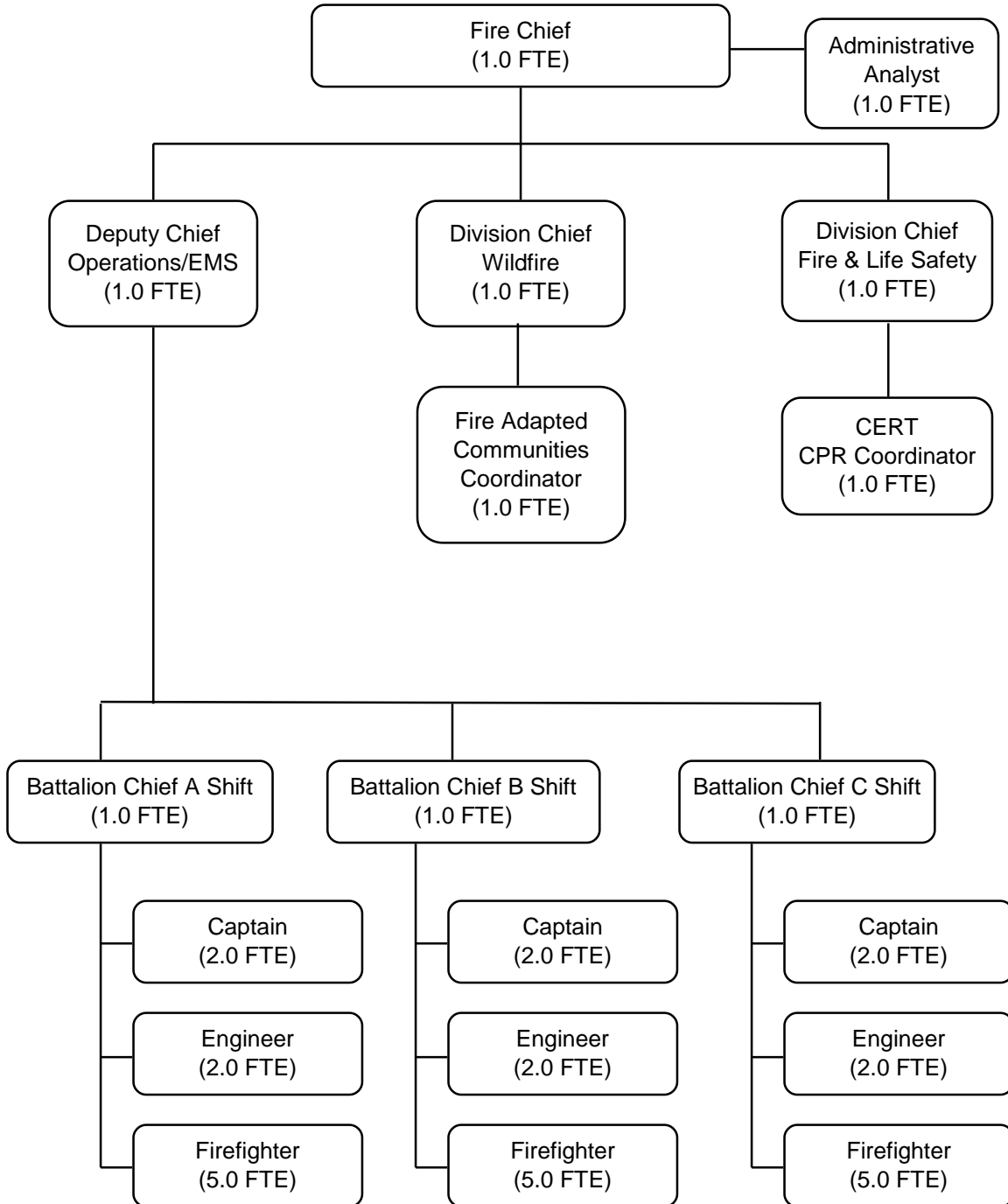
The School Resource Officer (SRO) and Central Area Patrol officers are part of the Operations Division as well. The SRO, which the department hopes to re-institute soon, acts as a valuable liaison between the Police Department and the Ashland School District. The Central Area Patrol officers are a vital part of the Department’s attempts to maintain a safe and welcoming environment downtown.

The Patrol Unit is the backbone of the Police Department and provides the patrol staff that responds to all emergency and non-emergency calls within the city. The Patrol Unit has one Traffic Officer who responds to the majority of traffic accidents, conducts traffic accident investigations, provides traffic enforcement and provides support for special events which occur in the city.

| Police Department Operations Division | | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|--|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change | |
| Personnel Services | \$6,628,502 | \$7,323,025 | \$7,757,952 | \$8,843,695 | \$8,843,695 | 14% | |
| Salaries & Wages | \$4,206,846 | \$4,719,501 | \$4,950,670 | \$5,169,428 | \$5,169,428 | 4% | |
| Regular Employees | 3,580,059 | 3,965,683 | 4,203,820 | 4,377,776 | 4,377,776 | 4% | |
| Holiday Pay Out | 121,237 | 135,957 | 165,150 | 199,501 | 199,501 | 21% | |
| Sick Leave Pay Out | 9,453 | 11,785 | 19,888 | 20,176 | 20,176 | 1% | |
| Vacation Pay Out | 14,239 | 47,211 | 11,384 | 11,552 | 11,552 | 1% | |
| Temporary Employees | 13,338 | 16,298 | 181,620 | 183,360 | 183,360 | 1% | |
| Temporary Cadets | 0 | 0 | 0 | 0 | 0 | - | |
| Overtime | 459,287 | 541,258 | 368,808 | 376,064 | 376,064 | 2% | |
| Duty Pay | 4,460 | 1,311 | 0 | 1000 | 1000 | - | |
| Fringe Benefits | \$2,421,655 | \$2,603,524 | \$2,807,282 | \$3,674,266 | \$3,674,266 | 31% | |
| FICA/MEDICARE Contribution | 317,989 | 345,916 | 346,582 | 375,479 | 375,479 | 8% | |
| PERS Employer's Share | 810,371 | 850,789 | 1,038,892 | 1,416,804 | 1,416,804 | 36% | |
| PERS Employee Share Paid by Cty/Pks | 247,306 | 274,752 | 272,064 | 310,521 | 310,521 | 14% | |
| Prepayment for PERS | 90,823 | 0 | 0 | 0 | 0 | - | |
| HRAVEBA | 83,510 | 107,234 | 90,694 | 103,507 | 103,507 | 14% | |
| Deferred Comp | 0 | 14,732 | 21,120 | 31,200 | 31,200 | 48% | |
| Group Health Insurance | 741,132 | 908,621 | 942,850 | 1,333,529 | 1,333,529 | 41% | |
| Workers Compensation | 130,523 | 101,480 | 95,080 | 103,227 | 103,227 | 9% | |
| Material and Services | \$1,691,888 | \$1,913,137 | \$1,874,400 | \$2,205,583 | \$2,105,584 | 12% | |
| Supplies | 154,539 | 285,447 | 163,660 | 163,660 | 163,660 | 0% | |
| Rental, Repair, Maintenance | 171,111 | 136,286 | 221,540 | 214,845 | 214,845 | -3% | |
| Communications | 119,896 | 132,755 | 143,160 | 143,160 | 143,160 | 0% | |
| Internal Charges & Fees | 1,108,734 | 1,208,002 | 1,232,250 | 1,580,129 | 1,480,129 | 20% | |
| Other Purchased Svcs | 137,608 | 149,452 | 113,790 | 103,790 | 103,790 | -9% | |
| Capital Outlay | \$25,964 | \$30,344 | \$0 | \$0 | \$0 | - | |
| Total | \$8,346,354 | \$9,266,506 | \$9,632,352 | \$11,049,278 | \$10,949,278 | 14% | |

Fire and Rescue Department

37.00 FTE



DEPARTMENT OVERVIEW

Ashland Fire & Rescue (AF&R) is dedicated to protecting lives, property, and the environment. By delivering fire suppression, emergency medical, disaster management, fire prevention and public education services by professionally trained, dedicated personnel, we strive to achieve the highest quality of public service to our customers.

Goals:

Fire Administration

- We are working with agencies throughout the State for the enactment of the Oregon State GEMT program which will lead to an increase in our ambulance revenues
- Researching the possibility of lease-purchase options for future high-cost apparatus acquisitions to reduce future capitalization requirements and meet reduced emissions standards.
- Funding for a proper Emergency Operations Center, support and training

Fire Operations

- Maintain current staffing at a daily minimum of nine personnel
- Develop a dedicated training site for realistic hands-on fire training
- Accelerate apparatus replacement schedule where needed to maintain engine and ambulance operational readiness
- Purchase a quint style aerial apparatus (ladder/pumper)

Fire and Life Safety

- Create Fire Inspector position to ensure compliance and reduce liability. Position to be funded from established fees.
- Continue to pursue the grant funds for commercial building safety system updates.
- Gain compliance with State Fire Code and City resolution on completion of fire inspections
- Improve fee and permit collection process
- Continue public outreach for fire and life safety education, community CPR and first aid.
- Increase Community Emergency Response Team (CERT) use within department operations

Wildfire Division

- Secure a FEMA grant for wildfire disaster preparedness
- Complete ALL controlled burn acres scheduled for each year to reduce fuels and wildfire risk
- Continue community outreach and education on smoke, both for increasing controlled burning and during summer wildfire season
- Create a sustainable community wildfire mitigation model, including but moving beyond the current Firewise mode.
- Take actions and create plans to make our forests and watershed resilient to climate change

Fire and Rescue Department

Accomplishments:

Fire Administration

- Received a total of \$337,530 in payments from Oregon and California for employee and vehicle expenses related to our deployments to state conflagrations
- Awarded a Community Development Block Grant of \$50,000 to develop and initiate a program aimed at keeping senior citizens and persons with disabilities safely in their home. This is a public-private partnership
- Updated Emergency Management Plan and Natural Hazard Mitigation Plan
- Conducted 3 Emergency Operations Center Exercises
- Conducting Evacuation Exercise (May 2019)
- Created the Emergency Management Advisory Council

Fire Operations

- Responded to 4166 calls for service
- Responded to 97% of all medical calls within established response time requirements
- Provided an engine and personnel to the Chetco Bar, Eagle Creek, Napa, Garner Complex, Klondike, Taylor Creek, Sugar Pine and Camp Fires in California and Oregon
- Received a \$71,000 FEMA grant to install apparatus exhaust capture system at Fire Station #1 and a \$20,000 grant from Firehouse Subs for thermal imaging cameras

Fire and Life Safety

- We have implemented Brycer, a 3rd party inspection company to monitor fire systems at no cost to the city
- We have adjusted our user fees for services to better effect a system of cost recovery
- Provided public education and outreach to 5,734 children and citizens
- Assisted at the state level to write and adopt a state building code for construction in the wildland urban interface.

Wildfire Division

- 5,823 acres of thinning and controlled burning was completed on federal, city, and private lands with funding primarily through state and federal grants
- 8 Firewise USA communities were added, bringing the total to 35. This is the most Firewise communities for any City or County nationwide
- Passed the Wildfire Safety Ordinance for new construction and the Prohibited Flammable Plant List city-wide to increase wildfire preparedness
- AFR Firewise Media Campaign on Facebook, Videos and Mailers
- 10-year update to the City forestlands 205 data plots tracks changes in conditions over time

Performance Measures:

Administration

- Reach a minimum of 5000 citizens through our public education and training programs.
- Secure an upgrade to our Insurances Services Office (ISO) Public Protection Classification Program (PPC) to a Class 2 organization.
- Improve our fleet to continue moving towards meeting goals for reduced emissions standards.

Operations Division

- Indicator #1: 5-8 minute average response time for all ambulance calls in Ashland
- Indicator #2: Successful resuscitation of 6 cardiac arrest patients
- Indicator #3: Property Value/Loss - \$3,346,000 in property saved (\$547,000 in losses)
- Indicator #4: Each firefighter received an average of 426 hours of training for the year

Fire & Life Safety Division

- Measure # 1: Complete Fire Plan reviews for new construction within two weeks of submittal. 80 % of time
- Measure # 2: Initiate code violation complaints within 5 business days for immediate hazards 100 % of time and within 10 business days for low and moderate hazard reports 100 % of time.
- Measure # 3: Hire fire inspector and complete annual fire inspections on all commercial and multifamily residential properties.
- Measure # 4: Complete new construction inspections and certificates of occupancy inspections within 2 weeks of notification 80 % of time.
- Measure # 5: Continue bi-annual CERT academy's.

Wildfire Division

- Measure #1: Respond to and complete requests for wildfire home safety inspections within 8 weeks.
- Measure #2: Finish targeted controlled burn acres each season (Nov-June). All pile acres and at least 300 underburn acres.
- Measure #3: Maintain Smokewise Ashland resources year-round including website, brochures, and program staffing.
- Measure #4: Complete all required Wildfire Safety Ordinance inspections within one month of permit filing.

Fire and Rescue Department

| Fire Department | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$9,817,293 | \$10,809,991 | \$12,760,915 | \$13,655,615 | \$13,215,615 | 4% |
| Salaries & Wages | 6,342,206 | 7,039,998 | 7,961,291 | 8,108,668 | 7,668,668 | -4% |
| Regular Employees | 4,961,692 | 5,510,450 | 6,195,250 | 6,676,490 | 6,276,490 | 1% |
| Holiday Pay Out | 163,797 | 171,489 | 197,827 | 216,701 | 216,701 | 10% |
| Sick Leave Pay Out | 6,990 | 7,623 | 11,250 | 11,380 | 11,380 | 1% |
| Vacation Pay Out | 54,292 | 82,506 | 106,148 | 78,760 | 78,760 | -26% |
| Temporary Employees | 100,344 | 102,284 | 236,039 | 162,022 | 142,022 | -40% |
| Overtime | 537,919 | 684,474 | 802,547 | 492,509 | 492,509 | -39% |
| Emergency Overtime | 172,074 | 122,791 | 0 | 0 | 0 | - |
| FLSA | 345,099 | 358,383 | 412,230 | 470,806 | 470,806 | 14% |
| Fringe Benefits | 3,475,087 | 3,769,994 | 4,799,624 | 5,546,947 | 5,546,947 | 16% |
| FICA/MEDICARE Contribution | 474,105 | 526,491 | 579,836 | 599,529 | 599,529 | 3% |
| PERS Employer's Share | 1,259,156 | 1,251,506 | 1,770,930 | 2,179,372 | 2,179,372 | 23% |
| PERS Employee Share Paid by Cty/Pks | 373,146 | 405,645 | 462,246 | 485,159 | 485,159 | 5% |
| Prepayment for PERS | 135,996 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 123,376 | 138,120 | 154,112 | 159,779 | 159,779 | 4% |
| Deferred Comp | 0 | 20,963 | 35,520 | 43,200 | 43,200 | 22% |
| Other Benefits | 0 | 1,603 | 3,300 | 4,200 | 4,200 | 27% |
| Group Health Insurance | 971,974 | 1,246,432 | 1,581,060 | 1,896,648 | 1,896,648 | 20% |
| Workers Compensation | 137,334 | 179,234 | 212,620 | 179,059 | 179,059 | -16% |
| Material and Services | 3,332,560 | 4,386,167 | 7,188,345 | 5,889,435 | 5,679,435 | -21% |
| Supplies | 193,096 | 190,139 | 300,973 | 305,284 | 225,284 | -25% |
| Rental, Repair, Maintenance | 181,266 | 178,147 | 216,500 | 304,863 | 304,863 | 41% |
| Communications | 103,230 | 128,137 | 163,300 | 191,558 | 160,958 | -1% |
| Contractual Services | 585,304 | 1,487,737 | 3,837,565 | 2,462,266 | 2,412,266 | -37% |
| Internal Charges & Fees | 1,905,191 | 1,963,421 | 2,085,154 | 2,070,671 | 2,070,671 | -1% |
| Other Purchased Svcs | 167,079 | 231,197 | 303,191 | 325,151 | 312,751 | 3% |
| Commission | 0 | 152 | 2,142 | 2,142 | 2,142 | 0% |
| Programs | 197,393 | 207,238 | 279,520 | 227,500 | 190,500 | -32% |
| Capital Outlay | 0 | 517,423 | 70,910 | 360,000 | 360,000 | 408% |
| Equipment | 0 | 517,423 | 0 | 0 | 0 | - |
| Improvements Other than Bldgs | 0 | 0 | 70,910 | 360,000 | 360,000 | 408% |
| Total | \$13,149,853 | \$15,713,581 | \$20,020,170 | \$19,905,049 | \$19,255,050 | -4% |

Fire and Rescue Department

Fire Department Personnel

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Salaries & Wages | \$6,342,206 | \$7,039,998 | \$7,961,291 | \$8,108,668 | \$7,668,668 | -4% |
| Regular Employees | 4,961,692 | 5,510,450 | 6,195,250 | 6,676,490 | 6,276,490 | 1% |
| Holiday Pay Out | 163,797 | 171,489 | 197,827 | 216,701 | 216,701 | 10% |
| Sick Leave Pay Out | 6,990 | 7,623 | 11,250 | 11,380 | 11,380 | 1% |
| Vacation Pay Out | 54,292 | 82,506 | 106,148 | 78,760 | 78,760 | -26% |
| Temporary Employees | 100,344 | 102,284 | 236,039 | 162,022 | 142,022 | -40% |
| Overtime | 537,919 | 684,474 | 802,547 | 492,509 | 472,509 | -41% |
| Emergency Overtime | 172,074 | 122,791 | 0 | 0 | 0 | - |
| FLSA | 345,099 | 358,383 | 412,230 | 470,806 | 470,806 | 14% |
| Fringe Benefits | 3,475,087 | 3,769,994 | 4,799,624 | 5,546,947 | 5,546,947 | 16% |
| FICA/MEDICARE Contribution | 474,105 | 526,491 | 579,836 | 599,529 | 599,529 | 3% |
| PERS Employer's Share | 1,259,156 | 1,251,506 | 1,770,930 | 2,179,372 | 2,179,372 | 23% |
| PERS Employee Share Paid by Cty/Pks | 373,146 | 405,645 | 462,246 | 485,159 | 485,159 | 5% |
| Prepayment for PERS | 135,996 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 123,376 | 138,120 | 154,112 | 159,779 | 159,779 | 4% |
| Deferred Comp | 0 | 20,963 | 35,520 | 43,200 | 43,200 | 22% |
| Other Benefits | 0 | 1,603 | 3,300 | 4,200 | 4,200 | 27% |
| Group Health Insurance | 971,974 | 1,246,432 | 1,581,060 | 1,896,648 | 1,896,648 | 20% |
| Workers Compensation | 137,334 | 179,234 | 212,620 | 179,059 | 179,059 | -16% |
| Total | \$9,817,293 | \$10,809,991 | \$12,760,915 | \$13,655,615 | \$13,215,615 | 4% |

Fire Department Material and Services

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Supplies | \$193,096 | \$190,139 | \$300,973 | \$305,284 | \$225,284 | -25% |
| Rental, Repair, Maintenance | 181,266 | 178,147 | 216,500 | 304,863 | 304,863 | 41% |
| Communications | 103,230 | 128,137 | 163,300 | 191,558 | 160,958 | -1% |
| Contractual Services | 585,304 | 1,487,737 | 3,837,565 | 2,462,266 | 2,412,266 | -37% |
| Internal Charges & Fees | 1,905,191 | 1,963,421 | 2,085,154 | 2,070,671 | 2,070,671 | -1% |
| Bad Debt Expense | 400,380 | 311,131 | 345,084 | 327,000 | 327,000 | -5% |
| Licensing | 81 | 0 | 0 | 34374 | 34374 | - |
| Internal Chg - Central Svc Fee | 694,350 | 754,690 | 795,270 | 760,685 | 760,685 | -4% |
| Internal Chg - Insurance Svc | 57,440 | 59,170 | 59,170 | 9,170 | 9,170 | -85% |
| Internal Chg - Facility Use | 48,000 | 52,800 | 100,000 | 100,000 | 100,000 | 0% |
| Internal Chg - Fleet Maint | 197,500 | 217,250 | 217,250 | 217,250 | 217,250 | 0% |
| Internal Chg - Equip Replacmnt | 507,440 | 568,380 | 568,380 | 622,192 | 622,192 | 9% |
| Other Purchased Svcs | 167,079 | 231,197 | 303,191 | 325,151 | 312,751 | 3% |
| Commission | 0 | 152 | 2,142 | 2,142 | 2,142 | 0% |
| Programs | 197,393 | 207,238 | 279,520 | 227,500 | 190,500 | -32% |
| Total | \$3,332,560 | \$4,386,167 | \$7,188,345 | \$5,889,435 | \$5,679,435 | -21% |

Fire Department Capital

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| Equipment | \$0 | \$517,423 | \$0 | \$0 | \$0 | - |
| Improvements Other than Bldgs | 0 | 0 | 70,910 | 360,000 | 360,000 | 408% |
| Total | \$0 | \$517,423 | \$70,910 | \$360,000 | \$360,000 | 408% |

Fire Department Divisions

| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
|----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| Administration | \$0 | \$0 | \$0 | \$1,258,820 | \$849,620 | - |
| Operations | 12,363,683 | 13,558,972 | 15,102,844 | 15,126,687 | 14,912,887 | -1% |
| Forest Interface | 0 | 1,213,281 | 4,116,074 | 2,639,236 | 2,633,236 | -36% |
| Fire and Life Safety | 786,170 | 941,328 | 801,252 | 880,306 | 859,306 | 7% |
| Total | \$13,149,853 | \$15,713,581 | \$20,020,170 | \$19,905,049 | \$19,255,049 | -4% |

Fire and Rescue Department –Administration

FIRE ADMINISTRATION

The Administration Division is responsible for planning and tracking the financial, organizational, and developmental aspects of the Department, which are essential for operational readiness. These include fleet and equipment management, facilities, personnel, budgeting, operational programs, and community relations. Through the Fire Chief, this Division provides vision and leadership to the Department and a healthy environment for employee development and morale. It is the responsibility of the Fire Chief to guide the organization and evaluate the effectiveness of the services delivered to the community.

| Fire Department Administration Division | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget |
| Personnel Services | \$0 | \$0 | \$0 | \$1,118,928 | \$718,928 |
| Material and Services | 0 | 0 | 0 | 139,891 | 130,691 |
| Total | \$0 | \$0 | \$0 | \$1,258,820 | \$849,620 |

Fire and Rescue Department –Operations Division (Fire & EMS)

OPERATIONS DIVISION (FIRE & EMS)

The Operations Division is primarily tasked with providing the day to day emergency and non-emergency responses to the public we serve. Typical responses include: wildland fires, structure fires, public assistance, traumatic injuries, hazardous materials, technical rescues, medical emergencies and various other hazardous conditions. As AF&R is also the transporting ambulance for Southern Jackson County, our department routinely transports those persons who need to be seen by emergency department physicians to nearby hospitals.

When not responding to calls for service, personnel perform station and vehicle maintenance, conduct company level fire prevention and life safety inspections, teach CPR, CERT and other public education classes, give station tours, install Child Safety Seats and participate in daily firefighting and EMS training. Department personnel are also assigned organizational duties, greatly reducing the need for additional administrative staff.

| Fire Department Operations Division | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$9,229,070 | \$9,765,257 | \$11,403,139 | \$11,111,848 | \$11,071,848 | -3% |
| Salaries & Wages | 5,965,001 | 6,354,071 | 7,062,969 | 6,576,953 | 6,536,953 | -7% |
| Regular Employees | 4,638,203 | 4,916,719 | 5,533,060 | 5,324,342 | 5,324,342 | -4% |
| Holiday Pay Out | 163,797 | 171,489 | 197,827 | 216,701 | 216,701 | 10% |
| Sick Leave Pay Out | 6,617 | 3,413 | 7,690 | 7,780 | 7,780 | 1% |
| Vacation Pay Out | 53,538 | 65,220 | 102,468 | 50,000 | 50,000 | -51% |
| Temporary Employees | 50,824 | 35,481 | 11,300 | 20,000 | 0 | -100% |
| Overtime | 534,850 | 680,576 | 798,394 | 487,325 | 467,325 | -41% |
| Emergency Overtime | 172,074 | 122,791 | 0 | 0 | 0 | - |
| FLSA | 345,099 | 358,383 | 412,230 | 470,806 | 470,806 | 14% |
| Fringe Benefits | 3,264,069 | 3,411,186 | 4,340,170 | 4,534,895 | 4,534,895 | 4% |
| FICA/MEDICARE Contribution | 445,924 | 475,426 | 524,467 | 484,756 | 484,756 | -8% |
| PERS Employer's Share | 1,192,551 | 1,149,350 | 1,614,716 | 1,792,173 | 1,792,173 | 11% |
| PERS Employee Share Paid by Cty/Pks | 351,104 | 369,078 | 418,710 | 394,664 | 394,664 | -6% |
| Prepayment for PERS | 127,755 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 117,552 | 125,849 | 139,587 | 131,555 | 131,555 | -6% |
| Deferred Comp | 0 | 19,228 | 31,680 | 36,000 | 36,000 | 14% |
| Other Benefits | 0 | 1,603 | 3,300 | 4,200 | 4,200 | 27% |
| Group Health Insurance | 897,839 | 1,106,142 | 1,410,030 | 1,534,988 | 1,534,988 | 9% |
| Workers Compensation | 131,346 | 164,510 | 197,680 | 156,559 | 156,559 | -21% |
| Material and Services | 3,134,613 | 3,301,640 | 3,628,795 | 3,654,839 | 3,481,039 | -4% |
| Supplies | 179,600 | 175,731 | 272,123 | 230,146 | 162,946 | -40% |
| Rental, Repair, Maintenance | 178,012 | 174,894 | 209,900 | 261,793 | 261,793 | 25% |
| Communications | 93,237 | 109,480 | 145,300 | 169,758 | 139,158 | -4% |
| Contractual Services | 580,574 | 648,698 | 672,520 | 673,136 | 623,136 | -7% |
| Internal Charges & Fees | 1,886,777 | 1,940,179 | 2,061,850 | 2,027,266 | 2,027,266 | -2% |
| Other Purchased Svcs | 156,854 | 200,523 | 182,902 | 206,740 | 198,740 | 9% |
| Programs | 59,559 | 52,134 | 84,200 | 86,000 | 68,000 | -19% |
| Capital Outlay | 0 | 492,075 | 70,910 | 360,000 | 360,000 | 408% |
| Equipment | 0 | 492,075 | 0 | 0 | 0 | - |
| Improvements Other than Bldgs | 0 | 0 | 70,910 | 360,000 | 360,000 | 408% |
| Total | \$12,363,683 | \$13,558,972 | \$15,102,844 | \$15,126,687 | \$14,912,887 | -1% |

Fire and Rescue Department – Wildfire Division

WILDFIRE DIVISION

The AF&R Wildfire Division is charged with reducing wildfire risk to all facets of our community. Forest Division staff partners with citizens, state and federal agencies, non-profit groups, schools, and businesses to create awareness and actions that lead to healthier and safer forests, neighborhoods and homes prepared for wildfire, and resistant and resilient infrastructure and economy. The division manages the City forestlands, forest patrol, Fire Adapted Communities (including Firewise), the Ashland Forest Resiliency Stewardship Project (AFR), and delivers wildland firefighting training. These efforts are supported by citizen volunteers on the City's Forest Lands and Wildfire Mitigation Commissions.

| Fire Department Wildfire Division | | | | | | |
|-----------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| <i>Personnel Services</i> | \$0 | \$359,480 | \$738,028 | \$739,760 | \$739,760 | 0% |
| <i>Salaries & Wages</i> | 0 | 242,479 | 520,268 | 457,192 | 457,192 | -12% |
| <i>Fringe Benefits</i> | 0 | 117,000 | 217,760 | 282,569 | 282,569 | 30% |
| <i>Material and Services</i> | 0 | 853,802 | 3,378,046 | 1,899,476 | 1,893,476 | -44% |
| Supplies | 0 | 1,663 | 12,150 | 19,638 | 13,638 | 12% |
| Rental, Repair, Maintenance | 0 | 1,064 | 2,400 | 2,670 | 2,670 | 11% |
| Contractual Services | 0 | 839,039 | 3,165,045 | 1,776,530 | 1,776,530 | -44% |
| Internal Charges & Fees | 0 | 73 | 0 | 0 | 0 | - |
| Other Purchased Svcs | 0 | 11,790 | 102,189 | 48,496 | 48,496 | -53% |
| Commission | 0 | 152 | 2,142 | 2,142 | 2,142 | 0% |
| Programs | 0 | 21 | 94,120 | 50,000 | 50,000 | -47% |
| Total | \$0 | \$1,213,281 | \$4,116,074 | \$2,639,236 | \$2,633,236 | -36% |

Fire and Rescue Department – Fire & Life Safety Division

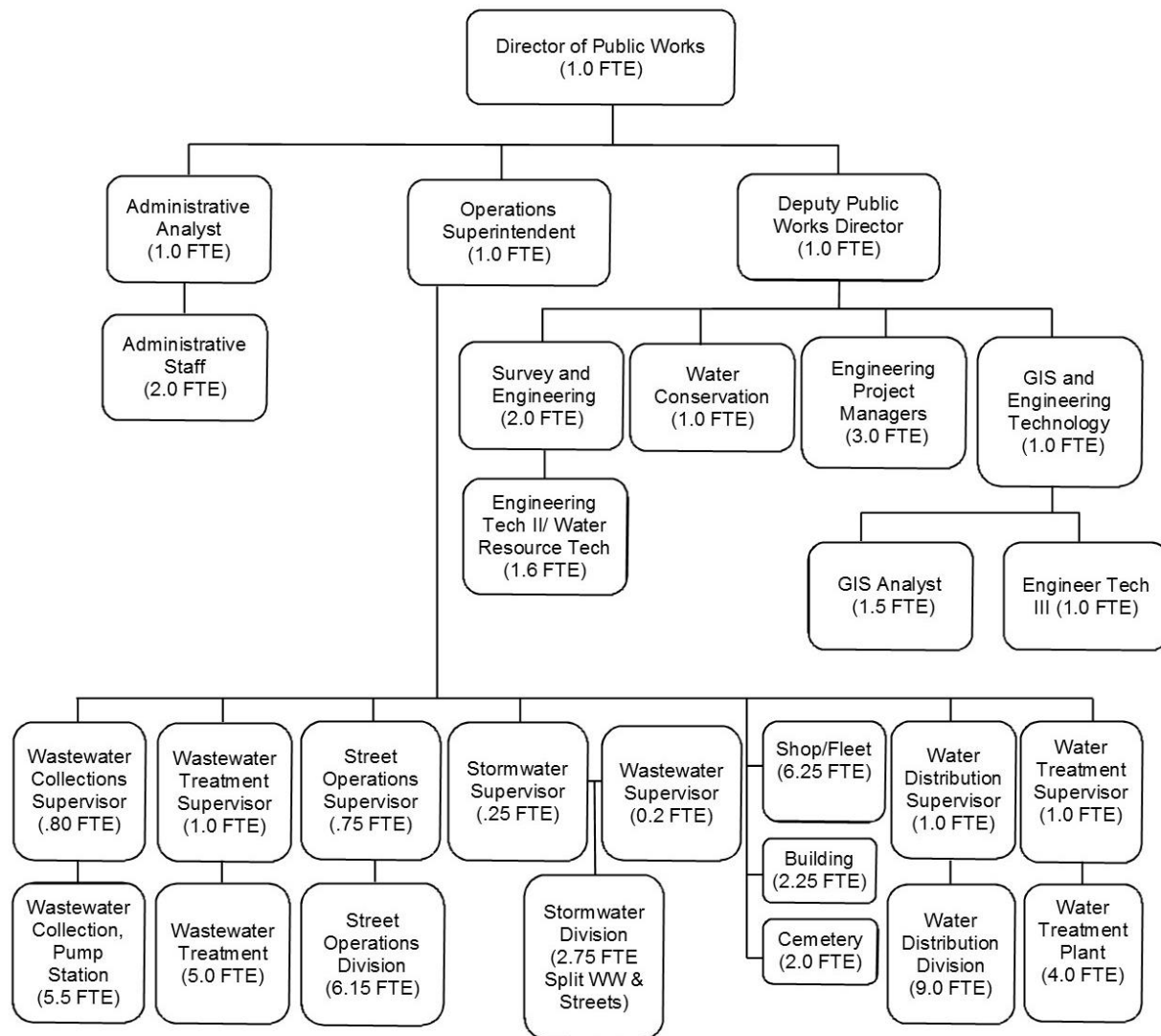
FIRE & LIFE SAFETY DIVISION

The Fire & Life Safety Division (F&LS) provides services related to the education about and compliance with the Oregon Fire Code, fire related provisions of the Ashland Municipal Code and nationally recognized safe practices. The division provides fire plans review services, building fire inspections, fire code research, fire safety education, fire code compliance and consultation services to the community. F&LS conducts fire investigations for cause determination and provides training to department members on these topics. The Division is responsible for oversight of the Ashland Community Emergency Response Team (CERT). The Division is also responsible for providing public education programs, such as fall prevention to our seniors and fire and life safety education to our elementary schools.

| Fire Department Fire and Life Safety Division | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$588,223 | \$685,254 | \$619,748 | \$685,078 | \$685,078 | 11% |
| Salaries & Wages | 377,206 | 443,447 | 378,054 | 413,307 | 413,307 | 9% |
| Regular Employees | 323,490 | 393,461 | 316,390 | 351,201 | 351,201 | 11% |
| Sick Leave Pay Out | 373 | 1,617 | 1,810 | 1,820 | 1,820 | 1% |
| Vacation Pay Out | 755 | 17,286 | 1,840 | 1,880 | 1,880 | 2% |
| Temporary Employees | 49,520 | 27,619 | 54,861 | 55,222 | 55,222 | 1% |
| Overtime | 3,069 | 3,464 | 3,153 | 3,184 | 3,184 | 1% |
| Fringe Benefits | 211,017 | 241,807 | 241,694 | 271,771 | 271,771 | 12% |
| FICA/MEDICARE Contribution | 28,181 | 32,793 | 29,038 | 31,665 | 31,665 | 9% |
| PERS Employer's Share | 66,605 | 64,406 | 87,513 | 113,348 | 113,348 | 30% |
| PERS Employee Share Paid by Cty/Pks | 22,042 | 23,076 | 22,810 | 24,836 | 24,836 | 9% |
| Prepayment for PERS | 8,241 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 5,824 | 8,231 | 7,613 | 8,279 | 8,279 | 9% |
| Deferred Comp | 0 | 1,108 | 1,920 | 1,200 | 1,200 | -38% |
| Group Health Insurance | 74,136 | 103,227 | 85,350 | 90,315 | 90,315 | 6% |
| Workers Compensation | 5,988 | 8,967 | 7,450 | 2,128 | 2,128 | -71% |
| Material and Services | 197,947 | 230,725 | 181,504 | 195,229 | 174,229 | -4% |
| Supplies | 13,497 | 12,744 | 16,700 | 18,500 | 18,500 | 11% |
| Rental, Repair, Maintenance | 3,254 | 2,188 | 4,200 | 6,600 | 6,600 | 57% |
| Communications | 9,992 | 18,657 | 18,000 | 20,000 | 20,000 | 11% |
| Contractual Services | 4,730 | 0 | 0 | 0 | 0 | - |
| Internal Charges & Fees | 18,414 | 23,169 | 23,304 | 25,129 | 25,129 | 8% |
| Other Purchased Svcs | 10,225 | 18,885 | 18,100 | 33,500 | 31,500 | 74% |
| Programs | 137,834 | 155,083 | 101,200 | 91,500 | 72,500 | -28% |
| Capital Outlay | 0 | 25,348 | 0 | 0 | 0 | - |
| Total | \$786,170 | \$941,328 | \$801,252 | \$880,306 | \$859,306 | 7% |

Public Works Department

65.00 FTE



DEPARTMENT OVERVIEW

The City of Ashland's Public Works Department plans for, preserves, and enhances our community infrastructure assets through responsible stewardship. We provide the highest quality public infrastructure and municipal core service to the citizens of Ashland in a safe, efficient and fiscally responsible manner that is protective of our environment. The department is committed to delivering services in a courteous, efficient and professional manner.

The public works department employs 65 full-time equivalent (FTE) and 4 temporary FTE employees. Department employees are responsible for regulatory compliance, long range planning, construction, maintenance, customer service, commission staffing, right of way permitting, surveying and engineering feasibility and design as it relates to the City's critical public infrastructure.

The department is comprised of the following funds/divisions:

- Water: supply, treatment, distribution and conservation; accountability of fund systems development charges (SDC)
- Wastewater: collection, treatment and effluent disposal/reuse; SDC accountability
- Streets (and Transportation Network): operations and maintenance, grounds maintenance; SDC accountability
- Stormwater: operations and maintenance; SDC accountability
- Airport: operations and maintenance
- Cemeteries (general fund): operations and maintenance
- Facilities: operations and maintenance
- Fleet (equipment fund): maintenance, acquisition and replacement
- Engineering and Public Works Administration (central service fund): operations support and master planning; GIS, survey and other support

Public Works Department

| Public Works Department Personnel | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$7,546,723 | \$8,133,913 | \$8,852,611 | \$9,568,931 | \$9,568,931 | 8% |
| Regular Employees | 6,874,240 | 7,250,974 | 7,994,700 | 8,749,599 | 8,749,599 | 9% |
| Premium Pay Out: | 0 | 4,333 | 0 | 0 | 0 | 0% |
| Sick Leave Pay Out | 15,349 | 17,494 | 24,320 | 24,920 | 24,920 | 2% |
| Vacation Pay Out | 31,410 | 74,591 | 45,970 | 19,000 | 19,000 | -59% |
| Temporary Employees | 237,835 | 341,803 | 349,721 | 325,062 | 325,062 | -7% |
| Overtime | 250,920 | 290,218 | 290,450 | 292,850 | 292,850 | 1% |
| Duty Pay | 136,969 | 154,499 | 147,450 | 157,500 | 157,500 | 7% |
| Fringe Benefits | 4,371,747 | 4,771,992 | 6,020,225 | 7,061,003 | 7,061,003 | 17% |
| FICA/MEDICARE Contribution | 566,983 | 611,396 | 675,076 | 731,246 | 731,246 | 8% |
| PERS Employer's Share | 1,069,267 | 1,090,979 | 1,664,225 | 2,075,428 | 2,075,428 | 25% |
| PERS Employee Share Paid by City/Pks | 430,581 | 454,044 | 532,090 | 576,014 | 576,014 | 8% |
| Prepayment for PERS | 158,524 | 0 | 0 | 0 | 0 | 0% |
| HRAVEBA | 144,834 | 154,972 | 177,326 | 192,029 | 192,029 | 8% |
| Deferred Comp | 0 | 38,986 | 65,190 | 75,006 | 75,006 | 15% |
| Other Benefits | 0 | 504 | 958 | 1750 | 1750 | 83% |
| Group Health Insurance | 1,782,849 | 2,217,083 | 2,688,100 | 3,226,237 | 3,226,237 | 20% |
| Workers Compensation | 218,710 | 204,028 | 217,260 | 183,294 | 183,294 | -16% |
| Total | \$11,918,470 | \$12,905,906 | \$14,872,836 | \$16,629,934 | \$16,629,934 | 12% |

| Public Works Department Material and Services | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$987,800 | \$1,035,113 | \$1,521,508 | \$1,335,700 | \$1,335,700 | -12% |
| Rental, Repair, Maintenance | 3,867,109 | 4,762,893 | 6,695,184 | 6,948,360 | 6,948,360 | 4% |
| Communications | 106,673 | 101,728 | 132,370 | 156,370 | 156,370 | 18% |
| Contractual Services | 1,099,941 | 1,813,119 | 2,870,501 | 2,398,000 | 2,448,000 | -15% |
| Internal Charges & Fees | 8,949,654 | 9,486,192 | 9,931,625 | 12,310,816 | 12,310,816 | 24% |
| Miscellaneous Charges & Fees | 11,763 | 12,606 | 12,000 | 10,000 | 10,000 | -17% |
| Bad Debt Expense | 79,178 | 36,759 | 39,000 | 39,000 | 39,000 | 0% |
| Other | 2,123 | 0 | 6,300 | 111,488 | 111,488 | 1670% |
| Licensing | 105,359 | 109,390 | 221,303 | 286,100 | 286,100 | 29% |
| Internal Chg - Central Svc Fee | 5,620,600 | 6,054,965 | 6,380,548 | 8,211,800 | 8,211,800 | 29% |
| Internal Chg - Insurance Svc | 477,140 | 491,555 | 491,556 | 491,556 | 491,556 | 0% |
| Internal Chg - Tech Debt | 408,000 | 408,000 | 408,000 | 408,000 | 408,000 | 0% |
| Internal Chg - Facility Use | 715,000 | 733,500 | 733,500 | 733,500 | 733,500 | 0% |
| Internal Chg - Fleet Maint | 737,331 | 769,948 | 769,948 | 769,948 | 769,948 | 0% |
| Internal Chg - Equip Replacmnt | 793,160 | 869,470 | 869,470 | 1,249,424 | 1,249,424 | 44% |
| Other Purchased Svcs | 484,399 | 530,123 | 727,106 | 786,204 | 786,204 | 8% |
| Franchise | 1,439,765 | 1,721,943 | 2,208,821 | 2,265,360 | 2,265,360 | 3% |
| Commission | 9,432 | 2,983 | 3,000 | 2,800 | 2,800 | -7% |
| Programs | 141,001 | 187,163 | 304,902 | 262,400 | 262,400 | -14% |
| Total | \$17,085,773 | \$19,641,258 | \$24,395,017 | \$26,466,010 | \$26,516,010 | 9% |

| Public Works Department Capital | | | | | | |
|---------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Equipment | 2,586,579 | 1,575,603 | 3,001,000 | 4,674,000 | 4,674,000 | 56% |
| Improvements Other than Bldgs | 7,305,331 | 4,036,878 | 57,014,365 | 44,660,425 | 44,660,425 | -22% |
| Total | \$9,891,910 | \$5,612,481 | \$60,015,365 | \$49,334,425 | \$49,334,425 | -18% |

**FACILITIES MAINTENANCE, CEMETERY, FLEET MAINTENANCE & ACQUISITION
DIVISIONS**

FACILITIES MAINTENANCE DIVISION

The Facilities Division consists of one engineering project manager and 2 maintenance personnel who are primarily focused on maintenance of all City facilities (15 occupied buildings and an additional 45 warehouse type facilities), master planning and contracting for specific maintenance and repairs.

With the City's aging facility infrastructure, the challenge remains with ensuring appropriate levels of safety, repair and minor improvements in buildings scheduled for significant restoration or replacement such as City Hall. Staff is dedicated to developing internal master plans, consistent facility assessment practices and a prioritized maintenance program. In addition, staff will assess and recommend an equitable use and reimbursement fee consistent with finance policies. A recently formed facilities user group will assist by providing consistent prioritization to all City facility projects.

Goals:

- Assess the City's aging facilities for safety and seismic requirements
- Ensure execution of Capital Improvements Program (CIP) requirements and funding
- Protect budget revenue sources (facilities user fee)
- Account for source of time and funding for public art support

Accomplishments:

- Acquired Briscoe Elementary School building
 - Added 35,000 sf to the infrastructure "pool"
 - Facility is being rented; long-term maintenance costs are imminent
- City Hall vulnerabilities have been troubling the City for decades; City Council is continuing to evaluate future facility needs.
- Installed new Police Generator
- Completed Pioneer Hall and Community Center assessments
- Completed Butler Bandshell Improvements
- Completed Gun Club Mitigation
- Nearing completion of the Lock and Key program to ensure secure access to City facilities

Performance Measures:

- 50% of all City facilities inspected per year
- 90% of planned maintenance performed per year

**Public Works Department – Facilities Maintenance, Cemetery,
Fleet Maintenance & Acquisition Divisions**

| Facilities Division - Capital Improvement Fund | | | | | | |
|--|--------------------|--------------------|---------------------------|----------------------------|---------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$440,985 | \$545,804 | \$636,010 | \$664,419 | \$573,496 | -10% |
| Material and Services | 903,887 | 2,090,896 | 1,095,090 | 1,140,381 | 1,140,381 | 4% |
| Debt Services | 5,555 | 0 | 0 | 0 | 0 | - |
| Capital Outlay | 1,575,508 | 1,931,541 | 2,732,640 | 1,405,000 | 1,405,000 | -49% |
| Transfer-Out, Contingency, Ending Fund Balance | 84,479 | 215,419 | 2,001,922 | 280,000 | 280,000 | -86% |
| Total | \$3,010,414 | \$4,783,660 | \$6,465,662 | \$3,489,801 | \$3,398,878 | -47% |

**Public Works Department – Facilities Maintenance, Cemetery,
Fleet Maintenance & Acquisition Divisions**

CEMETERY DIVISION

The staff of 2 FTE (a sexton and utility worker) in the Cemetery Division are uniquely trained not only to maintain and preserve cemetery grounds, but also to assist families during traumatic and emotional times with both pre-need burial arrangements and at-need services. The sexton manages the sale of burial plots, headstones, niches and crypts in addition to cemetery grounds, monument and mausoleum maintenance. The accounting of accurate record keeping processes for all three cemeteries is a must in order to maintain compliance with the Oregon State Mortuary Board reporting requirements. Record keeping practices also aid in the retrieval of important genealogy information utilized by family members who periodically contact the cemetery for information on loved ones buried within the cemetery grounds.

Supplementary responsibilities of the staff include assisting with the maintenance of approximately 50 City owned parcels of property, to include all necessary year-round fire and weed abatement requirements. Along with assisting other City Departments, such as Facilities Maintenance & City Recorder’s office with records maintenance.

Ashland’s three historic cemeteries have long served as revered burial places and continue to grow along with the City’s aging population needs and requirements. All three are listed on the National Register of Historic Places, containing approximately 11,500 burials and growing. All three cemeteries are open and available to the public. Vandalism is rare but can be quite disruptive and difficult to fully repair. Ashland’s cemeteries contain landscape features, art and craftsmanship that are cared for with reverence, and preservation is increasingly important.

Goals:

- Maintain historic cemeteries with reverence
- Maintain cemeteries in compliance with Oregon Cemetery and Mortuary Board requirements
- Continue to assess and improve cemetery irrigation system
- Ensure 100% compliance with weed abatement requirements

Accomplishments:

- Annual burials range from 20 to 50; with 16-40+ family members in attendance
- Repaired and improved approximately 75 headstones

Performance Measures:

- 99% customer and family satisfaction
- 45% of trees evaluated for safety and health annually
- 45% of irrigation system inspected annually
- Full compliance with the Oregon State Mortuary Board reporting requirements

| Cemetery Division - General Fund | | | | | | |
|----------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$378,018 | \$401,638 | \$467,564 | \$502,203 | \$502,203 | 7% |
| Material and Services | 285,500 | 273,813 | 354,214 | 452,892 | 452,892 | 28% |
| Capital Outlay | 0 | 0 | 30,000 | 120,000 | 120,000 | 300% |
| Total | \$663,518 | \$675,452 | \$851,778 | \$1,075,095 | \$1,075,095 | 26% |

**Public Works Department – Facilities Maintenance, Cemetery,
Fleet Maintenance & Acquisition Divisions**

FLEET MAINTENANCE DIVISION/ PURCHASING AND ACQUISITION DIVISION

Technically two separate divisions within the fleet jurisdiction; the maintenance division is responsible for maintaining and ultimately replacing (acquisition division) the suite of City vehicles and other rolling stock within the City. There are 5.5 FTE dedicated to vehicle maintenance and reporting of the 196 pieces of equipment, 244 handheld equipment, 27 large on-road equipment, 10 large off-road equipment, 114 vehicles, and 37 trailers the City and Parks department own. Vehicles include the specialty fire apparatus and ambulances, police squad cars and motor cycles, electric bucket and line trucks as well as heavy equipment within the Street Division, standard operational equipment, parks mowers and general vehicle fleet for other departments.

Goals:

- Enable effective fleet utilization and continue to utilize alternative fuel vehicles
- Ensure realistic replacement schedule based on age, use, and repair requirements
- Optimize repairs and work with each user group on best preventive maintenance strategies so that vehicles remain operational and avoid unnecessary down time

Accomplishments:

- Replaced 19 vehicles with electric and hybrid vehicles
- Developed unique opportunity with GovDeals to more efficiently dispose of or sell vehicles and equipment declared surplus by the Council. The goal is to save staff time and result in alleviating storage requirements for excess equipment.
- MOU with Jackson County/ODOT for shared resources

Performance Measures:

- 90% of fleet replaced on schedule according to 10-year Fleet Replacement Plan
- 95% of the fleet available for use

| Equipment Replacement/Maintenance Divisions | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$923,374 | \$1,050,074 | \$1,158,656 | \$1,286,298 | \$1,286,298 | 11% |
| Material and Services | 1,169,971 | 1,664,901 | 2,017,816 | 2,429,000 | 2,429,000 | 20% |
| Capital Outlay | 2,350,891 | 1,201,608 | 2,849,000 | 3,877,500 | 3,877,500 | 36% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 1,791,123 | 0 | 0 | -100% |
| Total | \$4,444,236 | \$3,916,583 | \$7,816,595 | \$7,592,799 | \$7,592,799 | -3% |

STREET DIVISION

The Street Fund has two components; operations and systems development charges (SDC) fund accountability. Division personnel are shared with the storm drain division; with the street division having a dedicated 6.85 FTE plus up to 8 temporary summer crew members (4 FTE). Division members maintain street and bike lane surfaces (sweeping, pothole corrections, crack seal, paving, ditch cleaning, signage and pavement markings), city sidewalks, railroad crossings and conduct debris and snow removal as required. Further, street division staff perform locates for both wastewater and storm drain infrastructure as well as ensure compliance with vegetation code. The division also funds and completes capital improvements (through the PW Support Division), funds the bus fare program, and signal maintenance (contracted to ODOT). Boulevard maintenance and downtown park row maintenance are coordinated with the Parks Department out of the grounds maintenance division.

Goals:

- Provide a safe and efficient integrated network for all transportation uses; pedestrian, bicycle, transit and cars
- Ensure effective execution of the prioritized long-range 20-year plan for the streets network integrating sidewalks, bikes, and transit
- Explore grant fund opportunities

Accomplishments:

- Completed Transit Feasibility Study (March 2019)
- Completed the Hersey Street (N Main to Oak Street) Congestion Mitigation and Air Quality (CMAQ) Sidewalk project (February 2018)
- Completed revisions to Transportation SDC methodology and charges (November 2018)
- Completed design for Hersey Street Rebuild (N Main to N Mountain); construction to start May 2019
- Completed design for Independent Way; construction to begin in July 2019
- Revitalize Downtown Ashland Plan was approved for an ODOT Transportation Growth Management grant
 - Will be initiated with ODOT in May 2019
 - Plan will provide prioritized improvements for BN 2019-21 and beyond

Performance Measures:

- Perform street inspections on 25% of paved network per year
- Prepare 10 centerline miles for surface treatments per year
 - Includes central Ashland bike path
- Sweep each road a minimum of 4 times per year
- Perform sidewalk and crosswalk improvements for ADA compliance

Public Works Department – Street Division

| | Street Fund | | | | | Change |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | |
| Personnel Services | \$1,954,125 | \$2,199,422 | \$1,929,177 | \$1,939,004 | \$1,939,004 | 1% |
| Salaries & Wages | 1,219,322 | 1,393,460 | 1,143,087 | 1,114,571 | 1,114,571 | -2% |
| Regular Employees | 1,082,018 | 1,112,954 | 836,290 | 824,509 | 824,509 | -1% |
| Premium Pay Out: | 0 | 4,333 | 0 | 0 | 0 | - |
| Sick Leave Pay Out | 2,113 | 2,285 | 3,000 | 3,000 | 3,000 | 0% |
| Vacation Pay Out | 387 | 381 | 20,576 | 1,000 | 1,000 | -95% |
| Temporary Employees | 101,404 | 216,447 | 243,221 | 246,062 | 246,062 | 1% |
| Overtime | 31,669 | 54,466 | 40,000 | 40,000 | 40,000 | 0% |
| Duty Pay | 1,732 | 2,595 | 0 | 0 | 0 | - |
| Fringe Benefits | 734,803 | 805,962 | 786,090 | 824,433 | 824,433 | 5% |
| FICA/MEDICARE Contribution | 91,561 | 104,214 | 90,930 | 83,865 | 83,865 | -8% |
| PERS Employer's Share | 167,373 | 183,931 | 251,832 | 251,557 | 251,557 | 0% |
| PERS Employee Share Paid by Cty/Pks | 65,753 | 70,467 | 71,898 | 66,956 | 66,956 | -7% |
| Prepayment for PERS | 23,727 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 22,102 | 23,226 | 23,970 | 22,319 | 22,319 | -7% |
| Deferred Comp | 0 | 6,503 | 7,380 | 8,070 | 8,070 | 9% |
| Group Health Insurance | 302,168 | 353,014 | 294,150 | 345,850 | 345,850 | 18% |
| Workers Compensation | 62,118 | 64,607 | 45,930 | 45,816 | 45,816 | 0% |
| Material and Services | 3,248,971 | 3,659,190 | 4,341,121 | 4,929,258 | 4,929,258 | 14% |
| Supplies | 33,722 | 52,288 | 114,600 | 67,600 | 67,600 | -41% |
| Rental, Repair, Maintenance | 505,059 | 669,123 | 1,451,500 | 1,544,050 | 1,544,050 | 6% |
| Communications | 18,536 | 18,600 | 22,450 | 25,850 | 25,850 | 15% |
| Contractual Services | 672,714 | 747,638 | 956,000 | 825,000 | 825,000 | -14% |
| Internal Charges & Fees | 1,999,165 | 2,151,294 | 1,776,371 | 2,446,358 | 2,446,358 | 38% |
| Bad Debt Expense | 18,423 | 8,739 | 0 | 0 | 0 | - |
| Licensing | 7,533 | 8,251 | 27,003 | 27,000 | 27,000 | 0% |
| Internal Chg - Central Svc Fee | 1,338,010 | 1,453,650 | 1,194,344 | 1,417,754 | 1,417,754 | 19% |
| Internal Chg - Insurance Svc | 106,000 | 109,200 | 103,020 | 103,020 | 103,020 | 0% |
| Internal Chg - Tech Debt | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 0% |
| Internal Chg - Facility Use | 8,000 | 8,800 | 8,800 | 8,800 | 8,800 | 0% |
| Internal Chg - Fleet Maint | 318,200 | 331,054 | 211,604 | 211,604 | 211,604 | 0% |
| Internal Chg - Equip Replacmnt | 143,000 | 171,600 | 171,600 | 618,180 | 618,180 | 260% |
| Other Purchased Svcs | 10,384 | 18,982 | 20,200 | 20,400 | 20,400 | 1% |
| Commission | 9,390 | 1,266 | 0 | 0 | 0 | - |
| Debt Services | 264,140 | 272,007 | 493,039 | 251,460 | 251,460 | -49% |
| Capital Outlay | 1,008,370 | 1,566,253 | 15,126,255 | 14,426,425 | 14,426,425 | -5% |
| Transfer-Out, Contingency, Ending Fund Balance | 0 | 0 | 4,143,255 | 0 | 0 | -100% |
| Total | \$6,475,606 | \$7,696,871 | \$26,032,847 | \$21,546,147 | \$21,546,147 | -17% |

Public Works Department – Street Division

| Street Fund Personnel | | | | | | |
|-------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$1,219,322 | \$1,393,460 | \$1,143,087 | \$1,114,571 | \$1,114,571 | -2% |
| Regular Employees | 1,082,018 | 1,112,954 | 836,290 | 824,509 | 824,509 | -1% |
| Premium Pay Out: | 0 | 4,333 | 0 | 0 | 0 | - |
| Sick Leave Pay Out | 2,113 | 2,285 | 3,000 | 3,000 | 3,000 | 0% |
| Vacation Pay Out | 387 | 381 | 20,576 | 1,000 | 1,000 | -95% |
| Temporary Employees | 101,404 | 216,447 | 243,221 | 246,062 | 246,062 | 1% |
| Overtime | 31,669 | 54,466 | 40,000 | 40,000 | 40,000 | 0% |
| Duty Pay | 1,732 | 2,595 | 0 | 0 | 0 | - |
| Fringe Benefits | 734,803 | 805,962 | 786,090 | 824,433 | 824,433 | 5% |
| FICA/MEDICARE Contribution | 91,561 | 104,214 | 90,930 | 83,865 | 83,865 | -8% |
| PERS Employer's Share | 167,373 | 183,931 | 251,832 | 251,557 | 251,557 | 0% |
| PERS Employee Share Paid by Cty/Pks | 65,753 | 70,467 | 71,898 | 66,956 | 66,956 | -7% |
| Prepayment for PERS | 23,727 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 22,102 | 23,226 | 23,970 | 22,319 | 22,319 | -7% |
| Deferred Comp | 0 | 6,503 | 7,380 | 8,070 | 8,070 | 9% |
| Group Health Insurance | 302,168 | 353,014 | 294,150 | 345,850 | 345,850 | 18% |
| Workers Compensation | 62,118 | 64,607 | 45,930 | 45,816 | 45,816 | 0% |
| Total | \$1,954,125 | \$2,199,422 | \$1,929,177 | \$1,939,004 | \$1,939,004 | 1% |

| Street Fund Material and Services | | | | | | |
|---------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$33,722 | \$52,288 | \$114,600 | \$67,600 | \$67,600 | -41% |
| Rental, Repair, Maintenance | 505,059 | 669,123 | 1,451,500 | 1,544,050 | 1,544,050 | 6% |
| Communications | 18,536 | 18,600 | 22,450 | 25,850 | 25,850 | 0% |
| Contractual Services | 672,714 | 747,638 | 956,000 | 825,000 | 825,000 | -14% |
| Internal Charges & Fees | 1,999,165 | 2,151,294 | 1,776,371 | 2,446,358 | 2,446,358 | 38% |
| Bad Debt Expense | 18,423 | 8,739 | 0 | 0 | 0 | - |
| Licensing | 7,533 | 8,251 | 27,003 | 27,000 | 27,000 | 0% |
| Internal Chg - Central Svc Fee | 1,338,010 | 1,453,650 | 1,194,344 | 1,417,754 | 1,417,754 | 19% |
| Internal Chg - Insurance Svc | 106,000 | 109,200 | 103,020 | 103,020 | 103,020 | 0% |
| Internal Chg - Tech Debt | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 0% |
| Internal Chg - Facility Use | 8,000 | 8,800 | 8,800 | 8,800 | 8,800 | 0% |
| Internal Chg - Fleet Maint | 318,200 | 331,054 | 211,604 | 211,604 | 211,604 | 0% |
| Internal Chg - Equip Replacmnt | 143,000 | 171,600 | 171,600 | 618,180 | 618,180 | 260% |
| Other Purchased Svcs | 10,384 | 18,982 | 20,200 | 20,400 | 20,400 | 1% |
| Commission | 9,390 | 1,266 | 0 | 0 | 0 | - |
| Total | \$3,248,971 | \$3,659,190 | \$4,341,121 | \$4,929,258 | \$4,929,258 | 14% |

| Street Fund Capital | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Equipment | \$11,699 | \$347,593 | \$32,000 | \$186,500 | \$186,500 | 483% |
| Improvements Other than Bldgs | 996,671 | 1,218,660 | 15,094,255 | 14,239,925 | 14,239,925 | -6% |
| Total | \$1,008,370 | \$1,566,253 | \$15,126,255 | \$14,426,425 | \$14,426,425 | 0% |

| Street Fund Debt | | | | | | |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Debt - Interest | \$92,650 | \$65,421 | \$50,539 | \$43,432 | \$43,432 | -14% |
| Debt - Principal | 171,490 | 206,586 | 442,500 | 208,028 | 208,028 | -53% |
| Total | \$264,140 | \$272,007 | \$493,039 | \$251,460 | \$251,460 | 0% |

Public Works Department – Street Division

| Street Fund Divisions | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Operations | \$4,884,967 | \$5,675,035 | \$19,188,972 | \$20,079,784 | \$20,079,784 | 5% |
| Transportation - SDC | 91,028 | 355,077 | 2,198,720 | 930,213 | 930,213 | -58% |
| Ground Maintenance | 393,835 | 474,636 | 501,900 | 536,150 | 536,150 | 0% |
| Total | \$5,369,831 | \$6,504,748 | \$21,889,592 | \$21,546,147 | \$21,546,147 | 0% |

| Street Ground Maintenance Division | | | | | | |
|------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$393,835 | \$474,636 | \$501,900 | \$536,150 | \$536,150 | 7% |
| Total | \$393,835 | \$474,636 | \$501,900 | \$536,150 | \$536,150 | 7% |

| Operations Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$1,410,076 | \$1,614,968 | \$1,929,177 | \$1,939,004 | \$1,939,004 | 1% |
| Material and Services | 2,339,911 | 2,640,966 | 3,589,221 | 4,193,108 | 4,193,108 | 17% |
| Debt Services | 237,824 | 246,707 | 493,039 | 251,460 | 251,460 | -49% |
| Capital Outlay | 897,157 | 1,172,395 | 13,177,535 | 13,696,212 | 13,696,212 | 4% |
| Total | \$4,884,967 | \$5,675,035 | \$19,188,972 | \$20,079,784 | \$20,079,784 | 5% |

| Transportation SDC Expenses | | | | | | |
|-----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$0 | \$588 | \$250,000 | \$200,000 | \$200,000 | -20% |
| Capital Outlay | 91,028 | 354,490 | 1,948,720 | 730,213 | 730,213 | -63% |
| Total | \$91,028 | \$355,077 | \$2,198,720 | \$930,213 | \$930,213 | -58% |

AIRPORT DIVISION

The City of Ashland manages and maintains Sumner Parker Field, a municipal airport with a total of 74 based aircraft, including 64 single-engine, two multi-engine aircraft, one turbojet, five rotorcraft (helicopter) and two ultra-lights. Ashland Municipal Airport has historically served a variety of general aviation users including business, commercial, government and recreational. The airport can accommodate day and night operations in visual flight rules (VFR) conditions. The airport has one paved (asphalt) and lighted runway that is 3,603 feet long with a capacity of 15,000 pounds. The City contracts with a local FBO for airport operations. The City is responsible for conforming to all applicable FAA regulations, design standards, and grant assurances. The PW support division staff the oversight and maintenance requirements, design standards, storm water permits and the Airport Commission. The Airport Commission assists with oversight recommendations for management of maintenance and improvement projects at the airport.

Goals:

- Long term fund stability and sustainability; hangar rental, airport tie-down fees, fuel revenues and aviation grants help to provide stability.
- Airport growth as recommended in the master plan
- Ensure all stormwater drainage permit requirements are met

Accomplishments:

- The Airport master plan was updated as required by the Federal Aviation Administration (FAA) with a grant from ODA to cover the FAA required match for the project.
- Completed tree trimming to improve obstruction clearances
- Completed major renovations to the terminal building restrooms

Performance Measures:

- Maintain 95% of hangars rented and occupied throughout the year
- Increase safety so that there are zero days with FAA reportable incidents

| Airport Divisions | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|-------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Material and Services | \$133,293 | \$87,020 | \$425,380 | \$216,088 | \$266,088 | -37% |
| Debt Services | 77,072 | 77,072 | 77,075 | 0 | 0 | -100% |
| Capital Outlay | 44,962 | 54,113 | 312,000 | 340,000 | 340,000 | 9% |
| Transfer-Out, Contingency, Ending Fund Balance | 19,000 | 0 | 112,022 | 0 | 0 | -100% |
| Total | \$274,327 | \$218,205 | \$926,477 | \$556,088 | \$606,088 | -35% |

Public Works Department – Water Division

WATER DIVISION

Ashland protects our sources of water, treats approximately 990 million gallons of water annually, and provides potable and irrigation water services to 9,141 customer connections (residential, commercial and governmental) within an area of 6.6 square miles. The Water Fund is a restricted enterprise fund consisting of five divisions with 15 dedicated FTE:

- Supply (water sources: Hosler Dam/Reeder Reservoir, secondary irrigation supply for the Talent Irrigation District (TID) and a third source of treated potable water from the Medford Water Commission delivered by agreement through the Talent-Ashland-Phoenix (TAP) pipeline.
- Treatment (treating raw water to deliver as potable water)
- Distribution (primarily for potable water but also the separate irrigation distribution system)
- SDC fund accountability
- Water Conservation division ensures the City's sources of water are available and used effectively; Right Water, Right Use, with a goal to reduce the overall use of water 5% citywide between 2012 and 2032.

Goals:

- Fully meet all regulatory requirements for quality drinking water (Oregon Health Authority) and deliver this water to over 9,000 accounts
- Ensure adequate quantity of water to meet today's and future needs of the Ashland community
- Complete design and begin construction of the new 7.5 MGD treatment plant
- Maintain 126 miles of water main lines, 4 booster pump stations, 6.8 million gallons of water storage in 4 reservoirs and meet adequate fire flow needs through 1,274 hydrants
- Ensure the Ashland community has all the tools to efficiently use the right water, including irrigation needs (from TID water source)
- Propose conservation measures when necessary
- Continue our relationship with the Medford Water Commission and appropriate emergency use of the TAP transmission line
- Ensure quality of Reeder Reservoir source water
- Meet FERC requirements for Hosler Dam

Accomplishments:

- Ashland Canal (TID) Piping from Starlite to Terrace Street (Pre-design complete)
- TID Terrace Street Pump Station Improvements (construction complete by June 2019)
- Park Estates Pump Station Improvements (construction complete by June 2019)
- New 7.5 MGD Water Treatment Plant (preliminary design nearing completion)
- Ivy Lane water line from South Mountain to the fire hydrant – complete
- Waterline replacement Oak Street (Nevada to WWTP) (design completed; construction in May 2019)
- Water Master Plan and Distribution System O&M Plan complete June 2019
- Conservation program update is complete for inclusion in the water master plan

Performance Measures:

- No water quality violations (Regulated by the Oregon Health Authority)

Public Works Department – Water Division

- Limit unplanned water system repairs (93 occurred in 2018)
- Reduce unaccounted for water (goal – below 8%)
- Inspect 100% fire hydrants twice a year (inspect, test, flush as needed)
- Ensure the amount of water available to Ashland meets 125% of current population.

| Water Fund | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$3,520,313 | \$3,416,465 | \$4,059,458 | \$4,178,620 | \$4,178,620 | 3% |
| Salaries & Wages | 2,249,871 | 2,158,160 | 2,415,000 | 2,415,008 | 2,415,008 | 0% |
| Regular Employees | 1,903,771 | 1,841,333 | 2,084,650 | 2,102,108 | 2,102,108 | 1% |
| Sick Leave Pay Out | 5,183 | 7,181 | 10,100 | 10,600 | 10,600 | 5% |
| Vacation Pay Out | 13,962 | 17,342 | 6,050 | 5,800 | 5,800 | -4% |
| Temporary Employees | 116,558 | 52,759 | 76,000 | 76,000 | 76,000 | 0% |
| Overtime | 146,922 | 164,997 | 168,000 | 146,000 | 146,000 | -13% |
| Duty Pay | 63,475 | 74,548 | 70,200 | 74,500 | 74,500 | 6% |
| Fringe Benefits | 1,270,441 | 1,258,305 | 1,644,458 | 1,763,612 | 1,763,612 | 7% |
| FICA/MEDICARE Contribution | 169,387 | 162,669 | 186,251 | 186,420 | 186,420 | 0% |
| PERS Employer's Share | 312,231 | 281,119 | 441,573 | 510,708 | 510,708 | 16% |
| PERS Employee Share Paid by Cty/Pks | 126,024 | 123,416 | 146,435 | 146,185 | 146,185 | 0% |
| Prepayment for PERS | 47,695 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 42,100 | 41,940 | 48,707 | 48,752 | 48,752 | 0% |
| Deferred Comp | 0 | 10,997 | 18,750 | 18,956 | 18,956 | 1% |
| Other Benefits | 0 | 115 | 212 | 140 | 140 | -34% |
| Group Health Insurance | 503,497 | 589,928 | 750,530 | 808,049 | 808,049 | 8% |
| Workers Compensation | 69,507 | 48,121 | 52,000 | 44,402 | 44,402 | -15% |
| Material and Services | 5,710,874 | 5,933,904 | 7,270,869 | 8,084,350 | 8,084,350 | 11% |
| Supplies | 406,806 | 409,742 | 574,800 | 572,750 | 572,750 | 0% |
| Rental, Repair, Maintenance | 427,574 | 534,727 | 647,302 | 715,060 | 715,060 | 10% |
| Communications | 39,321 | 29,397 | 50,400 | 47,100 | 47,100 | -7% |
| Contractual Services | 796,176 | 555,332 | 822,601 | 439,000 | 439,000 | -47% |
| Internal Charges & Fees | 2,901,594 | 3,074,898 | 3,254,498 | 4,257,416 | 4,257,416 | 31% |
| Miscellaneous Charges & Fees | 2,088 | 613 | 1,000 | 0 | 0 | -100% |
| Bad Debt Expense | 35,728 | 15,826 | 24,000 | 24,000 | 24,000 | 0% |
| Other | 1,771 | 0 | 0 | 0 | 0 | - |
| Licensing | 20,977 | 27,091 | 84,000 | 56,000 | 56,000 | -33% |
| Internal Chg - Central Svc Fee | 1,957,490 | 2,122,495 | 2,236,624 | 3,215,722 | 3,215,722 | 44% |
| Internal Chg - Insurance Svc | 84,540 | 87,100 | 87,100 | 87,100 | 87,100 | 0% |
| Internal Chg - Tech Debt | 156,400 | 156,400 | 156,400 | 156,400 | 156,400 | 0% |
| Internal Chg - Facility Use | 375,000 | 376,500 | 376,500 | 376,500 | 376,500 | 0% |
| Internal Chg - Fleet Maint | 151,620 | 152,014 | 152,014 | 152,014 | 152,014 | 0% |
| Internal Chg - Equip Replacmnt | 115,980 | 136,860 | 136,860 | 189,680 | 189,680 | 39% |
| Other Purchased Svcs | 322,497 | 347,244 | 431,706 | 505,204 | 505,204 | 17% |
| Franchise | 729,999 | 865,659 | 1,260,560 | 1,357,920 | 1,357,920 | 8% |
| Commission | 218 | 0 | 0 | 0 | 0 | - |
| Programs | 86,690 | 116,904 | 229,002 | 189,900 | 189,900 | -17% |
| Debt Services | 1,760,759 | 1,232,737 | 1,941,404 | 1,251,136 | 1,251,136 | -36% |
| Capital Outlay | 4,738,064 | 2,265,721 | 30,532,149 | 24,296,500 | 24,296,500 | -20% |
| Total | \$15,730,010 | \$12,848,826 | \$43,803,880 | \$37,810,606 | \$37,810,606 | -14% |

Public Works Department – Water Division

| Water Fund Personnel | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$2,249,871 | \$2,158,160 | \$2,415,000 | \$2,415,008 | \$2,415,008 | 0% |
| Regular Employees | 1,903,771 | 1,841,333 | 2,084,650 | 2,102,108 | 2,102,108 | 1% |
| Sick Leave Pay Out | 5,183 | 7,181 | 10,100 | 10,600 | 10,600 | 5% |
| Vacation Pay Out | 13,962 | 17,342 | 6,050 | 5,800 | 5,800 | -4% |
| Temporary Employees | 116,558 | 52,759 | 76,000 | 76,000 | 76,000 | 0% |
| Overtime | 146,922 | 164,997 | 168,000 | 146,000 | 146,000 | -13% |
| Duty Pay | 63,475 | 74,548 | 70,200 | 74,500 | 74,500 | 6% |
| Fringe Benefits | 1,270,441 | 1,258,305 | 1,644,458 | 1,763,612 | 1,763,612 | 7% |
| FICA/MEDICARE Contribution | 169,387 | 162,669 | 186,251 | 186,420 | 186,420 | 0% |
| PERS Employer's Share | 312,231 | 281,119 | 441,573 | 510,708 | 510,708 | 16% |
| PERS Employee Share Paid by Cty/Pks | 126,024 | 123,416 | 146,435 | 146,185 | 146,185 | 0% |
| Prepayment for PERS | 47,695 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 42,100 | 41,940 | 48,707 | 48,752 | 48,752 | 0% |
| Deferred Comp | 0 | 10,997 | 18,750 | 18,956 | 18,956 | 1% |
| Other Benefits | 0 | 115 | 212 | 140 | 140 | -34% |
| Group Health Insurance | 503,497 | 589,928 | 750,530 | 808,049 | 808,049 | 8% |
| Workers Compensation | 69,507 | 48,121 | 52,000 | 44,402 | 44,402 | -15% |
| Total | \$3,520,313 | \$3,416,465 | \$4,059,458 | \$4,178,620 | \$4,178,620 | 3% |

| Water Fund Material and Services | | | | | | |
|---------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$406,806 | \$409,742 | \$574,800 | \$572,750 | \$572,750 | 0% |
| Rental, Repair, Maintenance | 427,574 | 534,727 | 647,302 | 715,060 | 715,060 | 10% |
| Communications | 39,321 | 29,397 | 50,400 | 47,100 | 47,100 | -7% |
| Contractual Services | 796,176 | 555,332 | 822,601 | 439,000 | 439,000 | -47% |
| Internal Charges & Fees | 2,901,594 | 3,074,898 | 3,254,498 | 4,257,416 | 4,257,416 | 31% |
| Miscellaneous Charges & Fees | 2,088 | 613 | 1,000 | 0 | 0 | -100% |
| Bad Debt Expense | 35,728 | 15,826 | 24,000 | 24,000 | 24,000 | 0% |
| Other | 1,771 | 0 | 0 | 0 | 0 | - |
| Licensing | 20,977 | 27,091 | 84,000 | 56,000 | 56,000 | -33% |
| Internal Chg - Central Svc Fee | 1,957,490 | 2,122,495 | 2,236,624 | 3,215,722 | 3,215,722 | 44% |
| Internal Chg - Insurance Svc | 84,540 | 87,100 | 87,100 | 87,100 | 87,100 | 0% |
| Internal Chg - Tech Debt | 156,400 | 156,400 | 156,400 | 156,400 | 156,400 | 0% |
| Internal Chg - Facility Use | 375,000 | 376,500 | 376,500 | 376,500 | 376,500 | 0% |
| Internal Chg - Fleet Maint | 151,620 | 152,014 | 152,014 | 152,014 | 152,014 | 0% |
| Internal Chg - Equip Replacmnt | 115,980 | 136,860 | 136,860 | 189,680 | 189,680 | 39% |
| Other Purchased Svcs | 322,497 | 347,244 | 431,706 | 505,204 | 505,204 | 17% |
| Franchise | 729,999 | 865,659 | 1,260,560 | 1,357,920 | 1,357,920 | 8% |
| Commission | 218 | 0 | 0 | 0 | 0 | - |
| Programs | 86,690 | 116,904 | 229,002 | 189,900 | 189,900 | -17% |
| Total | \$5,710,874 | \$5,933,904 | \$7,270,869 | \$8,084,350 | \$8,084,350 | 11% |

| Water Fund Capital | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Equipment | \$26,214 | \$0 | \$85,000 | \$201,000 | \$201,000 | 136% |
| Improvements Other than Bldgs | 4,711,850 | 2,265,721 | 30,447,149 | 24,095,500 | 24,095,500 | -21% |
| Total | \$4,738,064 | \$2,265,721 | \$30,532,149 | \$24,296,500 | \$24,296,500 | -20% |

| Water Fund Debt | | | | | | |
|------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Debt - Interest | \$276,393 | \$335,185 | \$448,026 | \$254,135 | \$254,135 | -43% |
| Debt - Principal | 1,484,366 | 897,552 | 1,493,378 | 997,001 | 997,001 | -33% |
| Total | \$1,760,759 | \$1,232,737 | \$1,941,404 | \$1,251,136 | \$1,251,136 | -36% |

Public Works Department – Water Division

| Water Fund Divisions | | | | | | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Conservation | \$442,021 | \$534,788 | \$738,889 | \$578,660 | \$578,660 | -22% |
| Supply | 4,864,650 | 2,409,969 | 3,387,908 | 4,401,612 | 4,401,612 | 30% |
| Distribution | 6,027,476 | 6,317,764 | 10,399,553 | 9,722,456 | 9,722,456 | -7% |
| Water Treatment Plant | 2,756,634 | 2,884,137 | 24,665,813 | 18,524,278 | 18,524,278 | -25% |
| Water Reimbursement - SDC | 161,234 | 68,292 | 68,571 | 68,724 | 68,724 | 0% |
| Water Improvements - SDC | 588,516 | 633,877 | 4,543,146 | 4,514,876 | 4,514,876 | -1% |
| Total | \$14,840,532 | \$12,848,826 | \$43,803,880 | \$37,810,606 | \$37,810,606 | -14% |

| SDC Expenses | | | | | | |
|-----------------------|------------------|------------------|--------------------|--------------------|--------------------|------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Material and Services | \$28,041 | \$131,901 | \$125,000 | \$150,000 | \$150,000 | 20% |
| Debt Services | 585,737 | 429,949 | 430,368 | 430,600 | 430,600 | 0% |
| Capital Outlay | 135,973 | 140,318 | 4,056,349 | 4,003,000 | 4,003,000 | -1% |
| Total | \$749,750 | \$702,168 | \$4,611,717 | \$4,583,600 | \$4,583,600 | -1% |

| Supply Divisions | | | | | | |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$16,982 | \$7,365 | \$111,930 | \$118,213 | \$118,213 | 6% |
| Material and Services | 670,881 | 838,581 | 1,176,970 | 1,355,809 | 1,355,809 | 15% |
| Debt Services | 44,787 | 18,970 | 636,758 | 19,090 | 19,090 | -97% |
| Capital Outlay | 4,131,999 | 1,545,052 | 1,462,250 | 2,908,500 | 2,908,500 | 99% |
| Total | \$4,864,650 | \$2,409,969 | \$3,387,908 | \$4,401,612 | \$4,401,612 | 30% |

| Water Treatment Plant Expenses | | | | | | |
|--------------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|-------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$977,188 | \$1,103,433 | \$1,319,104 | \$1,431,191 | \$1,431,191 | 8% |
| Material and Services | 1,153,228 | 1,177,501 | 1,373,132 | 1,445,203 | 1,445,203 | 5% |
| Debt Services | 467,434 | 281,690 | 282,177 | 298,883 | 298,883 | 6% |
| Capital Outlay | 158,785 | 321,513 | 21,691,400 | 15,349,000 | 15,349,000 | -29% |
| Total | \$2,756,634 | \$2,884,137 | \$24,665,813 | \$18,524,278 | \$18,524,278 | -25% |

| Distribution Divisions | | | | | | |
|------------------------|--------------------|--------------------|---------------------|--------------------|--------------------|------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$1,982,110 | \$2,007,013 | \$2,243,216 | \$2,371,994 | \$2,371,994 | 6% |
| Material and Services | 3,071,258 | 3,549,786 | 4,242,086 | 4,811,899 | 4,811,899 | 13% |
| Debt Services | 662,801 | 502,128 | 592,101 | 502,563 | 502,563 | -15% |
| Capital Outlay | 311,307 | 258,837 | 3,322,150 | 2,036,000 | 2,036,000 | -39% |
| Total | \$6,027,476 | \$6,317,764 | \$10,399,553 | \$9,722,456 | \$9,722,456 | -7% |

Public Works Department – Wastewater Division

WASTEWATER DIVISION

The Wastewater fund is a restricted enterprise fund comprised of two operational divisions (collections and treatment) plus the systems development charges accounting division. The wastewater collections division is responsible for collecting all raw sewage from the City's service area and "delivering" it to the wastewater treatment plant to meet the requirements imposed by the Department of Environmental Quality (DEQ). There are 6.3 FTE dedicated to the Wastewater Collection Division and personnel split their time with the stormwater collection duties. Personnel also maintain 7 sewage lift stations. Although the average amount of sewage generated is 2.2 million gallons per day (over 800 million gallons per year), the instantaneous hourly flows in the collection system have been shown as high as 10 million gallons. This is typically a result of storm water flows entering the sewage collection system through open ports, manholes or cracked pipes, and can be a result of inappropriate connections of storm water piping in general being connected to the sewer collection lines. Finding and correcting these sources of inflow and infiltration (I/I) will alleviate the need for significant capital improvements to the wastewater plant and to upsizing collections system lines. There are 6 FTE dedicated to the Wastewater Treatment Division. In addition to treating wastewater at the City's treatment plant, personnel are also responsible for meeting the standards for effluent releases to the creek. Public works support staff engages in long-term planning efforts, capital improvements plan updates and capital project execution.

Goals:

- Fully meet all regulatory requirements (DEQ)
- Collect and maintain the wastewater system for 8,644 total accounts; 110 miles of pipe, cleaning (jet rodding and root foaming), and video camera monitoring
- Treat over 800 million gallons of sewage annually
- Continue to chase and resolve the inflow/infiltration (I/I) issue
- Develop a fats, oils and grease solution for restaurants
- Develop the line replacement program and utilize trenchless technology when appropriate
- Complete / update collection system master plan

Accomplishments:

- Grandview Pump Station construction complete (May 2018)
- Completed preliminary design on the Outfall Relocation to Bear Creek (part of the temperature requirements)
- Received "acceptance" by DEQ for the Water Quality Trading Program and began the trading partnership with The Freshwater Trust (part of the temperature requirements)
- Purchased Hardesty Property (future wetlands site which is also a part of the temperature requirements)
- Initiated resolution to I/I problems (remove stormwater from sewer connections; smoke testing and flow meters, etc.)
- Cleaned the entire collections system
- Completed first half of parallel line across ballfields to Mountain Avenue (in-house)

Public Works Department – Wastewater Division

Performance Measures:

- No NPDES violations or system spills
- Camera 25% of the system every year; identify repair needs
- 20% system smoke tested annually with 100% of all significant deficiencies corrected within 6 months
- Replace 2+ miles of undersized sewer mains annually
- Clean 100% of the system each year; eliminate overflows, maintain access

| Wastewater Fund | | | | | | |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$2,138,232 | \$2,399,194 | \$2,680,978 | \$3,039,826 | \$3,039,826 | 13% |
| Salaries & Wages | 1,348,509 | 1,502,743 | 1,604,460 | 1,754,744 | 1,754,744 | 9% |
| Regular Employees | 1,223,215 | 1,376,350 | 1,446,010 | 1,600,194 | 1,600,194 | 11% |
| Sick Leave Pay Out | 1,085 | 1,247 | 2,500 | 2,500 | 2,500 | 0% |
| Vacation Pay Out | 1,550 | 1,620 | 3,200 | 3,200 | 3,200 | 0% |
| Temporary Employees | 20,672 | 6,940 | 30,500 | 0 | 0 | -100% |
| Overtime | 30,224 | 39,229 | 49,750 | 70,850 | 70,850 | 42% |
| Duty Pay | 71,763 | 77,357 | 72,500 | 78,000 | 78,000 | 8% |
| Fringe Benefits | 789,723 | 896,451 | 1,076,518 | 1,285,082 | 1,285,082 | 19% |
| FICA/MEDICARE Contribution | 101,639 | 113,399 | 122,831 | 133,828 | 133,828 | 9% |
| PERS Employer's Share | 192,274 | 204,148 | 286,561 | 370,625 | 370,625 | 29% |
| PERS Employee Share Paid by City/Pks | 79,573 | 90,493 | 96,507 | 104,964 | 104,964 | 9% |
| Prepayment for PERS | 29,737 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 26,338 | 29,843 | 32,189 | 34,988 | 34,988 | 9% |
| Deferred Comp | 0 | 7,757 | 12,020 | 14,760 | 14,760 | 23% |
| Group Health Insurance | 318,483 | 411,482 | 481,860 | 597,159 | 597,159 | 24% |
| Workers Compensation | 41,680 | 39,330 | 44,550 | 28,759 | 28,759 | -35% |
| Material and Services | 5,822,725 | 6,358,060 | 7,524,045 | 7,482,024 | 7,482,024 | -1% |
| Supplies | 371,028 | 386,090 | 566,150 | 516,400 | 516,400 | -9% |
| Rental, Repair, Maintenance | 1,325,180 | 1,412,695 | 1,908,920 | 1,778,400 | 1,778,400 | -7% |
| Communications | 13,607 | 12,572 | 16,300 | 23,500 | 23,500 | 44% |
| Contractual Services | 152,432 | 237,395 | 396,000 | 687,000 | 687,000 | 73% |
| Internal Charges & Fees | 3,129,527 | 3,342,687 | 3,482,514 | 3,384,684 | 3,384,684 | -3% |
| Bad Debt Expense | 24,720 | 12,194 | 15,000 | 15,000 | 15,000 | 0% |
| Other | 0 | 0 | 6,000 | 0 | 0 | -100% |
| Licensing | 63,756 | 70,713 | 95,000 | 120,000 | 120,000 | 26% |
| Internal Chg - Central Svc Fee | 1,826,320 | 1,984,990 | 2,091,724 | 2,200,484 | 2,200,484 | 5% |
| Internal Chg - Insurance Svc | 186,000 | 191,620 | 191,620 | 191,620 | 191,620 | 0% |
| Internal Chg - Tech Debt | 191,600 | 191,600 | 191,600 | 191,600 | 191,600 | 0% |
| Internal Chg - Facility Use | 140,000 | 154,000 | 154,000 | 154,000 | 154,000 | 0% |
| Internal Chg - Fleet Maint | 189,731 | 208,690 | 208,690 | 208,690 | 208,690 | 0% |
| Internal Chg - Equip Replacmnt | 507,400 | 528,880 | 528,880 | 303,290 | 303,290 | -43% |
| Other Purchased Svcs | 119,416 | 108,650 | 205,900 | 182,600 | 182,600 | -11% |
| Franchise | 709,765 | 856,285 | 948,261 | 907,440 | 907,440 | -4% |
| Programs | 1,770 | 1,687 | 0 | 2,000 | 2,000 | - |
| Debt Services | 3,404,100 | 3,384,527 | 3,922,794 | 3,585,867 | 3,585,867 | -9% |
| Capital Outlay | 982,307 | 364,816 | 10,177,961 | 4,649,000 | 4,649,000 | -54% |
| Total | \$12,347,364 | \$12,506,597 | \$24,305,778 | \$18,756,717 | \$18,756,717 | -23% |

Public Works Department – Wastewater Division

| Wastewater Fund Personnel | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$1,348,509 | \$1,502,743 | \$1,604,460 | \$1,754,744 | \$1,754,744 | 9% |
| Regular Employees | 1,223,215 | 1,376,350 | 1,446,010 | 1,600,194 | 1,600,194 | 11% |
| Sick Leave Pay Out | 1,085 | 1,247 | 2,500 | 2,500 | 2,500 | 0% |
| Vacation Pay Out | 1,550 | 1,620 | 3,200 | 3,200 | 3,200 | 0% |
| Temporary Employees | 20,672 | 6,940 | 30,500 | 0 | 0 | -100% |
| Overtime | 30,224 | 39,229 | 49,750 | 70,850 | 70,850 | 42% |
| Duty Pay | 71,763 | 77,357 | 72,500 | 78,000 | 78,000 | 8% |
| Fringe Benefits | 789,723 | 896,451 | 1,076,518 | 1,285,082 | 1,285,082 | 19% |
| FICA/MEDICARE Contribution | 101,639 | 113,399 | 122,831 | 133,828 | 133,828 | 9% |
| PERS Employer's Share | 192,274 | 204,148 | 286,561 | 370,625 | 370,625 | 29% |
| PERS Employee Share Paid by City/Pks | 79,573 | 90,493 | 96,507 | 104,964 | 104,964 | 9% |
| Prepayment for PERS | 29,737 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 26,338 | 29,843 | 32,189 | 34,988 | 34,988 | 9% |
| Deferred Comp | 0 | 7,757 | 12,020 | 14,760 | 14,760 | 23% |
| Group Health Insurance | 318,483 | 411,482 | 481,860 | 597,159 | 597,159 | 24% |
| Workers Compensation | 41,680 | 39,330 | 44,550 | 28,759 | 28,759 | -35% |
| Total | \$2,138,232 | \$2,399,194 | \$2,680,978 | \$3,039,826 | \$3,039,826 | 13% |

| Wastewater Fund Material and Services | | | | | | |
|---------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$371,028 | \$386,090 | \$566,150 | \$516,400 | \$516,400 | -9% |
| Rental, Repair, Maintenance | 1,325,180 | 1,412,695 | 1,908,920 | 1,778,400 | 1,778,400 | -7% |
| Communications | 13,607 | 12,572 | 16,300 | 23,500 | 23,500 | 44% |
| Contractual Services | 152,432 | 237,395 | 396,000 | 687,000 | 687,000 | 73% |
| Internal Charges & Fees | 3,129,527 | 3,342,687 | 3,482,514 | 3,384,684 | 3,384,684 | -3% |
| Bad Debt Expense | 24,720 | 12,194 | 15,000 | 15,000 | 15,000 | 0% |
| Other | 0 | 0 | 6,000 | 0 | 0 | -100% |
| Licensing | 63,756 | 70,713 | 95,000 | 120,000 | 120,000 | 26% |
| Internal Chg - Central Svc Fee | 1,826,320 | 1,984,990 | 2,091,724 | 2,200,484 | 2,200,484 | 5% |
| Internal Chg - Insurance Svc | 186,000 | 191,620 | 191,620 | 191,620 | 191,620 | 0% |
| Internal Chg - Tech Debt | 191,600 | 191,600 | 191,600 | 191,600 | 191,600 | 0% |
| Internal Chg - Facility Use | 140,000 | 154,000 | 154,000 | 154,000 | 154,000 | 0% |
| Internal Chg - Fleet Maint | 189,731 | 208,690 | 208,690 | 208,690 | 208,690 | 0% |
| Internal Chg - Equip Replacmnt | 507,400 | 528,880 | 528,880 | 303,290 | 303,290 | -43% |
| Other Purchased Svcs | 119,416 | 108,650 | 205,900 | 182,600 | 182,600 | -11% |
| Franchise | 709,765 | 856,285 | 948,261 | 907,440 | 907,440 | -4% |
| Programs | 1,770 | 1,687 | 0 | 2,000 | 2,000 | - |
| Total | \$5,822,725 | \$6,358,060 | \$7,524,045 | \$7,482,024 | \$7,482,024 | -1% |

| Wastewater Fund Capital | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Equipment | 197,774 | 74,225 | 5,000 | 389,000 | 389,000 | 7680% |
| Improvements Other than Bldgs | 784,533 | 290,591 | 10,172,961 | 4,260,000 | 4,260,000 | -58% |
| Total | \$982,307 | \$364,816 | \$10,177,961 | \$4,649,000 | \$4,649,000 | -54% |

Public Works Department – Wastewater Division

| Wastewater Fund Debt | | | | | | |
|----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Debt - Interest | \$902,470 | \$746,339 | \$657,078 | \$365,325 | \$365,325 | -44% |
| Debt - Principal | 2,501,630 | 2,638,188 | 3,265,716 | 3,220,542 | 3,220,542 | -1% |
| Total | \$3,404,100 | \$3,384,527 | \$3,922,794 | \$3,585,867 | \$3,585,867 | -9% |

| Wastewater Fund Divisions | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Wastewater Collection | \$4,025,889 | \$4,240,456 | \$6,281,061 | \$5,893,318 | \$5,893,318 | -6% |
| Wastewater Treatment Plant | 8,233,968 | 8,265,763 | 14,012,167 | 11,753,649 | 11,753,649 | -16% |
| Wastewater Improvements - SDC | 87,507 | 377 | 4,012,550 | 1,109,750 | 1,109,750 | -72% |
| Total | \$12,347,364 | \$12,506,597 | \$24,305,778 | \$18,756,717 | \$18,756,717 | -23% |

| Collections Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$859,210 | \$1,061,898 | \$1,216,775 | \$1,443,911 | \$1,443,911 | 19% |
| Material and Services | 2,583,388 | 2,979,192 | 3,327,205 | 3,358,749 | 3,358,749 | 1% |
| Debt Services | 151,072 | 147,454 | 190,170 | 151,658 | 151,658 | -20% |
| Capital Outlay | 432,220 | 51,912 | 1,546,911 | 939,000 | 939,000 | -39% |
| Total | \$4,025,889 | \$4,240,456 | \$6,281,061 | \$5,893,318 | \$5,893,318 | -6% |

| SDC Expenses | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$146 | \$0 | \$175,000 | \$400,000 | \$400,000 | 129% |
| Capital Outlay | 87,361 | 377 | 3,837,550 | 709,750 | 709,750 | -82% |
| Total | \$87,507 | \$377 | \$4,012,550 | \$1,109,750 | \$1,109,750 | -72% |

| Wastewater Treatment Plant | | | | | | |
|----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$1,279,022 | \$1,337,296 | \$1,464,203 | \$1,595,915 | \$1,595,915 | 9% |
| Material and Services | 3,239,191 | 3,378,868 | 4,021,840 | 3,723,275 | 3,723,275 | -7% |
| Debt Services | 3,253,029 | 3,237,073 | 3,732,624 | 3,434,209 | 3,434,209 | -8% |
| Capital Outlay | 462,726 | 312,526 | 4,793,500 | 3,000,250 | 3,000,250 | -37% |
| Total | \$8,233,968 | \$8,265,763 | \$14,012,167 | \$11,753,649 | \$11,753,649 | -16% |

Public Works Department – Stormwater Division

STORMWATER DIVISION

The Stormwater Division was defined as a stand-alone division in 2017 to properly account for the costs associated with collecting and properly re-transporting stormwater runoff from roadway and public rights-of-way to help reduce flood impacts, reduce pollutants from entering receiving streams and increase riparian protection within the City. Personnel costs are combined with both the Street and Wastewater Divisions and account for 2.85 FTE for the operational functions including cleaning and maintaining the storm drain lines, ditches, and street sweeping.

Goals:

- Plan for and complete storm drain pollution reduction systems
- Plan for and ensure pipe sizes are adequate to meet 25-year storm flows
- Meet the impending requirements of the Oregon Department of Environmental Quality (DEQ) Municipal Storm Sewer System (MS4) Discharge Permit based on the Bear Creek Watershed TMDL limits. The requirements will be phased in starting February 2020 and include a significant education component, line cleaning and reducing pollutants.
- Restructure ordinance language to meet new MS4 permit requirements

Accomplishments:

- Stormwater master plan in process –delays were accepted to complete field work for consultant modeling data accuracy; on track to complete within 2019
- Completed stormwater sediment trap dredging
- Staff assisting with inflow and infiltration (I/I) assessments and flow meter data collection

Performance Measures:

- Complete education components for MS4 permitting
- Camera, screen and clean 20% of the system annually
- Visually observe 25% of all catch basins and 40% outfall nodes

Public Works Department – Stormwater Division

| Stormwater Fund | | | | | | |
|-------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$0 | \$0 | \$696,653 | \$708,075 | \$708,075 | 2% |
| Salaries & Wages | 0 | 0 | 397,624 | 395,491 | 395,491 | -1% |
| Regular Employees | 0 | 0 | 381,010 | 377,691 | 377,691 | -1% |
| Sick Leave Pay Out | 0 | 0 | 700 | 800 | 800 | 14% |
| Vacation Pay Out | 0 | 0 | 5,964 | 3,000 | 3,000 | -50% |
| Temporary Employees | 0 | 0 | 0 | 3,000 | 3,000 | - |
| Overtime | 0 | 0 | 5,200 | 6,000 | 6,000 | 15% |
| Duty Pay | 0 | 0 | 4,750 | 5,000 | 5,000 | 5% |
| Fringe Benefits | 0 | 0 | 299,029 | 312,584 | 312,584 | 5% |
| FICA/MEDICARE Contribution | 0 | 0 | 29,434 | 30,255 | 30,255 | 3% |
| PERS Employer's Share | 0 | 0 | 81,131 | 87,813 | 87,813 | 8% |
| PERS Employee Share Paid by Cty/Pks | 0 | 0 | 24,068 | 23,729 | 23,729 | -1% |
| HRAVEBA | 0 | 0 | 8,036 | 7,910 | 7,910 | -2% |
| Deferred Comp | 0 | 0 | 3,360 | 3,234 | 3,234 | -4% |
| Other Benefits | 0 | 0 | 0 | 56 | 56 | - |
| Group Health Insurance | 0 | 0 | 136,490 | 146,507 | 146,507 | 7% |
| Workers Compensation | 0 | 0 | 16,510 | 13,080 | 13,080 | -21% |
| Material and Services | 0 | 0 | 863,060 | 1,126,407 | 1,126,407 | 31% |
| Supplies | 0 | 0 | 14,100 | 25,900 | 25,900 | 84% |
| Rental, Repair, Maintenance | 0 | 0 | 75,000 | 101,000 | 101,000 | 35% |
| Communications | 0 | 0 | 260 | 460 | 460 | 77% |
| Contractual Services | 0 | 0 | 302,000 | 290,000 | 290,000 | -4% |
| Internal Charges & Fees | 0 | 0 | 469,700 | 704,847 | 704,847 | 50% |
| Licensing | 0 | 0 | 6,600 | 6,600 | 6,600 | 0% |
| Internal Chg - Central Svc Fee | 0 | 0 | 337,470 | 572,617 | 572,617 | 70% |
| Internal Chg - Insurance Svc | 0 | 0 | 6,180 | 6,180 | 6,180 | 0% |
| Internal Chg - Fleet Maint | 0 | 0 | 119,450 | 119,450 | 119,450 | 0% |
| Other Purchased Svcs | 0 | 0 | 2,000 | 4,200 | 4,200 | 110% |
| Debt Services | 0 | 0 | 24,500 | 23,700 | 23,700 | -3% |
| Debt - Interest | 0 | 0 | 4,500 | 3,700 | 3,700 | -18% |
| Debt - Principal | 0 | 0 | 20,000 | 20,000 | 20,000 | 0% |
| Capital Outlay | 0 | 0 | 150,000 | 370,000 | 370,000 | 147% |
| Improvements Other than Bldgs | 0 | 0 | 150,000 | 370,000 | 370,000 | 147% |
| Total | \$0 | \$0 | \$1,734,213 | \$2,228,182 | \$2,228,182 | 28% |

Public Works Department – Stormwater Division

| Stormwater Fund Personnel | | | | | | |
|-------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$0 | \$0 | \$397,624 | \$395,491 | \$395,491 | -1% |
| Regular Employees | 0 | 0 | 381,010 | 377,691 | 377,691 | -1% |
| Sick Leave Pay Out | 0 | 0 | 700 | 800 | 800 | 14% |
| Vacation Pay Out | 0 | 0 | 5,964 | 3,000 | 3,000 | -50% |
| Temporary Employees | 0 | 0 | 0 | 3,000 | 3,000 | - |
| Overtime | 0 | 0 | 5,200 | 6,000 | 6,000 | 15% |
| Duty Pay | 0 | 0 | 4,750 | 5,000 | 5,000 | 5% |
| Fringe Benefits | 0 | 0 | 299,029 | 312,584 | 312,584 | 5% |
| FICA/MEDICARE Contribution | 0 | 0 | 29,434 | 30,255 | 30,255 | 3% |
| PERS Employer's Share | 0 | 0 | 81,131 | 87,813 | 87,813 | 8% |
| PERS Employee Share Paid by Cty/Pks | 0 | 0 | 24,068 | 23,729 | 23,729 | -1% |
| HRAVEBA | 0 | 0 | 8,036 | 7,910 | 7,910 | -2% |
| Deferred Comp | 0 | 0 | 3,360 | 3,234 | 3,234 | -4% |
| Other Benefits | 0 | 0 | 0 | 56 | 56 | - |
| Group Health Insurance | 0 | 0 | 136,490 | 146,507 | 146,507 | 7% |
| Workers Compensation | 0 | 0 | 16,510 | 13,080 | 13,080 | -21% |
| Total | \$0 | \$0 | \$696,653 | \$708,075 | \$708,075 | 2% |

| Stormwater Fund Material and Services | | | | | | |
|---------------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$0 | \$0 | \$14,100 | \$25,900 | \$25,900 | 84% |
| Rental, Repair, Maintenance | 0 | 0 | 75,000 | 101,000 | 101,000 | 35% |
| Communications | 0 | 0 | 260 | 460 | 460 | 77% |
| Contractual Services | 0 | 0 | 302,000 | 290,000 | 290,000 | -4% |
| Internal Charges & Fees | 0 | 0 | 469,700 | 704,847 | 704,847 | 50% |
| Licensing | 0 | 0 | 6,600 | 6,600 | 6,600 | 0% |
| Internal Chg - Central Svc Fee | 0 | 0 | 337,470 | 572,617 | 572,617 | 70% |
| Internal Chg - Insurance Svc | 0 | 0 | 6,180 | 6,180 | 6,180 | 0% |
| Internal Chg - Fleet Maint | 0 | 0 | 119,450 | 119,450 | 119,450 | 0% |
| Other Purchased Svcs | 0 | 0 | 2,000 | 4,200 | 4,200 | 110% |
| Total | \$0 | \$0 | \$863,060 | \$1,126,407 | \$1,126,407 | 31% |

Public Works Department – Stormwater Division

| Stormwater Fund Capital | | | | | | |
|----------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Improvements Other than Bldgs | \$0 | \$0 | \$150,000 | \$370,000 | \$370,000 | 147% |
| Total | \$0 | \$0 | \$150,000 | \$370,000 | \$370,000 | 147% |

| Stormwater Fund Debt | | | | | | |
|----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Debt - Interest | \$0 | \$0 | \$4,500 | \$3,700 | \$3,700 | -18% |
| Debt - Principal | 0 | 0 | 20,000 | 20,000 | 20,000 | 0% |
| Total | \$0 | \$0 | \$24,500 | \$23,700 | \$23,700 | -3% |

| Stormwater Fund Divisions | | | | | | |
|---------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Storm Drain- SDC | \$0 | \$0 | \$250,000 | \$316,000 | \$316,000 | 26% |
| Storm Drain Collection | 0 | 0 | 1,484,213 | 1,912,182 | 1,912,182 | 29% |
| Total | \$0 | \$0 | \$1,734,213 | \$2,228,182 | \$2,228,182 | 28% |

| Collection Division | | | | | | |
|--------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$0 | \$0 | \$696,653 | \$708,075 | \$708,075 | 2% |
| Material and Services | 0 | 0 | 613,060 | 876,407 | 876,407 | 43% |
| Debt Services | 0 | 0 | 24,500 | 23,700 | 23,700 | -3% |
| Capital Outlay | 0 | 0 | 150,000 | 304,000 | 304,000 | 103% |
| Total | \$0 | \$0 | \$1,484,213 | \$1,912,182 | \$1,912,182 | 29% |

| Stormwater SDC Expenses | | | | | | |
|--------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$0 | \$0 | \$250,000 | \$250,000 | \$250,000 | 0% |
| Capital Outlay | 0 | 0 | 0 | 66,000 | 66,000 | - |
| Total | \$0 | \$0 | \$250,000 | \$316,000 | \$316,000 | 26% |

ADMINISTRATION AND ENGINEERING DIVISION

Engineering and Public Works Support houses the senior supervisory, project management and technical support staff of 17.1 FE that are integrated in each of the City's enterprise funds and support general City goals. Staff support everything from consultant contracting, construction project management, in-house design efforts, surveying, GIS mapping and analysis, backflow prevention certificates, parking permits, RVTB bus passes, right-of-way permits and assisting with customer concerns.

Goals:

- Ensure we comprehensively plan, design, inspect, and develop maintenance plans; utilizing GIS, survey and other tools
- The engineering and public works support team are integrated in each of the City's enterprise funds and supports the general City goals.
- Ensure timely program and project delivery
- In addition to project and specific program management, focus on:
 - Emergency Response: ensure we are trained and able to respond to the emergency situations expected of public works as a part of the City's team
 - Environmental Sustainability: deliver services to ensure appropriate balance between our community, our environment and long-term fiscal reality
 - Asset Management and Capital Improvements: ensure a routine comprehensive analysis of our systems and fees through long range master planning
 - Community Involvement: Our focus is on soliciting concerns and involving our active community in decision making

Accomplishments:

- Master Planning efforts in water, stormwater, airport, transit and wastewater have been initiated and are in various stages of completion.
- Staff has also completed seismic and safety analysis for several City facilities.
- Most of the project specific accomplishments are shown in the various division budget sections as this support team supports all public works divisions.
- Staff ensured the completion of the Gun Club wetlands mitigation work.

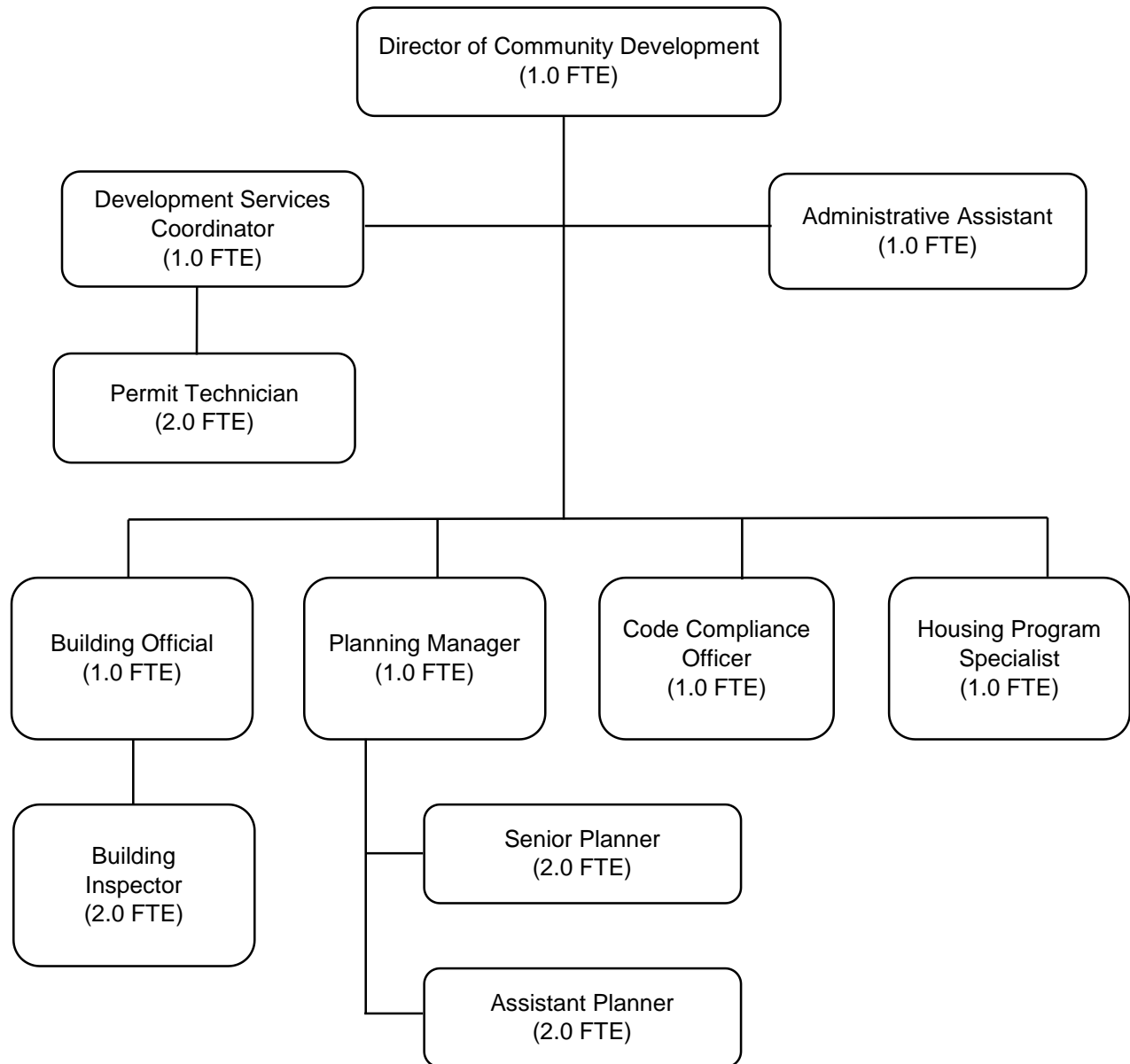
Performance Measures:

- On time, on budget project delivery of approved CIP program
- Continue to complete master planning on a 5-8 year forecast
- Assist with emergency planning efforts

Public Works Department – Administration and Engineering Division

| Public Works Central Service Fund Support | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$2,855,194 | \$2,893,310 | \$3,244,340 | \$4,402,411 | \$4,402,411 | 36% |
| Salaries & Wages | 1,856,139 | 1,869,664 | 1,996,150 | 2,582,658 | 2,582,658 | 29% |
| Regular Employees | 1,814,176 | 1,779,961 | 1,976,550 | 2,570,338 | 2,570,338 | 30% |
| Sick Leave Pay Out | 6,603 | 6,191 | 5,320 | 5,320 | 5,320 | 0% |
| Vacation Pay Out | 16,185 | 32,630 | 7,280 | 3,000 | 3,000 | -59% |
| Temporary Employees | 5,623 | 42,516 | 0 | 0 | 0 | - |
| Overtime | 13,553 | 8,364 | 7,000 | 4,000 | 4,000 | -43% |
| Fringe Benefits | 999,055 | 1,023,645 | 1,248,190 | 1,819,753 | 1,819,753 | 46% |
| Material and Services | 411,240 | 448,473 | 503,422 | 605,610 | 605,610 | 20% |
| Supplies | 93,218 | 87,979 | 135,650 | 41,350 | 41,350 | -70% |
| Rental, Repair, Maintenance | 18,839 | 17,858 | 26,782 | 34,450 | 34,450 | 29% |
| Communications | 19,049 | 22,615 | 25,900 | 42,200 | 42,200 | 63% |
| Contractual Services | 6,483 | 31,537 | 20,000 | 82,000 | 82,000 | 310% |
| Internal Charges & Fees | 240,680 | 241,890 | 241,890 | 346,210 | 346,210 | 43% |
| Other Purchased Svcs | 32,971 | 46,594 | 53,200 | 59,400 | 59,400 | 12% |
| Total | \$3,266,434 | \$3,341,783 | \$3,747,762 | \$5,008,021 | \$5,008,021 | 34% |

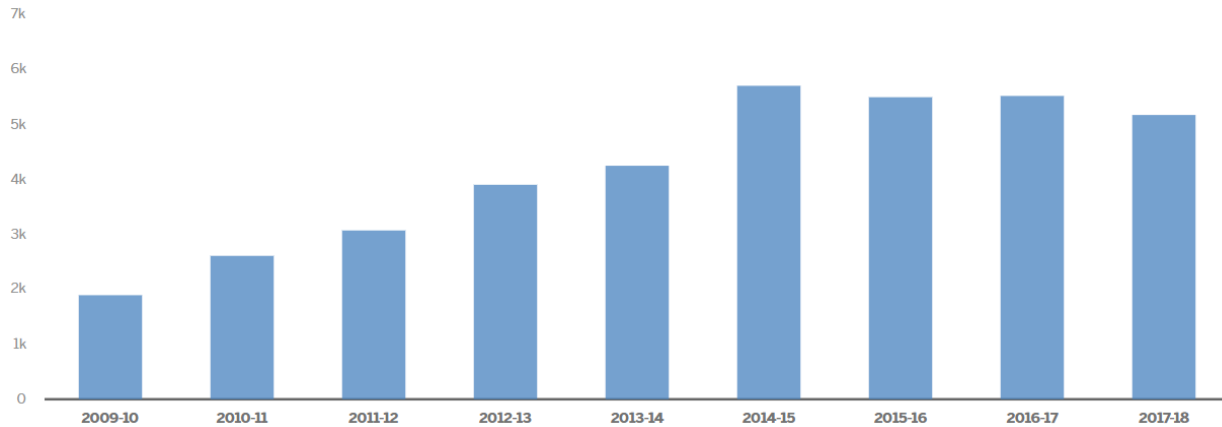
Community Development Department 15.00 FTE



DEPARTMENT OVERVIEW

The Community Development Department is comprised of two divisions – Planning and Building Safety. The Planning Division is responsible for carrying out the community’s vision for land use planning as presented in Ashland’s Comprehensive Plan and other adopted supporting documents. To this end, staff evaluates new programs, creates long-range plans, crafts implementing standards, and conducts design review for development proposals all with an eye toward fulfilling the aspirations of the community. Administration of Ashland’s Housing Program is another priority for the Planning Division. The Housing Program is involved in all aspects of planning, organizing, and directing affordable housing related projects and activities, which include the annual management and award of Community Development Block Grants, Social Service Grants, and Housing Trust funds. Additionally, the Planning Division manages city-wide code compliance activities that include enforcement of conditions of approval for all land use applications, follow-up on building code and land use violations, and seeking voluntary compliance with other sections of Ashland’s Municipal Code. The Building Safety Division provides complete building plan review and inspection services, as well as offering comprehensive, pre-development conferences and code explanations.

Community Development Walk in Customers



Goals:

The Community Development Department’s two divisions – Planning and Building Safety – provides a variety of services. The Planning Division strives to build a community of lasting value by working with citizens to develop a unique vision for Ashland accomplished through local Comprehensive Plan policies, long range plans and programs, and application of community design standards. The Building Safety Division implements Oregon’s statewide building codes program by administering a comprehensive building plan review and inspection program. A key objective of the Building Safety Division is to make certain that fire and life safety measures are met for the citizens and visitors within our community.

Community Development Department

Accomplishments:

Implementation of a New Permit Processing System

In an effort to improve communication throughout the development process, Community Development replaced its 20-year-old building permit system with a new permit processing program. The system, known as EnerGov, helps streamline and automate building and public works permitting, code enforcement, and planning development review processes.

Adoption of Key Legislation

Wildfire Lands Overlay and Code

The City's Wildfire Lands Overlay was extended to cover the entire City of Ashland and development standards that focus on responsible fuel management for Wildfire Lands were updated.

Accessory Residential Units

The land use standards for accessory residential units (ARUs) were amended to create a streamlined approval process for ARUs less than 500 square feet in size that are located within or attached to a single-family home. The amendments exempt these small ARUs in the single-family zones from the planning application process and allow a property owner to obtain a building permit to convert existing floor area or construct an ARU attached to a home.

Cottage Housing

Land use standards were established that allow the construction of cottage housing developments, consisting of moderately-sized homes approximately 800 square feet in size, within single-family residential zones.

Transit Triangle – An Infill Strategy for Housing and Local Business Development

The "Transit Triangle (TT) overlay" and supporting codes were put in place, targeting locations adjacent to bus routes along Ashland Street and Siskiyou Boulevard with the objective of encouraging construction of moderately-sized housing units and businesses.

Community Development Department

| Community Development Department | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$2,817,402 | \$2,908,623 | \$3,512,675 | \$3,677,119 | \$3,677,119 | 5% |
| Salaries & Wages | 1,823,789 | 1,859,116 | 2,186,053 | 2,158,266 | 2,158,266 | -1% |
| Regular Employees | 1,789,707 | 1,831,504 | 2,149,113 | 2,136,566 | 2,136,566 | -1% |
| Sick Leave Pay Out | 4,705 | 4,302 | 4,800 | 6,600 | 6,600 | 38% |
| Vacation Pay Out | 21,097 | 20,230 | 29,640 | 11,600 | 11,600 | -61% |
| Temporary Employees | 7,950 | 0 | 1,000 | 1,000 | 1,000 | 0% |
| Overtime | 330 | 3,080 | 1,500 | 2,500 | 2,500 | 67% |
| Fringe Benefits | 993,613 | 1,049,507 | 1,326,622 | 1,518,853 | 1,518,853 | 14% |
| FICA/MEDICARE Contribution | 134,701 | 139,177 | 152,806 | 169,400 | 169,400 | 11% |
| PERS Employer's Share | 262,013 | 265,452 | 389,246 | 472,685 | 472,685 | 21% |
| PERS Employee Share Paid by Cty/Pks | 105,537 | 109,482 | 121,960 | 129,724 | 129,724 | 6% |
| Prepayment for PERS | 36,600 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 36,067 | 37,087 | 40,690 | 43,260 | 43,260 | 6% |
| Deferred Comp | 0 | 7,606 | 13,480 | 15,220 | 15,220 | 13% |
| Other Benefits | 0 | 438 | 880 | 1,050 | 1,050 | 19% |
| Group Health Insurance | 410,758 | 482,422 | 598,150 | 679,739 | 679,739 | 14% |
| Workers Compensation | 7,938 | 7,845 | 9,410 | 7,776 | 7,776 | -17% |
| Material and Services | 1,646,598 | 1,707,544 | 2,347,126 | 2,506,690 | 2,506,228 | 7% |
| Supplies | 24,978 | 28,176 | 28,105 | 33,500 | 33,500 | 19% |
| Rental, Repair, Maintenance | 18,809 | 15,983 | 18,150 | 19,050 | 19,050 | 5% |
| Communications | 8,375 | 13,399 | 16,800 | 17,100 | 17,100 | 2% |
| Contractual Services | 88,450 | 99,007 | 499,351 | 383,000 | 383,000 | -23% |
| Internal Charges & Fees | 937,353 | 1,004,946 | 1,050,214 | 1,254,279 | 1,254,279 | 19% |
| Other Purchased Svcs | 34,417 | 46,040 | 48,400 | 57,600 | 57,600 | 19% |
| Commission | 2,912 | 2,280 | 2,600 | 2,600 | 2,600 | 0% |
| Grants | 521,334 | 492,321 | 658,506 | 724,561 | 724,099 | 10% |
| Programs | 9,971 | 5,391 | 25,000 | 15,000 | 15,000 | -40% |
| Total | \$4,464,000 | \$4,616,167 | \$5,859,801 | \$6,183,809 | \$6,183,347 | 6% |

| Community Development Department Personnel | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Salaries & Wages | \$1,823,789 | \$1,859,116 | \$2,186,053 | \$2,158,266 | \$2,158,266 | -1% |
| Regular Employees | 1,789,707 | 1,831,504 | 2,149,113 | 2,136,566 | 2,136,566 | -1% |
| Sick Leave Pay Out | 4,705 | 4,302 | 4,800 | 6,600 | 6,600 | 38% |
| Vacation Pay Out | 21,097 | 20,230 | 29,640 | 11,600 | 11,600 | -61% |
| Temporary Employees | 7,950 | 0 | 1,000 | 1,000 | 1,000 | 0% |
| Overtime | 330 | 3,080 | 1,500 | 2,500 | 2,500 | 67% |
| Fringe Benefits | 993,613 | 1,049,507 | 1,326,622 | 1,518,853 | 1,518,853 | 14% |
| FICA/MEDICARE Contribution | 134,701 | 139,177 | 152,806 | 169,400 | 169,400 | 11% |
| PERS Employer's Share | 262,013 | 265,452 | 389,246 | 472,685 | 472,685 | 21% |
| PERS Employee Share Paid by Cty/Pks | 105,537 | 109,482 | 121,960 | 129,724 | 129,724 | 6% |
| Prepayment for PERS | 36,600 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 36,067 | 37,087 | 40,690 | 43,260 | 43,260 | 6% |
| Deferred Comp | 0 | 7,606 | 13,480 | 15,220 | 15,220 | 13% |
| Other Benefits | 0 | 438 | 880 | 1,050 | 1,050 | 19% |
| Group Health Insurance | 410,758 | 482,422 | 598,150 | 679,739 | 679,739 | 14% |
| Workers Compensation | 7,938 | 7,845 | 9,410 | 7,776 | 7,776 | -17% |
| Total | \$2,817,402 | \$2,908,623 | \$3,512,675 | \$3,677,119 | \$3,677,119 | 5% |

Community Development Department

| Community Development Department Material and Services | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-----------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Supplies | \$24,978 | \$28,176 | \$28,105 | \$33,500 | \$33,500 | 19% |
| Rental, Repair, Maintenance | 18,809 | 15,983 | 18,150 | 19,050 | 19,050 | 5% |
| Communications | 8,375 | 13,399 | 16,800 | 17,100 | 17,100 | 2% |
| Contractual Services | 88,450 | 99,007 | 499,351 | 383,000 | 383,000 | -23% |
| Internal Charges & Fees | 937,353 | 1,004,946 | 1,050,214 | 1,254,279 | 1,254,279 | 19% |
| Other Purchased Svcs | 34,417 | 46,040 | 48,400 | 57,600 | 57,600 | 19% |
| Commission | 2,912 | 2,280 | 2,600 | 2,600 | 2,600 | 0% |
| Grants | 521,334 | 492,321 | 658,506 | 724,561 | 724,099 | 10% |
| Programs | 9,971 | 5,391 | 25,000 | 15,000 | 15,000 | -40% |
| Total | \$1,646,598 | \$1,707,544 | \$2,347,126 | \$2,506,690 | \$2,506,228 | 7% |

| Community Development Department Divisions | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-----------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Planning | \$2,547,191 | \$2,705,513 | \$3,291,729 | \$3,463,963 | \$3,463,963 | 5% |
| Housing Trust Fund | 0 | 0 | 366,351 | 247,000 | 247,000 | -33% |
| Building Safety | 1,327,542 | 1,353,877 | 1,479,935 | 1,677,657 | 1,677,657 | 13% |
| Community Development Block | 335,063 | 291,523 | 453,785 | 527,189 | 526,727 | 16% |
| Social Service | 254,204 | 265,254 | 268,001 | 268,000 | 268,000 | 0% |
| Total | \$4,464,000 | \$4,616,166 | \$5,859,801 | \$6,183,809 | \$6,183,347 | 6% |

PLANNING DIVISION

The Planning Division works with residents and business owners to develop a unique vision for Ashland implemented through comprehensive goals, long range plans, and design standards. The Planning Division is also responsible for administering the community's land use policies by reviewing current development proposals, building permits, and a variety of ministerial permits (e.g., sign permits, street tree removal, home occupation and fence) for consistency with Ashland's development standards.

The Planning Division provides a wide range of professional planning services that play an important role in shaping the city now and in the future. Staff continually explores new opportunities to engage citizens in local planning initiatives, while routinely providing staff support for the Planning Commission and other advisory commissions including the Historic, Tree, Public Art, and Housing and Human Services Commissions.

This division has five programs: long range planning, current planning, housing, community development block grant (CDBG), and code compliance.

Long Range Planning Program

The Long Range Planning Program section assists the community in creating innovative land use codes, development standards and plans that reflect the values of its citizens, anticipate changes that will likely affect the future of the city, meet policy objectives, and respond to changes in state and federal legislation. This work includes periodically updating the document that symbolizes Ashland's vision of land use for the community, the Comprehensive Plan, amending the land use ordinance, and crafting specific plans for neighborhoods.

Current Planning Program

The Current Planning Program reviews planning applications and building permits to ensure compliance with Ashland's development standards and the Oregon Statewide Planning Program. These proposals include a wide range of requests, such as land divisions, the design and layout of multi-family housing, as well as commercial building and mixed-use projects. City land use codes aim to address a variety of complex issues, such as impacts associated with development adjacent and within floodplains, wetlands, riparian zones and on hillsides, protection of significant natural areas, integration of multiple forms of transportation in development projects, and protection of Ashland's four nationally recognized historic districts by encouraging compatible development and redevelopment.

Housing Program

With a specific focus on affordable housing activities, administration of the Housing Program includes working closely with the Community Development Director, the

Community Development Department – Planning Division

Housing and Human Services Commission, the Planning Commission, and the City Council to accomplish the objectives identified by Council Goals and the Consolidated Plan for use of Community Development Block Grants. One full-time Housing Specialist is employed to carry out these activities. The Community Development Department's Housing Program administers the award and distribution of Community Development Block Grants, Ashland Housing Trust Funds, and Social Service Grants.

Community Development Block Grant (CDBG) Program

The City of Ashland is an entitlement city for Community Development Block Grant (CDBG) funds from the Department of Housing and Urban Development (HUD). The City has received this federal funding annually since 1997. The City awards CDBG grants to community partners to carry out a wide range of community development activities that directly benefit low and moderate income neighborhoods and households.

Social Service Grant Program

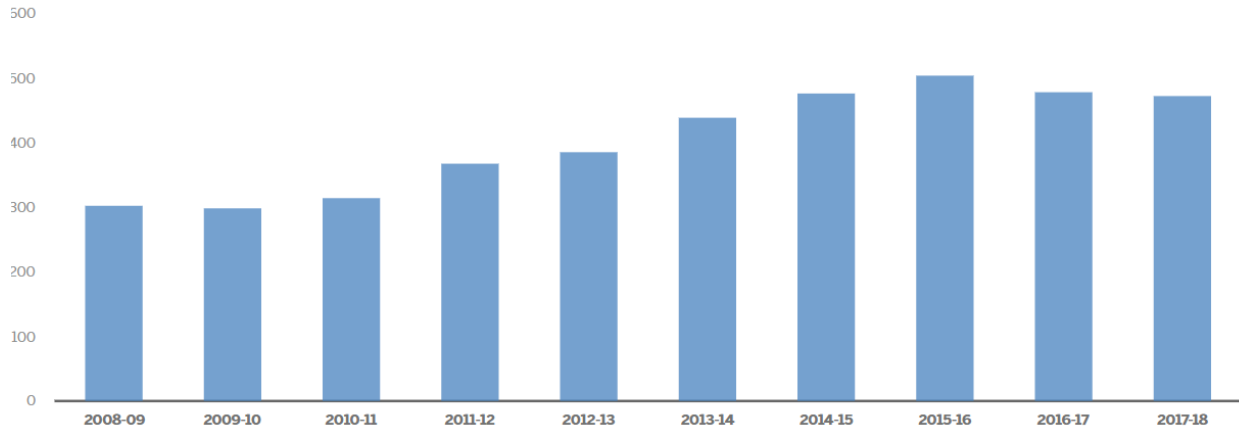
The City of Ashland established the Social Service Grant Program in 1986 to support the activities of nonprofit and social service agencies that provided services to vulnerable Ashland citizens. Since that time the City of Ashland has committed a portion of the general fund in support of activities that address the health and social service needs of the Ashland community. The Community Development Department's Housing Program administers the award and distribution of the Social Service Grants awarded by the City Council each biennium.

Code Compliance Program

The Code Compliance Program spends time coordinating efforts with other city departments and participates in the Police Department's sponsored quarterly area command meetings. A significant portion of the code compliance specialist's time is directed at land use issues, with a notable increase in nuisance complaints consuming a significant share of resources. Short-term rental properties that were operating in violation of the Ashland Municipal Code have been reduced and are currently handled as they are reported. Problem solving a wide range of citizen complaints and assisting other departments as needed resulted in over 806 calls for service in 2018.

Community Development Department – Planning Division

Community Development Planning Permits



| Planning Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$1,916,062 | \$2,033,093 | \$2,529,300 | \$2,586,953 | \$2,586,953 | 2% |
| Material and Services | 631,129 | 672,420 | 762,429 | 877,011 | 877,011 | 15% |
| Total | \$2,547,191 | \$2,705,513 | \$3,291,729 | \$3,463,963 | \$3,463,963 | 5% |

| Housing Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$0 | \$0 | \$366,351 | \$247,000 | \$247,000 | -33% |
| Total | \$0 | \$0 | \$366,351 | \$247,000 | \$247,000 | -33% |

| CDBG Division | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$67,560 | \$64,255 | \$62,880 | \$70,528 | \$70,528 | 12% |
| Material and Services | 267,504 | 227,268 | 390,905 | 456,661 | 456,199 | 17% |
| Total | \$335,063 | \$291,523 | \$453,785 | \$527,189 | \$526,727 | 16% |

| Social Service Grants Division | | | | | | |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$254,204 | \$265,254 | \$268,001 | \$268,000 | \$268,000 | 0% |
| Total | \$254,204 | \$265,254 | \$268,001 | \$268,000 | \$268,000 | 0% |

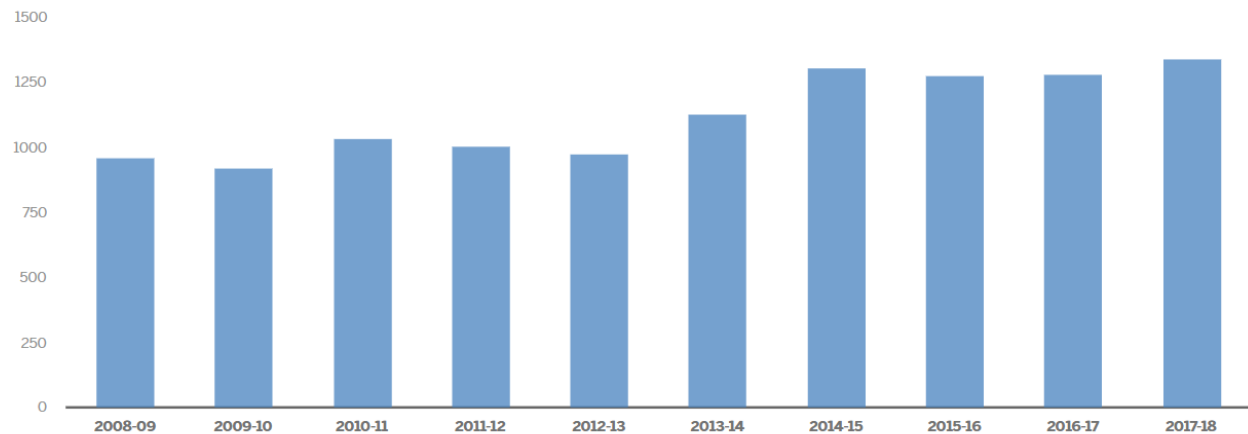
Community Development Department – Building Safety Division

BUILDING SAFETY DIVISION

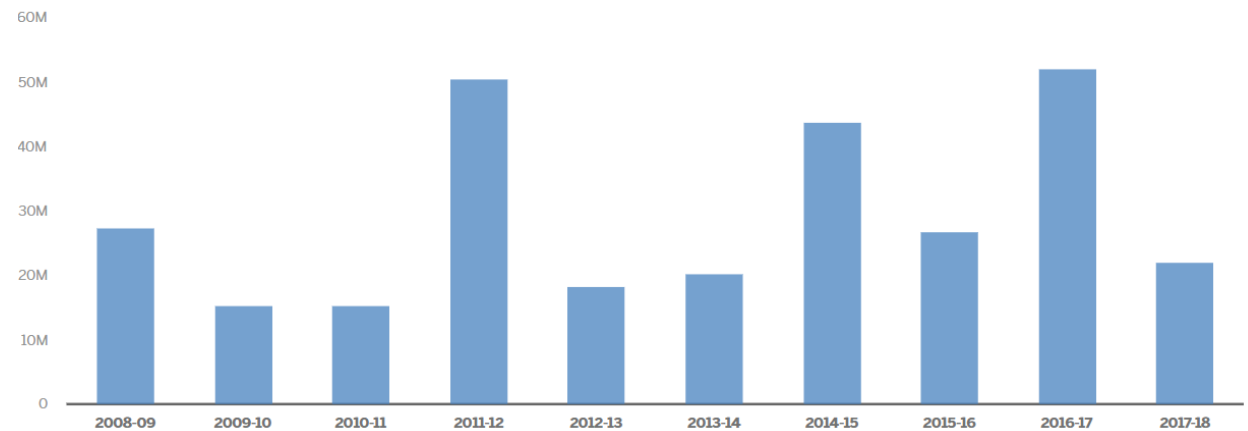
The Building Safety Division implements Oregon’s statewide building codes program by administering a comprehensive municipal building inspection and plan review program. The enforcement of state building codes assist in ensuring building fire and life safety measures are met for the citizens and visitors within our community.

In an effort to increase the commitment to our customers, the Building Division continues to explore ways to sponsor code related training and continuing education classes. These classes are in cooperation with other neighboring jurisdictions in the Rogue Valley, with the intent of providing a consistent and uniform approach to the latest construction methods, technology, and building code enforcement practices to homeowners and members of the local construction industry.

Community Development Building Permits



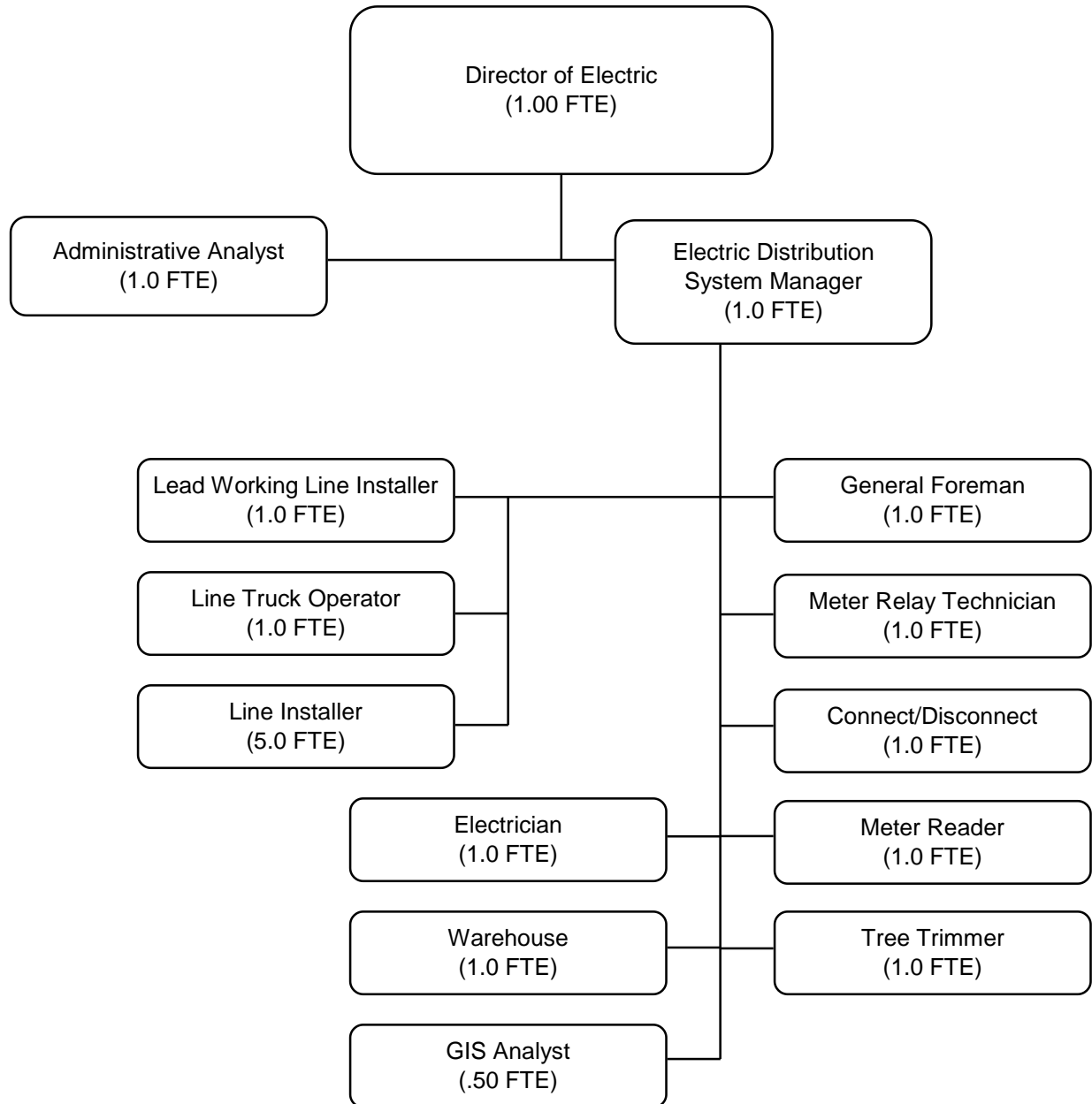
Community Development Construction Valuation



Community Development Department – Building Safety Division

| Building Safety Division | | | | | | |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------|
| | BN 2013/15 | BN 2015/17 | BN 2017/19 | BN 2019/21 | BN 2019/21 | Change |
| | Actual | Actual | Amended Budget | Proposed Budget | Adopted Budget | |
| Personnel Services | \$833,781 | \$811,275 | \$920,495 | \$1,019,639 | \$1,019,639 | 11% |
| Material and Services | 493,761 | 542,602 | 559,440 | 658,018 | 658,018 | 18% |
| Total | \$1,327,542 | \$1,353,877 | \$1,479,935 | \$1,677,657 | \$1,677,657 | 13% |

Electric Department 17.50 FTE



DEPARTMENT OVERVIEW

The Electric Department, also known as the Electric Utility, is responsible for the safe and reliable delivery of electricity to residents, businesses, educational, medical and commercial enterprises within the urban growth boundary of Ashland. Given the important part electricity plays in our daily lives, the Electric Utility provides an essential service to the citizens of Ashland.

With seventeen employees, the Electric Department maintains the Reeder Gulch generating station; provides electric service to over 12,500 customers; services 76 miles of underground and 53 miles of overhead lines; maintains 2,600 power poles, over 2,000 transformers, and more than 1,850 streetlights. In addition, the department is responsible for the operation and maintenance of the distribution (City) side of Mountain Avenue and Nevada Street substations.

The Department actively inspects and performs maintenance on the electric system to provide our City's citizens a reliable electrical supply and to minimize service interruptions. The Department has earned national recognition from the American Public Power Association (APPA) for Excellence in System Reliability in 2015, 2016, and 2018. In the most recent Ashland National Citizens Survey 86% of Ashland's residence rate the Electric Utility as excellent or good.

The Electric Utility obtains its energy locally from Reeder Gulch hydro generating station, net-metered accounts (primarily solar), and regionally from the Bonneville Power Administration (BPA).

Goals:

- Maintain or improve performance metrics
- Purchase Mountain Avenue Substation from BPA
- Complete Hersey St. project- wire and equipment
- Update cost of service and rate design
- Perform Short-Circuit and Protection Device Coordination Study
- Install Self-Healing automated switching equipment
- Add second transformer at Mountain Ave. substation
- Upgrade Reeder Hydro generator for increased output
- Replace aging underground cable

Accomplishments:

- Received national recognition for Excellence in Reliability from APPA for the third time in four years. Ashland was amongst 143 public power utilities nationwide to receive the recognition for 2018.
- Winburn Way service and lighting upgrades including EV infrastructure
- Updated SCADA system
- Hersey St underground project to improve substation inerties
- Trimmed over 300 trees as part of the three-year trim cycle to maintain reliability, safety, and reduce fire risk
- Maintained an active membership in national and regional industry groups, giving Ashland Electric a larger voice and access to the latest information regarding industry

Electric Department

- changes or trends. Also providing a network for mutual aid among utilities in the event of a disaster.

Performance Measures:

- SAI- The percentage availability of electric service to customers - Ashland's ASAI 99.9964%, Regional Average 99.9742% SAIDI- A measure of the system average interruption duration in minutes- Ashland's SAIDI 18.908, Regional Average 141.5934
- SAIFI- The average number of interruptions a customer will experience- Ashland's SAIFI 0.147, Regional Average 0.7024
- CAIDI- The average outage duration in minutes that any give customer would experience - Ashland's CAIDI 128.401, Regional Average 181.1176

Electric Department

| Electric Department | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$4,365,314 | \$4,591,938 | \$5,264,710 | \$5,843,289 | \$5,843,289 | 11% |
| Salaries & Wages | 2,878,006 | 3,037,138 | 3,339,460 | 3,645,427 | 3,645,427 | 9% |
| Regular Employees | 2,723,136 | 2,863,125 | 3,011,230 | 3,270,727 | 3,270,727 | 9% |
| Sick Leave Pay Out | 8,106 | 19,647 | 4,040 | 20,000 | 20,000 | 395% |
| Vacation Pay Out | 18,058 | 20,975 | 56,490 | 85,300 | 85,300 | 51% |
| Temporary Employees | 4,823 | 7,581 | 96,000 | 96,000 | 96,000 | 0% |
| Overtime | 87,240 | 96,437 | 101,000 | 102,000 | 102,000 | 1% |
| Duty Pay | 36,643 | 29,374 | 70,700 | 71,400 | 71,400 | 1% |
| Fringe Benefits | 1,487,308 | 1,554,800 | 1,925,250 | 2,197,862 | 2,197,862 | 14% |
| FICA/MEDICARE Contribution | 216,154 | 227,053 | 253,775 | 271,754 | 271,754 | 7% |
| PERS Employer's Share | 416,609 | 409,847 | 607,979 | 779,678 | 779,678 | 28% |
| PERS Employee Share Paid by Cty/Pks | 169,080 | 177,788 | 199,558 | 218,726 | 218,726 | 10% |
| Prepayment for PERS | 60,464 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 57,117 | 60,523 | 66,528 | 72,909 | 72,909 | 10% |
| Deferred Comp | 0 | 9,969 | 16,560 | 20,880 | 20,880 | 26% |
| Other Benefits | 0 | 769 | 1,500 | 2,030 | 2,030 | 35% |
| Group Health Insurance | 510,409 | 613,288 | 725,610 | 793,367 | 793,367 | 9% |
| Workers Compensation | 57,474 | 55,566 | 53,740 | 38,519 | 38,519 | -28% |
| Material and Services | 21,987,828 | 23,245,211 | 25,652,980 | 27,820,435 | 27,820,435 | 8% |
| Supplies | 86,106 | 121,389 | 114,549 | 133,296 | 133,296 | 16% |
| Rental, Repair, Maintenance | 457,359 | 473,845 | 613,136 | 1,065,004 | 1,065,004 | 74% |
| Communications | 25,027 | 27,812 | 38,079 | 58,258 | 58,258 | 53% |
| Contractual Services | 134,661 | 80,941 | 210,676 | 310,782 | 310,782 | 48% |
| Internal Charges & Fees | 4,367,446 | 4,567,588 | 4,760,656 | 5,097,270 | 5,097,270 | 7% |
| Bad Debt Expense | 107,810 | 45,413 | 74,740 | 75,480 | 75,480 | 1% |
| Senior Discount | 78,401 | 95,807 | 90,900 | 93,636 | 93,636 | 3% |
| ALIEAP | 181,535 | 175,096 | 213,110 | 215,220 | 215,220 | 1% |
| Heat assistance | 8,400 | 7,600 | 11,110 | 11,220 | 11,220 | 1% |
| Licensing | 0 | 1,084 | 0 | 0 | 0 | - |
| Internal Chg - Central Svc Fee | 2,193,700 | 2,384,343 | 2,512,550 | 2,714,712 | 2,714,712 | 8% |
| Internal Chg - Insurance Svc | 68,000 | 70,055 | 70,056 | 70,056 | 70,056 | 0% |
| Internal Chg - Tech Debt | 1,082,600 | 1,082,600 | 1,082,600 | 1,082,600 | 1,082,600 | 0% |
| Internal Chg - Facility Use | 260,000 | 260,000 | 260,000 | 260,000 | 260,000 | 0% |
| Internal Chg - Fleet Maint | 194,000 | 213,990 | 213,990 | 213,990 | 213,990 | 0% |
| Internal Chg - Equip Replacmnt | 193,000 | 231,600 | 231,600 | 360,356 | 360,356 | 56% |
| Other Purchased Svcs | 14,140,304 | 15,000,983 | 16,700,884 | 17,676,694 | 17,676,694 | 6% |
| Franchise | 2,762,554 | 2,960,695 | 3,200,000 | 3,464,132 | 3,464,132 | 8% |
| Programs | 14,371 | 11,957 | 15,000 | 15,000 | 15,000 | 0% |
| Capital Outlay | 913,807 | 735,814 | 2,069,000 | 2,014,000 | 2,014,000 | -3% |
| Total | \$27,266,949 | \$28,572,963 | \$32,986,690 | \$35,677,724 | \$35,677,724 | 8% |

Electric Department

| Electric Department Personnel | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$2,878,006 | \$3,037,138 | \$3,339,460 | \$3,645,427 | \$3,645,427 | 9% |
| Regular Employees | 2,723,136 | 2,863,125 | 3,011,230 | 3,270,727 | 3,270,727 | 9% |
| Sick Leave Pay Out | 8,106 | 19,647 | 4,040 | 20,000 | 20,000 | 395% |
| Vacation Pay Out | 18,058 | 20,975 | 56,490 | 85,300 | 85,300 | 51% |
| Temporary Employees | 4,823 | 7,581 | 96,000 | 96,000 | 96,000 | 0% |
| Overtime | 87,240 | 96,437 | 101,000 | 102,000 | 102,000 | 1% |
| Duty Pay | 36,643 | 29,374 | 70,700 | 71,400 | 71,400 | 1% |
| Fringe Benefits | 1,487,308 | 1,554,800 | 1,925,250 | 2,197,862 | 2,197,862 | 14% |
| FICA/MEDICARE Contribution | 216,154 | 227,053 | 253,775 | 271,754 | 271,754 | 7% |
| PERS Employer's Share | 416,609 | 409,847 | 607,979 | 779,678 | 779,678 | 28% |
| PERS Employee Share Paid by Cty/Pks | 169,080 | 177,788 | 199,558 | 218,726 | 218,726 | 10% |
| Prepayment for PERS | 60,464 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 57,117 | 60,523 | 66,528 | 72,909 | 72,909 | 10% |
| Deferred Comp | 0 | 9,969 | 16,560 | 20,880 | 20,880 | 26% |
| Other Benefits | 0 | 769 | 1,500 | 2,030 | 2,030 | 35% |
| Group Health Insurance | 510,409 | 613,288 | 725,610 | 793,367 | 793,367 | 9% |
| Workers Compensation | 57,474 | 55,566 | 53,740 | 38,519 | 38,519 | -28% |
| Total | \$4,365,314 | \$4,591,938 | \$5,264,710 | \$5,843,289 | \$5,843,289 | 11% |

| Electric Department Material and Services | | | | | | |
|---|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$86,106 | \$121,389 | \$114,549 | \$133,296 | \$133,296 | 16% |
| Rental, Repair, Maintenance | 457,359 | 473,845 | 613,136 | 1,065,004 | 1,065,004 | 74% |
| Communications | 25,027 | 27,812 | 38,079 | 58,258 | 58,258 | 53% |
| Contractual Services | 134,661 | 80,941 | 210,676 | 310,782 | 310,782 | 48% |
| Internal Charges & Fees | 4,367,446 | 4,567,588 | 4,760,656 | 5,097,270 | 5,097,270 | 7% |
| Bad Debt Expense | 107,810 | 45,413 | 74,740 | 75,480 | 75,480 | 1% |
| Senior Discount | 78,401 | 95,807 | 90,900 | 93,636 | 93,636 | 3% |
| ALIEAP | 181,535 | 175,096 | 213,110 | 215,220 | 215,220 | 1% |
| Heat assistance | 8,400 | 7,600 | 11,110 | 11,220 | 11,220 | 1% |
| Licensing | 0 | 1,084 | 0 | 0 | 0 | - |
| Internal Chg - Central Svc Fee | 2,193,700 | 2,384,343 | 2,512,550 | 2,714,712 | 2,714,712 | 8% |
| Internal Chg - Insurance Svc | 68,000 | 70,055 | 70,056 | 70,056 | 70,056 | 0% |
| Internal Chg - Tech Debt | 1,082,600 | 1,082,600 | 1,082,600 | 1,082,600 | 1,082,600 | 0% |
| Internal Chg - Facility Use | 260,000 | 260,000 | 260,000 | 260,000 | 260,000 | 0% |
| Internal Chg - Fleet Maint | 194,000 | 213,990 | 213,990 | 213,990 | 213,990 | 0% |
| Internal Chg - Equip Replacmnt | 193,000 | 231,600 | 231,600 | 360,356 | 360,356 | 56% |
| Other Purchased Svcs | 14,140,304 | 15,000,983 | 16,700,884 | 17,676,694 | 17,676,694 | 6% |
| Franchise | 2,762,554 | 2,960,695 | 3,200,000 | 3,464,132 | 3,464,132 | 8% |
| Programs | 14,371 | 11,957 | 15,000 | 15,000 | 15,000 | 0% |
| Total | \$21,987,828 | \$23,245,211 | \$25,652,980 | \$27,820,435 | \$27,820,435 | 8% |

| Electric Department Capital | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Improvements Other than Bldgs | \$913,807 | \$735,814 | \$2,069,000 | \$2,014,000 | \$2,014,000 | -3% |
| Total | \$913,807 | \$735,814 | \$2,069,000 | \$2,014,000 | \$2,014,000 | -3% |

Electric Department

| Electric Department Divisions | | | | | | |
|-------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supply | \$12,831,515 | \$13,869,063 | \$14,981,925 | \$16,114,835 | \$16,114,835 | 8% |
| Distribution | 12,558,899 | 12,961,713 | 15,573,330 | 16,896,919 | 16,896,919 | 8% |
| Transmission | 1,876,536 | 1,742,187 | 2,431,435 | 2,665,970 | 2,665,970 | 10% |
| Total | \$27,266,949 | \$28,572,963 | \$32,986,690 | \$35,677,724 | \$35,677,724 | 8% |

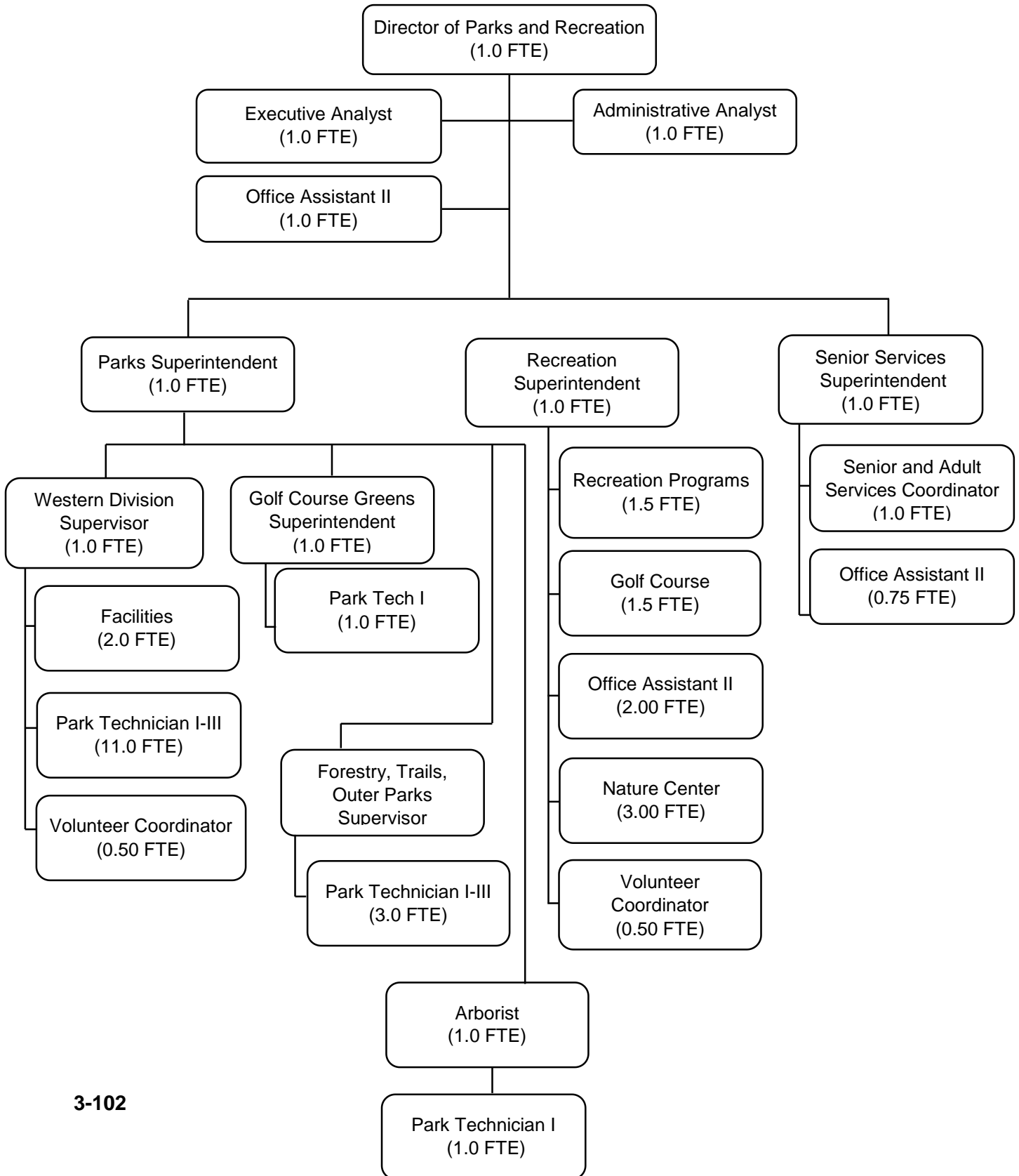
| Distribution Divisions | | | | | | |
|------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$4,356,152 | \$4,591,938 | \$5,264,710 | \$5,843,289 | \$5,843,289 | 11% |
| Material and Services | 7,288,941 | 7,633,961 | 8,239,620 | 9,039,631 | 9,039,631 | 10% |
| Capital Outlay | 913,807 | 735,814 | 2,069,000 | 2,014,000 | 2,014,000 | -3% |
| Total | \$12,558,899 | \$12,961,713 | \$15,573,330 | \$16,896,919 | \$16,896,919 | 8% |

| Supply Divisions | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$9,163 | \$0 | \$0 | \$0 | \$0 | - |
| Material and Services | 12,822,352 | 13,869,063 | 14,981,925 | 16,114,835 | 16,114,835 | 8% |
| Total | \$12,831,515 | \$13,869,063 | \$14,981,925 | \$16,114,835 | \$16,114,835 | 8% |

| Transmission Divisions | | | | | | |
|------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Material and Services | \$1,876,536 | \$1,742,187 | \$2,431,435 | \$2,665,970 | \$2,665,970 | 0% |
| Total | \$1,876,536 | \$1,742,187 | \$2,431,435 | \$2,665,970 | \$2,665,970 | 10% |

Parks and Recreation Department

39.75 FTE



DEPARTMENT OVERVIEW

The Parks and Recreation Department is responsible for the maintenance and operations of 776 acres of parkland and a variety of recreational facilities and programs throughout the City of Ashland. The department is governed by a five-member elected Parks Commission with a mission of providing and promoting recreational opportunities and preserving and maintaining public lands. The commission is responsible for three main divisions: **Parks Division, Recreation Division** and **Senior Services Division**.

Goals: The goal of the Parks and Recreation Department is to maintain and expand park, recreational, and educational opportunities and provide high quality, efficient and safe services with positive experiences for guests and other participants while maintaining community participation in the decision-making processes and protecting the environment.

Parks Administration Goals

- Begin accreditation process with CAPRA (Commission for the Accreditation of Parks and Recreation Agencies)
- Look for efficiencies, cost cutting, revenue generating, and best practices
- Organize/Create APRC Policies – place on website for transparency to the Ashland Community and for the use of staff
- Standardize and streamline processes for all APRC public meetings including public notice, material preparation & distribution, minute preparation and posting all relevant documents to a publicly accessible archive.

Parks Operations/Forestry Trails and Open Spaces Goals

- Develop parks development standards and guidelines.
- Continue to improve trails and explore new trail opportunities throughout the city.
- Research and identify opportunities to improve operations and implement sustainable practices that are environmentally friendly.

Recreation Goals

- Complete the evaluation of and pursue funding for a recreation aquatics facility.
- Improving cost recovery for Recreation Programs and Oak Knoll Golf Course.
- Becoming a Cooperative Sanctuary with the Audubon Society at Oak Knoll Golf Course.

Senior Services Division Goals

- Identify and reach frail or vulnerable seniors who may be isolated and connect them to services that could help them maintain independence and well-being.
- Raise community awareness of senior needs, available resources, wide range of seniors/families served, and special Ashland Senior Services Division initiatives.
- Advocate for the needs of Ashland seniors and provide input to the City of Ashland and other entities (such as regional partnerships) regarding policies that affect seniors.
- Evaluate/maintain/improve/add facilities to ensure sufficient, safe, accessible venues for programs and activities

Parks and Recreation Department

- Expand services: Provide older adults and their families with information and referrals to services, benefits, and support.

Accomplishments:

- Formed the Senior Services Division and Senior Services Advisory Committee (S-SAC) established a mission and goals based on community input and began working on priority strategies
- Purchased Property on East Main Street. In the planning stages of creating a neighborhood park, and a second dog park at the south end of Ashland
- Nature Center Awarded Two Grants: \$127,182 grant from Oregon Parks and Recreation Department, \$25,000 from the Oregon Community Foundation
- Purchased the 1.7-acre neighborhood park, Briscoe Park, from the Ashland School District
- Growing the Park System while maintaining the same level of service
- Completed the Trails Master Plan
- Created the Pool Ad-Hoc Subcommittee.
- Received \$174,995 in grants for the Nature Play Area at North Mountain Park
- Ice Rink revenue increased \$7,000 for the 18/19 season
- Business plan created for the Golf Course
- Over 2,260 students participated in school program field trips at the Nature Center

Performance Measures:

Forestry/Trails Performance Measures

| Measures | Actual 2015 | Actual 2016 | Actual 2017 | Actual 2018 | Target 2019 |
|---|-------------|-------------|-------------|-------------|-------------|
| Acres treated/retreated for fuels reduction | 75 | 87 | 142 | 82 | 200 |
| Number of piles burned | 1,442 | 255 | 2,207 | 112 | 350 |
| Piles chipped* | 585 | 600 | 623 | 637 | 650 |
| Miles of trail maintained | 34 | 46 | 50 | 50 | 50 |
| Number of injuries reported | 0 | 0 | 2 | 2 | 0 |
| Noxious weeds treated in acres | 97 | 43 | 75 | 80 | 120 |
| Weed abatement program in acres | 26 | 59 | 65 | 65 | 65 |

*Chipping piles have replaces burning when available

Parks and Recreation Department

Horticulture/Arboriculture Performance Measures

| Measures | Actual 2015 | Actual 2016 | Actual 2017 | Actual 2018 | Target 2019 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Trees Maintained | 5,220 | 5,230 | 5,300 | 5,400 | 5,400 |
| In-house Pruning and Removal | 341 | 605 | 349 | 340 | 350 |
| Number of new trees planted | 84 | 81 | 45 | 116 | 100 |

Note: Above numbers are approximate.

Recreation Performance Measures

| Measures | 2015 | 2016 | 2017 | 2018 | 2019-20 Target |
|---|---|---|---|--|--------------------------------------|
| Total number of volunteer hours | 15,109 hours Equivalent to 7.26 FTE | 16,364.10 hours Equivalent to 7.87 FTE | 15408.50 hours Equivalent to 7.87 FTE | 13,575 hours Equivalent to 6.53 FTE | Meet or exceed 2018 numbers |
| Participation numbers for recreation programs* | 29,447 | 36,070 | 38,252 | 39,374 | Meet or exceed participants |
| Cost Recovery rate at the Daniel Meyer Pool | 34% | 50% | 61% | 55% | Meet or exceed % cost recovery |
| Total rounds of golf at the Oak Knoll Golf Course | 17,859 | 16,619 | 14,300 | 11,400 | Meet or exceed 2018 rounds |

*Includes ice rink, pool, Nature Center school programs and general recreation classes

Parks and Recreation Department

| Parks Commission | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$6,910,531 | \$7,434,023 | \$8,325,643 | \$9,287,135 | \$9,293,135 | 12% |
| Salaries & Wages | 4,298,104 | 4,597,913 | 4,919,420 | 5,449,040 | 5,455,040 | 11% |
| Regular Employees | 3,699,741 | 3,987,662 | 4,206,320 | 4,827,240 | 4,827,240 | 15% |
| Holiday Pay Out | 0 | 0 | 0 | 0 | 0 | - |
| Vacation Pay Out | 44,607 | 44,621 | 69,400 | 61,400 | 61,400 | -12% |
| Temporary Employees | 528,648 | 544,705 | 625,700 | 540,400 | 546,400 | -13% |
| Overtime | 25,108 | 20,926 | 18,000 | 20,000 | 20,000 | 11% |
| Fringe Benefits | 2,612,427 | 2,836,110 | 3,406,223 | 3,838,095 | 3,838,095 | 13% |
| FICA/MEDICARE Contribution | 323,868 | 346,887 | 411,524 | 419,632 | 419,632 | 2% |
| PERS Employer's Share | 531,189 | 561,238 | 876,007 | 1,161,736 | 1,161,736 | 33% |
| PERS Employee Share Paid by Cty/Pks | 229,660 | 252,086 | 296,204 | 334,521 | 334,521 | 13% |
| Prepayment for PERS | 127,411 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 165,495 | 158,886 | 99,128 | 111,507 | 111,507 | 12% |
| Deferred Comp | 0 | 18,155 | 39,960 | 37,200 | 37,200 | -7% |
| Group Health Insurance | 1,124,237 | 1,400,087 | 1,591,200 | 1,718,852 | 1,718,852 | 8% |
| Workers Compensation | 110,568 | 98,771 | 92,200 | 54,647 | 54,647 | -41% |
| Material and Services | 4,069,727 | 4,471,796 | 4,800,541 | 4,655,913 | 4,655,913 | -3% |
| Supplies | 282,086 | 230,326 | 260,722 | 215,288 | 215,288 | -17% |
| Rental, Repair, Maintenance | 1,462,695 | 1,634,569 | 1,466,792 | 1,372,392 | 1,372,392 | -6% |
| Communications | 66,335 | 69,985 | 81,830 | 86,685 | 86,685 | 6% |
| Contractual Services | 705,227 | 611,556 | 826,611 | 599,525 | 599,525 | -27% |
| Internal Charges & Fees | 1,206,767 | 1,571,285 | 1,817,092 | 1,964,531 | 1,964,531 | 8% |
| Bank Charges | 23,188 | 21,464 | 23,400 | 23,400 | 23,400 | 0% |
| Licensing | 0 | 2,523 | 1,100 | 1,100 | 1,100 | 0% |
| Internal Chg - Central Svc Fee | 727,000 | 727,000 | 766,092 | 1,084,331 | 1,084,331 | 42% |
| Internal Chg - Insurance Svc | 95,000 | 95,000 | 95,000 | 75,000 | 75,000 | -21% |
| Internal Chg - Facility Use | 90,000 | 60,000 | 60,000 | 60,000 | 60,000 | 0% |
| Internal Chg - Fleet Maint | 101,179 | 209,500 | 416,500 | 416,500 | 416,500 | 0% |
| Internal Chg - Equip Replacmnt | 170,399 | 455,798 | 455,000 | 304,200 | 304,200 | -33% |
| Other Purchased Svcs | 217,345 | 188,232 | 175,110 | 192,670 | 192,670 | 10% |
| Insurance | 12,850 | 21,487 | 23,000 | 23,000 | 23,000 | 0% |
| Programs | 116,423 | 144,357 | 149,384 | 201,822 | 201,822 | 35% |
| Capital Outlay | 2,465,442 | 1,828,813 | 5,282,157 | 5,420,000 | 5,420,000 | 3% |
| Land | 5,303 | 0 | 0 | 0 | 0 | - |
| Equipment | 551,215 | 360,210 | 450,000 | 300,000 | 300,000 | -33% |
| Improvements Other than Bldgs | 1,908,924 | 1,468,602 | 4,832,157 | 5,120,000 | 5,120,000 | 6% |
| Total | \$13,445,700 | \$13,734,632 | \$18,408,341 | \$19,363,047 | \$19,369,047 | 5% |

Parks and Recreation Department

| Parks Commission Personnel | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Salaries & Wages | \$4,298,104 | \$4,597,913 | \$4,919,420 | \$5,449,040 | \$5,455,040 | 11% |
| Regular Employees | 3,699,741 | 3,987,662 | 4,206,320 | 4,827,240 | 4,827,240 | 15% |
| Holiday Pay Out | 0 | 0 | 0 | 0 | 0 | - |
| Vacation Pay Out | 44,607 | 44,621 | 69,400 | 61,400 | 61,400 | -12% |
| Temporary Employees | 528,648 | 544,705 | 625,700 | 540,400 | 546,400 | -13% |
| Overtime | 25,108 | 20,926 | 18,000 | 20,000 | 20,000 | 11% |
| Fringe Benefits | 2,612,427 | 2,836,110 | 3,406,223 | 3,838,095 | 3,838,095 | 13% |
| FICA/MEDICARE Contribution | 323,868 | 346,887 | 411,524 | 419,632 | 419,632 | 2% |
| PERS Employer's Share | 531,189 | 561,238 | 876,007 | 1,161,736 | 1,161,736 | 33% |
| PERS Employee Share Paid by Cty/Pks | 229,660 | 252,086 | 296,204 | 334,521 | 334,521 | 13% |
| Prepayment for PERS | 127,411 | 0 | 0 | 0 | 0 | - |
| HRAVEBA | 165,495 | 158,886 | 99,128 | 111,507 | 111,507 | 12% |
| Deferred Comp | 0 | 18,155 | 39,960 | 37,200 | 37,200 | -7% |
| Group Health Insurance | 1,124,237 | 1,400,087 | 1,591,200 | 1,718,852 | 1,718,852 | 8% |
| Workers Compensation | 110,568 | 98,771 | 92,200 | 54,647 | 54,647 | -41% |
| Total | \$6,910,531 | \$7,434,023 | \$8,325,643 | \$9,287,135 | \$9,293,135 | 12% |

| Parks Commission Material and Services | | | | | | |
|--|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Supplies | \$282,086 | \$230,326 | \$260,722 | \$215,288 | \$215,288 | -17% |
| Rental, Repair, Maintenance | 1,462,695 | 1,634,569 | 1,466,792 | 1,372,392 | 1,372,392 | -6% |
| Communications | 66,335 | 69,985 | 81,830 | 86,685 | 86,685 | 6% |
| Contractual Services | 705,227 | 611,556 | 826,611 | 599,525 | 599,525 | -27% |
| Internal Charges & Fees | 1,206,767 | 1,571,285 | 1,817,092 | 1,964,531 | 1,964,531 | 8% |
| Bank Charges | 23,188 | 21,464 | 23,400 | 23,400 | 23,400 | 0% |
| Licensing | 0 | 2,523 | 1,100 | 1,100 | 1,100 | 0% |
| Internal Chg - Central Svc Fee | 727,000 | 727,000 | 766,092 | 1,084,331 | 1,084,331 | 42% |
| Internal Chg - Insurance Svc | 95,000 | 95,000 | 95,000 | 75,000 | 75,000 | -21% |
| Internal Chg - Facility Use | 90,000 | 60,000 | 60,000 | 60,000 | 60,000 | 0% |
| Internal Chg - Fleet Maint | 101,179 | 209,500 | 416,500 | 416,500 | 416,500 | 0% |
| Internal Chg - Equip Replacmnt | 170,399 | 455,798 | 455,000 | 304,200 | 304,200 | -33% |
| Other Purchased Svcs | 217,345 | 188,232 | 175,110 | 192,670 | 192,670 | 10% |
| Insurance | 12,850 | 21,487 | 23,000 | 23,000 | 23,000 | 0% |
| Programs | 116,423 | 144,357 | 149,384 | 201,822 | 201,822 | 35% |
| Total | \$4,069,727 | \$4,471,796 | \$4,800,541 | \$4,655,913 | \$4,655,913 | -3% |

| Parks Commission Capital | | | | | | |
|----------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Land | \$5,303 | \$0 | \$0 | \$0 | \$0 | - |
| Equipment | 551,215 | 360,210 | 450,000 | 300,000 | 300,000 | -33% |
| Improvements Other than Bldgs | 1,908,924 | 1,468,602 | 4,832,157 | 5,120,000 | 5,120,000 | 6% |
| Total | \$2,465,442 | \$1,828,813 | \$5,282,157 | \$5,420,000 | \$5,420,000 | 3% |

Parks and Recreation Department

| Parks Commission Divisions | | | | | | |
|----------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Administration | \$1,855,165 | \$1,932,287 | \$2,186,358 | \$2,607,984 | \$2,607,984 | 19% |
| Forestry | 0 | 0 | 0 | 985,619 | 985,619 | - |
| Operations | 5,617,944 | 5,880,908 | 6,382,493 | 5,595,431 | 5,601,431 | -12% |
| Recreation | 2,201,589 | 2,410,998 | 2,781,665 | 2,957,983 | 2,957,983 | 6% |
| Senior Services | 306,186 | 410,725 | 482,571 | 700,180 | 700,180 | 45% |
| Golf Course | 1,026,427 | 1,056,914 | 1,163,097 | 1,195,851 | 1,195,851 | 3% |
| Construction | 2,438,389 | 1,682,589 | 4,962,157 | 5,020,000 | 5,020,000 | 1% |
| Purchasing/Acquisition | 0 | 360,210 | 450,000 | 300,000 | 300,000 | -33% |
| Total | \$13,445,700 | \$13,734,632 | \$18,408,341 | \$19,363,047 | \$19,369,047 | 5% |

PARKS DIVISION

Administration- Parks Administration oversees the operation, maintenance, construction, and planning for park and recreational facilities, including developing new parks and administering open space areas. Administration is responsible for providing oversight and support to Parks Operations, Recreation and Senior Services. Goal setting, property acquisition, budgeting, contracting, commission and subcommittee activities, stakeholder/partner relations, public outreach and promotions coordination are included in the many roles served by the administration team.

Forestry, Trails and Open Spaces- This division manages 573 acres of parks forest lands and 48 miles of city trails/trail routes. Forestry preserves and improves wildlife habitat and manages for biological diversity of native plants and animals while controlling non-native problematic species. A major focus is reducing fire danger on Parks-managed forest lands in cooperation with Ashland Fire, USFS, the Forest Lands Commission, Wildfire Commission and other agencies. Goals include;

- Preserving / improving wildlife habitat.
- Managing for environmental values (air and water quality, soil health).
- Providing for and managing recreational use of parklands.
- Reducing fire danger on Parks-managed forest lands in cooperation with Ashland Fire, USFS, the Forest Lands Commission, and other agencies.
- Encouraging and maintaining a healthy ecosystem while incorporating multiple values of ecosystem health.
- Expanding trails opportunities by working with the Planning Department, AWTA, USFS, volunteers, and others.
- Improving trails for safety, access, water erosion mitigation, and ADA possibilities.
- Providing and creating functional and effective natural areas and obtaining all necessary permits.
- Providing other services to produce high levels of public satisfaction.
- Performing construction work on Parks projects, including infrastructure improvements.

Parks Operations, Horticulture/Arboriculture- This department includes urban forestry and environmental and ornamental horticulture, is responsible for maintaining trees within the urban setting that are safe, functional and aesthetically pleasing to park users. Staff manages healthy, diverse, and functionally effective natural areas (including riparian corridors and swales) that enhance habitats for wildlife and control erosion while providing aesthetic and educational values to park users.

- Providing parks that are well-canopied with trees and relatively safe for park users
- Planting appropriate species to enhance the effectiveness of natural areas
- Controlling erosion
- Managing native species
- Controlling problematic non-native species
- Enhancing users' appreciation of park environments
- Being historically sensitive about types of plants used in historic parks

Parks and Recreation Department – Parks Division

- Integrating aspects of environmental horticulture with ornamental horticulture – e.g., using ornamental plants that are also used by wildlife

The Parks Division maintains 46 acres of athletic fields at North Mountain Park and Hunter Park. Athletic fields include two baseball fields, two softball fields, one soccer field and two Little League fields. Goals of this program include:

- Implementing appropriate turf management principles and schedules for maintaining turf areas.
- Maintaining vigorous and healthy stands of turf that are safe and appropriate for park users.
- Mowing in such a manner as to ensure healthy and safe turf areas.

Park Patrol

- Provide a safe environment for community members using the parks and recreation system.
- Increase enforcement of park regulations.

| Parks Administration Divisions | | | | | | |
|--------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$566,504 | \$642,211 | \$869,956 | \$1,054,284 | \$1,054,284 | 21% |
| Material and Services | 1,288,662 | 1,290,076 | 1,316,402 | 1,553,701 | 1,553,701 | 18% |
| Total | \$1,855,165 | \$1,932,287 | \$2,186,358 | \$2,607,984 | \$2,607,984 | 19% |

| Parks Construction Divisions | | | | | | |
|------------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$0 | \$162,235 | \$0 | \$0 | \$0 | - |
| Material and Services | 1,331 | 64,069 | 150,000 | 0 | 0 | -100% |
| Capital Outlay | 2,437,058 | 1,456,284 | 4,812,157 | 5,020,000 | 5,020,000 | 4% |
| Total | \$2,438,389 | \$1,682,589 | \$4,962,157 | \$5,020,000 | \$5,020,000 | 1% |

| Forestry Divisions | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|--|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | |
| Personnel Services | \$0 | \$0 | \$0 | \$812,269 | \$812,269 | |
| Material and Services | 0 | 0 | 0 | 173350 | 173350 | |
| Total | \$0 | \$0 | \$0 | \$985,619 | \$985,619 | |

| Operations Divisions | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$3,671,436 | \$3,645,924 | \$4,121,322 | \$3,656,911 | \$3,662,911 | -11% |
| Material and Services | 1,918,124 | 2,222,666 | 2,241,171 | 1,838,520 | 1,838,520 | -18% |
| Capital Outlay | 28,384 | 12,318 | 20,000 | 100,000 | 100,000 | 400% |
| Total | \$5,617,944 | \$5,880,908 | \$6,382,493 | \$5,595,431 | \$5,601,431 | -12% |

Parks and Recreation Department – Parks Division

| Parks Purchase and Aquisition Divisions | | | | | | |
|--|------------------------------|------------------------------|--------------------------------------|---------------------------------------|--------------------------------------|---------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Capital Outlay | \$0 | \$360,210 | \$450,000 | \$300,000 | \$300,000 | -33% |
| Total | \$0 | \$360,210 | \$450,000 | \$300,000 | \$300,000 | -33% |

Parks and Recreation Department – Recreation Division

RECREATION DIVISION

The Recreation Division provides recreational and educational opportunities for participants of all ages including aquatics, health and fitness classes, environmental education programs and lifetime activities.

The Division oversees operations of the Daniel Meyer Pool, Ashland Rotary Centennial Ice Rink, VIP-Volunteers in Parks Program, North Mountain Park Nature Center, Calle Guanajuato, indoor and outdoor facility rentals and adult, youth and adapted recreation programming. The Division also coordinates and operates special events including the Ashland Community Bike Swap, Migratory Bird Day, 4th of July Run and the Bear Creek Festival.

| Recreation Divisions | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$1,655,124 | \$1,829,874 | \$2,079,211 | \$2,208,601 | \$2,208,601 | 6% |
| Material and Services | 546,465 | 581,124 | 702,454 | 749,382 | 749,382 | 7% |
| Total | \$2,201,589 | \$2,410,998 | \$2,781,665 | \$2,957,983 | \$2,957,983 | 6% |

Parks and Recreation Department – Golf Division

GOLF DIVISION

The Golf Division operates and maintains the nine-hole Oak Knoll Golf Course which is Southern Oregon’s only municipal golf course. The course is open year-round and features a covered driving range, practice areas and a club house. The Golf Division also manages special events that are booked at the course such as weddings, family reunions, corporate events and golf tournaments.

| Golf Divisions | | | | | | |
|-----------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|-----------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$739,960 | \$766,383 | \$848,828 | \$938,951 | \$938,951 | 11% |
| Material and Services | 286,467 | 290,531 | 314,269 | 256,900 | 256,900 | -18% |
| Total | \$1,026,427 | \$1,056,914 | \$1,163,097 | \$1,195,851 | \$1,195,851 | 3% |

Parks and Recreation Department –Senior Services Division

SENIOR SERVICES DIVISION

The Ashland Parks and Recreation Commission Senior Services Division enhances the lives of seniors by promoting healthy aging, well-being, dignity and independence. We empower older adults as valued, contributing members of the community and together advocate for the diverse needs of seniors and their families throughout Ashland.

| Senior Services Divisions | | | | | | |
|---------------------------|----------------------|----------------------|------------------------------|-------------------------------|------------------------------|------------|
| | BN 2013/15 Actual | BN 2015/17 Actual | BN 2017/19 Amended Budget | BN 2019/21 Proposed Budget | BN 2019/21 Adopted Budget | Change |
| Personnel Services | \$277,508 | \$387,396 | \$406,326 | \$616,120 | \$616,120 | 52% |
| Material and Services | 28,679 | 23,330 | 76,245 | 84,060 | 84,060 | 10% |
| Total | \$306,186 | \$410,725 | \$482,571 | \$700,180 | \$700,180 | 45% |

Long Term Plan

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Summary of Fund Balances

City of Ashland
Summary of Fund Balances
 Estimate for 6/30/2019

| Fund | Balance June 30, 2018 | Year End Estimate Rev-Exp | Estimated Balance June 30, 2019 |
|---------------------------------|--------------------------|------------------------------|------------------------------------|
| General Fund | \$ 4,792,506 | (673,063) | \$ 4,119,443 |
| Parks General Fund | 661,455 | (50,380) | 611,075 |
| Housing Fund | 263,903 | 187,764 | 451,667 |
| Community Block Grant Fund | 33,801 | (32,000) | 1,801 |
| Reserve Fund | 37,524 | 885 | 38,409 |
| Street Fund | 4,835,108 | (1,072,701) | 3,762,407 |
| Airport Fund | 202,016 | 23,289 | 225,305 |
| Capital Improvements Fund | 1,139,949 | 209,224 | 1,349,173 |
| Parks Capital Improvements Fund | 981,825 | 83,239 | 1,065,064 |
| Debt Service Fund | 1,027,296 | 396,758 | 1,424,054 |
| Water Fund | 9,432,725 | 3,142,718 | 12,575,443 |
| Wastewater Fund | 7,636,847 | 334,997 | 7,971,844 |
| Storm Drain Fund | 1,768,991 | 15,754 | 1,784,745 |
| Electric Fund | 2,468,855 | 739,663 | 3,208,518 |
| Ashland Fiber Network Fund | 834,108 | 247,034 | 1,081,142 |
| Central Services Fund | 1,092,453 | (341,404) | 751,049 |
| Insurance Services Fund | 586,217 | 245,758 | 831,975 |
| Health Benefits Reserve Fund | 4,695 | 877,953 | 882,648 |
| Equipment Fund | 3,579,503 | (1,404,635) | 2,424,868 |
| Parks Equipment Fund | 126,854 | 83,239 | 210,093 |
| Cemetery Trust Fund | 970,304 | 39,660 | 1,009,964 |
| | <u>\$ 42,476,935</u> | <u>\$ 3,053,752</u> | <u>\$ 45,780,687</u> |
| Total Fund Balances | <u>\$ 42,476,935</u> | | <u>\$ 45,780,687</u> |

City of Ashland
Summary of Fund Balances
 Estimate for 6/30/2021

| Fund | Estimated Balance June 30, 2019 | BN End Estimate Rev-Exp | Estimated Balance June 30, 2021 |
|--------------------------------|------------------------------------|----------------------------|------------------------------------|
| General Fund | \$ 4,119,443 | (77,451) | \$ 4,041,992 |
| Parks General Fund | 611,075 | (559,819) | 51,256 |
| Housing Fund | 451,667 | (247,000) | 204,667 |
| Community Block Grant Fund | 1,801 | (462) | 1,339 |
| Reserve Fund | 38,409 | 700 | 39,109 |
| Street Fund | 3,762,407 | (102,221) | 3,660,186 |
| Airport Fund | 225,305 | 186,712 | 412,017 |
| Capital Improvements Fund | 1,349,173 | (1,258,461) | 90,712 |
| Parks Capital Improvements Fun | 1,065,064 | 229,972 | 1,295,036 |
| Debt Service Fund | 1,424,054 | (4,316) | 1,419,738 |
| Water Fund | 12,575,443 | 7,024,968 | 19,600,411 |
| Wastewater Fund | 7,971,844 | 5,904,733 | 13,876,577 |
| Storm Drain Fund | 1,784,745 | (557,882) | 1,226,863 |
| Electric Fund | 3,208,518 | (2,446,819) | 761,699 |
| Ashland Fiber Network Fund | 1,081,142 | 517,923 | 1,599,065 |
| Central Services Fund | 751,049 | (699,843) | 51,206 |
| Insurance Services Fund | 831,975 | (458,624) | 373,351 |
| Health Benefits Reserve Fund | 882,648 | 41,306 | 923,954 |
| Equipment Fund | 2,424,868 | (2,377,777) | 297,091 |
| Parks Equipment Fund | 210,093 | 5,650 | 215,743 |
| Cemetery Trust Fund | 1,009,964 | (86,000) | 923,964 |
| | <u>\$ 45,780,687</u> | <u>\$ 5,035,289</u> | <u>\$ 51,065,976</u> |
| Total Fund Balances | <u>\$ 45,780,687</u> | | <u>\$ 51,065,976</u> |



| General Fund Forecast | | | | | | | | | | | |
|---------------------------------------|-----------------------|---------------------|---------------|---------------------|----------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Revenues | \$28,830,128 # | \$29,695,138 | 3.00% | \$29,833,708 | 0.47% | \$30,585,058 | 2.52% | \$31,394,555 | 2.65% | \$32,265,718 | 2.77% |
| Taxes | 19,872,810 | 20,440,814 | 2.86% | 21,573,425 | 5.54% | 22,187,754 | 2.85% | 22,856,085 | 3.01% | 23,581,807 | 3.18% |
| Current Property Taxes | 11,596,235 | 12,002,103 | 3.50% | 12,293,796 | 2.43% | 12,724,079 | 3.50% | 13,169,421 | 3.50% | 13,630,351 | 3.50% |
| Electric Utility User Tax | 3,659,353 | 3,792,919 | 3.65% | 3,906,707 | 3.00% | 4,023,908 | 3.00% | 4,144,625 | 3.00% | 4,268,964 | 3.00% |
| Lodging TOT Tax | 3,276,369 | 3,309,133 | 1.00% | 3,342,224 | 1.00% | 3,409,069 | 2.00% | 3,511,341 | 3.00% | 3,651,794 | 4.00% |
| Public Safety Fee | 225,000 | 225,000 | 0.00% | 825,000 | 266.67% | 825,000 | 0.00% | 825,000 | 0.00% | 825,000 | 0.00% |
| Prior Property Taxes | 330,155 | 325,961 | -1.27% | 420,000 | 28.85% | 420,000 | 0.00% | 420,000 | 0.00% | 420,000 | 0.00% |
| Water Surcharge for AFR | 377,698 | 377,698 | 0.00% | 377,698 | 0.00% | 377,698 | 0.00% | 377,698 | 0.00% | 377,698 | 0.00% |
| Business License | 240,000 | 240,000 | 0.00% | 240,000 | 0.00% | 240,000 | 0.00% | 240,000 | 0.00% | 240,000 | 0.00% |
| Marijuana Tax | 120,000 | 120,000 | 0.00% | 120,000 | 0.00% | 120,000 | 0.00% | 120,000 | 0.00% | 120,000 | 0.00% |
| Peg Fees | 35,000 | 35,000 | 0.00% | 35,000 | 0.00% | 35,000 | 0.00% | 35,000 | 0.00% | 35,000 | 0.00% |
| Liquor License | 7,500 | 7,500 | 0.00% | 7,500 | 0.00% | 7,500 | 0.00% | 7,500 | 0.00% | 7,500 | 0.00% |
| Taxi Cab Certification | 2,500 | 2,500 | 0.00% | 2,500 | 0.00% | 2,500 | 0.00% | 2,500 | 0.00% | 2,500 | 0.00% |
| F & B Late & Interest | 2,500 | 2,500 | 0.00% | 2,500 | 0.00% | 2,500 | 0.00% | 2,500 | 0.00% | 2,500 | 0.00% |
| Tobacco License | 500 | 500 | 0.00% | 500 | 0.00% | 500 | 0.00% | 500 | 0.00% | 500 | 0.00% |
| Franchise Fees | 3,699,870 | 3,819,834 | 3.24% | 3,812,721 | -0.19% | 3,929,237 | 3.06% | 4,049,500 | 3.06% | 4,173,634 | 3.07% |
| Charges for Services | 1,729,000 | 1,599,001 | -7.52% | 1,600,071 | 0.07% | 1,601,162 | 0.07% | 1,602,276 | 0.07% | 1,603,411 | 0.07% |
| Ambulance Transports | 1,230,000 | 1,100,000 | -10.57% | 1,100,000 | 0.00% | 1,100,000 | 0.00% | 1,100,000 | 0.00% | 1,100,000 | 0.00% |
| Other Charges for Services | 499,000 | 499,001 | 0.00% | 500,071 | 0.21% | 501,163 | 0.22% | 502,275 | 0.22% | 503,411 | 0.23% |
| Intergovernmental Revenue | 1,356,298 | 1,657,044 | 22.17% | 750,000 | -54.74% | 750,000 | 0.00% | 750,000 | 0.00% | 750,000 | 0.00% |
| Licenses and Permits | 949,150 | 949,150 | 0.00% | 966,933 | 1.87% | 985,072 | 1.88% | 1,003,573 | 1.88% | 1,022,445 | 1.88% |
| Fines and Forfeitures | 602,900 | 607,900 | 0.83% | 607,900 | 0.00% | 607,900 | 0.00% | 607,900 | 0.00% | 607,900 | 0.00% |
| Operating Transfers In | 425,000 | 425,000 | 0.00% | 325,000 | -23.53% | 325,000 | 0.00% | 325,000 | 0.00% | 325,000 | 0.00% |
| Interest on Pooled Investments | 125,000 | 126,250 | 1.00% | 127,513 | 1.00% | 128,788 | 1.00% | 130,076 | 1.00% | 131,376 | 1.00% |
| Miscellaneous Revenues | 70,100 | 70,145 | 0.06% | 70,145 | 0.00% | 70,145 | 0.00% | 70,145 | 0.00% | 70,145 | 0.00% |

General Fund Forecast

| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
|--|---------------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|
| Expenses | \$28,967,142 | \$29,804,419 | 2.89% | \$29,944,750 | 0.47% | \$30,693,735 | 2.50% | \$31,900,592 | 3.93% | \$32,591,895 | 2.17% |
| Personnel Services | 15,212,234 | 15,675,772 | 3.05% | 16,603,920 | 5.92% | 16,972,183 | 2.22% | 17,863,047 | 5.25% | 18,229,749 | 2.05% |
| Salaries & Wages | 8,883,440 | 9,056,164 | 1.94% | 9,350,458 | 3.25% | 9,502,579 | 1.63% | 9,615,991 | 1.19% | 9,787,613 | 1.78% |
| Regular Employees | 7,649,017 | 7,803,604 | 2.02% | 8,095,975 | 3.75% | 8,241,033 | 1.79% | 8,347,242 | 1.29% | 8,511,516 | 1.97% |
| Overtime | 474,164 | 478,989 | 1.02% | 488,989 | 2.09% | 488,989 | 0.00% | 488,989 | 0.00% | 488,989 | 0.00% |
| FLSA | 233,072 | 237,734 | 2.00% | 242,488 | 2.00% | 247,338 | 2.00% | 252,285 | 2.00% | 257,330 | 2.00% |
| Holiday Pay Out | 222,491 | 226,941 | 2.00% | 227,276 | 0.15% | 227,618 | 0.15% | 227,968 | 0.15% | 228,324 | 0.16% |
| Temporary Employees | 224,491 | 203,691 | -9.27% | 215,525 | 5.81% | 217,395 | 0.87% | 219,303 | 0.88% | 221,248 | 0.89% |
| Vacation Pay Out | 46,040 | 71,040 | 54.30% | 46,040 | -35.19% | 46,040 | 0.00% | 46,040 | 0.00% | 46,040 | 0.00% |
| Sick Leave Pay Out | 28,165 | 28,165 | 0.00% | 28,165 | 0.00% | 28,165 | 0.00% | 28,165 | 0.00% | 28,165 | 0.00% |
| Temporary Cadets | 5,000 | 5,000 | 0.00% | 5,000 | 0.00% | 5,000 | 0.00% | 5,000 | 0.00% | 5,000 | 0.00% |
| Duty Pay | 1,000 | 1,000 | 0.00% | 1,000 | 0.00% | 1,000 | 0.00% | 1,000 | 0.00% | 1,000 | 0.00% |
| Fringe Benefits | 6,328,794 | 6,619,608 | 4.60% | 7,253,462 | 9.58% | 7,469,605 | 2.98% | 8,247,056 | 10.41% | 8,442,136 | 2.37% |
| PERS Employer's Share | 2,364,812 | 2,467,686 | 4.35% | 2,913,418 | 18.06% | 2,969,726 | 1.93% | 3,534,321 | 19.01% | 3,604,475 | 1.98% |
| Group Health Insurance | 2,351,986 | 2,491,034 | 5.91% | 2,613,089 | 4.90% | 2,741,246 | 4.90% | 2,875,811 | 4.91% | 2,968,196 | 3.21% |
| FICA/MEDICARE Contribution | 672,126 | 693,705 | 3.21% | 707,017 | 1.92% | 720,948 | 1.97% | 735,157 | 1.97% | 748,314 | 1.79% |
| PERS Employee Share Paid by Cty/Pks | 543,155 | 555,886 | 2.34% | 602,911 | 8.46% | 614,813 | 1.97% | 672,934 | 9.45% | 686,236 | 1.98% |
| HRAVEBA | 178,836 | 183,053 | 2.36% | 186,660 | 1.97% | 190,340 | 1.97% | 194,093 | 1.97% | 197,921 | 1.97% |
| Workers Compensation | 159,969 | 169,588 | 6.01% | 170,963 | 0.81% | 172,365 | 0.82% | 173,795 | 0.83% | 175,254 | 0.84% |
| Deferred Comp | 54,850 | 55,456 | 1.10% | 56,204 | 1.35% | 56,968 | 1.36% | 57,746 | 1.37% | 58,541 | 1.38% |
| Other Benefits | 3,060 | 3,200 | 4.58% | 3,200 | 0.00% | 3,200 | 0.00% | 3,200 | 0.00% | 3,200 | 0.00% |
| Material and Services | 13,154,408 | 13,238,147 | 0.64% | 12,775,330 | -3.50% | 13,156,052 | 2.98% | 13,472,045 | 2.40% | 13,796,646 | 2.41% |
| Contractual Services | 7,929,818 | 7,964,154 | 0.43% | 7,492,899 | -5.92% | 7,755,151 | 3.50% | 7,949,030 | 2.50% | 8,147,755 | 2.50% |
| Internal Charges & Fees | 3,037,635 | 3,074,879 | 1.23% | 3,057,427 | -0.57% | 3,149,150 | 3.00% | 3,243,624 | 3.00% | 3,340,933 | 3.00% |
| Grants | 860,744 | 860,744 | 0.00% | 860,744 | 0.00% | 860,744 | 0.00% | 860,744 | 0.00% | 860,744 | 0.00% |
| Rental, Repair, Maintenance | 369,061 | 379,577 | 2.85% | 387,169 | 2.00% | 394,912 | 2.00% | 402,810 | 2.00% | 410,866 | 2.00% |
| Supplies | 341,211 | 332,823 | -2.46% | 341,144 | 2.50% | 349,672 | 2.50% | 358,414 | 2.50% | 367,374 | 2.50% |
| Other Purchased Svcs | 302,142 | 302,807 | 0.22% | 302,807 | 0.00% | 302,807 | 0.00% | 302,807 | 0.00% | 302,807 | 0.00% |
| Communications | 190,176 | 199,542 | 4.92% | 209,519 | 5.00% | 219,995 | 5.00% | 230,995 | 5.00% | 242,545 | 5.00% |
| Programs | 121,250 | 121,250 | 0.00% | 121,250 | 0.00% | 121,250 | 0.00% | 121,250 | 0.00% | 121,250 | 0.00% |
| Commissions | 2,371 | 2,371 | 0.00% | 2,371 | 0.00% | 2,371 | 0.00% | 2,371 | 0.00% | 2,371 | 0.00% |
| Transfer-Out, Contingency, Ending Fund Balance | 505,500 | 505,500 | 0.00% | 505,500 | 0.00% | 505,500 | 0.00% | 505,500 | 0.00% | 505,500 | 0.00% |
| Contingency | 400,000 | 400,000 | 0.00% | 400,000 | 0.00% | 400,000 | 0.00% | 400,000 | 0.00% | 400,000 | 0.00% |
| Operation Transfers Out | 105,500 | 105,500 | 0.00% | 105,500 | 0.00% | 105,500 | 0.00% | 105,500 | 0.00% | 105,500 | 0.00% |
| Capital Outlay | 95,000 | 385,000 | 305.26% | 60,000 | -84.42% | 60,000 | 0.00% | 60,000 | 0.00% | 60,000 | 0.00% |
| Revenue Minus Expenses | (\$137,014) | (\$109,281) | | (\$111,042) | | (\$108,677) | | (\$506,037) | | (\$326,177) | |
| Beginning Fund Balance | \$4,119,443 | \$3,982,429 | | \$3,873,148 | | \$3,762,106 | | \$3,653,430 | | \$3,147,393 | |
| Ending Fund Balance | \$3,982,429 | \$3,873,148 | | \$3,762,106 | | \$3,653,430 | | \$3,147,393 | | \$2,821,216 | |
| Target (12% of Revenue) | \$3,296,860 | \$3,364,571 | | \$3,490,045 | | \$3,580,207 | | \$3,677,347 | | \$3,781,886 | |

| Water Fund Forecast | | | | | | | | | | | |
|--|---------------------|----------------------|---------------|-----------------------|----------------|--------------------|----------------|--------------------|--------------|---------------------|--------------|
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Revenues | \$22,863,162 | \$23,157,412 | 1.29% | \$9,248,586 | -60.06% | \$9,606,071 | 3.87% | \$9,977,856 | 3.87% | \$10,364,513 | 3.88% |
| Proceeds from Debt Issuance | 14,252,562 | 14,252,562 | 0.00% | 0 | -100.00% | 0 | - | 0 | - | 0 | - |
| Charges for Services | 8,440,600 | 8,733,400 | 3.47% | 9,077,136 | 3.94% | 9,434,621 | 3.94% | 9,806,406 | 3.94% | 10,193,063 | 3.94% |
| SDC - Improvement | 100,000 | 100,000 | 0.00% | 100,000 | 0.00% | 100,000 | 0.00% | 100,000 | 0.00% | 100,000 | 0.00% |
| Commercial & Industrial | 1,040,000 | 1,080,000 | 3.85% | 1,123,200 | 4.00% | 1,168,128 | 4.00% | 1,214,853 | 4.00% | 1,263,447 | 4.00% |
| Fire Guard | 28,000 | 27,000 | 3.85% | 28,080 | 4.00% | 29,203 | 4.00% | 30,371 | 4.00% | 31,588 | 4.00% |
| Governmental | 294,900 | 306,700 | 4.00% | 318,968 | 4.00% | 331,727 | 4.00% | 344,998 | 4.00% | 358,798 | 4.00% |
| Multifamily | 749,700 | 779,700 | 4.00% | 810,888 | 4.00% | 843,324 | 4.00% | 877,058 | 4.00% | 912,139 | 4.00% |
| Residential | 5,200,000 | 5,400,000 | 3.85% | 5,616,000 | 4.00% | 5,840,640 | 4.00% | 6,074,266 | 4.00% | 6,317,236 | 4.00% |
| Irrigation | 990,000 | 1,000,000 | 1.01% | 1,040,000 | 4.00% | 1,081,600 | 4.00% | 1,124,864 | 4.00% | 1,169,859 | 4.00% |
| New Service Installation | 40,000 | 40,000 | 0.00% | 40,000 | 0.00% | 40,000 | 0.00% | 40,000 | 0.00% | 40,000 | 0.00% |
| Miscellaneous Revenues | 25,000 | 25,000 | 0.00% | 25,000 | 0.00% | 25,000 | 0.00% | 25,000 | 0.00% | 25,000 | 0.00% |
| Interest on Pooled Investments | 145,000 | 146,450 | 1.00% | 146,450 | 0.00% | 146,450 | 0.00% | 146,450 | 0.00% | 146,450 | 0.00% |
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Expenses | \$13,591,740 | \$25,403,866 | 86.91% | \$26,303,744 | 3.54% | \$8,672,181 | -67.03% | \$9,380,243 | 8.16% | \$9,515,411 | 1.44% |
| Personnel Services | 2,060,872 | 2,117,748 | 2.76% | 2,224,937 | 5.08% | 2,279,118 | 2.44% | 2,396,258 | 5.14% | 2,421,315 | 1.05% |
| Material and Services | 4,086,952 | 3,997,398 | -2.19% | 4,137,307 | 3.50% | 4,282,113 | 3.50% | 4,431,987 | 3.50% | 4,587,108 | 3.50% |
| Debt Services | 637,188 | 613,950 | -3.65% | 1,250,000 | 103.60% | 1,225,000 | -2.00% | 1,200,500 | -2.00% | 1,176,490 | -2.00% |
| Capital Outlay | 6,214,230 | 18,082,270 | 190.98% | 18,099,000 | 0.09% | 293,450 | -98.38% | 759,000 | 158.65% | 738,000 | -2.77% |
| Transfer-Out, Contingency, Ending Fund Balance | 592,500 | 592,500 | 0.00% | 592,500 | 0.00% | 592,500 | 0.00% | 592,500 | 0.00% | 592,500 | 0.00% |
| Revenue Minus Expenses | \$9,271,422 | (\$2,246,454) | | (\$17,055,158) | | \$933,891 | | \$597,614 | | \$849,101 | |
| <i>Beginning Fund Balance</i> | <i>\$12,575,443</i> | <i>\$21,846,865</i> | | <i>\$19,600,411</i> | | <i>\$2,545,253</i> | | <i>\$3,479,144</i> | | <i>\$4,076,758</i> | |
| <i>Ending Fund Balance</i> | <i>\$21,846,865</i> | <i>\$19,600,411</i> | | <i>\$2,545,253</i> | | <i>\$3,479,144</i> | | <i>\$4,076,758</i> | | <i>\$4,925,859</i> | |

Wastewater Fund Forecast

| Wastewater Fund Forecast | | | | | | | | | | | |
|--|---------------------|---------------------|--------------|----------------------|----------------|---------------------|----------------|----------------------|--------------|----------------------|--------------|
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Revenues | \$12,356,000 | \$12,630,450 | 2.22% | \$7,856,940 | -37.79% | \$6,388,725 | -18.69% | \$6,575,963 | 2.93% | \$6,768,818 | 2.93% |
| Taxes | 1,800,000 | 1,850,000 | 3.13% | 1,850,000 | 0.00% | 0 | -100.00% | 0 | - | 0 | - |
| Debt Revenue | 4,950,000 | 4,950,000 | 0.00% | 0 | - | 0 | - | 0 | - | 0 | - |
| Charges for Services | 5,880,000 | 5,883,000 | 3.94% | 6,059,490 | 3.00% | 6,241,275 | 3.00% | 6,428,513 | 3.00% | 6,621,368 | 3.00% |
| Miscellaneous Revenues | 1,000 | 1,000 | 0.00% | 1,000 | 0.00% | 1,000 | 0.00% | 1,000 | 0.00% | 1,000 | 0.00% |
| Interest on Pooled Investments | 145,000 | 148,450 | 1.00% | 148,450 | 0.00% | 148,450 | 0.00% | 148,450 | 0.00% | 148,450 | 0.00% |
| Expenses | \$9,180,885 | \$9,900,832 | 7.84% | \$8,891,269 | -10.20% | \$7,318,665 | -17.69% | \$7,693,317 | 5.12% | \$8,000,557 | 3.99% |
| Personnel Services | 1,498,778 | 1,541,050 | 2.82% | 1,622,413 | 5.28% | 1,662,835 | 2.49% | 1,759,411 | 5.81% | 1,803,565 | 2.51% |
| Material and Services | 3,698,208 | 3,783,816 | 2.31% | 3,897,330 | 3.00% | 4,014,250 | 3.00% | 4,134,678 | 3.00% | 4,258,718 | 3.00% |
| Debt Services | 1,796,901 | 1,788,966 | -0.44% | 1,779,026 | -0.56% | 202,080 | -88.64% | 200,728 | -0.67% | 170,774 | -14.92% |
| Capital Outlay | 2,024,500 | 2,624,500 | 29.64% | 1,430,000 | -45.51% | 1,277,000 | -10.70% | 1,438,000 | 12.45% | 1,605,000 | 11.77% |
| Transfer-Out, Contingency, Ending Fund Balance | 162,500 | 162,500 | 0.00% | 162,500 | 0.00% | 162,500 | 0.00% | 162,500 | 0.00% | 162,500 | 0.00% |
| Revenue Minus Expenses | \$3,175,115 | \$2,729,618 | | (\$1,034,329) | | (\$929,941) | | (\$1,117,354) | | (\$1,231,739) | |
| <i>Beginning Fund Balance</i> | <i>\$7,971,844</i> | <i>\$11,146,959</i> | | <i>\$13,876,577</i> | | <i>\$12,842,248</i> | | <i>\$11,912,307</i> | | <i>\$10,794,953</i> | |
| <i>Ending Fund Balance</i> | <i>\$11,146,959</i> | <i>\$13,876,577</i> | | <i>\$12,842,248</i> | | <i>\$11,912,307</i> | | <i>\$10,794,953</i> | | <i>\$9,563,214</i> | |

| Electric Fund Forecast | | | | | | | | | | | |
|--|--------------------|--------------------|--------------|-------------------|---------------|-------------------|--------------|-------------------|--------------|-------------------|--------------|
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Revenues | 17,372,711 | 17,958,465 | 3.37% | 18,662,999 | 3.92% | 19,395,715 | 3.93% | 20,157,739 | 3.93% | 20,950,244 | 3.93% |
| Intergovernmental Revenue | 210,000 | 210,000 | 0.00% | 210,000 | 0.00% | 210,000 | 0.00% | 210,000 | 0.00% | 210,000 | 0.00% |
| Charges for Services | 17,027,968 | 17,613,352 | 3.44% | 18,317,886 | 4.00% | 19,050,602 | 4.00% | 19,812,626 | 4.00% | 20,605,131 | 4.00% |
| Miscellaneous Revenues | 97,780 | 97,780 | 0.00% | 97,780 | 0.00% | 97,780 | 0.00% | 97,780 | 0.00% | 97,780 | 0.00% |
| Interest on Pooled Investments | 36,963 | 37,333 | 1.00% | 37,333 | 0.00% | 37,333 | 0.00% | 37,333 | 0.00% | 37,333 | 0.00% |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Expenses | 18,201,468 | 19,576,527 | 7.55% | 18,813,975 | -3.90% | 19,970,236 | 6.15% | 20,067,959 | 0.49% | 20,850,874 | 3.90% |
| Personnel Services | 3,242,986 | 3,331,651 | 2.73% | 3,510,040 | 5.35% | 3,590,949 | 2.31% | 3,803,932 | 5.93% | 3,892,484 | 2.33% |
| Material and Services | 14,266,588 | 14,653,253 | 2.71% | 15,019,584 | 2.50% | 15,395,074 | 2.50% | 15,779,951 | 2.50% | 16,174,450 | 2.50% |
| Debt Services | 22,394 | 22,123 | -1.21% | 21,851 | -1.23% | 21,713 | -0.63% | 21,577 | -0.63% | 21,441 | -0.63% |
| Capital Outlay | 557,000 | 1,457,000 | 161.58% | 150,000 | -89.70% | 850,000 | % | 350,000 | -58.82% | 650,000 | 85.71% |
| Transfer-Out, Contingency, Ending Fund Balance | 112,500 | 112,500 | 0.00% | 112,500 | 0.00% | 112,500 | 0.00% | 112,500 | 0.00% | 112,500 | 0.00% |
| | | | | | | | | | | | |
| Revenue Minus Expenses | (828,757) | (1,618,062) | | (150,976) | | (574,522) | | 89,779 | | 99,369 | |
| <i>Beginning Fund Balance</i> | <i>\$3,208,518</i> | <i>\$2,379,761</i> | | <i>\$761,699</i> | | <i>\$610,723</i> | | <i>\$36,201</i> | | <i>\$125,980</i> | |
| <i>Ending Fund Balance</i> | <i>\$2,379,761</i> | <i>\$761,699</i> | | <i>\$610,723</i> | | <i>\$36,201</i> | | <i>\$125,980</i> | | <i>\$225,350</i> | |

| Parks General Fund Forecast | | | | | | | | | | | |
|--|------------------|------------------|--------------|-------------------|--------------|-------------------|--------------|------------------|--------------|------------------|--------------|
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Revenues | 6,808,310 | 6,824,918 | 0.24% | 7,153,437 | 4.81% | 7,429,393 | 3.86% | 7,680,512 | 3.38% | 7,940,421 | 3.38% |
| Intergovernmental Revenue | 15,000 | 15,000 | 0.00% | 15,000 | 0.00% | 15,000 | 0.00% | 15,000 | 0.00% | 15,000 | 0.00% |
| Charges for Services | 6,554,000 | 6,570,375 | 0.25% | 6,898,894 | 5.00% | 7,174,850 | 4.00% | 7,425,969 | 3.50% | 7,685,878 | 3.50% |
| Miscellaneous Revenues | 31,000 | 31,000 | 0.00% | 31,000 | 0.00% | 31,000 | 0.00% | 31,000 | 0.00% | 31,000 | 0.00% |
| Interest on Pooled Investments | 23,310 | 23,543 | 1.00% | 23,543 | 0.00% | 23,543 | 0.00% | 23,543 | 0.00% | 23,543 | 0.00% |
| Operating Transfers In | 185,000 | 185,000 | 0.00% | 185,000 | 0.00% | 185,000 | 0.00% | 185,000 | 0.00% | 185,000 | 0.00% |
| | 2019-20 Budget | 2020-21 Budget | Change | 2021-22 Forecast | Change | 2022-23 Forecast | Change | 2023-24 Forecast | Change | 2024-25 Forecast | Change |
| Expenses | 7,033,277 | 7,159,771 | 1.80% | 7,217,352 | 0.80% | 7,402,179 | 2.56% | 7,679,268 | 3.74% | 7,825,012 | 1.90% |
| Personnel Services | 4,587,709 | 4,699,426 | 2.44% | 4,873,775 | 3.71% | 5,036,415 | 3.34% | 5,291,097 | 5.06% | 5,414,209 | 2.33% |
| Material and Services | 2,320,568 | 2,335,345 | 0.64% | 2,218,578 | -5.00% | 2,240,764 | 1.00% | 2,263,171 | 1.00% | 2,285,803 | 1.00% |
| Capital Outlay | 50,000 | 50,000 | 0.00% | 50,000 | 0.00% | 50,000 | 0.00% | 50,000 | 0.00% | 50,000 | 0.00% |
| Transfer-Out, Contingency, Ending Fund Balance | 75,000 | 75,000 | 0.00% | 75,000 | 0.00% | 75,000 | 0.00% | 75,000 | 0.00% | 75,000 | 0.00% |
| Revenue Minus Expenses | (224,967) | (334,853) | | (63,916) | | 27,214 | | 1,244 | | 115,409 | |
| <i>Beginning Fund Balance</i> | <i>\$611,075</i> | <i>\$386,108</i> | | <i>\$51,255</i> | | <i>(\$12,661)</i> | | <i>\$14,553</i> | | <i>\$15,797</i> | |
| <i>Ending Fund Balance</i> | <i>\$386,108</i> | <i>\$51,255</i> | | <i>(\$12,661)</i> | | <i>\$14,553</i> | | <i>\$15,797</i> | | <i>\$131,207</i> | |



City of Ashland
Capital Improvements
Program
2019-2025 detail
2019-2039 overview

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20 Year Capital Improvement Program: 2019 – 2039 for BN 2019-21

for April 2, 2019 Council Presentation

The City utilizes master plans or similar planning documents to ensure the corresponding utilities and enterprise funds can accommodate growth and to keep the systems fully operational, thereby limiting the need for major emergency repairs. Master plans enable a long-term plan to be developed and strengthen the intent for the most responsible infrastructure improvement costs. Master plans assess the existing systems, establish level of service goals, review future demand, develop a plan for capital improvements, operations, and ultimately propose a rate structure and other financial guidance to adhere to the plan. Typically, master plans are reviewed and updated every 5-8 years depending upon the changes to the system and should be evaluated every budget cycle to update costs and verify priorities. In addition to each master plan, operational requirements are assessed for capital planning. When major infrastructure replacements are necessary, these projects can often be “capitalized.”

This document provides a full context representation of the entire 20-year CIP along with the detailed 6-year project planning documents. This will inform the budget process within the budget capital line items (704100 and 704200).

POLICIES, PLANS & GOALS SUPPORTED

City Council:

Goal 1: Develop current and long-term budgetary resilience

- *Continue to improve the budget process: transparency, rigor, innovation, community involvement, and collaboration*
- *Evaluate revenue streams*

Goal 2: Analyze City departments/programs to gain efficiencies, reduce costs and improve services

- *Implement a cost recovery plan and analysis for each department that coincides with the annual review of fees and charges and revenues*
- *Evaluate and communicate street program timelines and funding security*

Goal 3: Enhance and improve transparency & communication

- *Develop a robust program to engage with Ashland citizens about City priorities and our progress on those priorities, public input opportunities and processes, how individual citizens can help meet City goals, budgeting and decision-making processes, etc.*

Maintain Essential Services

Department Goals:

- Maintain existing infrastructure to meet regulatory requirements and minimize life-cycle costs
- Deliver timely life cycle capital improvement projects
- Maintain and improve infrastructure that enhances the economic vitality of the community
- Evaluate all city infrastructure regarding planning management and financial resources
- Maintain existing infrastructure to meet regulatory requirements and minimize life-cycle costs

- Deliver timely life cycle capital improvement projects
- Maintain and improve infrastructure that enhances the economic vitality of the community
- Evaluate all city infrastructure regarding planning management and financial resources

CIP – MASTER PLANS LINKS

- Transportation System Plan (TSP) – 2013 ([link](#))
 - Transit Feasibility Completed March 2019
 - Full TSP proposed for FY20-21
- Comprehensive Water Master Plan – 2012 ([link](#))
 - Currently being updated – completion in June 2019
 - Water Management and Conservation Plan – 2013 ([link](#))
 - updated by staff March 2019
- Comprehensive Sanitary Sewer Master Plan – 2012 ([link](#))
 - Facilities Assessment in progress – complete October 2019
 - Collection system master plan proposed for FY20
- Storm Water and Drainage Master Plan – 2000 ([link](#))
 - Update in process – completion in October 2019
- Airport Layout Plan (ALP) – 2005 ([link](#))
 - Update in process – completion July 2019
- Facilities – 2008 Master Plan ([link](#))
 - City Hall Upgrades 2018-19
- Electric Department 10 Year Planning Study ([link](#))
 - System Plan proposed FY20-21
- Parks and Recreation
 - Lithia Park Master Plan underway – completion in late 2019 ([link](#))
 - All Parks Master Plan proposed FY21

6 YEAR CIP SPREADSHEET

| Capital Improvements Plan | | | | | | | | | | | | |
|---|---|----------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|--------------|---------------|--------------|
| 2018-2025 Construction Years (6 Year Detail only) | | | | | | | | | | | | |
| PG | Project Description | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | Project Totals | Street SDC | Other | Fees & Rates |
| | Roadway Improvements | | | | | | | | | | | |
| 1 | N. Main Refuge Island | \$ 80,000 | | | | | | | \$ 80,000 | | | \$ 80,000 |
| 3 | Railroad Crossing Improvements; Hershey & Laurel | \$ 299,754 | \$ 450,000 | | | | | | \$ 749,754 | | \$ 255,642 | \$ 494,112 |
| 4 | Independent Way - Washington St to Tolman Creek Rd | \$ 576,664 | \$ 968,143 | | | | | | \$ 1,544,807 | \$ 576,664 | \$ 968,143 | |
| 5 | Grandview Drive Improvements - Phase II | \$ - | \$ 350,000 | | | | | | \$ 350,000 | | | \$ 350,000 |
| 6 | City Wide Chip Seal Project (CMAQ) | \$ - | \$ 53,592 | | | | | | \$ 53,592 | | \$ 468,244 | \$ 55,592 |
| 7 | Lithia Way (OR 99 NB)/E Main Street Intersection Improvements | \$ - | \$ 73,750 | | | | | | \$ 73,750 | \$ 7,375 | \$ 66,375 | \$ - |
| 8 | Ashland Street (OR 66)/Oak Knoll Drive/E Main Street Intersection Improvements | \$ - | \$ - | \$ 602,851 | | \$ 200,000 | \$ 950,500 | | \$ 602,851 | \$ 60,285 | \$ 542,566 | \$ - |
| 9 | Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street) | \$ - | \$ - | | | | | \$ 1,150,500 | \$ 1,150,500 | \$ 416,717 | \$ - | \$ 733,783 |
| 10 | Normal Avenue Extension | \$ - | \$ - | \$ 477,342 | \$ 602,851 | \$ 200,000 | \$ 1,450,500 | \$ 3,130,499 | \$ 8,235,753 | \$ 2,194,817 | \$ 1,832,726 | \$ 4,208,211 |
| | Subtotal Roadway | \$ 956,418 | \$ 1,418,143 | \$ 477,342 | \$ 602,851 | \$ 200,000 | \$ 1,450,500 | \$ 3,130,499 | \$ 8,235,753 | \$ 2,194,817 | \$ 1,832,726 | \$ 4,208,211 |
| | Street Overlays/Reconstructions | | | | | | | | | | | |
| 11 | Hershey St - N Main St to N Mountain Ave | \$ 1,000,000 | \$ 3,500,000 | | | | | | \$ 4,500,000 | | \$ 4,500,000 | \$ - |
| 12 | Wrightman St - Quincy St to Siskiyou Blvd | \$ 14,500 | \$ 1,000,000 | | | | | | \$ 1,014,500 | | \$ 1,014,500 | \$ - |
| 13 | N Mountain Ave - I-5 Overpass to E Main St | \$ 60,000 | \$ 1,500,000 | \$ 2,500,000 | | | | | \$ 4,060,000 | | \$ 4,060,000 | \$ - |
| 14 | Ashland St - Siskiyou Blvd to Faith St | \$ - | \$ - | \$ 2,500,000 | | | | | \$ 2,500,000 | | \$ 2,500,000 | \$ - |
| 15 | Oak St - City Limits to E Main St | \$ - | \$ - | \$ 1,500,000 | | | | | \$ 1,500,000 | | \$ 1,500,000 | \$ - |
| 16 | Siskiyou Blvd - E Main St to Walker Ave | \$ - | \$ - | \$ 1,000,000 | | | | \$ 3,000,000 | \$ 3,000,000 | | \$ 6,500,000 | \$ - |
| 17 | Maple St - Chestnut St to N Main St | \$ - | \$ - | \$ 500,000 | | | | | \$ 500,000 | | \$ 500,000 | \$ - |
| 18 | Tolman Creek Rd - E Main St to Ashland St | \$ - | \$ - | \$ 1,000,000 | | | | | \$ 1,000,000 | | \$ 1,000,000 | \$ - |
| 19 | Walker Ave - E Main St to Siskiyou Blvd | \$ - | \$ - | \$ 800,000 | | | | | \$ 800,000 | | \$ 800,000 | \$ - |
| 20 | A St - Oak St to Eighth St | \$ - | \$ - | \$ 1,900,000 | | | | \$ 1,900,000 | \$ 1,900,000 | | \$ 1,900,000 | \$ - |
| 21 | Garfield St - E Main St to Siskiyou Blvd | \$ - | \$ - | \$ 750,000 | | | | \$ 750,000 | \$ 750,000 | | \$ 750,000 | \$ - |
| | Subtotal Street Improvements/Overlays | \$ 1,074,500 | \$ 6,000,000 | \$ 5,000,000 | \$ 3,500,000 | \$ 4,500,000 | \$ 5,300,000 | \$ 2,650,000 | \$ 28,024,500 | \$ - | \$ 27,274,500 | \$ 750,000 |
| | Sidewalk/Pedestrian | | | | | | | | | | | |
| - | Downtown ADA Ramp Replacement/Plaza Sidewalk Replacement | \$ 152,438 | | | | | | | \$ 152,438 | | \$ 88,950 | \$ 63,488 |
| - | N Main Street RFB Installation - Nursey Street & Van Ness Avenue | \$ 75,000 | | | | | | | \$ 75,000 | | \$ - | \$ 75,000 |
| 22 | N Mountain Avenue - 100' south of Village Green Drive to Iowa Street | \$ - | \$ 66,375 | \$ 597,375 | | | | | \$ 663,750 | \$ 644,634 | \$ - | \$ 19,116 |
| 23 | N. Mountain Avenue RFB Installation - Fair Oaks Avenue | \$ - | \$ - | \$ 50,000 | | | | | \$ 50,000 | | \$ - | \$ 50,000 |
| 24 | N Main Street (Hwy 99) - N Main Street to Schofield Street | \$ - | \$ - | \$ 73,750 | | | | | \$ 73,750 | \$ 71,626 | \$ - | \$ 2,124 |
| 25 | Beaver Slide - Water Street to Lithia Way | \$ - | \$ - | \$ 73,750 | | | | | \$ 73,750 | \$ 71,626 | \$ - | \$ 2,124 |
| 26 | Diane Street - Jaquelyn Street to Tolman Creek Road | \$ - | \$ - | \$ 29,500 | | | | | \$ 29,500 | \$ 7,375 | \$ 22,125 | \$ - |
| 27 | Walker Avenue - Oregon Street to Woodland Drive | \$ - | \$ - | \$ 295,000 | | | | | \$ 295,000 | \$ 73,750 | \$ 221,250 | \$ - |
| 28 | Tolman Creek Road - Siskiyou Boulevard to City Limits (west side) | \$ - | \$ - | \$ 226,875 | | | | \$ 540,000 | \$ 626,875 | \$ 608,821 | \$ - | \$ 18,054 |
| 29 | A Street - Oak Street to 8th Street | \$ 50,000 | \$ - | \$ 140,000 | | | | \$ 228,750 | \$ 418,750 | \$ 104,688 | \$ 314,063 | \$ - |
| 30 | Garfield Street - E Main Street to Siskiyou Boulevard | \$ - | \$ - | \$ 177,000 | \$ 295,000 | | | \$ 1,106,250 | \$ 1,578,250 | \$ 276,563 | \$ 829,688 | \$ - |
| | Subtotal Sidewalk/Pedestrian | \$ 277,438 | \$ 66,375 | \$ 647,375 | \$ 177,000 | \$ 295,000 | \$ 501,875 | \$ 1,600,000 | \$ 3,565,063 | \$ 1,859,082 | \$ 1,476,075 | \$ 229,906 |
| | Bicycle | | | | | | | | | | | |
| 31 | Wrightman Street Bicycle Boulevard - E Main Street to Siskiyou Boulevard | \$ - | \$ - | \$ 149,270 | | | | | \$ 149,270 | \$ 27,601 | \$ 121,669 | \$ - |
| 32 | Lithia Way Bicycle Boulevard - From Oak Street to Helman Street | \$ - | \$ 81,420 | | | | | | \$ 81,420 | \$ 50,603 | \$ 30,817 | \$ - |
| 33 | Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard | \$ - | \$ - | \$ 67,850 | | | | | \$ 67,850 | \$ 23,001 | \$ 44,849 | \$ - |
| 34 | Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road | \$ - | \$ - | \$ 54,280 | | | | | \$ 54,280 | \$ 18,401 | \$ 35,879 | \$ - |
| 35 | 8th Street Bicycle Boulevard - A Street to E Main Street | \$ - | \$ - | \$ 27,140 | | | | | \$ 27,140 | \$ 9,200 | \$ 17,940 | \$ - |
| 36 | Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane | \$ - | \$ - | \$ 54,280 | | | | | \$ 54,280 | \$ 18,032 | \$ 36,248 | \$ - |
| 37 | Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main to Winburn Way | \$ - | \$ - | \$ 149,270 | | | | | \$ 149,270 | \$ 50,603 | \$ 98,667 | \$ - |
| 38 | Normal Avenue Bike Lane - From E Main to Siskiyou Boulevard, with Project R19 | \$ - | \$ - | \$ 122,130 | \$ 81,420 | | | \$ 257,830 | \$ 461,380 | \$ 87,404 | \$ 374,976 | \$ - |
| | Subtotal Bicycle | \$ - | \$ 81,420 | \$ 149,270 | \$ 122,130 | \$ 81,420 | \$ 149,270 | \$ 257,830 | \$ 811,340 | \$ 284,845 | \$ 84,134 | \$ 472,361 |
| | TRANSPORTATION TOTAL | \$ 2,308,356 | \$ 7,565,938 | \$ 6,273,987 | \$ 4,401,981 | \$ 5,076,420 | \$ 7,401,645 | \$ 7,638,329 | \$ 40,666,656 | \$ 4,338,744 | \$ 30,667,435 | \$ 5,660,477 |

| Capital Improvements Plan 2018-2025 Construction Years (6 Year Detail only) | | | | | | | | | | | | |
|--|---------------------|---------------------|----------------------|----------------------|---------------------|---------------------|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Project Description | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | Project Totals | Water SDC | Other | Fees & Rates | |
| Water Supply | | | | | | | | | | | | |
| 110 Terrace St Pump Station Improvements | \$ 687,374 | | | | | | | \$ 687,374 | \$ 687,374 | | | |
| 40 Dam Safety Improvements | \$ 300,000 | \$ 300,000 | \$ 500,000 | \$ 2,000,000 | \$ 2,000,000 | | | \$ 4,900,000 | \$ 612,500 | \$ 2,450,000 | \$ 1,837,500 | |
| 41 Ashland (TID) Canal Piping: Starlite to Terrace Street | \$ 300,000 | \$ 300,000 | \$ 1,500,000 | \$ 1,500,000 | | | | \$ 3,900,000 | \$ 2,500,000 | \$ 1,300,000 | | |
| 42 East & West Fork Transmission Line Rehabilitation | \$ 103,000 | \$ 360,000 | \$ 1,763,000 | | | | | \$ 2,226,000 | | | \$ 2,226,000 | |
| 43 Reeder Reservoir Variable Depth Intake | | \$ 24,490 | \$ 107,010 | | | | | \$ 131,500 | | | \$ 131,500 | |
| 44 Sediment TMDL in Reeder Reservoir | | \$ 140,000 | | | \$ 140,000 | | | \$ 280,000 | \$ 210,000 | | \$ 70,000 | |
| Subtotal Water Supply | \$ 1,190,374 | \$ 1,824,490 | \$ 3,870,010 | \$ 3,500,000 | \$ 2,140,000 | | | \$ 12,024,874 | \$ 4,009,874 | \$ 3,750,000 | \$ 4,265,000 | |
| Water Treatment & Storage | | | | | | | | | | | | |
| 45 7.5 MGD Water Treatment Plant | \$ 999,399 | \$ 3,900,000 | \$ 13,150,000 | \$ 13,650,000 | | | | \$ 31,699,399 | \$ 3,169,940 | | \$ 28,529,459 | |
| Subtotal Treatment & Storage | \$ 999,399 | \$ 3,900,000 | \$ 13,150,000 | \$ 13,650,000 | | | | \$ 31,699,399 | \$ 3,169,940 | | \$ 28,529,459 | |
| Water Distribution | | | | | | | | | | | | |
| 46 Park Estates Pump Station | \$ 1,991,000 | | | | | | | \$ 1,991,000 | | | \$ 1,991,000 | |
| Subtotal Water Distribution | \$ 1,991,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 3,791,000 | | | \$ 3,791,000 | |
| Water Mainline Projects | | | | | | | | | | | | |
| 47 Siskiyou Boulevard - Crowson Road south towards I-5 Exit 11 | \$ 196,208 | | | | | | | \$ 196,208 | | | \$ 196,208 | |
| 48 Ivy Lane - Morton Street to west end of Ivy Lane | \$ 40,807 | | | | | | | \$ 40,807 | | | \$ 40,807 | |
| 49 Oak St - Wastewater Treatment Plant to E Nevada St | \$ 275,000 | \$ 400,000 | | | | | | \$ 675,000 | | | \$ 675,000 | |
| 48 Ditch Road - Strawberry Pl to Grandview Dr | | \$ 36,340 | \$ 166,460 | | | | | \$ 209,000 | | | \$ 209,000 | |
| 49 Parker Street - Walker Ave to LT Way | | \$ 38,700 | \$ 176,300 | | | | | \$ 215,000 | | | \$ 215,000 | |
| 50 Harmony Lane, LT Way & Ivy Lane - Ashland St to Siskiyou Blvd | | | \$ 205,000 | | | | | \$ 205,000 | | | \$ 205,000 | |
| 51 Maple St - Chestnut St to N Main St | | | \$ 180,000 | | | | | \$ 180,000 | | | \$ 180,000 | |
| 52 Washington St - Ashland St to Siskiyou Blvd | | | \$ 140,000 | | | | | \$ 140,000 | | | \$ 140,000 | |
| 53 Beach Street - Larkin Lane to Siskiyou Blvd | | | \$ 125,000 | | | | | \$ 125,000 | | | \$ 125,000 | |
| 54 AHS Property - Fire hydrant in school property | | | \$ 459,000 | | | | | \$ 459,000 | | | \$ 459,000 | |
| 55 Walker Ave - E Main St to Siskiyou Blvd | | | \$ 84,450 | | | | | \$ 84,450 | | | \$ 84,450 | |
| 56 Normal Ave - Siskiyou Blvd to Homes Ave | \$ 50,000 | | | | | | | \$ 50,000 | | | \$ 50,000 | |
| 57 A St - First St to Sixth St | | | | | | | | \$ 168,000 | | | \$ 168,000 | |
| 58 Vista Street - Fork St to Hillcrest St | | | | | | | | \$ 31,700 | | | \$ 31,700 | |
| Subtotal Mainline Projects | \$ 562,015 | \$ 475,240 | \$ 547,760 | \$ 649,000 | \$ 543,450 | \$ 459,000 | \$ 459,000 | \$ 438,000 | \$ 3,674,465 | \$ - | \$ 3,674,465 | \$ - |
| WATER TOTAL | \$ 4,742,877 | \$ 5,999,730 | \$ 17,867,770 | \$ 18,099,000 | \$ 2,983,450 | \$ 799,000 | \$ 799,000 | \$ 738,000 | \$ 51,897,937 | \$ 7,179,814 | \$ 3,750,000 | \$ 40,259,923 |
| Wastewater Treatment Plant | | | | | | | | | | | | |
| 60 UV System Upgrades | | \$ 400,000 | \$ 400,000 | | | | | \$ 800,000 | \$ 90,000 | | \$ 510,000 | |
| 61 WWTP Riparian Restoration/Shading - Water Quality Temperature Trading Program | \$ 200,000 | \$ 200,000 | \$ 600,000 | \$ 660,000 | \$ 380,000 | \$ 420,000 | \$ 200,000 | \$ 2,000,000 | \$ 438,750 | \$ 2,000,000 | \$ 486,250 | |
| 62 Outfall Relocation / Fish Screen | \$ 573,324 | \$ 500,000 | \$ 500,000 | \$ 200,000 | | | | \$ 1,773,324 | \$ 265,999 | | \$ 1,507,326 | |
| 63 WWTP Process Improvements (Headworks) | | \$ 60,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | | | \$ 960,000 | \$ 144,000 | | \$ 816,000 | |
| 64 WWTP Process Improvements (Harmonics) | | \$ 210,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 900,000 | \$ 31,500 | | \$ 178,500 | |
| 65 WWTP Process Improvements (Miscellaneous) | | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 600,000 | \$ 600,000 | \$ 2,200,000 | \$ 135,000 | | \$ 765,000 | |
| 66 Membrane Replacement (two trains) | | | | | | | | \$ 51,967 | \$ 20,267 | | \$ 31,700 | |
| - Oxidation Ditch Shell | | | | | | | | \$ 51,967 | \$ 20,267 | | \$ 31,700 | |
| Subtotal Treatment Plant | \$ 825,291 | \$ 1,585,000 | \$ 1,950,000 | \$ 1,310,000 | \$ 830,000 | \$ 1,170,000 | \$ 950,000 | \$ 8,620,291 | \$ 1,125,516 | \$ 2,000,000 | \$ 5,494,775 | \$ - |
| Wastewater Collection System | | | | | | | | | | | | |
| - Grandview Pump Station Replacement | \$ 553,175 | | | | | | | \$ 553,175 | | | \$ 553,175 | |
| 67 Wastewater Line Replacement: 15" Main - Mountain Avenue | \$ 214,661 | | | | | | | \$ 214,661 | \$ 150,262 | | \$ 64,398 | |
| 68 Wastewater Miscellaneous In-House Replacement | | \$ 105,000 | \$ 105,000 | \$ 105,000 | \$ 105,000 | \$ 105,000 | \$ 105,000 | \$ 630,000 | | | \$ 630,000 | |
| 69 Wastewater Miscellaneous Trenchless Pipe Lining | | \$ 15,000 | \$ 250,000 | \$ 15,000 | \$ 250,000 | \$ 15,000 | \$ 250,000 | \$ 795,000 | | | \$ 795,000 | |
| 70 Tolman Creek Rd - Abbott Ave to Ashland St | | \$ 125,000 | \$ 125,000 | | | | | \$ 250,000 | \$ 175,000 | | \$ 75,000 | |
| 71 A St - First St to Eighth St | | \$ 15,710 | | | \$ 92,000 | | | \$ 107,710 | \$ 69,257 | | \$ 38,453 | |
| Subtotal Collection System | \$ 783,546 | \$ 245,000 | \$ 480,000 | \$ 120,000 | \$ 447,000 | \$ 266,000 | \$ 655,000 | \$ 2,996,546 | \$ 394,519 | \$ - | \$ 2,602,027 | \$ - |
| WASTEWATER TOTAL | \$ 1,608,837 | \$ 1,830,000 | \$ 2,430,000 | \$ 1,430,000 | \$ 1,277,000 | \$ 1,436,000 | \$ 1,605,000 | \$ 11,616,837 | \$ 1,520,035 | \$ 2,000,000 | \$ 8,096,803 | \$ - |

| Capital Improvements Plan 2018-2025 Construction Years (6 Year Detail only) | | | | | | | | | | | | |
|--|----------------|--------------|--------------|--------------|--------------|--------------|------------|----------------|------------|--------------|--------------|--|
| Project Description | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | Project Totals | Storm SDC | Other | Fees & Rates | |
| Storm Drain | | | | | | | | | | | | |
| Hershey Wetlands 24" high flow bypass | \$ 55,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 55,000 | \$ 22,000 | \$ - | \$ 33,000 | |
| Storm Drain Relocation - Intersection of Woodland & Indiana | \$ - | \$ 55,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 55,000 | \$ - | \$ - | \$ 55,000 | |
| Beach / Mountain Creek, Various Improvements per SWMP | \$ 55,000 | \$ 55,000 | \$ 165,000 | \$ - | \$ 165,000 | \$ - | \$ - | \$ 495,000 | \$ 198,000 | \$ - | \$ 297,000 | |
| STORM DRAIN TOTAL | \$ 55,000 | \$ 55,000 | \$ 165,000 | \$ - | \$ 165,000 | \$ - | \$ - | \$ 605,000 | \$ 220,000 | \$ - | \$ 385,000 | |
| Airport | | | | | | | | | | | | |
| Pavement Maintenance Program | \$ - | \$ 20,000 | \$ - | \$ - | \$ 20,000 | \$ - | \$ - | \$ 40,000 | \$ - | \$ - | \$ 40,000 | |
| Entitlement Grant - Airport Improvements - Taxiway Rehabilitation | \$ - | \$ 20,000 | \$ 200,000 | \$ 2,030,700 | \$ 20,000 | \$ - | \$ - | \$ 2,270,700 | \$ - | \$ 2,007,630 | \$ 263,070 | |
| AIRPORT TOTAL | \$ - | \$ 20,000 | \$ 200,000 | \$ 2,030,700 | \$ 20,000 | \$ - | \$ - | \$ 2,270,700 | \$ - | \$ 2,007,630 | \$ 263,070 | |
| ADMINISTRATION - City Facilities | | | | | | | | | | | | |
| City Facility Upgrades & Maintenance | \$ 300,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 1,200,000 | \$ - | \$ - | \$ 1,200,000 | |
| Emergency Operations Center - Grove Priority Improvements | \$ 45,000 | \$ 60,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 205,000 | \$ - | \$ 25,000 | \$ 180,000 | |
| Pioneer Hall Priority Improvements | \$ 45,000 | \$ 20,000 | \$ 130,000 | \$ - | \$ - | \$ - | \$ - | \$ 195,000 | \$ - | \$ - | \$ 195,000 | |
| City Hall Improvements | \$ 97,100 | \$ 200,000 | \$ 200,000 | \$ 650,000 | \$ 2,000,000 | \$ 3,000,000 | \$ 550,000 | \$ 6,697,100 | \$ - | \$ 6,700,000 | \$ 497,100 | |
| Hasty Property Relocation and Paving | \$ - | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 200,000 | \$ - | \$ 200,000 | \$ - | |
| Community Center Priority Improvements | \$ 15,000 | \$ - | \$ 20,000 | \$ 130,000 | \$ - | \$ - | \$ - | \$ 165,000 | \$ - | \$ - | \$ 165,000 | |
| Briscoe Roof Replacement | \$ - | \$ - | \$ 25,000 | \$ 275,000 | \$ - | \$ - | \$ - | \$ 300,000 | \$ - | \$ - | \$ 300,000 | |
| Emergency Operations Center & Training - Police | \$ - | \$ - | \$ - | \$ - | \$ 20,000 | \$ - | \$ - | \$ 20,000 | \$ - | \$ - | \$ 20,000 | |
| ADMINISTRATION - FACILITIES TOTAL | \$ 502,100 | \$ 530,000 | \$ 725,000 | \$ 1,205,000 | \$ 2,150,000 | \$ 3,150,000 | \$ 720,000 | \$ 8,992,100 | \$ - | \$ 6,425,000 | \$ 2,557,100 | |
| Fire and Rescue | | | | | | | | | | | | |
| Communications Tower | \$ - | \$ 35,000 | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ 335,000 | \$ - | \$ - | \$ 335,000 | |
| Public Safety Training Facility | \$ - | \$ 25,000 | \$ - | \$ 75,000 | \$ 2,500,000 | \$ - | \$ - | \$ 2,600,000 | \$ - | \$ 2,500,000 | \$ 100,000 | |
| FIRE AND RESCUE TOTAL | \$ - | \$ 35,000 | \$ 325,000 | \$ 75,000 | \$ 2,500,000 | \$ - | \$ - | \$ 2,935,000 | \$ - | \$ 2,835,000 | \$ 100,000 | |
| Electric | | | | | | | | | | | | |
| Mountain Avenue Substation Purchase | \$ - | \$ - | \$ 900,000 | \$ - | \$ 850,000 | \$ - | \$ - | \$ 1,750,000 | \$ - | \$ - | \$ 1,750,000 | |
| Mountain Avenue Upgrades | \$ - | \$ - | \$ - | \$ 150,000 | \$ - | \$ 100,000 | \$ - | \$ 250,000 | \$ - | \$ - | \$ 400,000 | |
| Circuit Automation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 250,000 | \$ - | \$ 250,000 | \$ - | \$ - | \$ 500,000 | |
| Underground Main lines | \$ - | \$ - | \$ - | \$ 150,000 | \$ 850,000 | \$ 350,000 | \$ 650,000 | \$ 2,950,000 | \$ - | \$ - | \$ 500,000 | |
| ELECTRIC TOTAL | \$ - | \$ - | \$ 900,000 | \$ 150,000 | \$ 850,000 | \$ 350,000 | \$ 650,000 | \$ 2,900,000 | \$ - | \$ - | \$ 2,900,000 | |
| Parks | | | | | | | | | | | | |
| Project Manager | \$ - | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 360,000 | \$ - | \$ 360,000 | \$ - | |
| N. Mountain Park Nature Play Area | \$ 23,330 | \$ 215,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ 238,330 | \$ - | \$ 238,330 | \$ - | |
| Oak Knoll Irrigation Improvements | \$ 52,850 | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ 92,850 | \$ - | \$ 92,850 | \$ - | |
| Ashland Creek Park Basketball Court | \$ - | \$ 75,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 75,000 | \$ - | \$ 75,000 | \$ - | |
| E. Main Development | \$ - | \$ 475,000 | \$ 475,000 | \$ - | \$ - | \$ - | \$ - | \$ 950,000 | \$ - | \$ 950,000 | \$ - | |
| Mace Property Train | \$ - | \$ 25,000 | \$ 225,000 | \$ - | \$ - | \$ - | \$ - | \$ 250,000 | \$ - | \$ 250,000 | \$ - | |
| Dedicated Pickleball Courts | \$ - | \$ 175,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 175,000 | \$ - | \$ 175,000 | \$ - | |
| All Parks Master Plan | \$ - | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 200,000 | \$ - | \$ 200,000 | \$ - | |
| Senior Center Improvements | \$ - | \$ 25,000 | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | \$ - | \$ 50,000 | \$ - | |
| TID Irrigation | \$ - | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 | \$ - | \$ 100,000 | \$ - | |
| Japanese Garden | \$ - | \$ 250,000 | \$ 1,250,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,500,000 | \$ - | \$ 1,500,000 | \$ - | |
| Oak Knoll Improvements (playground) | \$ 6,970 | \$ 70,000 | \$ 125,000 | \$ 550,000 | \$ - | \$ - | \$ - | \$ 751,970 | \$ - | \$ 751,970 | \$ - | |
| Repair Butler Perozzi Fountain | \$ - | \$ 25,000 | \$ 475,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | \$ - | \$ 500,000 | \$ - | |
| Kestrel Park Bridge | \$ - | \$ 115,000 | \$ - | \$ 3,885,000 | \$ - | \$ - | \$ - | \$ 4,000,000 | \$ - | \$ 4,000,000 | \$ - | |
| Daniel Meyer Pool - Rebuild & Cover | \$ - | \$ - | \$ 75,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ 175,000 | \$ - | \$ 175,000 | \$ - | |
| Lithia Park Improvements (Winburn Way Sidewalk) | \$ - | \$ - | \$ 35,000 | \$ - | \$ - | \$ - | \$ - | \$ 35,000 | \$ - | \$ 35,000 | \$ - | |
| Ashland Creek Park, Public Works Requirements | \$ - | \$ - | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | \$ - | \$ 50,000 | \$ - | |
| Lincoln Park Improvements | \$ - | \$ 25,000 | \$ 225,000 | \$ - | \$ - | \$ - | \$ - | \$ 250,000 | \$ - | \$ 250,000 | \$ - | |
| Mountain Bike Skills Park and Pump Track | \$ - | \$ - | \$ 25,000 | \$ 4,595,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 9,878,150 | \$ - | \$ 9,878,150 | \$ - | |
| PARKS TOTAL | \$ 83,150 | \$ 1,930,000 | \$ 3,090,000 | \$ 4,595,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 9,878,150 | \$ - | \$ 9,878,150 | \$ - | |

TRANSPORTATION PROJECTS

street fund – roadway improvements

Railroad Crossing Improvement - Hersey & Laurel

Proj #: 2011-36

Duration: 2 years

Total Project Cost: **\$750,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | \$299,752 | | | | | |
| Construction | | \$450,000 | | | | |
| Revenues: | | | | | | |
| Fees | \$299,752 | \$194,358 | | | | |
| SDCs | | | | | | |
| Grant | | \$255,642 | | | | |
| Other | | | | | | |

Grant: ODOT STP Funds – Fund Exchange 2010

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will replace the crossing surface and widen the crossing for bike and pedestrian traffic and will be constructed with the Hersey Street Overlay project. This is a functional safety improvement for all modes of transportation as recommended in the 1998 Transportation System Plan. Pedestrian improvements include sidewalk transitions over the tracks that tie into existing sidewalk on both sides of the crossing. Vehicle improvements include new pavement transition over the crossing and widening to accommodate bicycle traffic.



street fund – roadway improvements

Independent Way - Washington St to Tolman Creek Rd

Proj #: 2013-25 (TSP R25)

Duration: 2+ years

Total Project Cost: **\$1,580,000**

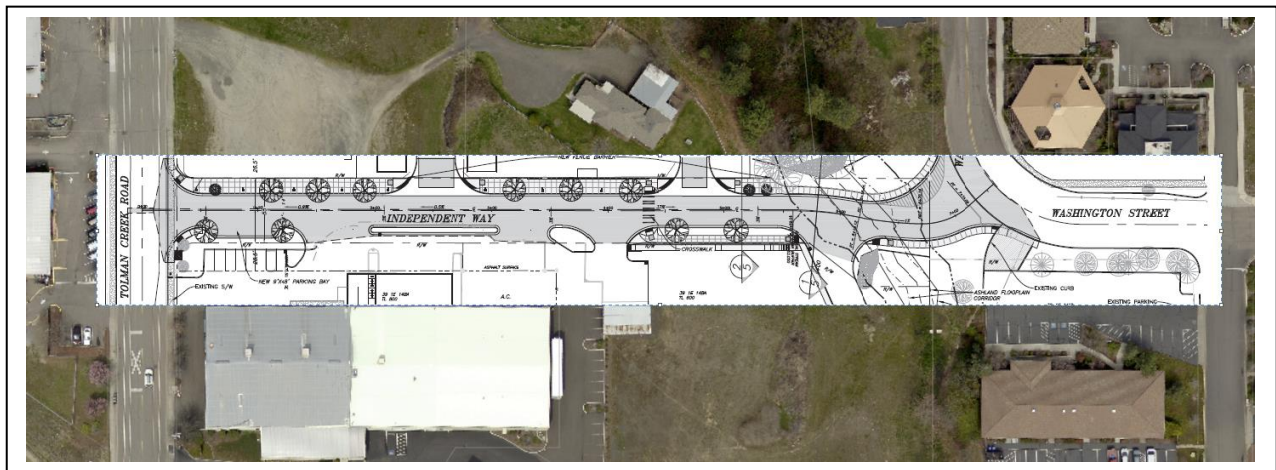
| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | \$576,664 | | | | | |
| Construction | \$65,100 | \$968,143 | | | | |
| Revenues: | | | | | | |
| Fees | \$310,082 | | | | | |
| SDCs (17%) | \$266,582 | | | | | |
| Grant | | \$968,143 | | | | |
| Other | | | | | | |

Grant: ODOT STIP funds.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of the extension of a new street from Washington Street to Tolman Creek Road. Roadway improvements include a culvert crossing over Hamilton Creek, wide enough for a travel lane in both directions and to accommodate bicycle traffic. The project is consistent with the IAMP Exit 14 Access Management on Ashland Street (OR 66).



street fund – roadway improvements

Grandview Drive Improvements - Phase II

Total Project Cost: **\$350,000**

Proj #: tbd

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-----------|--|--|--|
| Design | | | \$75,000 | | | |
| Construction | | | \$275,000 | | | |

Revenues:

| | | | | | | |
|-------|--|--|-----------|--|--|--|
| Fees | | | \$350,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will extend the existing “Shared Road” improvements that were installed previously along the length of Grandview Drive between Ditch Road and Scenic Drive. Shared roadways include roadways on which bicyclists and motorists share the same travel lane. The most suitable roadways for shared bicycle use are those with low speeds (25mph or less) or low traffic volumes (3,000 vehicles per day or fewer).



street fund – roadway improvements

City Wide Chip Seal Project (CMAQ)

Proj #: 2013-37

Total Project Cost: \$521,836

Duration: 1+ year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-----------|--|--|--|
| Design | | | \$75,000 | | | |
| Construction | | | \$446,836 | | | |

Revenues:

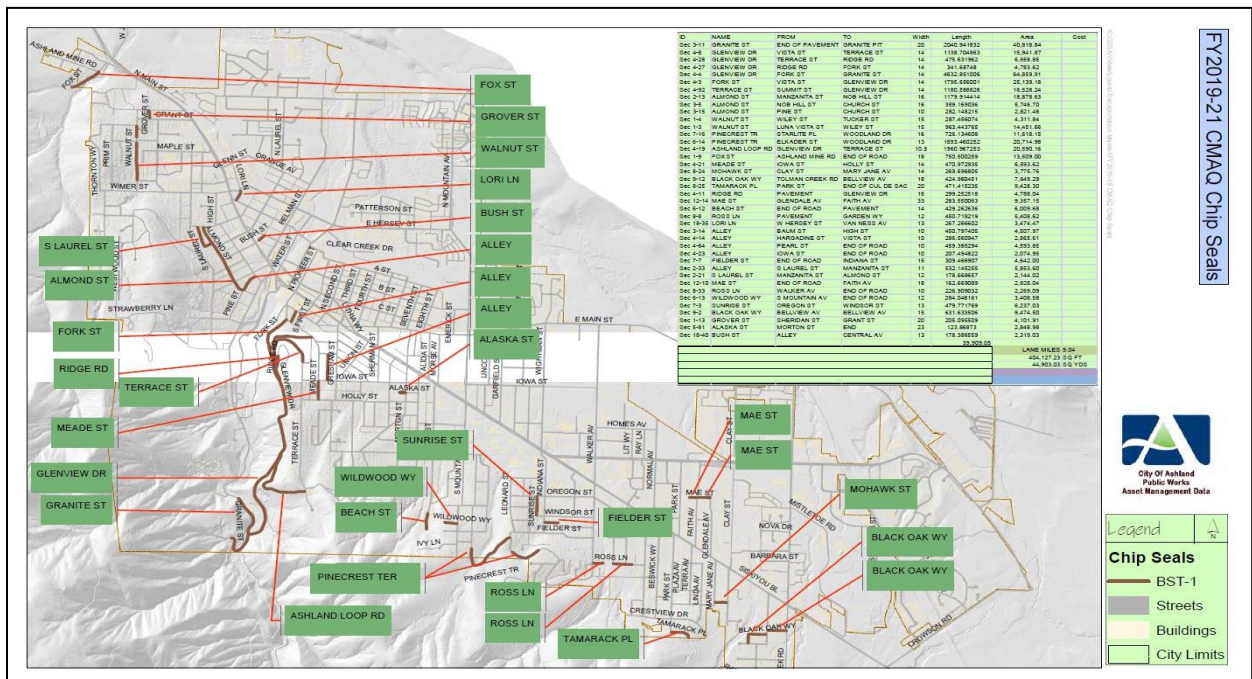
| | | | | | | |
|-------|--|--|-----------|--|--|--|
| Fees | | | \$53,592 | | | |
| SDCs | | | | | | |
| Grant | | | \$468,244 | | | |
| Other | | | | | | |

Grant: ODOT Congestion Mitigation and Air Quality funded. City pays match of 10.27% (fees). Only showing the fees portion for City funding.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 20+ years.

Description:

The project consists of grading, prepping and installing a double chip seal on approximately 44,903 square yards of existing dirt roads within the Ashland City limits. The chip seal project proposed is a double shot chip seal with a fog seal. The base course will be 1/2" and the top course will be 3/8". The project will also involve geotechnical analysis of the road sections to determine if drainage is appropriate. In addition, roads that serve truck traffic will include an additional 6" of base material added for structural support.



street fund – roadway improvements

Lithia Way (OR 99 NB)/E Main Street Intersection Improvements

Proj #: TSP R05

Duration: 1 year

Total Project Cost: **\$73,750**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | | | \$7,500 | | | |
| Construction | | | \$66,250 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| SDCs (10%) | | | \$7,375 | | | |
| Grant | | | \$66,375 | | | |
| Other | | | | | | |

Grant: ODOT STIP funding

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City's street improvement fund. Life of the, project is 30+ years.

Description:

The project consists of improving the visibility of the existing signal heads and identify and install speed reduction treatments to slow vehicles on northbound approach. The National Cooperative Highway Research Program (NCHRP) Report 613 Guidelines for Selection of Speed Reduction Treatments at High-Speed Intersections will be used for guidance on the treatments that will be installed.



street fund – roadway improvements

Ashland Street (OR 66)/Oak Knoll Drive/E Main Street Intersection Improvements

Total Project Cost: **\$602,851**

Proj #: TSP R08

Duration: 1+ years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | | | \$72,500 | | | |
| Construction | | | \$530,351 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| SDCs (10%) | | | \$60,285 | | | |
| Grant | | | \$542,566 | | | |
| Other | | | | | | |

Grant: City will apply for ODOT funding.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City's street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the realignment of the E. Main Street approach at Ashland Street (OR66) to eliminate the current offset that exists with Oak Knoll Drive. Construction will also include the installation of speed reduction treatments which may include dynamic warning signs, pavement markings and/or lane width reduction. The National Cooperative Highway Research Program (NCHRP) Report 613 *Guidelines for Selection of Speed Reduction Treatments at High-Speed Intersections* will be used for guidance on the treatments that will be installed.



street fund – roadway improvements

Walker Avenue Festival Street (Siskiyou Blvd to Ashland St)

Proj #: TSP R40

Duration: 2 years

Total Project Cost: **\$1,150,500**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|-----------|
| Design | | | | | \$200,000 | |
| Construction | | | | | | \$950,500 |

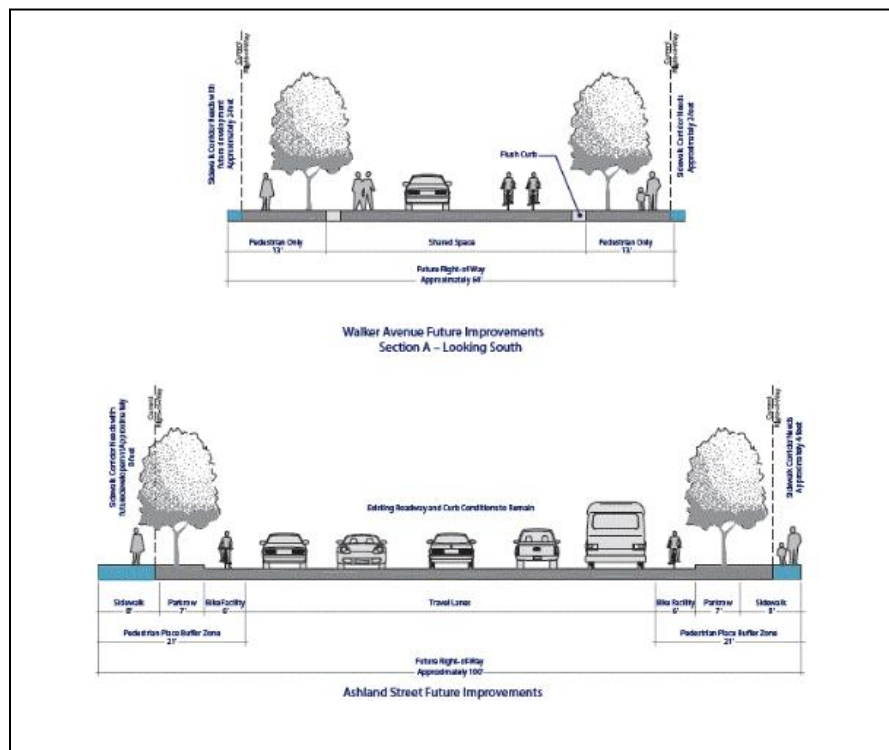
Revenues:

| | | | | | | |
|------------|--|--|--|--|-----------|-----------|
| Fees | | | | | \$128,000 | \$608,320 |
| SDCs (36%) | | | | | \$72,000 | \$342,180 |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of reconstructing the existing street to include flush height curbs and a scored concrete roadway surface. Other treatments that will be included will be decorative bollards to delineated pedestrian space, street trees, low impact storm water facilities and ornamental lighting. This project will help promote the “Pedestrian Places” planning concept which is intended to direct and encourage development of small walkable nodes that provide concentrations of gathering places, housing, businesses, and pedestrian amenities situated and designed in a way to encourage walking, bicycling, and transit use.



street fund – roadway improvements

Normal Avenue Extension

Total Project Cost: **\$3,630,499**

Proj #: TSP R19

Duration: 1+ year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|-------------|
| Design | | | | | \$500,000 | |
| Construction | | | | | | \$3,080,499 |

Revenues:

| | | | | | | |
|------------|--|--|--|--|-----------|-------------|
| Fees | | | | | \$379,500 | \$2,125,544 |
| SDCs (31%) | | | | | \$170,500 | \$954,955 |
| Grant | | | | | | |
| Other | | | | | | |

This project is development driven. SDC will be a combination of developer funds and SDC credit.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the construction of a new roadway from the existing Normal Avenue at-grade railroad crossing to E. Main Street. The new roadway will be designed as an “Avenue” functional classification and will include sidewalks and bike lanes. Additional streets will connect to this new roadway as development proceeds in the area and conform to the approved Normal Avenue Neighborhood Plan. This project will also need to coordinate with the Normal Avenue at-grade railroad crossing upgrade project that was proposed in the current Transportation System Plan.



street fund – overlay

Hersey Street Reconstruction – N. Main to N. Mountain Ave

Proj #: 2017-09

Total Project Cost: **\$4,500,000**

Duration: 2+ years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|-----------|-------------|--|--|--|--|
| Design | \$625,000 | | | | | |
| Construction | \$375,000 | \$3,500,000 | | | | |

Revenues:

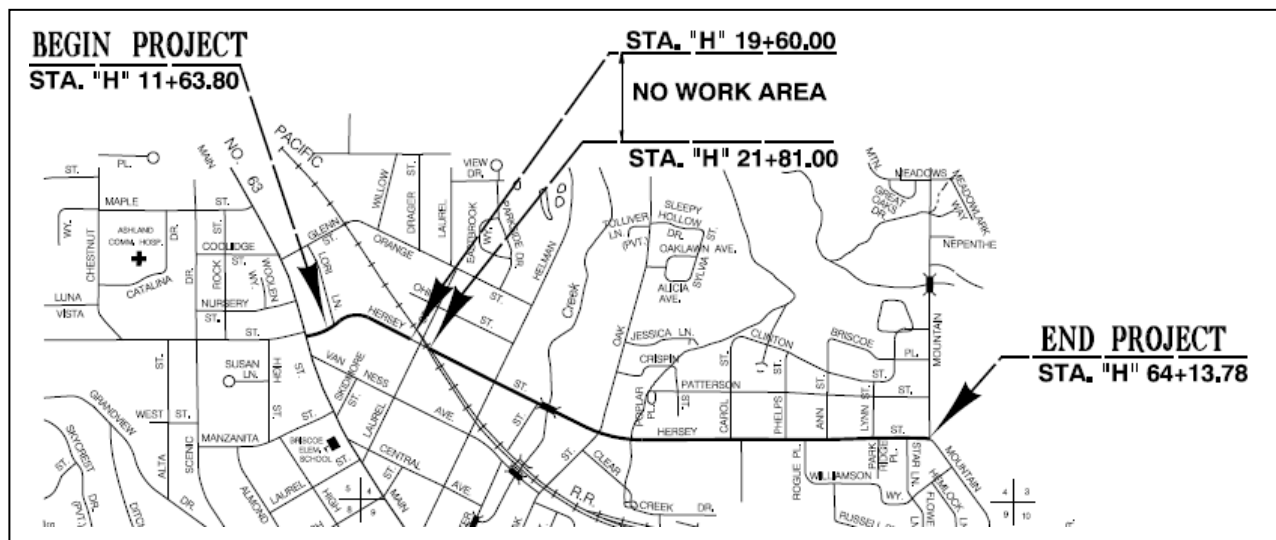
| | | | | | | |
|-------|-------------|-------------|--|--|--|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | \$1,000,000 | \$3,500,000 | | | | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of the reconstruction of Hersey Street between N. Main Street and N. Mountain Avenue as per the City of Ashland’s Pavement Management System. Project will include full depth reclamation of the existing asphalt surface combined with a concrete treated base, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary. This project will be completed in conjunction with the Railroad Crossing Improvement – Hersey & Laurel Project.



street fund – overlay

Wightman Street Overlay – Quincy to Siskiyou

Proj #: 2015-01

Duration: 2 years

Total Project Cost: **\$1,014,500**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|----------|-------------|--|--|--|--|
| Design | \$14,500 | | | | | |
| Construction | | \$1,000,000 | | | | |

Revenues:

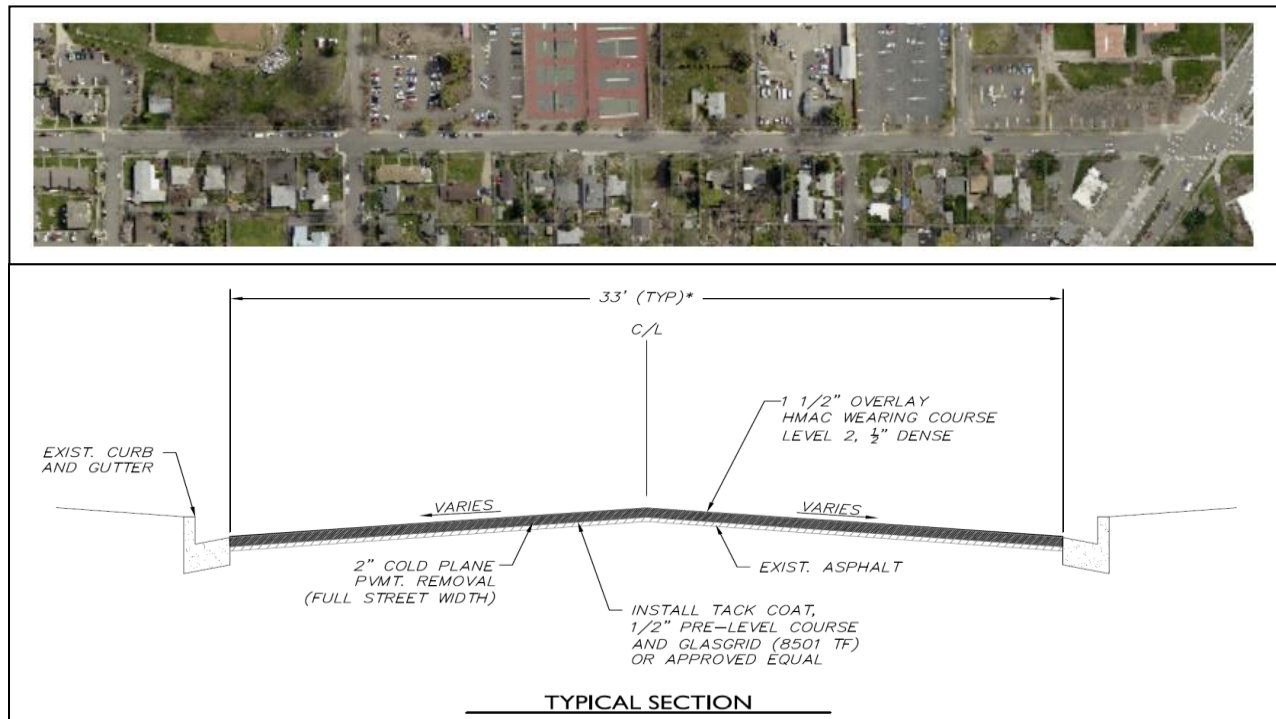
| | | | | | | |
|-------|----------|-------------|--|--|--|--|
| Fees | \$14,500 | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | \$1,000,000 | | | | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay of Wightman Street between Quincy Street and Siskiyou Boulevard as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary. This project will be combined with the bike boulevard project.



street fund – overlay

N. Mountain Avenue Overlay – I-5 to E. Main Street

Proj #: 2010-10, 2013-02

Duration: 2+ years

Total Project Cost: **\$2,560,000**

| <u>Prior Yrs</u> | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|----------|-----------|-------------|--|--|--|
| Design | \$60,000 | \$750,000 | | | | |
| Construction | | \$750,000 | \$2,500,000 | | | |

Revenues:

| | | | | | | |
|-------|----------|-------------|-------------|--|--|--|
| Fees | \$60,000 | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | \$1,500,000 | \$2,500,000 | | | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of N. Mountain Avenue between Interstate 5 and E. Main Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reclamation of the existing asphalt surface combined with a concrete treated base, some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Ashland Street Overlay – Siskiyou to Faith

Total Project Cost: \$4,500,000

Proj #: tbd

Duration: 2 years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-------------|-------------|--|--|
| Design | | | \$750,000 | | | |
| Construction | | | \$1,750,000 | \$2,000,000 | | |

Revenues:

| | | | | | | |
|-------|--|--|-------------|-------------|--|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | \$2,500,000 | \$2,000,000 | | |

“Other”: This project is funded from food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of Ashland Street between Siskiyou Boulevard and Faith Avenue as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Oak Street Overlay – City Limits to E. Main Street

Total Project Cost: **\$2,500,000**

Proj #: tbd

Duration: 2 years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-------------|-------------|--|--|
| Design | | | \$500,000 | | | |
| Construction | | | \$1,000,000 | \$1,000,000 | | |

Revenues:

| | | | | | | |
|-------|--|--|-------------|-------------|--|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | \$1,500,000 | \$1,000,000 | | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of Oak Street between the City Limits and E. Main Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Siskiyou Boulevard Overlay – E. Main to Walker Avenue

Proj #: TSP R-06

Duration: 2 years

Total Project Cost: **\$6,500,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|-------------|-------------|--|
| Design | | | | \$1,000,000 | | |
| Construction | | | | \$2,500,000 | \$3,000,000 | |

Revenues:

| | | | | | | |
|-------|--|--|--|-------------|-------------|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | \$3,500,000 | \$3,000,000 | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of Siskiyou Boulevard between E. Main Street and Walker Avenue as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Maple Street Overlay – Chestnut Street to N. Main Street

Total Project Cost: **\$500,000**

Proj #: tbd

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|--|
| Design | | | | | \$50,000 | |
| Construction | | | | | \$450,000 | |

Revenues:

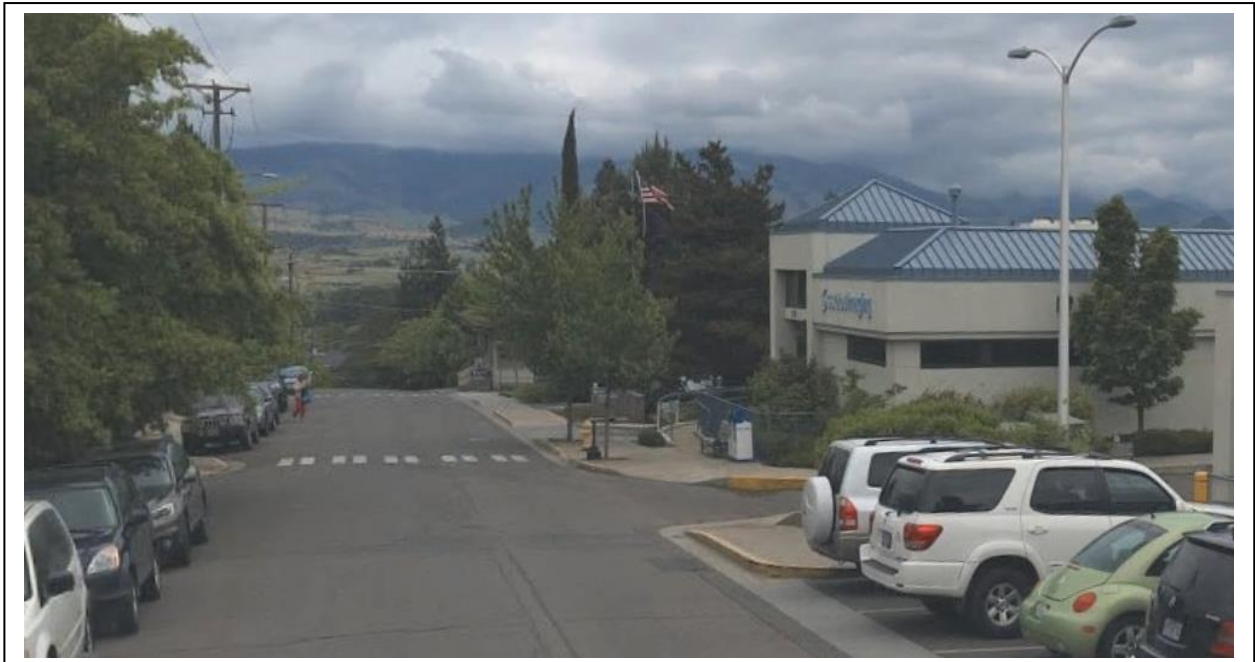
| | | | | | | |
|-------|--|--|--|--|-----------|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | \$500,000 | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of Maple Street between Chestnut Street and N. Main Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Tolman Creek Road Overlay – E. Main to Ashland Street

Total Project Cost: **\$1,000,000**

Proj #: tbd

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|--|
| Design | | | | | \$100,000 | |
| Construction | | | | | \$900,000 | |

Revenues:

| | | | | | | |
|-------|--|--|--|--|-------------|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | \$1,000,000 | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of Tolman Creek Road between E. Main Street and Ashland Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Asphalt Overlay Walker Ave - E Main St to Siskiyou Blvd

Total Project Cost: **\$800,000**

Proj #: n/a

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|--|
| Design | | | | | \$100,000 | |
| Construction | | | | | \$700,000 | |

Revenues:

| | | | | | | |
|-------|--|--|--|--|-----------|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | \$800,000 | |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of Walker Avenue between E. Main Street and Siskiyou Boulevard as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund - overlay

Asphalt Overlay A St - Oak St to Eighth St

Total Project Cost: **\$1,900,000**

Proj #: tbd

Duration: 1+ year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|--|-------------|
| Design | | | | | | \$250,000 |
| Construction | | | | | | \$1,650,000 |

Revenues:

| | | | | | | |
|-------|--|--|--|--|--|-------------|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | \$1,900,000 |

“Other”: This project is funded with food and beverage tax revenue.

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of A Street between Oak Street and Eighth Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps. The project will also be combined with the installation of new water and sanitary sewer mains for much of the project length along with upgrades to the existing storm drain system.



street fund – overlay

Asphalt Overlay Garfield St – E. Main St to Siskiyou Blvd

Total Project Cost: **\$750,000**

Proj #: tbd

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|--|-----------|
| Design | | | | | | \$75,000 |
| Construction | | | | | | \$675,000 |

Revenues:

| | | | | | | |
|-------|--|--|--|--|--|-----------|
| Fees | | | | | | \$750,000 |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

This project will consist of an asphalt overlay and partial rebuild of Garfield Street between E. Main Street and Siskiyou Boulevard as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – pedestrian

Install Sidewalk, N. Mountain Ave - Village Green to Iowa

Total Project Cost: **\$663,750**

Proj #: (TSP P22)

Duration: 2 years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | | \$66,375 | | | | |
| Construction | | | \$597,375 | | | |
| Revenues: | | | | | | |
| Fees | | \$1,912 | \$17,204 | | | |
| SDCs (97%) | | \$64,463 | \$580,171 | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along N. Mountain Avenue from approximately 100-ft south of Village Green Drive to Iowa Street. The project will fill in missing sections of sidewalk and will include replacement of non-ADA compliant access ramps, to form a complete pedestrian route along both sides of N. Mountain Avenue from Clinton Street to Siskiyou Boulevard. This project will coincide with the N Mountain Avenue - I-5 Overpass to E Main Street Overlay Project.



street fund – pedestrian

N. Mountain Avenue RRFB Installation - Fair Oaks Avenue

Total Project Cost: **\$50,000**

Proj #: tbd

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | | | \$5,000 | | | |
| Construction | | | \$45,000 | | | |
| Revenues: | | | | | | |
| Fees | | | \$50,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 20+ years.

Description:

The project consists of the installation of a new Rectangular Rapid Flashing Beacon (RRFB) at the intersection of N. Mountain Avenue and Fair Oaks Drive. The project will help improve pedestrian safety at this intersection by giving drivers an advanced warning of pedestrians in the crosswalk. This project will coincide with the N Mountain Avenue - I-5 Overpass to E Main Street Overlay Project.



street fund – pedestrian

Install Sidewalk N. Main Street - N Main to Schofield Street

Total Project Cost: **\$73,750**

Proj #: 2014-01

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | | |
|--------------|--|--|--|----------|--|--|--|
| Design | | | | In-House | | | |
| Construction | | | | \$73,750 | | | |

Revenues:

| | | | | | | | |
|------------|--|--|--|----------|--|--|--|
| Fees | | | | \$2,124 | | | |
| SDCs (97%) | | | | \$71,626 | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City's street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along N. Main Street (Highway 99) from N. Main Street to Schofield Street. The project will finish the final section of sidewalk on the west-side of N. Main Street and will include installation of ADA compliant access ramps.



street fund – pedestrian

Install Sidewalk Beaver Slide - Water Street to Lithia Way

Total Project Cost: **\$73,750**

Proj #: (TSP P17)

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | In-House | | | |
|--------------|--|--|--|----------|--|--|--|
| Design | | | | | | | |
| Construction | | | | \$73,750 | | | |

Revenues:

| Fees | | | | \$2,124 | | | |
|------------|--|--|--|----------|--|--|--|
| SDCs (97%) | | | | \$71,626 | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along the Beaver slide from Lithia Way to Water Street and will include ADA compliant access ramps. The project will give pedestrians an accessible route and additional path from Lithia Way to the downtown area.



street fund – pedestrian

Install Sidewalk Diane Street - Jaquelyn to Tolman Creek Rd

Proj #: (TSP P66)

Total Project Cost: **\$29,500**

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|----------|--|--|--|
| Design | | | In-House | | | |
| Construction | | | \$29,500 | | | |

Revenues:

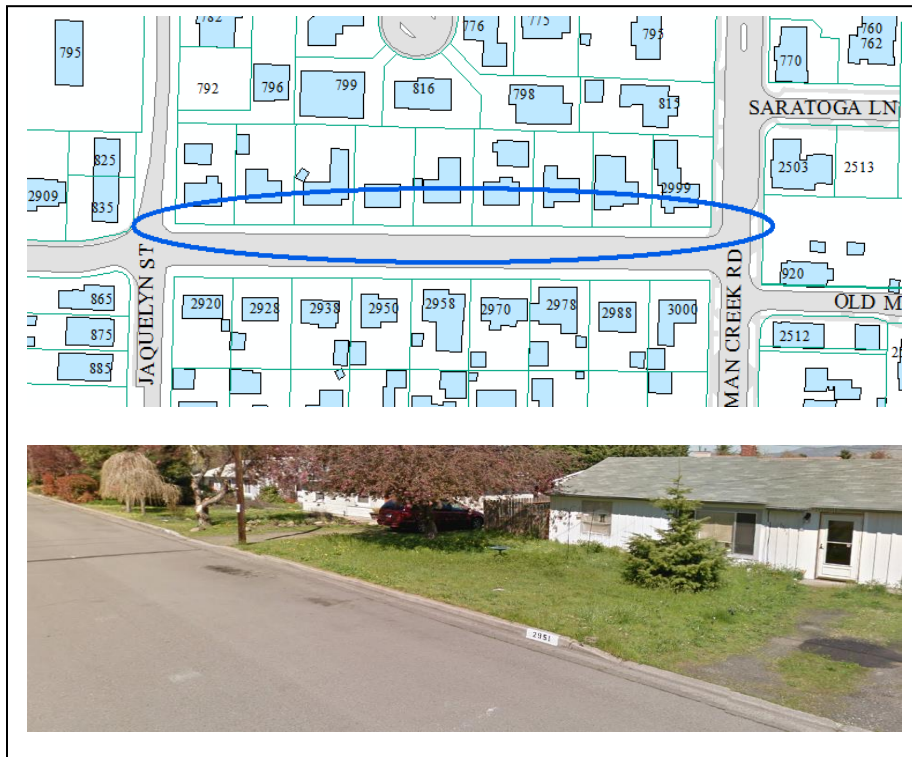
| | | | | | | |
|------------|--|--|----------|--|--|--|
| Fees | | | | | | |
| SDCs (25%) | | | \$7,375 | | | |
| Grant | | | \$22,125 | | | |
| Other | | | | | | |

Grant: Safe Routes to School

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along the north-side of Diane Street between Jaquelyn Street and Tolman Creek Road and will include ADA compliant access ramps. The project will give pedestrians a continuous accessible route between Clay Street and Tolman Creek Road.



street fund – pedestrian

Install Sidewalk Walker Avenue - Oregon Street to Woodland Drive

Total Project Cost: **\$295,000**

Proj #: (TSP P27)

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|-----------|--|--|
| Design | | | | \$45,000 | | |
| Construction | | | | \$250,000 | | |

Revenues:

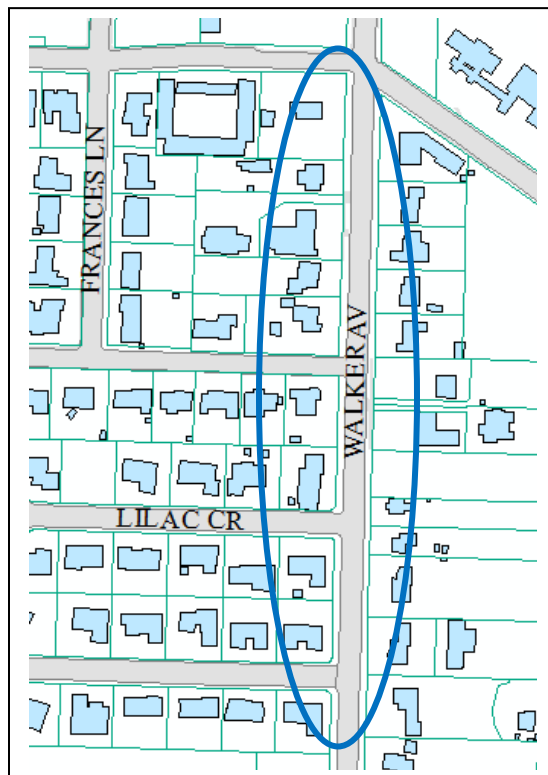
| | | | | | | |
|------------|--|--|--|-----------|--|--|
| Fees | | | | | | |
| SDCs (25%) | | | | \$73,750 | | |
| Grant | | | | \$221,250 | | |
| Other | | | | | | |

Grant: Safe Routes to School

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along the west-side of Walker Avenue between Oregon Street and Woodland Drive and will include ADA compliant access ramps. The project will give pedestrians a continuous accessible route along Walker Avenue from E. Main Street to Woodland Drive.



street fund – pedestrian

Install Sidewalk Tolman Creek Road - Siskiyou Boulevard to City Limits

Total Project Cost: **\$626,875**

Proj #: (TSP P57)

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|-----------|
| Design | | | | | \$75,000 | |
| Construction | | | | | \$151,875 | \$400,000 |

Revenues:

| | | | | | | |
|------------|--|--|--|--|----------|-----------|
| Fees | | | | | \$2,250 | \$12,000 |
| SDCs (97%) | | | | | \$72,750 | \$388,000 |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along the west-side of Tolman Creek Road between Siskiyou Boulevard and the City Limits and will include ADA compliant access ramps. The project will give pedestrians a continuous accessible route along Tolman Creek Road from E. Main Street to the southerly City Limits line.



street fund – pedestrian

Install Sidewalk A Street - Oak Street to 8th Street

Total Project Cost: **\$368,750**

Proj #: (TSP P18)

Duration: 2 years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|----------|-----------|
| Design | | | | | \$45,000 | |
| Construction | | | | | \$95,000 | \$228,750 |

Revenues:

| | | | | | | |
|------------|--|--|--|--|-----------|-----------|
| Fees | | | | | | |
| SDCs (25%) | | | | | \$35,000 | \$57,187 |
| Grant | | | | | \$105,000 | \$171,563 |
| Other | | | | | | |

Grant: Safe Routes to School

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along A Street between Oak Street and 8th Street and will mainly include replacement of existing sidewalk and access ramps with ADA compliant sidewalk and access ramps and will also fill in the few missing areas that remain. The project will give pedestrians a continuous accessible route along both sides of the street for the entire length of A Street.



street fund – pedestrian

Install Sidewalk Garfield Street – E. Main to Siskiyou

Total Project Cost: **\$1,106,250**

Proj #: (TSP P59)

Duration: 1 year

| Prior Yrs | FY2019- <u>20</u> | FY2020- <u>21</u> | FY2021- <u>22</u> | FY2022- <u>23</u> | FY2023-24 | FY2024-25 |
|-----------|----------------------|----------------------|----------------------|----------------------|-----------|-----------|
|-----------|----------------------|----------------------|----------------------|----------------------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|-----------|
| Design | | | | | \$135,000 | |
| Construction | | | | | | \$971,250 |

Revenues:

| | | | | | | |
|------------|--|--|--|--|-----------|-----------|
| Fees | | | | | | |
| SDCs (25%) | | | | | \$33,750 | \$242,813 |
| Grant | | | | | \$101,250 | \$728,438 |
| Other | | | | | | |

Grant: Safe Routes to School

Anticipated Long Term Expenses: No significant long-term expenses. This will be a part of the City’s street improvement fund. Life of the project is 30+ years.

Description:

The project consists of the installation of sidewalk along Garfield Street between E. Main Street and Siskiyou Boulevard and will include finishing areas that remain without sidewalk as well as replacement of existing sidewalk and access ramps that do not meet current ADA standards. The project will give pedestrians a continuous accessible route along both sides of the street for the entire length of Garfield Street.



street fund – bicycle

Wightman Street Bicycle Boulevard; E Main to Siskiyou

Proj #: (TSP B11)

Total Project Cost: **\$81,420**

Duration: 1 year

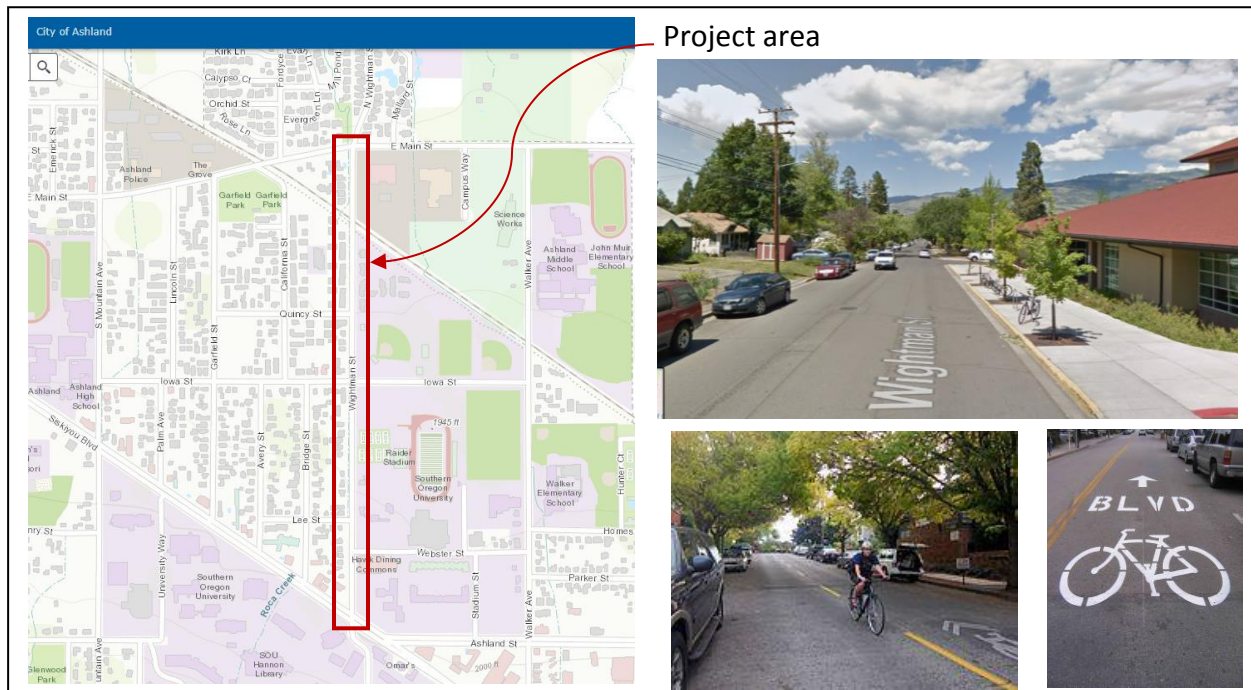
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$8,142 | | | | |
| Construction | | \$73,278 | | | | |
| Revenues: | | | | | | |
| Fees | | \$45,677 | | | | |
| SDCs | | \$27,601 | | | | |
| Grant | | | | | | |
| Other | | \$8,142 | | | | |

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This project was identified as a high priority project on a neighborhood collector street. It will fill a gap in the bicycle network and provides a “bicycle boulevard” along an active section of the City that serves various community functions. Bicycle boulevards modify typically low volume local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically speeds and provide a more comfortable environment for cyclists. This project will be completed after the street overlay project.



street fund – bicycle

Lithia Way Bicycle Boulevard; Oak to Helman

Proj #: (TSP B16)

Total Project Cost: **\$149,270**

Duration: 1 year

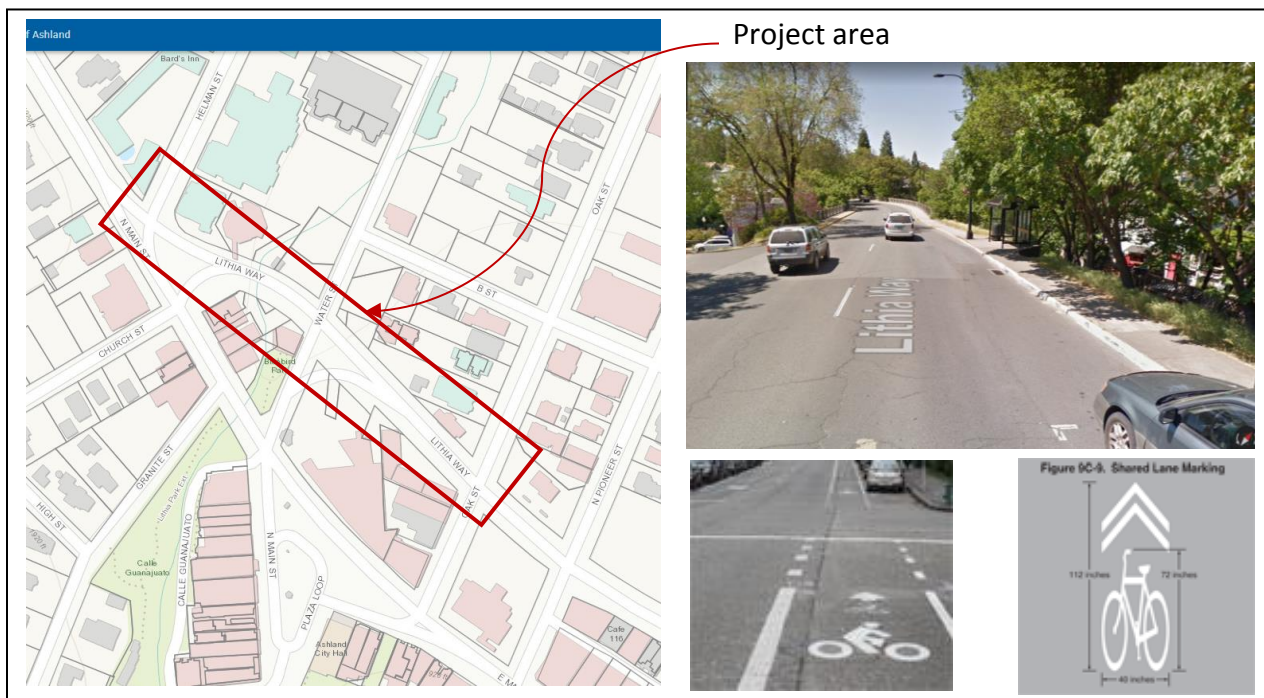
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$14,927 | | | | |
| Construction | | \$73,278 | | | | |
| Revenues: | | | | | | |
| Fees | | \$83,740 | | | | |
| SDCs | | \$50,603 | | | | |
| Grant | | | | | | |
| Other | | \$14,927 | | | | |

“Other” is intended to be grant funding, but may not be available. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This project fills the gaps in the bicycle network and provides a “Bicycle Boulevard” along a very active portion of the City that serves a variety of community connections. Lithia Way is classified as a “boulevard” and carries both commercial and residential traffic. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund – bicycle

Main Street Bicycle Boulevard; Helman to Siskiyou

Proj #: (TSP B17)

Duration: 1 year

Total Project Cost: **\$67,850**

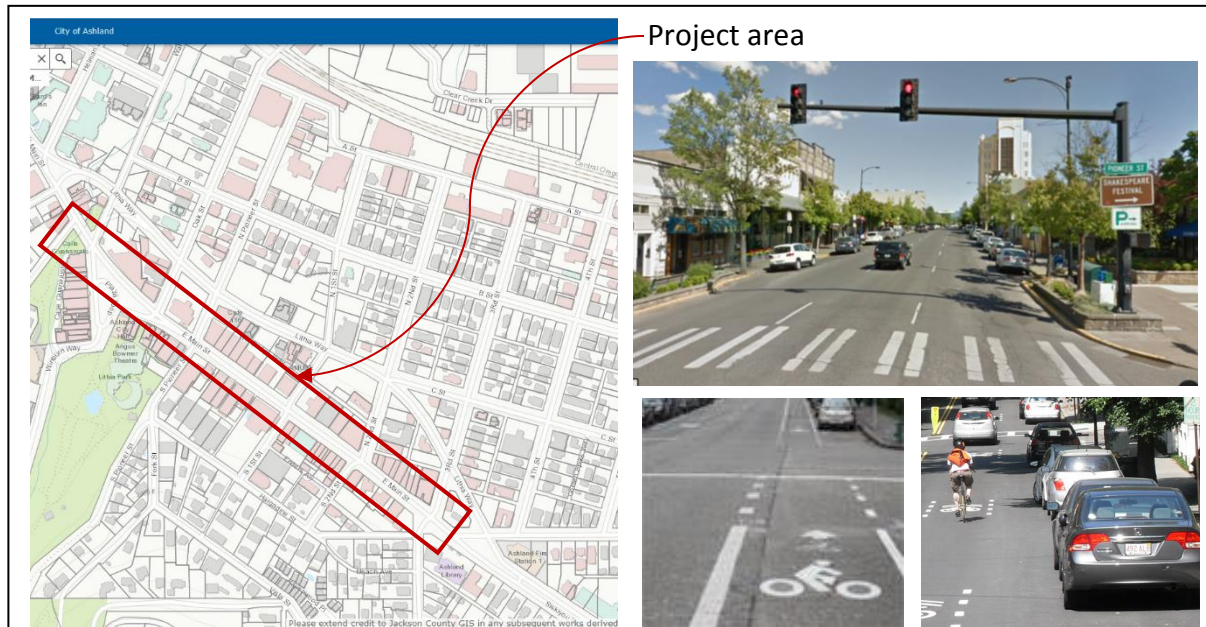
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|---------|----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | \$6,785 | | | |
| Construction | | | \$61,065 | | | |
| Revenues: | | | | | | |
| Fees | | | \$38,064 | | | |
| SDCs | | | \$23,001 | | | |
| Grant | | | | | | |
| Other | | | \$6,785 | | | |

Other is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the bicycle network and provides a “bicycle boulevard” along a very active portion of the City that serves various community functions through the downtown core on this “boulevard”. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund – bicycle

Walker Avenue Bicycle Boulevard; Siskiyou to Peachey

Proj #: (TSP B29)

Total Project Cost: **\$54,280**

Duration: 1 year

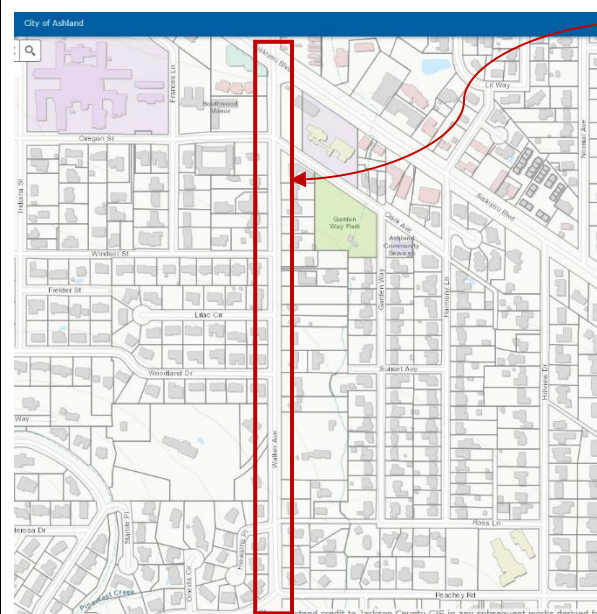
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|---------|----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | \$5,428 | | | |
| Construction | | | \$48,852 | | | |
| Revenues: | | | | | | |
| Fees | | | \$30,451 | | | |
| SDCs | | | \$18,401 | | | |
| Grant | | | | | | |
| Other | | | \$5,428 | | | |

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.


Description:

This high priority project fills the gaps in the City’s bicycle network and provides a “bicycle boulevard” along this “avenue” designated street. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.

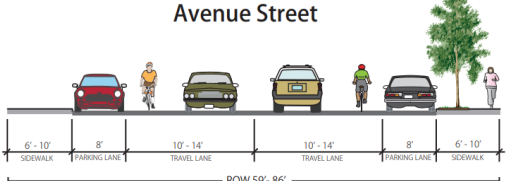


City of Ashland

Project area



Avenue Street



D:\M\COV_06'

street fund – bicycle

8th Street Bicycle Boulevard; 'A' to E. Main

Proj #: (TSP B33)

Total Project Cost: **\$27,140**

Duration: 1 year

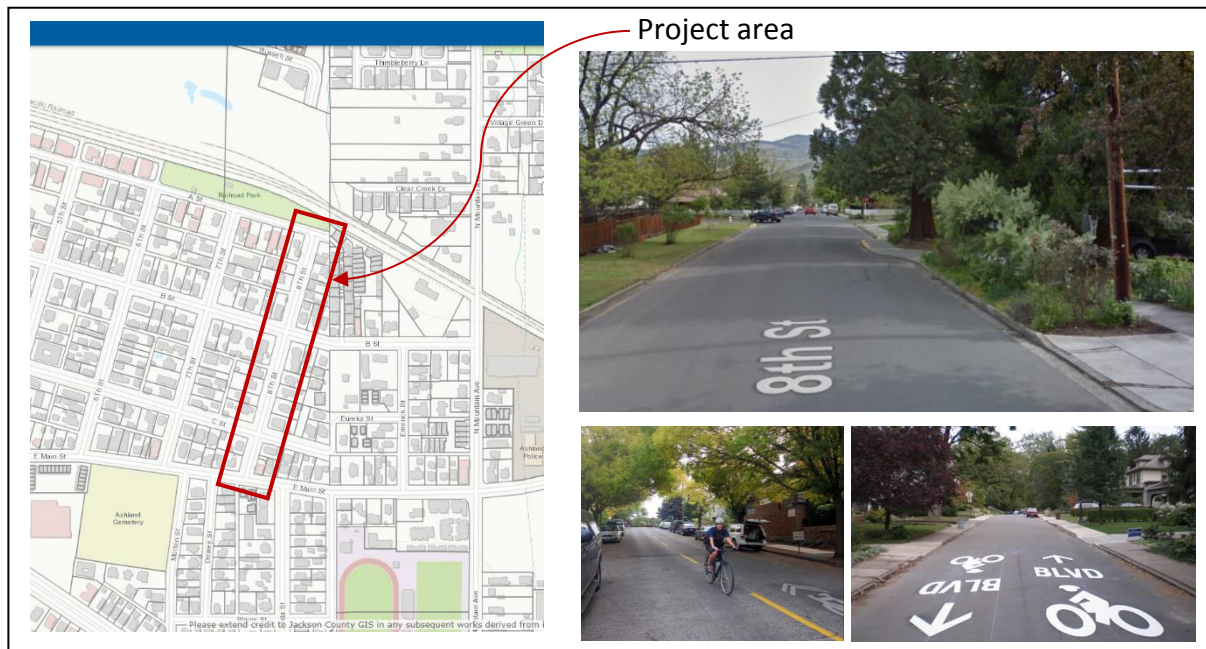
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|---------|---------|----------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | \$2,714 | | |
| Construction | | | | \$24,426 | | |
| Revenues: | | | | | | |
| Fees | | | | \$15,226 | | |
| SDCs | | | | \$9,200 | | |
| Grant | | | | | | |
| Other | | | | \$2,714 | | |

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This project fills the gaps in the bicycle network and provides a “bicycle boulevard” along a well traveled neighborhood street linking the railroad district, railroad park and Main Street. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund – bicycle

Oregon/Clark Bicycle Boulevard; Indiana to Harmony

Proj #: (TSP B38)

Total Project Cost: **\$54,280**

Duration: 1 year

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|---------|---------|----------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | \$5,428 | | |
| Construction | | | | \$48,852 | | |
| Revenues: | | | | | | |
| Fees | | | | \$30,451 | | |
| SDCs | | | | \$18,401 | | |
| Grant | | | | | | |
| Other | | | | \$5,428 | | |

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the bicycle network and provides a “bicycle boulevard” adjacent to the Southern Oregon University campus on this neighborhood street. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund- bicycle

Maple/Scenic/Nutley Bicycle Boulevard; Main to Winburn

Proj #: (TSP B5)

Total Project Cost: **\$149,270**

Duration: 1 year

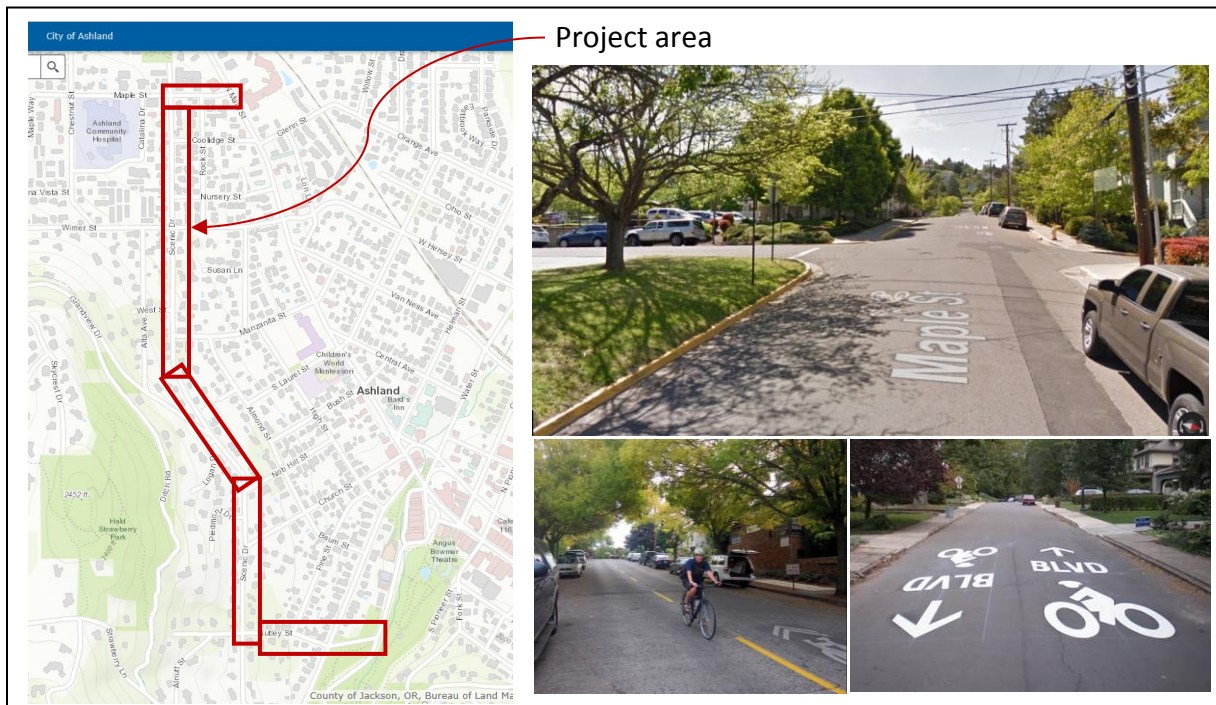
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|---------|---------|---------|-----------|---------|
| Expenses: | | | | | | |
| Design | | | | | \$14,927 | |
| Construction | | | | | \$134,343 | |
| Revenues: | | | | | | |
| Fees | | | | | \$83,740 | |
| SDCs | | | | | \$50,603 | |
| Grant | | | | | | |
| Other | | | | | \$14,927 | |

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the bicycle network and provides a “bicycle boulevard” along well traveled neighborhood street route from the hospital to Lithia Park. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund- bicycle

Normal Avenue Bike Lane; E. Main to Siskiyou

Proj #: (TSP B26)

Total Project Cost: **\$257,830**

Duration: 1 year

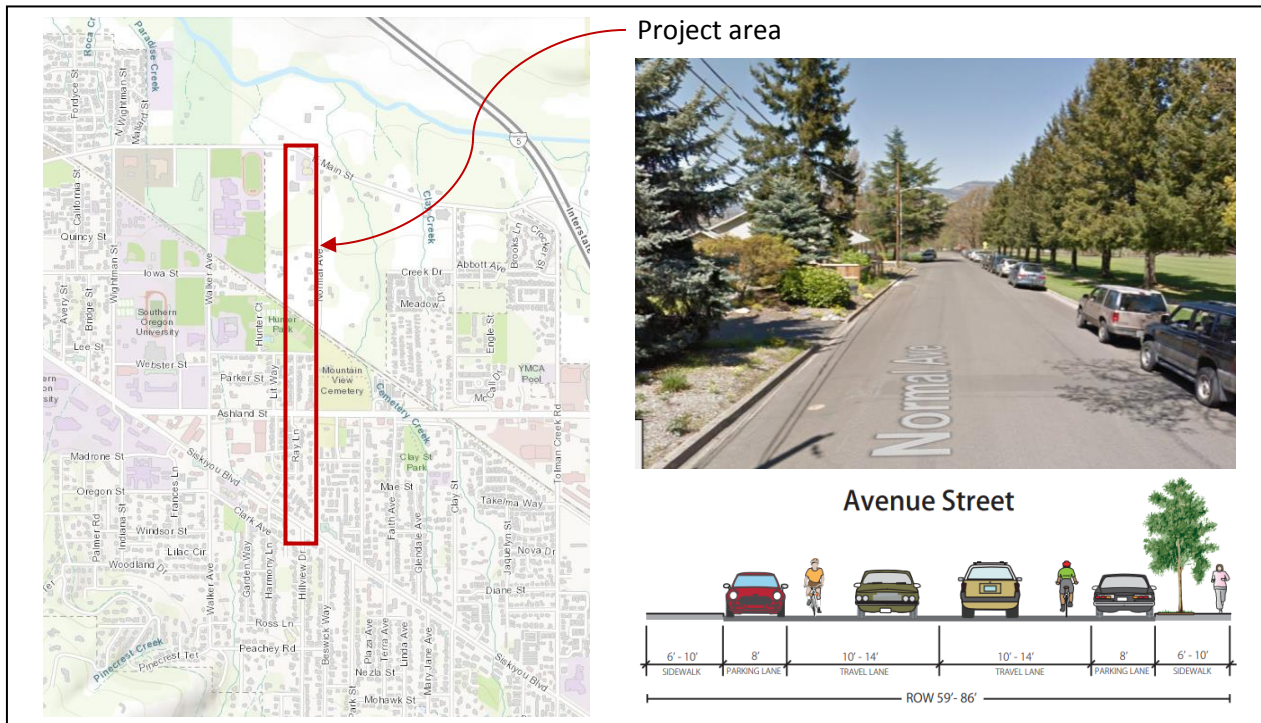
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|---------|---------|---------|---------|-----------|
| Expenses: | | | | | | |
| Design | | | | | | \$25,783 |
| Construction | | | | | | \$232,047 |
| Revenues: | | | | | | |
| Fees | | | | | | \$144,643 |
| SDCs | | | | | | \$87,404 |
| Grant | | | | | | |
| Other | | | | | | \$25,783 |

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the City’s bicycle network and provides a “bicycle boulevard” along this “avenue” designated street. This project will be coordinated with the Normal Avenue extension (TSP R19). Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



WATER PROJECTS

water supply fund

Dam Safety Improvements

Proj #: TBD

Total Project Cost: **\$4,800,000 (est)**

Duration: 4-5 years

| | Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|-----------|-----------|-------------|-------------|---------|---------|
| Expenses: | | | | | | | |
| Design | | \$300,000 | \$500,000 | | | | |
| Construction | | | | \$2,000,000 | \$2,000,000 | | |
| Revenues: | | | | | | | |
| Fees | | \$112,500 | \$187,500 | \$750,000 | \$750,000 | | |
| SDCs (25%) | | \$37,500 | \$62,500 | \$250,000 | \$250,000 | | |
| Grant | | | | | | | |
| Other | | \$150,000 | \$250,000 | \$1,000,000 | \$1,000,000 | | |

“Other”: The Electric Fund typically pays for 50% of FERC required improvements.

The proportional SDC allocation will be reviewed during completion of the Water Master Plan.

Anticipated Long Term Expenses: Staff time for management of improvement and maintenance projects. Life cycle replacement of infrastructure associated with the Dam, including valves, waterlines, stairs, walkways, security cameras and telecommunications items.

Description:

The City recently completed its Federal Energy Regulatory Commission (FERC) Part 12 inspection of Hosler Dam and associated appurtenances. The Part 12 inspection and associated Potential Failure Modes Analysis Update (PFMA) details areas of concern with respect to the dam and what is defined as an uncontrolled release of water. The major point of emphasis with respect to the PFMA update from FERCs perspective is the potential erosivity of the left abutment under defined flood loading conditions. FERC will require the City to develop a plan and schedule to address the erosivity issue during the biennium. Other dam improvements will include evaluation of the spillway and spillway structures and dam piping penetrations.



water supply fund

Ashland Canal Piping Project

Proj #: 2015-17

Total Project Cost: **\$3,710,310**

Duration: 4+ years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|-----------|-----------|-------------|-------------|--|--|
| Design | \$210,310 | \$500,000 | | | | |
| Construction | | | \$1,500,000 | \$1,500,000 | | |

Revenues:

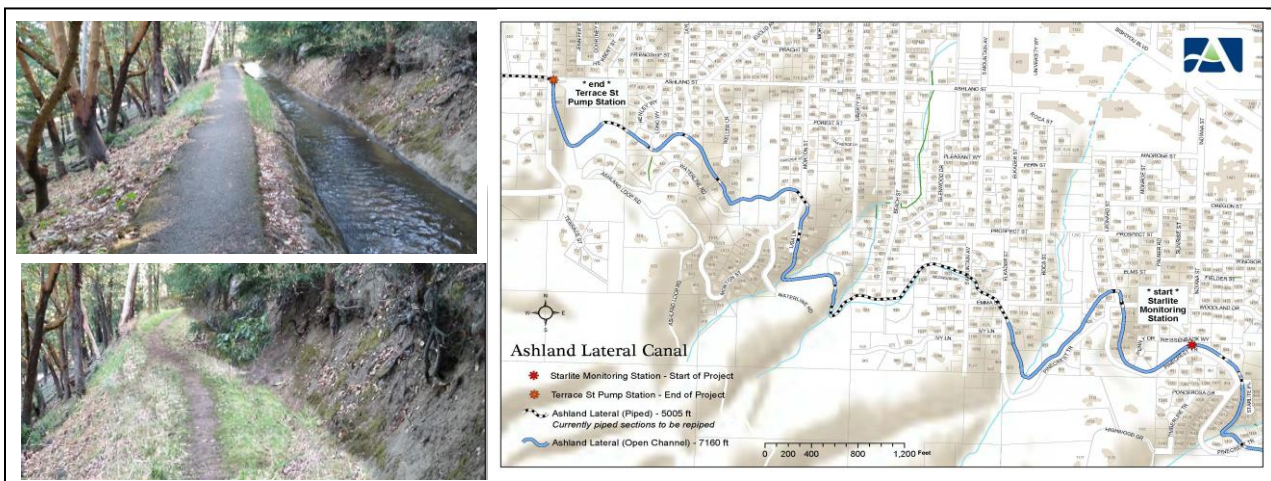
| | | | | | | |
|-------------|-----------|-----------|-------------|-------------|--|--|
| Fees | | | | | | |
| SDCs (100%) | \$210,310 | \$500,000 | \$1,500,000 | \$1,500,000 | | |
| Grant | | | | | | |
| Other | | | DEQ | TBD | | |

“Other”: The City has secured a \$1.3 M sponsorship loan (R11573) from the Department of Environmental Quality Clean Water State Revolving Fund Loan to improve creek health by piping the canal. Should Council recommend a different alternative, the loan eligibility is terminated. Staff would look for different funding sources. Staff will review the proportional allocation to SDCs with the completion of the 2019 Water Master Plan.

Anticipated Long Term Expenses: Long term expenses include maintenance of the piped section of the ditch to ensure delivery of water to the City’s irrigation customers and the water treatment plant when needed. Expenses will also include the life cycle replacement of the piped sections and irrigation services.

Description:

The City of Ashland places priority on improving water quality and conserving water. As recommended by the City’s Comprehensive Water Master Plan (2012), the City plans to pipe the front section of the Ashland Canal (approximately 10,000 lineal feet). During low water years, water from the Ashland canal is pumped up to the treatment and treated for distribution of potable water.



water supply fund

East and West Forks Transmission Line Rehabilitation

Proj #: 2018-10

Duration: 3 years

Total Project Cost: **\$2,226,055**

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|-----------|-------------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | \$103,055 | \$236,000 | \$59,000 | | | |
| Construction | | \$124,000 | \$1,704,000 | | | |
| Revenues: | | | | | | |
| Fees | \$103,055 | \$267,000 | \$1,763,000 | | | |
| SDCs (75%) | | \$93,000 | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: Long term expenses for the East and West Forks Transmission Line Rehabilitation project include life cycle replacement costs and staff required to manage system when needed for raw water transmission to the treatment plant.

Description:

The connection to the East and West Fork diversions on Ashland Creek currently exit as 24-inch ductile iron pipes with sections of 24-inch steel pipe. These transmission lines are important infrastructure components related to the City's water supply and the project will replace 1500 feet of steel pipe with ductile iron. This includes two crossings of Reeder Reservoir They enable water to be diverted above Reeder Reservoir to the water treatment plant, allowing the City to dewater the main reservoir for sediment removal, dam repairs, intake structure repairs and potentially manage an algal bloom. Public Works is forecasting significant maintenance related repairs and improvements to Hosler Dam over the next two budget cycles, thus requiring the transmission lines provide a reliable bypass option for raw water moving forward. This project includes evaluation of the steel pipe line condition with recommendations to replace or slip-line the transmission lines. The project also includes engineering and construction of a bridge crossing over the West Fork which is 75% SDC eligible.



water supply fund

Reeder Reservoir – Variable Intake Repairs

Total Project Cost: **\$131,000**

Proj #: TBD

Duration: 2 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$24,490 | \$107,010 | | | |
| Construction | | | | | | |
| Revenues: | | | | | | |
| Fees | | \$24,490 | \$107,010 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: Long term expenses for the variable depth intake project include life cycle replacement costs and general maintenance requirements for the intake structure. This includes bolt replacement and painting of the structure to protect against corrosion.

Description:

As a result of water quality studies, the need to be able to draw from different depth levels of Reeder Reservoir during different times of the year will allow the City to better manage raw water quality for treatment of potable water. In addition, the ability to draw colder water from deeper in the reservoir, will provide for flow augmentation associated with meeting the wastewater treatment plants effluent temperature limits through flow blending during critical fall time periods for fish migration and spawning. The project will be combined with other dam safety improvements.



water supply fund

Reeder Reservoir – Sediment Removal

Proj #: 2018-17

Total Project Cost: **\$140,000 per occurrence**

Duration: 6 months

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|---------|---------|-----------|---------|
| Expenses: | | | | | | |
| Design | | In-house | | | In-house | |
| Construction | | \$140,000 | | | \$140,000 | |
| Revenues: | | | | | | |
| Fees | | \$35,000 | | | \$35,000 | |
| SDCs (75%) | | \$105,000 | | | \$105,000 | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: Long term expenses include the continual management of sediment and permitting as needed to comply with the total maximum daily load requirements (TMDL) for Reeder Reservoir. Staff recommends removal on a 3 to 4-year basis.

Description:

Oregon DEQ has established a sedimentation TMDL for Reeder Reservoir requiring that no more than 3.62 cubic yards per day shall be added to the Reservoir. The City is required to monitor the sediment and prevent excess accumulation. To prevent excess accumulation and preserve the water storage capacity of the reservoir, the City removes accumulated sediment from the upper small dam impoundments on the east and west forks of Ashland Creek to prevent sediment from entering Reeder Reservoir itself. City staff handle all permitting requirements and bid the construction phase. Permits are good for five (5) years with a maximum defined removal amount.



water treatment fund

7.5 MGD Water Treatment Plant

Proj #: 2018-20

Total Project Cost: **\$32,002,974**

Duration: 4+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-------------|-------------|--------------|--------------|---------|---------|
| Expenses: | | | | | | |
| Design | \$1,302,974 | \$1,900,000 | \$750,000 | \$250,000 | | |
| Construction | | \$2,000,000 | \$12,400,000 | \$13,400,000 | | |
| Revenues: | | | | | | |
| Fees | \$1,172,677 | \$3,510,000 | \$11,835,000 | \$12,285,000 | | |
| SDCs (10%) | \$130,297 | \$390,000 | \$1,315,000 | \$1,365,000 | | |
| Grant | | | | | | |
| Other | | IFA loan | IFA loan | | | |

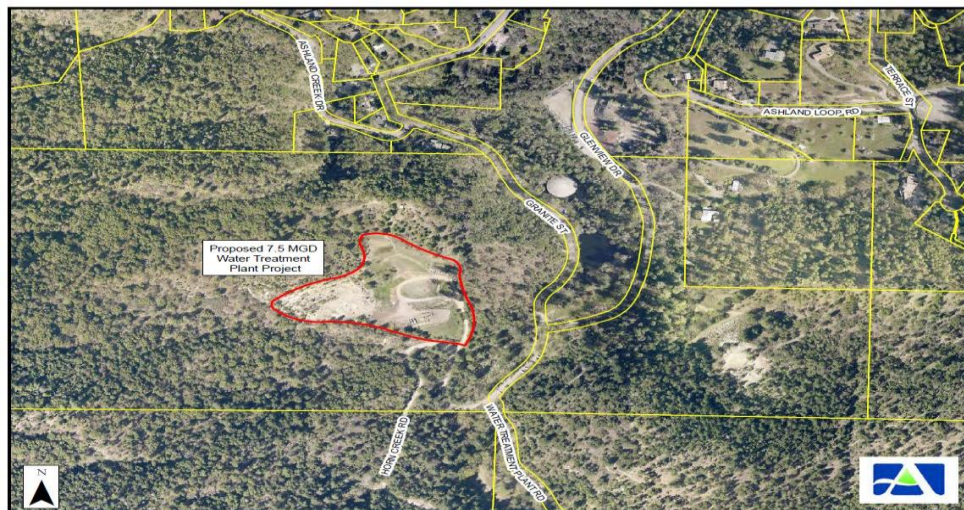
“Other”: Oregon IFA Loan for \$14.8 M; 1.79% interest, \$1,030,000 in principal forgiveness.

Anticipated Long Term Expenses:

Long term expenses for the new water treatment plant will focus on life cycle equipment replacement, treatment chemicals, energy requirements, general operational requirements and staffing. These are similar long-term expenses associated with the current treatment plant.

Description:

The 7.5 MGD Water Treatment Plant project includes a preliminary and final engineering phase, and the construction and start-up phase. The engineering phase include analysis of treatment train alternatives, final design, development of formal specifications and estimates for the construction phase. The construction phase includes physical construction along with construction management and plant startup services. Analysis for abandoning and/or reuse of the existing water treatment plant will also be done as part of the engineering phases. The goals for the project include development of a reliable, simple, robust, energy efficient and expandable raw water treatment train and plant that will fully meet current and potential future regulatory requirements meant to serve the citizens of Ashland for the next 50+ years. This project expands upon and combines several prior BN CIP projects.



water distribution fund

Water Distribution Pipe Replacement Program

Proj #: 704100

Total Project Cost: **\$300,000 per year**

Duration: continual

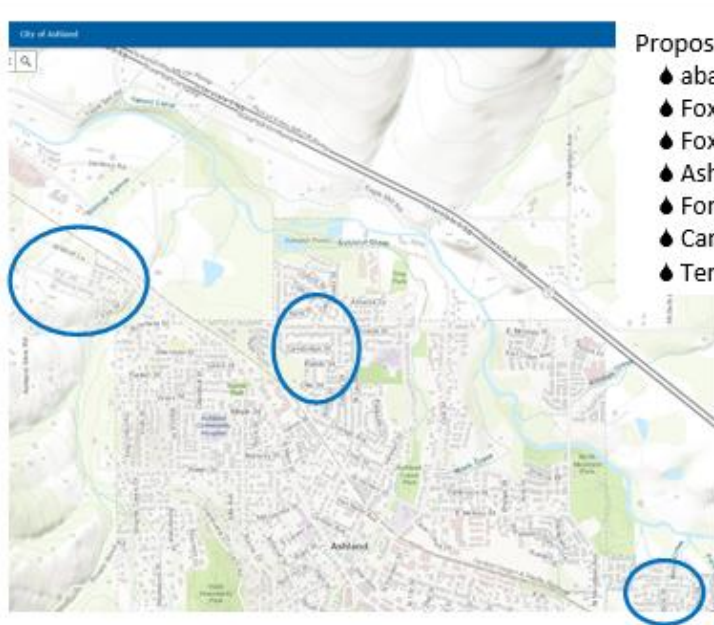
| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 |
| Construction | | \$270,000 | \$270,000 | \$270,000 | \$270,000 | \$270,000 |
| Revenues: | | | | | | |
| Fees | | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates that some portion of some of the pipe replacement program will be SDC eligible and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

This program is designed primarily for in-house crew labor to replace undersized (not meeting current 8" minimum) and pipe material concerns. This may also include pressure reducing valves.



Proposed projects include:

- ◆ abandon water main from Grandview to Wimer
- ◆ Fox from Ashland Mine to dead end
- ◆ Fox from N. Main to Ashland Mine Rd
- ◆ Ashland Mine from Fox to Cedar
- ◆ Fordyce from E. Main to dead end
- ◆ Cambridge from Willow to W. Nevada
- ◆ Terrace from 527 Terrace North to the end



water distribution fund

Oak Street Water Line - WWTP to E. Nevada Street

Total Project Cost: **\$675,000**

Proj #:

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| Design | In-house | | | | | |
|--------------|-----------|-----------|--|--|--|--|
| Construction | \$275,000 | \$400,000 | | | | |

Revenues:

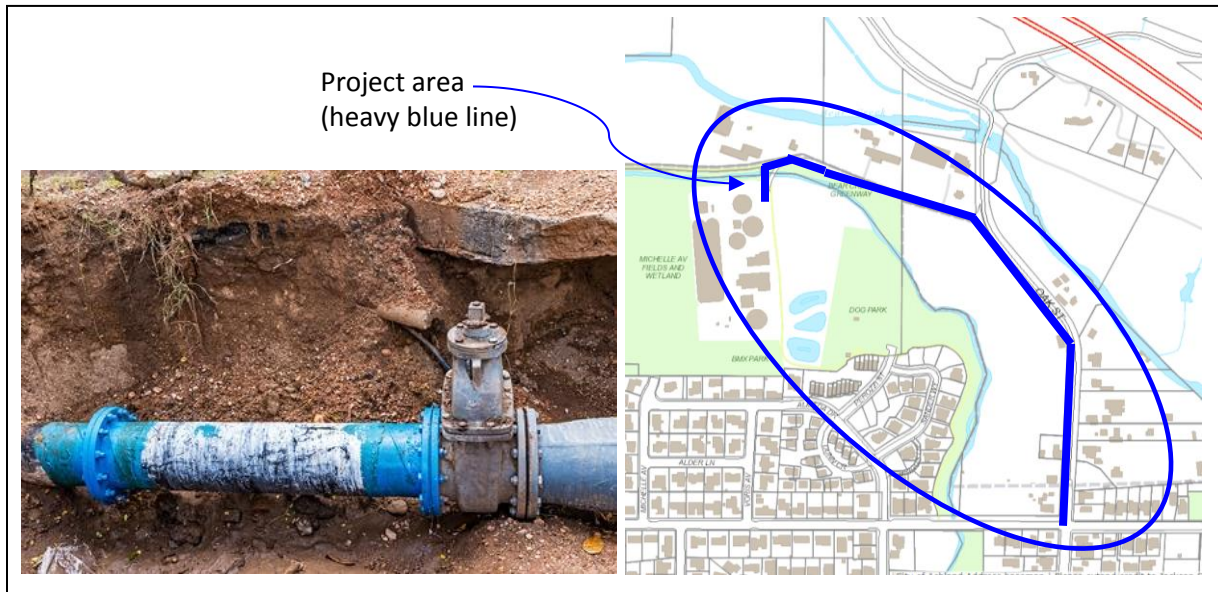
| | | | | | | |
|-------|-----------|-----------|--|--|--|--|
| Fees | \$275,000 | \$400,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: This capacity improvement should be eligible for SDCs and will be evaluated with the Water Master Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The existing Oak Street water line is significantly under sized and at the end of its useful life-cycle. The water line will be replaced and run to the wastewater treatment plant.



water distribution fund

Ditch Road; Strawberry Lane to Grandview Drive Waterline

Proj #: WTP P35
Duration: 2 years

Total Project Cost: **\$203,000**

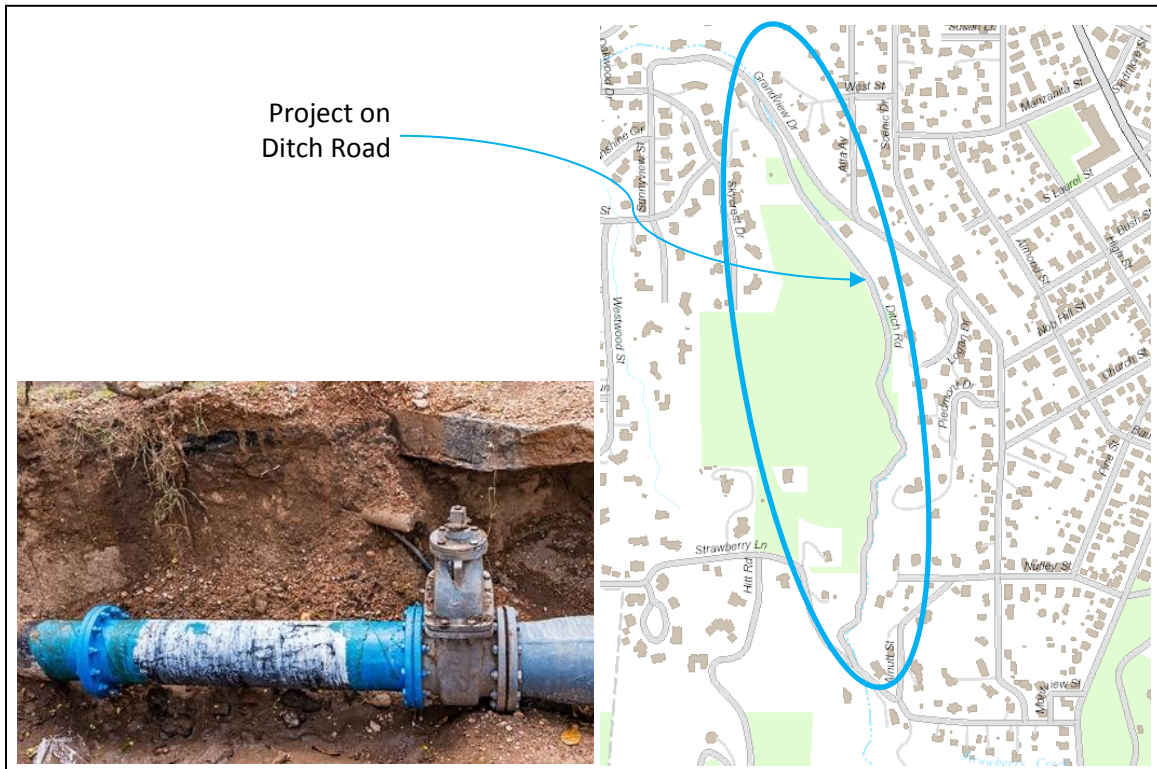
| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | | \$36,540 | | | | |
| Construction | | | \$166,460 | | | |
| Revenues: | | | | | | |
| Fees | | \$36,540 | \$166,460 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this water line project may have SDC eligibility and will assess with the Water Master Plan.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water main on Ditch Road between Strawberry Lane and Grandview Drive is undersized for fire flow requirements. This project corrects that need.



water distribution fund

Parker Street – Walker Ave to Lit Way Waterline Upsizing

Proj #: WMP P5
Duration: 2 years

Total Project Cost: **\$215,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|----------|-----------|--|--|--|
| Design | | \$38,700 | | | | |
| Construction | | | \$176,300 | | | |

Revenues:

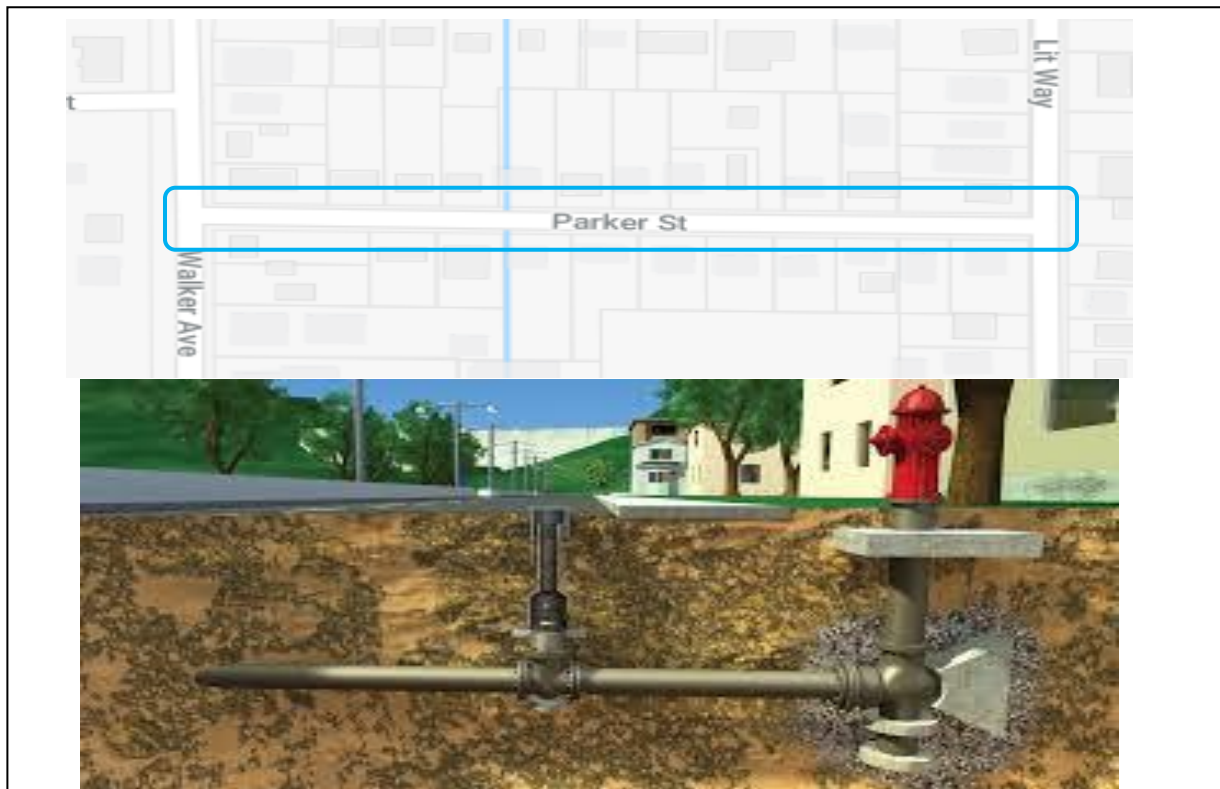
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|-------|--|----------|-----------|--|--|--|
| Fees | | \$38,700 | \$176,300 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The 4" water main on Parker Street between Walker Ave and Lit Way is undersized and reached the end of its useful life-cycle. This project will replace the line, upsizing for fire flow and capacity needs.



water distribution fund

Harmony Lane, Lit Way, Ray Lane Line Upsizing

Proj #: WTP P6

Duration: 1 year

Total Project Cost: **\$205,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | | \$30,750 | | | | |
| Construction | | \$174,250 | | | | |
| Revenues: | | | | | | |
| Fees | | \$205,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

This water line on Harmony Lane between Siskiyou Boulevard and Lit Way is undersized and requires both upsizing and material replacement as it has reached its end of life-cycle replacement for a water utility main. This project will upsize the lines and correct fire flow requirements.



water distribution fund

Maple Street, Chestnut Street to N Main Line Upsizing

Total Project Cost: **\$180,000**

Proj #:

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-----------|--|--|--|
| Design | | | \$27,000 | | | |
| Construction | | | \$153,000 | | | |

Revenues:

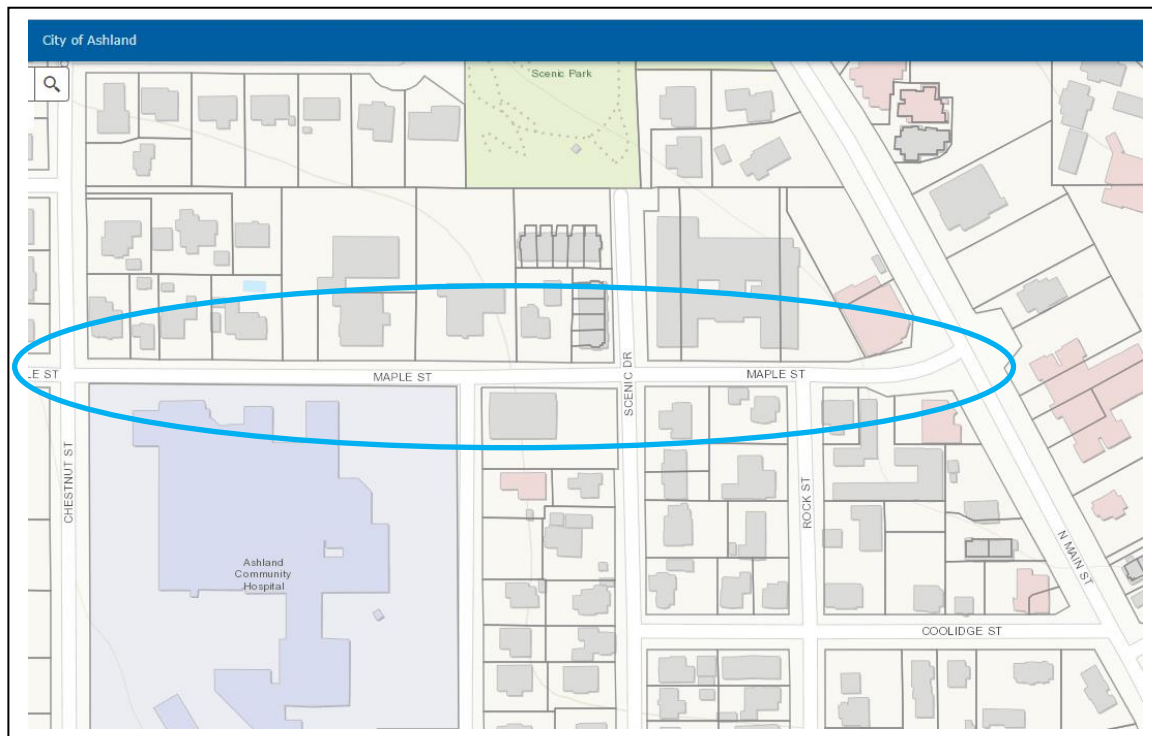
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|-------|--|--|-----------|--|--|--|
| Fees | | | \$180,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The 6" water line on Maple Street from Chestnut Street to N. Main Street is undersized for fire flow requirements and minimum sizing requirement for this service area. This upsizing project corrects those concerns.



water distribution fund

Washington Street, Ashland Street to Jefferson Line Upsizing

Total Project Cost: **\$140,000**

Proj #:

Duration: 12 months

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-----------|--|--|--|
| Design | | | \$21,000 | | | |
| Construction | | | \$119,000 | | | |

Revenues:

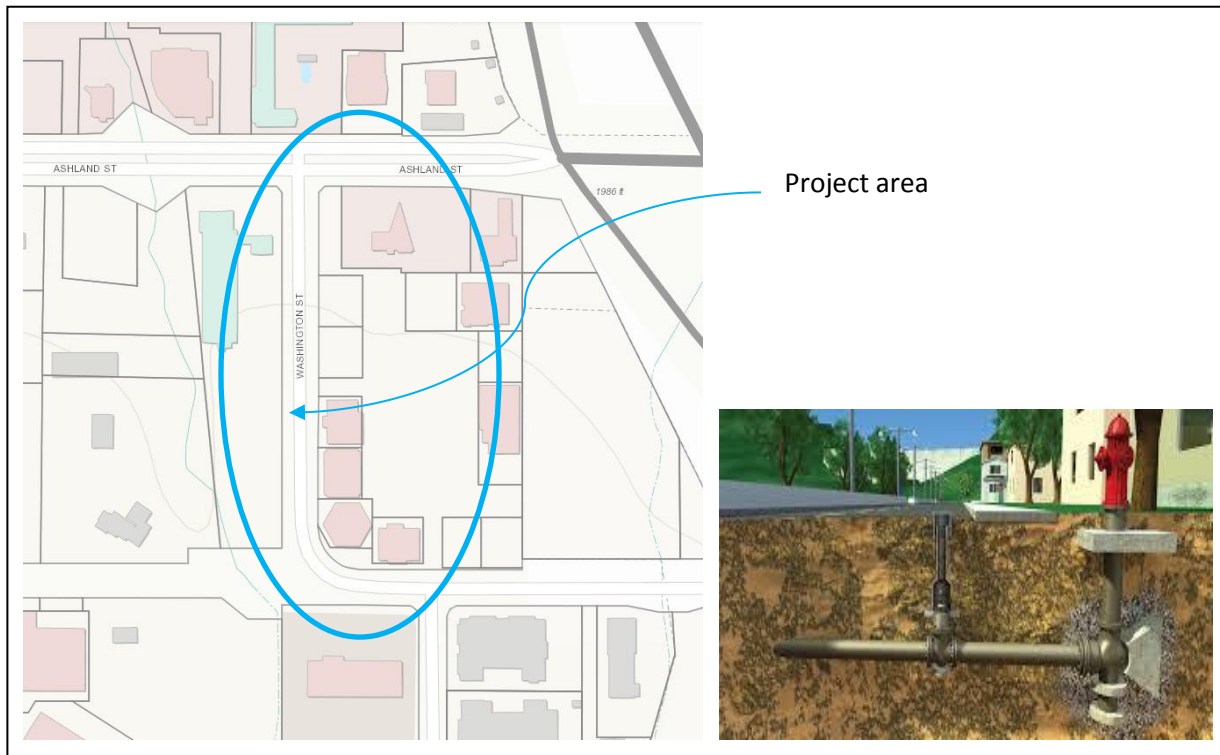
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|-------|--|--|-----------|--|--|--|
| Fees | | | \$140,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Washington Street from Ashland Street to Jefferson Street is undersized for fire flow requirements and future growth needs. This upsizing project corrects those concerns.



water distribution fund

Beach Street, Larkin Lane to Siskiyou Water Line Upsizing

Proj #: WTP P9

Duration: 1 year

Total Project Cost: \$125,000

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-----------|--|--|--|
| Design | | | \$18,750 | | | |
| Construction | | | \$106,250 | | | |

Revenues:

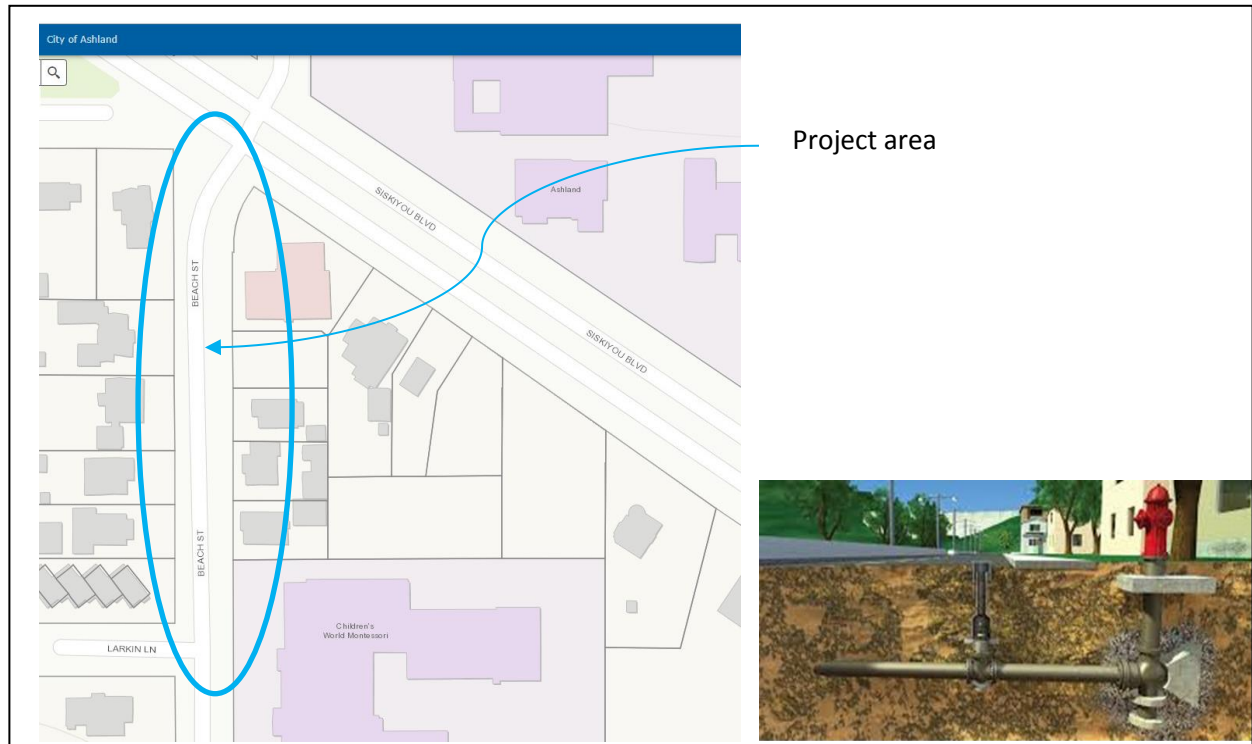
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|-------|--|--|-----------|--|--|--|
| Fees | | | \$125,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The 4" water line on Beach Street from Larkin Lane to Siskiyou is undersized for fire flow requirements and minimum sizing requirements for this service area. This upsizing project corrects those issues.



water distribution fund

Ashland High School Fire Hydrant

Proj #: WTP P10

Duration: 1 year

Total Project Cost: **\$123,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|-----------|--|--|--|
| Design | | | \$10,000 | | | |
| Construction | | | \$113,000 | | | |

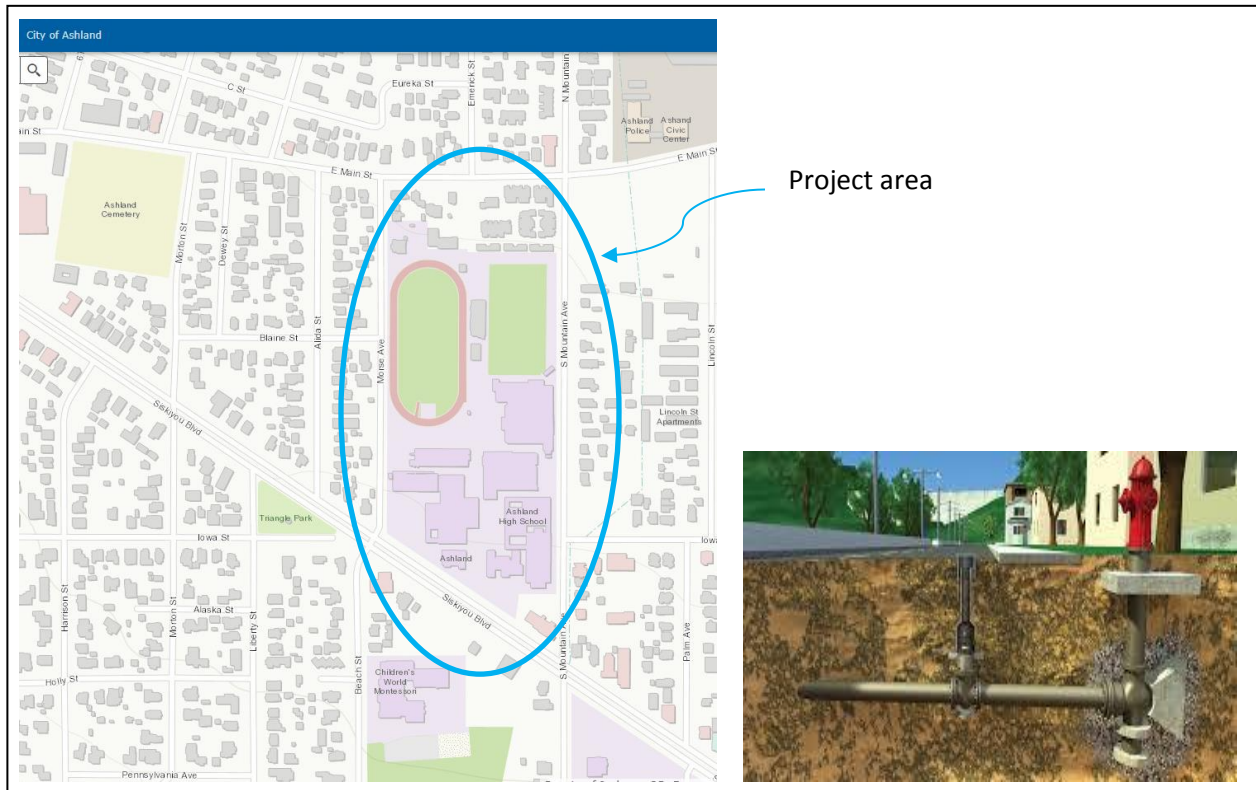
Revenues:

| | | | | | | |
|-------|--|--|-----------|--|--|--|
| Fees | | | \$123,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: Long term expenses include hydrant maintenance and eventual life cycle replacement costs.

Description:

To ensure adequate fire flow requirements and redundancy the water master plan recommended adding a fire hydrant in the Ashland High School campus.



water distribution fund

Walker Avenue, E. Main Street to Siskiyou Line Upsizing

Proj #: WMP P4

Duration: 2 years

Total Project Cost: **\$540,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|----------|-----------|--|
| Design | | | | \$81,000 | | |
| Construction | | | | | \$459,000 | |

Revenues:

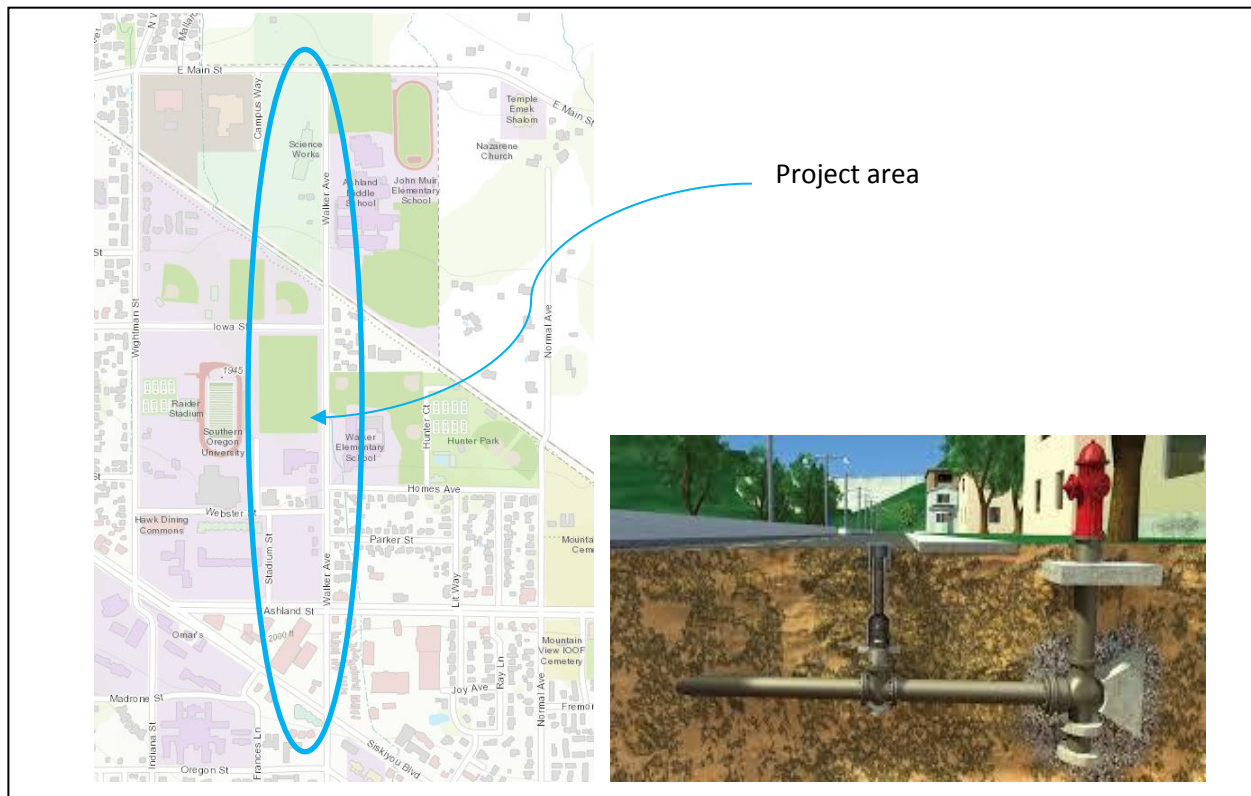
| | | | | | | |
|-------|--|--|--|----------|-----------|--|
| Fees | | | | \$81,000 | \$459,000 | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Walker Avenue from E. Main Street to Siskiyou is undersized for fire flow requirements and future growth needs. This upsizing project corrects those concerns.



water distribution fund

Normal Avenue, Siskiyou to Homes Water Line Upsizing

Proj #: WMP P3

Duration: 2 years

Total Project Cost: **\$563,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|----------|-----------|--|
| Design | | | | \$84,450 | | |
| Construction | | | | | \$459,000 | |

Revenues:

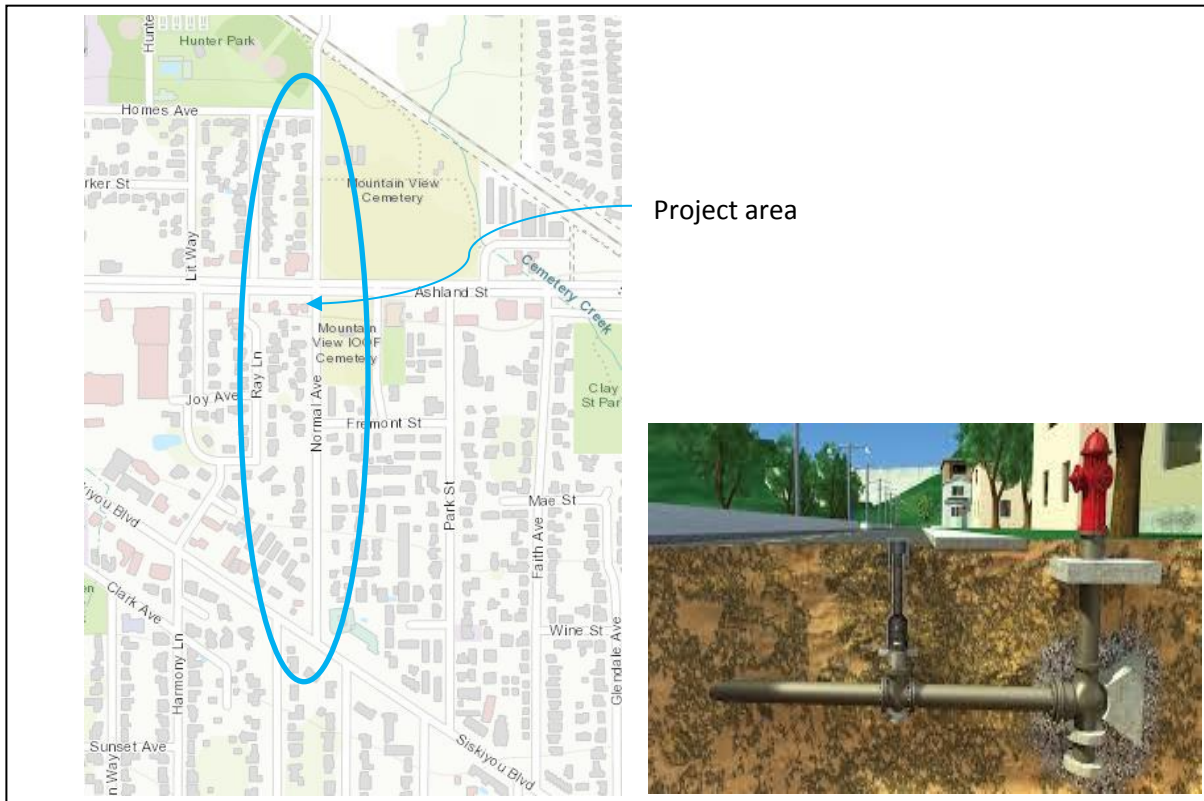
| | | | | | | |
|-------|--|--|--|----------|-----------|--|
| Fees | | | | \$84,450 | \$459,000 | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Normal Avenue from Siskiyou to Homes Avenue is undersized for fire flow requirements and future growth needs. This upsizing project corrects those concerns.



water distribution fund

A Street from 1st Street to 6th Street Water Line Upsizing

Total Project Cost: **\$270,000**

Proj #:

Duration: 1 year

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|----------|--|--|--|--|-----------|
| Design | \$50,000 | | | | | \$40,500 |
| Construction | | | | | | \$310,500 |

Revenues:

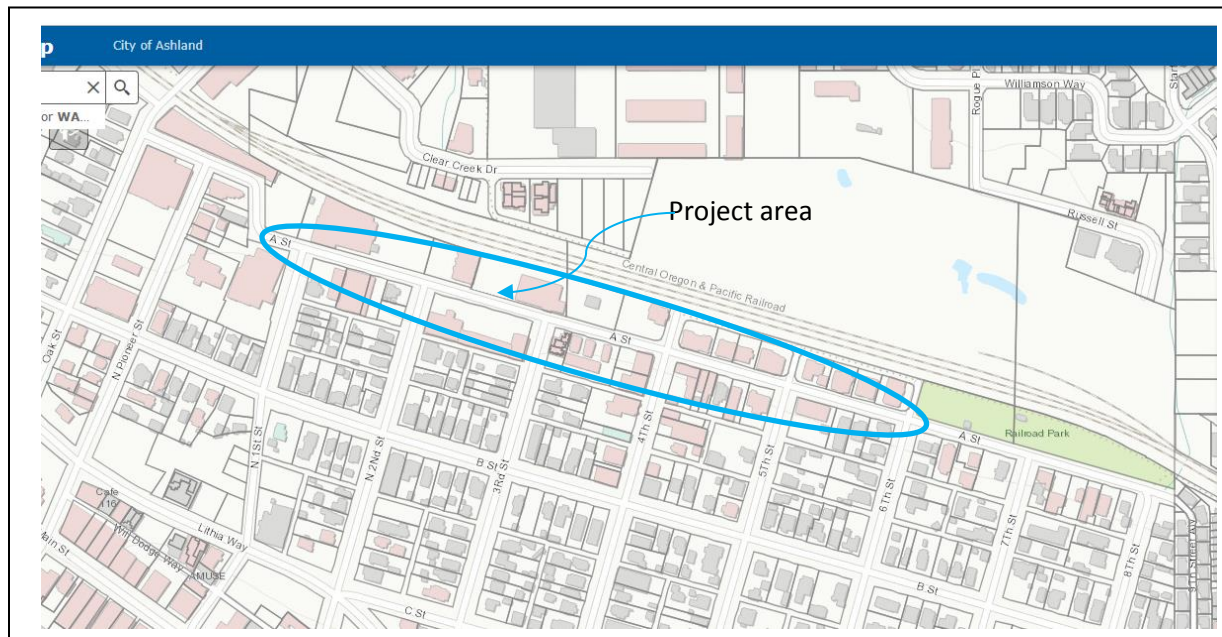
| | | | | | | |
|-------|--|--|--|--|--|-----------|
| Fees | | | | | | \$270,000 |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project may be eligible for partial SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on A Street from 1st Street to 6th Street is undersized for fire flow requirements and current capacity expectation. This upsizing project corrects those concerns.



water distribution fund

Vista Street from Fork to Hillcrest Water Line Upsizing

Proj #: WMP P11

Duration: 1 year

Total Project Cost: **\$168,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|--|-----------|
| Design | | | | | | \$25,000 |
| Construction | | | | | | \$143,000 |

Revenues:

| | | | | | | |
|-------|--|--|--|--|--|-----------|
| Fees | | | | | | \$168,000 |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Other: Staff anticipates this project may be eligible for partial SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Vista Street from Fork Street to Hillcrest Street is undersized for fire flow requirements and current capacity expectation. This upsizing project corrects those issues.



WASTEWATER PROJECTS

wastewater treatment fund

UV System Upgrades/Replacement

Proj #: tbd

Duration: 3 years

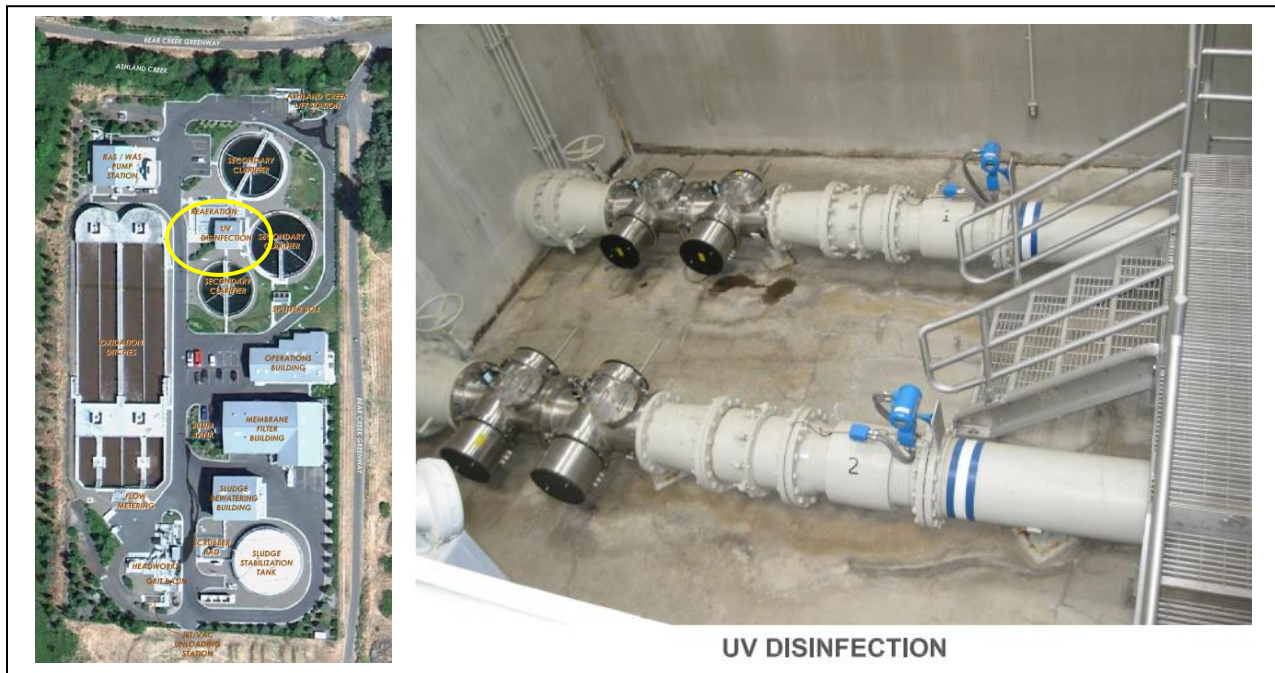
Total Project Cost: **\$640,000**

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|-----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | \$40,000 | \$40,000 | | | | |
| Construction | | \$160,000 | \$400,000 | | | |
| Revenues: | | | | | | |
| Fees | \$40,000 | \$160,000 | \$320,000 | | | |
| SDCs 20% | | \$40,000 | \$80,000 | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: The ultraviolet (UV) system has a finite life of 15-20 years and must be maintained as any process in the treatment plant. Staff will include budget estimates for long range planning and this component will be evaluated in master plans. The master plan forecasts the need for an additional disinfection train in 2030.

Description:

In 1998, the City's wastewater treatment plant opted for UV disinfection treatment over chemical chlorine disinfection. UV provides a safe, environmentally friendly and cost-effective disinfection process that instantaneously neutralizes microorganisms as they pass by ultraviolet lamps submerged in the effluent. The process adds nothing to the water but UV light, and therefore, has no impact on the chemical composition or the dissolved oxygen content of the water. The current system has reached its useful component life. In addition to component replacement, an additional capacity enhancement will be added to improve hydraulic capacity to the system and increase the useful life. Staff will ensure interim operational solutions prior to this major upgrade in 2020.



wastewater treatment fund

WWTP Riparian Restoration/Shading Water Quality Temperature Trading Program

Total Project Cost: **\$2,908,010** (first 5 years)

Proj #: 2018-21

Duration: 25 years (2043)

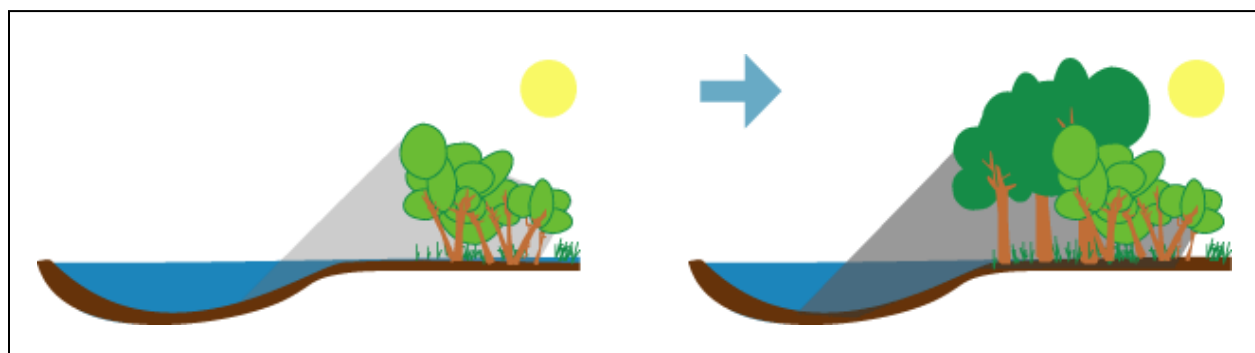
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | | |
| Design | \$163,010 | \$100,000 | | | | | |
| Construction | \$20,000 | \$365,000 | \$600,000 | \$660,000 | \$380,000 | \$420,000 | \$200,000 |
| Revenues: | | | | | | | |
| Fees | \$155,560 | \$395,250 | \$510,000 | \$561,000 | \$323,000 | \$357,000 | \$170,000 |
| SDCs 15% | \$27,450 | \$69,750 | \$90,000 | \$99,000 | \$57,000 | \$63,000 | \$30,000 |
| Grant | | | | | | | |
| Other | | | | | | | |

“Other”: In addition to rates and fees, a significant portion of funds for this project are part of a DEQ CWSRF Loan #R11754 (\$2,000,000) which was updated and approved by Council on February 6, 2018. The loan will be repaid over time and will be shown in a debt account.

Anticipated Long Term Expenses: This is a 20-year tree planting and riparian restoration project per site. Initial capital outlay is for site preparation and planting, and the initial 5 years to maintain the plantings which includes site clean-up, watering and potentially some re-vegetation for each site. Costs will diminish through the 20-year life as trees and vegetation matures. After the initial 5 year outlay for capital, this item will transition to wastewater treatment plant operational expenses. Loan funds will be repaid through previously anticipated increases to rates and fees. O&M costs are anticipated starting at \$80,000 and going down to \$50,000 per year for 20 years.

Description:

This is one of several projects the City will complete to meet anticipated temperature standards to comply with new state water quality regulations as anticipated for the WWTP DEQ National Pollutant Discharge Elimination System (NPDES) permit renewal. This project was initiated with the completion of the 2012 Comprehensive Sewer Master Plan. Ashland’s Water Quality Trading Plan was accepted by the Oregon Department of Environmental Quality (DEQ) on March 9, 2018, as being consistent with Oregon’s Water Quality Trading Rule. The Water Quality Trading Plan will focus on implementing riparian re-vegetation and shading projects to generate “credits” to satisfy the City’s anticipated upcoming temperature obligation. The Freshwater Trust is under phase 1 contract to begin the program architecture and pilot shading projects. Phase 2 planting (construction) is anticipated for the fall of 2019 depending upon finalizing the DEQ NPDES permit.



wastewater treatment fund

WWTP Outfall Relocation Project

Proj #: 2013-21

Duration: 3 years

Total Project Cost: **\$2,073,500**

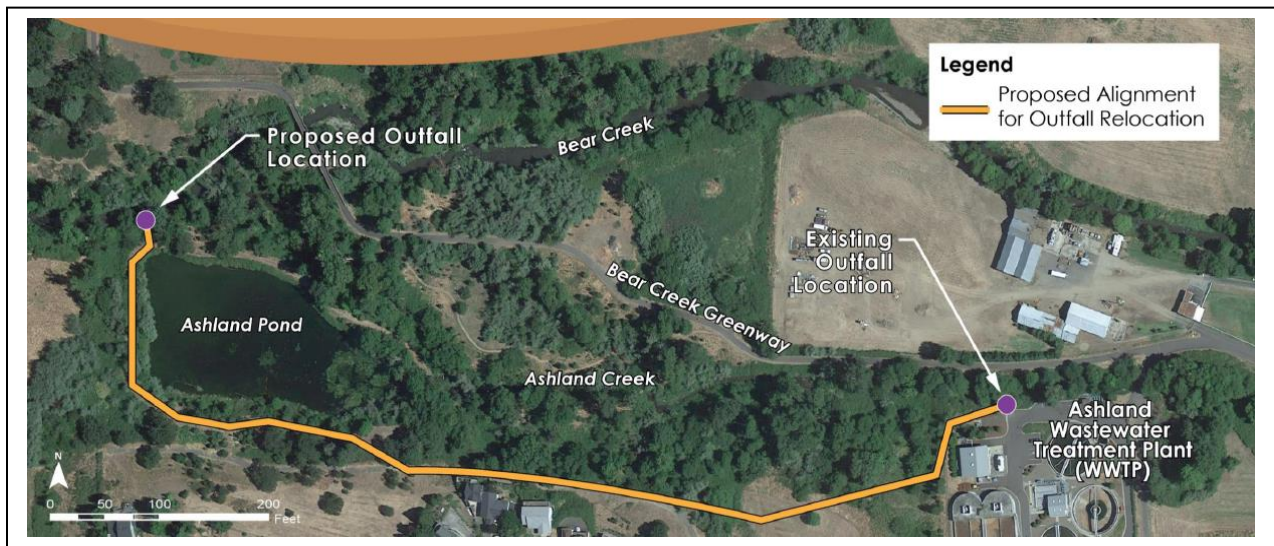
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|-----------|-----------|-----------|---------|---------|
| Expenses: | | | | | | |
| Design | \$573,500 | \$300,000 | | | | |
| Construction | | \$200,000 | \$500,000 | \$200,000 | | |
| Revenues: | | | | | | |
| Fees | \$487,475 | \$425,000 | \$425,000 | \$170,000 | | |
| SDCs 15% | \$86,025 | \$75,000 | \$75,000 | \$30,000 | | |
| Grant | | | | | | |
| Other | | | | | | |

“Other”: In addition to rates and fees, a significant portion of funds for this project are part of a \$2.5 Million DEQ CWSRF Loan #R11754; updated / approved by Council on February 6, 2018.

Anticipated Long Term Expenses: This will be a part of the City’s wastewater treatment plant operational expenses. Life of the project is 40+ years. Loan funds will be repaid through previously anticipated increases to rates and fees. Staff anticipate no significant long-term expenses with respect to maintenance.

Description:

This is one of several projects the City will complete to meet anticipated temperature standards to comply with state water quality regulations as anticipated for the WWTP DEQ National Pollutant Discharge Elimination System (NPDES) permit renewal. This project was initiated with the completion of the 2012 Comprehensive Sewer Master Plan. The WWTP Outfall Relocation Study was completed in August 2017 which evaluated specific alignment options. Engineering pre-design on the selected alignment along the existing sewer line easement (see below) was complete in the 2017-19 BN. The joint permit application is in progress. Final design and construction are anticipated to begin in spring of 2020 depending upon finalizing the DEQ NPDES permit.



wastewater treatment fund

WWTP Headworks Process Improvements

Total Project Cost: **\$960,000**

Proj #:

Duration: 3 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|-----------|-----------|-----------|---------|---------|
| Expenses: | | | | | | |
| Design | \$60,000 | | | | | |
| Construction | | \$300,000 | \$300,000 | \$300,000 | | |
| Revenues: | | | | | | |
| Fees | \$50,000 | \$250,000 | \$250,000 | \$250,000 | | |
| SDCs (20%) | \$10,000 | \$50,000 | \$50,000 | \$50,000 | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: Long term expenses are part of the overall maintenance process.

Description:

The "headworks" of a wastewater treatment plant is the initial stage of the treatment process designed to reduce the level of pollutants in the incoming wastewater discharges. The headworks removes inorganics such as grit, plastics, rags and other larger debris from the influent waste stream to protect and reduce wear on the main wastewater process equipment. Headworks equipment includes pumps, mechanical screens, screening compactors, grit removal systems and grit washing systems. Upgrades to the wastewater treatment plant in 1998 did not fully replace the headworks. After many repairs, this will replace worn systems to the grit removal process and also replace the splitter box.



wastewater treatment fund

WWTP Harmonics Upgrade

Total Project Cost: **\$210,000**

Proj #:

Duration: 2 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|---------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | \$10,000 | | | | | |
| Construction | \$200,000 | | | | | |
| Revenues: | | | | | | |
| Fees | \$210,000 | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: The proposed harmonics improvements will improve general system operations and maintenance and should decrease the need for adjustments due to power interruptions.

Description:

Treatment plant staff have struggled with multiple minor power system problems including interruptions, interference, downtime, and instrumentation disruption. The likely cause is due to harmonic distortion and is being evaluated in the 2019 Facilities Assessment. This project will identify the causes of system disruptions and correct the electrical distortion likely caused by the multiple variable frequency drives and transformers on site.

Sine Wave Power → Variable Frequency Controller → Variable Frequency Power → AC Motor → Mechanical Power
 Operator Interface (1540) → Power Conversion → Power Conversion

wastewater treatment fund

WWTP Miscellaneous Improvements and Upgrades

Proj #: 704100

Total Project Cost: **\$900,000 over 6 years**

Duration: continual

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | |
| Design | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Construction | \$145,000 | \$145,000 | \$145,000 | \$145,000 | \$145,000 | \$145,000 |
| Revenues: | | | | | | |
| Fees | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: The proposed improvements will improve general system operations and maintenance and should decrease the need for difficult and instantaneous repairs.

- Note: (1) prior year's costs for miscellaneous improvements are not shown as there are multiple minor capital improvements over the past 20 years.
- (2) some improvements will be SDC eligible based on capacity increases. These projects will be evaluated and added to the Master Plan update accordingly.

Description:

The current treatment plant is now 20 years old. Staff have struggled with multiple system problems including pumps, piping, rake arms, clarifier basins, centrifuge assemblies, etc. Potential solutions are being evaluated in the 2019 Facilities Assessment. This multiple year series of capital projects will identify and correct process deficiencies and address aging infrastructure.



wastewater treatment fund

WWTP Membrane Replacement

Total Project Cost: **\$1,200,000 every 5 years**

Proj #:

Duration: continual

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|-----------|
| Design | | | | | \$50,000 | |
| Construction | | | | | \$550,000 | \$600,000 |

Revenues:

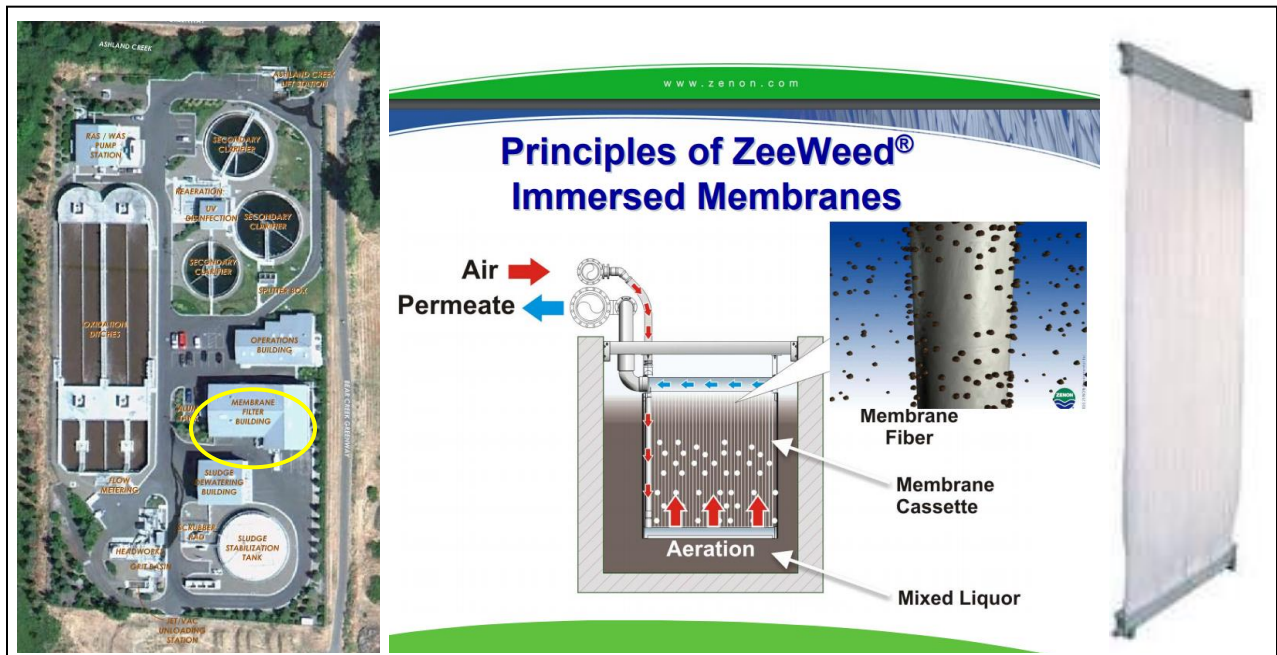
| | | | | | | |
|----------|--|--|--|--|-----------|-----------|
| Fees | | | | | \$360,000 | \$360,000 |
| SDCs 40% | | | | | \$240,000 | \$240,000 |
| Grant | | | | | | |
| Other | | | | | | |

The City received a loan for the replacement project in 2012 and will attempt to do so again to help keep rates in balance.

Anticipated Long Term Expenses: The membrane trains must be replaced every 10 + years. This project identifies and forecasts funding for that requirement.

Description:

In 2003, the City opted to build and use membrane filtration as a tertiary filtration to remove phosphorous. The membrane filters are in "cassettes" and have a 10+ year life. Over time the membrane cassettes must be replaced. Technology of the membranes have improved, and the City will ensure appropriate upgrades during the scheduled replacement. The proposed 2023 upgrade will increase capacity and ultimately reduce operational and maintenance requirements. This project will be coordinated with the membrane pumps and piping replacement project.



CAPITOL IMPROVEMENTS PROGRAM
ENGINEERING DIVISION

wastewater collections fund

Miscellaneous Sanitary Sewer Crew Upgrades

Proj #: 704100

Total Project Cost: **\$630,000 over 6 years**

Duration: continual

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | In house | In house | In house | In house | In house | In house |
|--------------|--|-----------|-----------|-----------|-----------|-----------|-----------|
| Design | | | | | | | |
| Construction | | \$105,000 | \$105,000 | \$105,000 | \$105,000 | \$105,000 | \$105,000 |

Revenues:

| | | | | | | | |
|-------|--|-----------|-----------|-----------|-----------|-----------|-----------|
| Fees | | \$105,000 | \$105,000 | \$105,000 | \$105,000 | \$105,000 | \$105,000 |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Replacing pipes on a schedule will decrease the need for difficult and instantaneous repairs and prevent sewage spills.

Typically, these projects replace piping in kind, but if pipes are upsized for capacity improvements, SDCs may be eligible. Changes will be addressed in the Collection System Master Plan (2019).

Description:

The City’s sanitary sewer maintenance crew is devoted to repairing and replacing lines based upon the concerns found with the camera before there are significant problems, or in addition to repair work that is completed annually. Current project list includes: Maple Street in front of the hospital; 8th Street; 6th Street; Harrison; Roca; Glendale and Garfield. Other projects will be added based on line evaluations (camera).



wastewater collections fund

Miscellaneous Sanitary Sewer Trenchless Liner Upgrades

Total Project Cost: **\$795,000 over 6 years**

Proj #: TBD

Duration: continual

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | | |
|--------------|--|----------|-----------|----------|-----------|----------|-----------|
| Design | | \$15,000 | | \$15,000 | | \$15,000 | |
| Construction | | | \$250,000 | | \$250,000 | | \$250,000 |

Revenues:

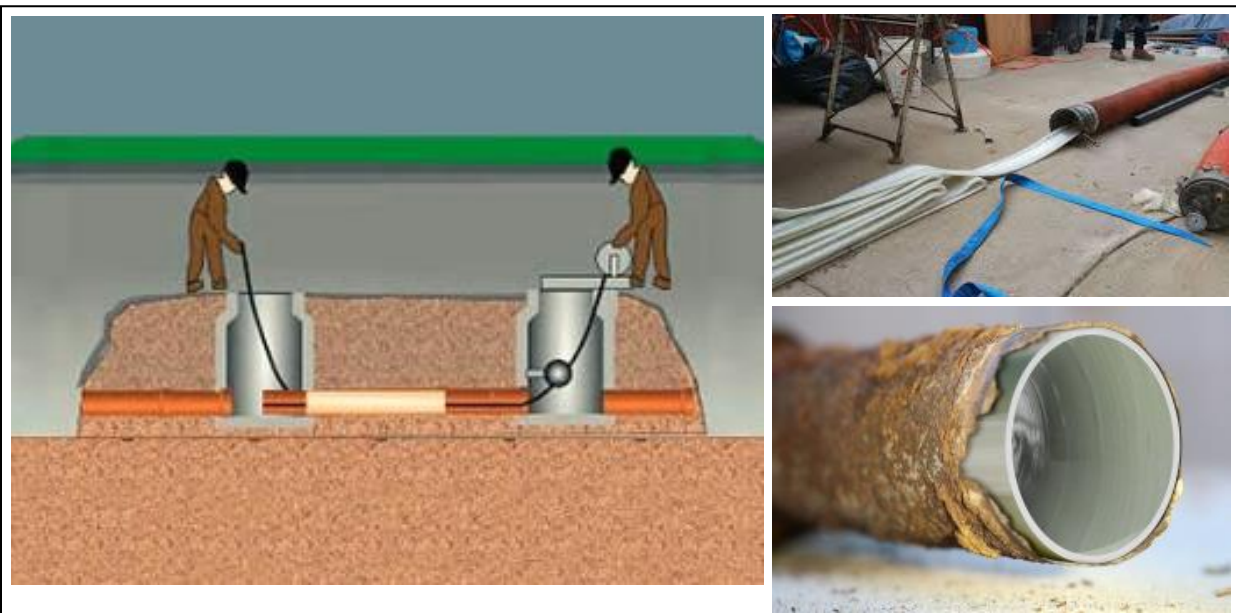
| | | | | | | | |
|-------|--|----------|-----------|----------|-----------|----------|-----------|
| Fees | | \$15,000 | \$250,000 | \$15,000 | \$250,000 | \$15,000 | \$250,000 |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Having “new” pipes should decrease the need for difficult and instantaneous repairs and sewage spills.

Staff anticipates that some of these projects will be eligible for SDC funding to accommodate capacity improvements.

Description:

In most cases if a pipe is too small, it must be replaced with a larger size. However, if pipes are damaged, but sized correctly, trenchless technology may be an option to restore or upgrade pipes. Trenchless technology is typically completed as a liner (4’ to 24” pipes) or a resin coating (mostly smaller pipe sizes and manholes). There are specialty companies that specialize in this type of work. This series of projects will define maintenance problem sewer lines, pipes that are in areas difficult to replace (homeowner back yards or areas with many utility conflicts) and bundle these for a \$250,000 per biennium project. Current projects include: backyard along Oak from Lithia to B and potentially Tolman.



wastewater collections fund

Upsize Bear Creek Trunk Line from Wightman to Normal

Proj #: WCMP P1-1A

Duration: 2 years

Total Project Cost: **\$250,000**

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| Design | In house | | | | | |
|--------------|-----------|-----------|--|--|--|--|
| Construction | \$125,000 | \$125,000 | | | | |

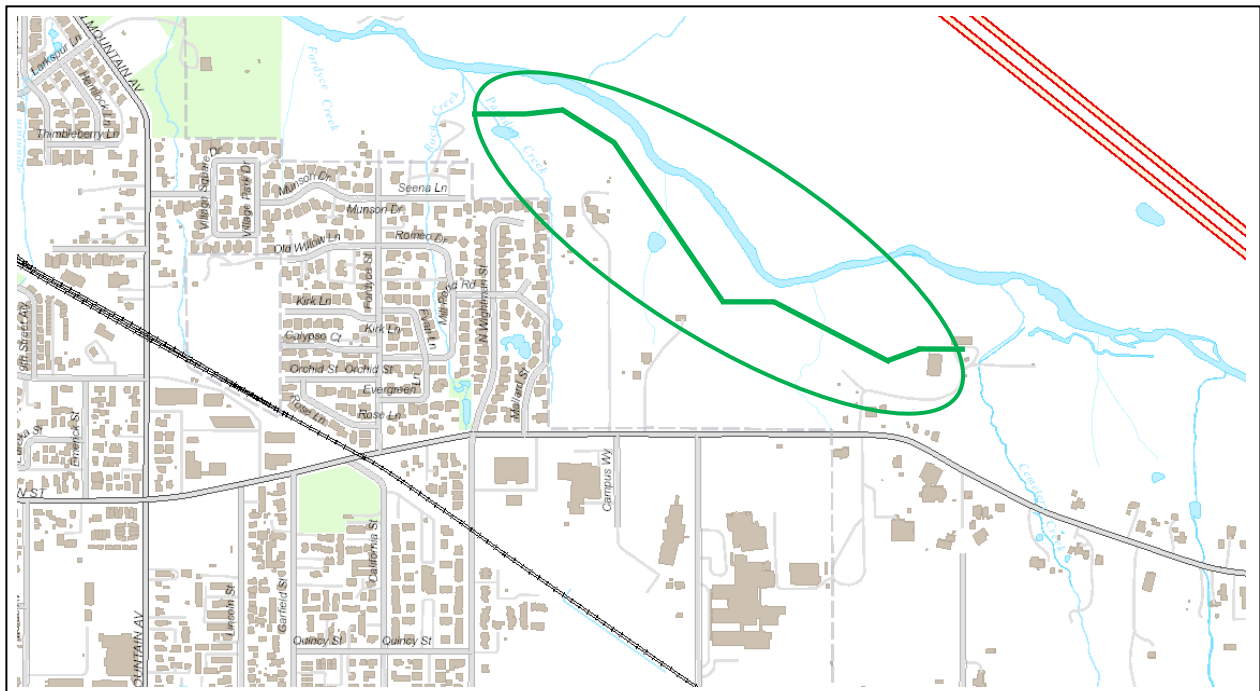
Revenues:

| | | | | | | |
|------------|----------|----------|--|--|--|--|
| Fees | \$37,500 | \$37,500 | | | | |
| SDCs (70%) | \$87,500 | \$87,500 | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Routine inspection and general maintenance will be required.

Description:

This area of the Bear Creek Trunk line between an extension of Normal and an extension of Wightman is served by a concrete line placed in the early 1960s and is undersized. This project will replace approximately 2,500 feet of existing 12-15 inch line with 15-18 inch PVC sewer line. The line will tie into the current parallel line at the end of the Wightman Street extension. Future needs for the remaining section of the trunk line will be evaluated. Staff will evaluate and recommend this for either in house crew work (704100) or contract.



wastewater collections fund

Repair Tolman Creek Road Sewer Main from Abbott to Ashland Street

Total Project Cost: **\$92,000**

Proj #: TBD

Duration: 1 years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| Design | | | | | In house | | |
|--------------|--|--|--|--|----------|--|--|
| Construction | | | | | \$92,000 | | |

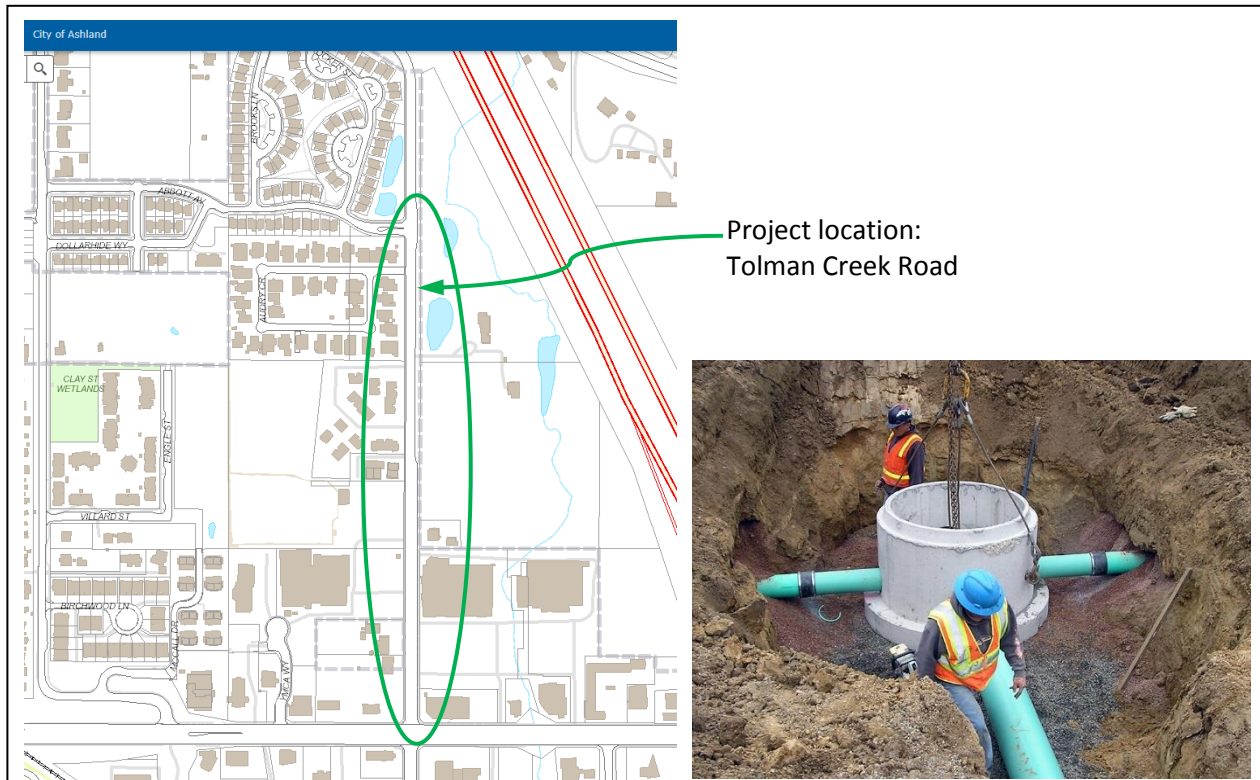
Revenues:

| | | | | | | | |
|-------|--|--|--|--|----------|--|--|
| Fees | | | | | \$92,000 | | |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Routine inspection and general maintenance will be required.

Description:

This project will improve the flows in the 12-inch concrete line in Tolman Creek Road for the 1800-foot section between Abbott and Ashland Street. This might be a project for a trenchless liner depending upon the grades. This project will be verified with the Collection System Master Plan.



wastewater collections fund

Upsize Sewer Main A Street from 1st to 8th

Proj #: 2013-17 (P1-1D)

Total Project Cost: **\$446,000**

Duration: 2 years

| Prior Yrs | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|----------|-----------|
| Design | | | | | \$70,000 | |
| Construction | | | | | \$76,000 | \$300,000 |

Revenues:

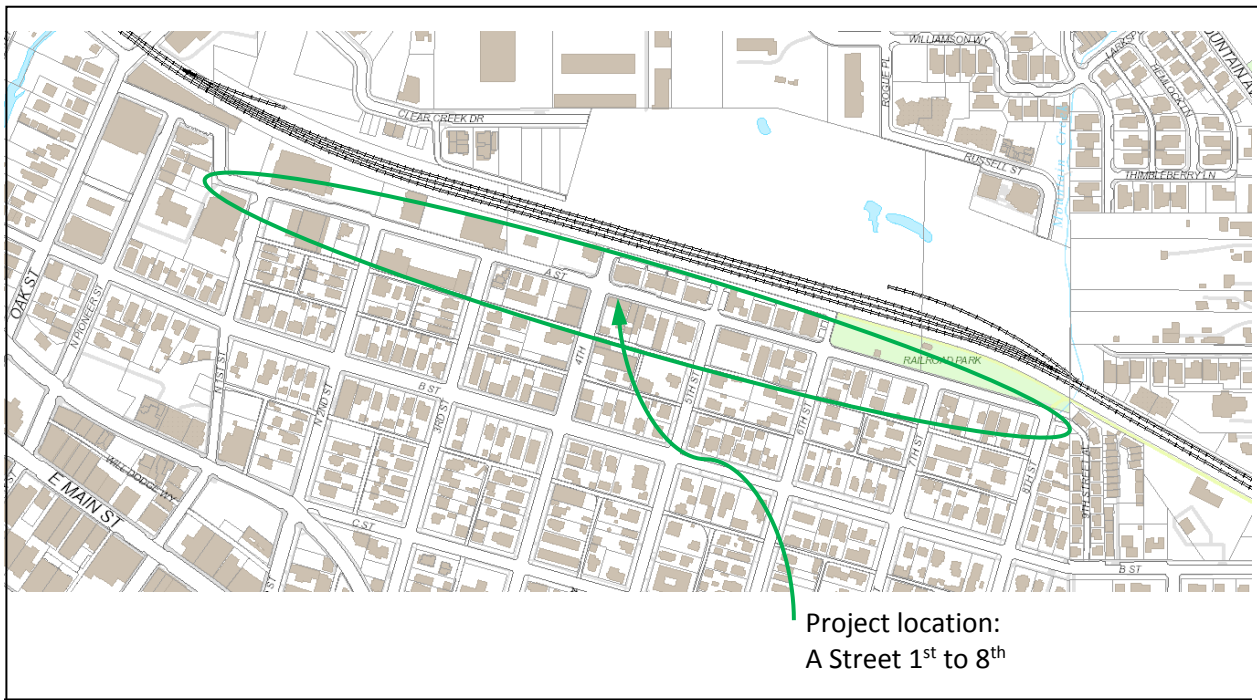
| | | | | | | |
|------------|--|--|--|--|-----------|-----------|
| Fees | | | | | \$132,400 | \$270,000 |
| SDCs (10%) | | | | | \$14,600 | \$30,000 |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Routine inspection and general maintenance will be required.

Staff is estimating 15% SDC and will verify with capacity and collection system master plan updates prior to construction.

Description:

This project is part of a larger street reconstruction that will combine utility work. The sanitary sewer portion is upsizing the line from the existing 10-inch clay to 12 or 15-inch PVC.



STORMDRAIN PROJECTS

storm water fund

Storm Drain Relocation - at Woodland & Indiana

Proj #: 704100

Duration: 1 year

Total Project Cost: **\$55,000**

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$6,000 | | | | |
| Construction | | \$49,000 | | | | |
| Revenues: | | | | | | |
| Fees | | \$55,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: No additional long-term costs are anticipated.

Description:

The current storm drains in this location are in private property. The goal is to relocate the public portions of the system onto street rights of way along Indiana and Woodland. This will likely be completed with in-house crews.



storm water fund

Beach / Mountain Creek Storm Drain Improvements

Proj #: tbd

Total Project Cost: **\$660,000**

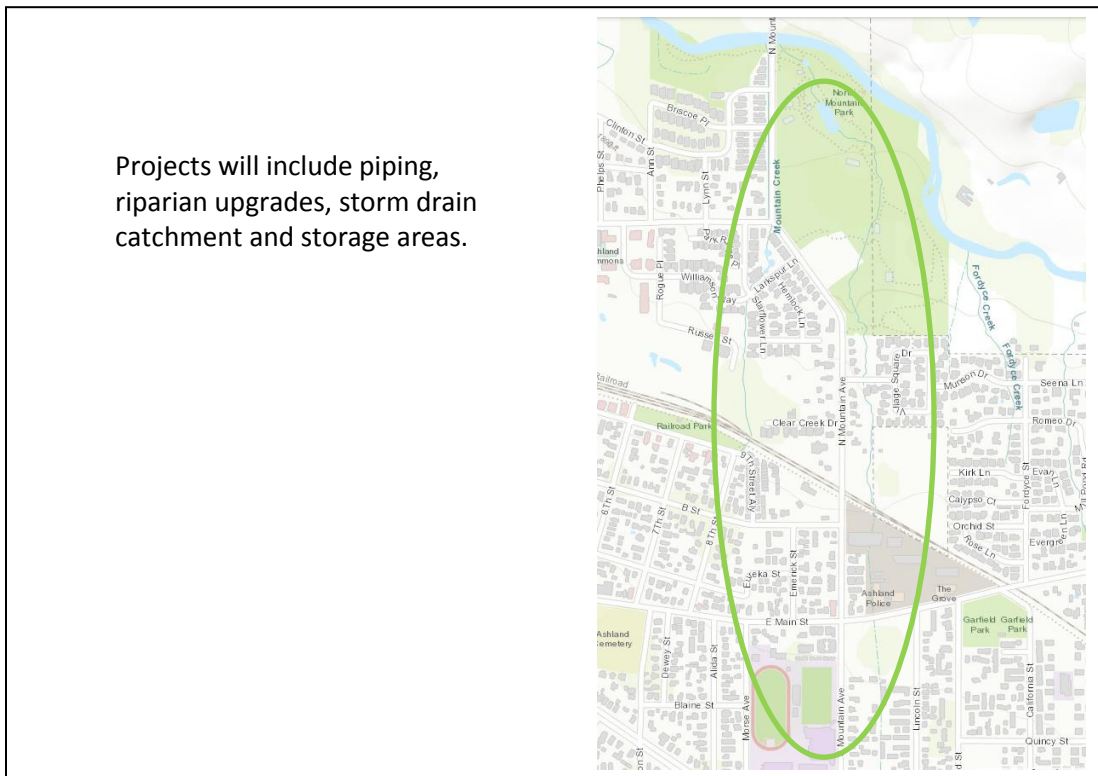
Duration: 10 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|---------|-----------|---------|-----------|
| Expenses: | | | | | | |
| Design | | \$15,000 | | \$15,000 | | \$15,000 |
| Construction | | \$150,000 | | \$150,000 | | \$150,000 |
| Revenues: | | | | | | |
| Fees | | \$99,000 | | \$99,000 | | \$99,000 |
| SDCs 40% | | \$66,000 | | \$66,000 | | \$66,000 |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: Long-term costs are associated with the entire Beach Mountain Creek area; pipelines and riparian area.

Description:

The Beach and Mountain Creek sub-watershed areas have historically had high intensity flood potential and have been identified in earlier storm water master plans as being undersized. This series of project will be verified with the current storm water master plan and will be more specifically identified for deliberate projects. This is the first in a series of projects that will be undertaken in this area.



AIRPORT PROJECTS

airport fund

Oregon Department of Aviation Pavement Maintenance

Total Project Cost: **\$20,000**

Proj #: (TBD)

Duration: 1 year

| | Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|----------|---------|---------|---------|---------|---------|
| Expenses: | | | | | | | |
| Design | | | | | | | |
| Construction | | \$20,000 | | | | | |
| Revenues: | | | | | | | |
| Fees | | | | | | | |
| SDCs | | | | | | | |
| Grant | | \$20,000 | | | | | |
| Other | | | | | | | |

Grant: This is a pass-through grant from the Federal Aviation Administration (FAA) to the Oregon Department of Aviation (ODA) for the ODA pavement maintenance program. The estimated maximum FAA grant match is anticipated to be \$20,000

Anticipated Long Term Expenses: continued maintenance of asphalt for the airport.

Description:

On a three year cycle the Oregon Department of Aviation manages a pavement inspection and maintenance program (PMP) for all Airports within the State of Oregon that receive federal funding for improvement projects. The ODA develops an airport specific project list and associated cost estimates then implements the project through public bid. The City of Ashland is slated to receive pass through grant funding from the FAA as a match requirement to the ODA PMP program for various pavement maintenance work including, crack sealing, asphalt patching and slurry seals.



airport fund

Oregon Department of Aviation Taxiway Rehabilitation

Total Project Cost: **\$2,230,700**

Proj #: (TBD)

Duration: 2 year

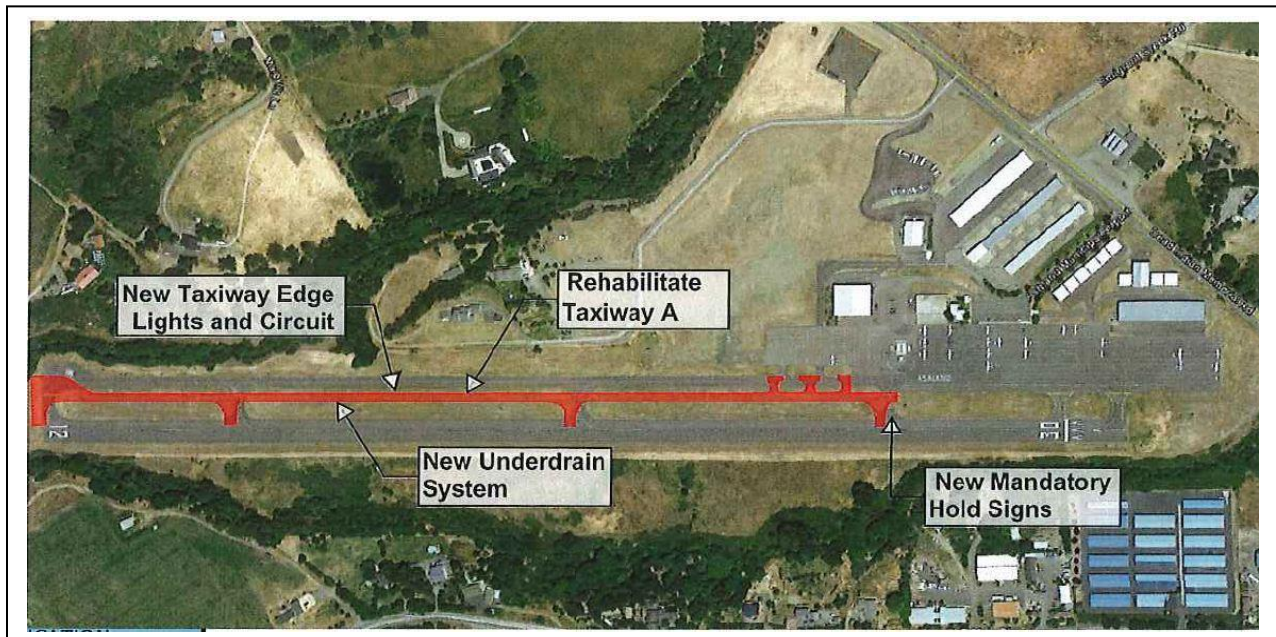
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|-------------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$200,000 | \$96,700 | | | |
| Construction | | | \$1,934,000 | | | |
| Revenues: | | | | | | |
| Fees | | \$20,000 | \$203,070 | | | |
| SDCs | | | | | | |
| Grant | | \$180,000 | \$1,827,630 | | | |
| Other | | | | | | |

Grant: It is expected that the Oregon Department of Aviation will fund this as 90% grant. The City will apply for a Critical Oregon Airport Relief (COAR) grant that could fund 9% of the 10% remaining project cost.

Anticipated Long Term Expenses: include continued maintenance of asphalt for the airport.

Description:

The airports parallel taxiway is shown in the 2016 ODA Pavement Maintenance report as satisfactory to poor. Work elements for the project are general mill and overlay of the taxiway, new subsurface drainage, new taxiway edge lights and new mandatory lighted hold position signs. Project is intended to be grant funded at 90% with a 10% match through the Airport Fund.



ADMINISTRATION - FACILITIES PROJECTS

facilities fund (CIF)

City Facilities Miscellaneous Upgrades and Renovations

Proj #: 704100

Total Project Cost: **\$150,000 for next 6 years**

Duration: continual

| Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Expenses: | | | | | | | |
| Design | \$100,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 |
| Construction | \$200,000 | \$140,000 | \$140,000 | \$140,000 | \$140,000 | \$140,000 | \$140,000 |
| Revenues: | | | | | | | |
| Fees | \$300,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

This project allocates funding in the in-house capital improvements for miscellaneous upgrades, replacements and repairs for systems (HVAC, electrical, siding, flooring, etc.).



facilities fund (CIF)

Emergency Operations Center– Grove Priority Improvements

Total Project Cost: **\$205,000**

Proj #: TBD

Duration: 2+ years

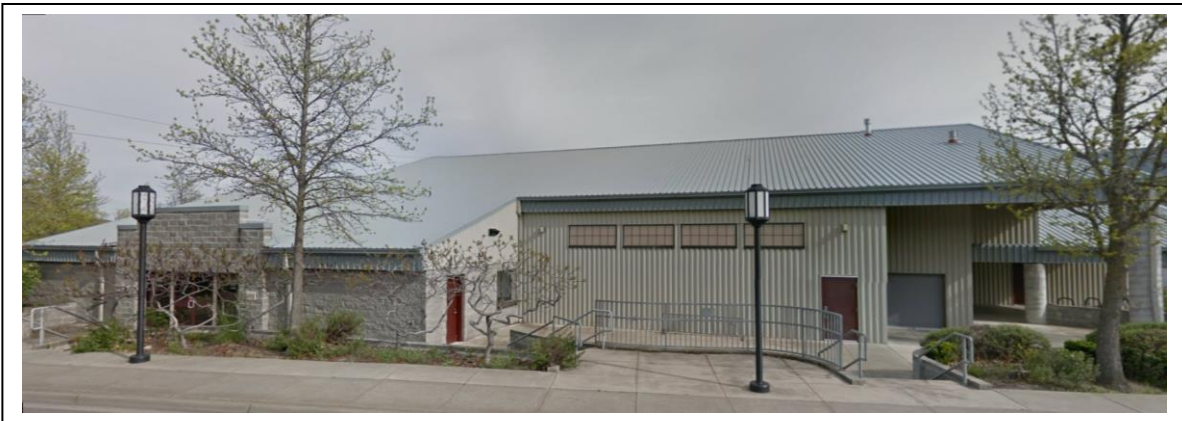
| | Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|----------|-----------|---------|---------|---------|---------|
| Expenses: | | | | | | | |
| Design | | \$10,000 | | | | | |
| Construction | \$45,000 | \$50,000 | \$100,000 | | | | |
| Revenues: | | | | | | | |
| Fees | \$45,000 | \$35,000 | \$100,000 | | | | |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | \$45,000 | \$25,000 | | | | | |

“Other”: funds set aside for emergency operations in the Fire and Rescue budget. Staff will pursue a State Preparedness and Incident Response Equipment (SPIRE) Grant for the generator and applicable communications purchases. Fees: In this case the “fees” are from facility use fees.

Anticipated Long Term Expenses: This project makes immediate priority improvements for use of the Grove as a temporary Emergency Operations Center to provide a secure centralized location, with adequate communications for command and control during a disaster or emergency. Longer term (BN 2025-27) staff plans to start on the approved expansion for training and EOC at the Police Department. City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

The existing council chambers does not meet the criteria for an EOC. City administration has identified the Grove as an immediate alternate location to perform emergency response and management functions, with adequate conference/media room, communications room and various break out rooms. This project will install communications equipment, upgrade servers, install additional computer and phone ports in the main room and other satellite rooms for operational needs, purchase and install basic audio/visual components, acquire basic furniture needs for operation room(s) and kitchen appliances. The larger immediate expense is for the design and installation of a generator for required backup power supply.



facilities fund (CIF)

Pioneer Hall Priority Improvements

Total Project Cost: **\$195,000**

Proj #: TBD

Duration: 2+ years

| | Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|----------|-----------|---------|---------|---------|---------|
| Expenses: | | | | | | | |
| Design | \$45,000 | \$20,000 | | | | | |
| Construction | | | \$130,000 | | | | |
| Revenues: | | | | | | | |
| Fees | \$45,000 | \$20,000 | \$130,000 | | | | |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

“Other”: NA

Fees: In this case the “fees” are from facility use fees.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.). Repairs to the roof will be required in the future.

Description:

This project makes immediate priority improvements for seismic and ADA accessibility needs.



facilities fund (CIF)

City Hall Improvements and Renovations

Total Project Cost: **\$6,700,000**

Proj #: 2016-14

Duration: 6+ years

| Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|-----------|-----------|-------------|-------------|-----------|
| Expenses: | | | | | | |
| Design | \$97,100 | \$100,000 | \$650,000 | | | |
| Construction | | \$100,000 | \$200,000 | \$2,000,000 | \$3,000,000 | \$550,000 |
| Revenues: | | | | | | |
| Fees | \$97,100 | \$200,000 | \$200,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | \$650,000 | \$2,000,000 | \$3,000,000 | \$550,000 |

“Other”: Bond issue. Total costs will be determined on Council direction in April 2019. Staff will update this sheet.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

The City has been discussing the reconstruction or relocation of City Hall for more than 20 years. The building is seismically vulnerable, lacks meeting space and has no room for growth. However, it is the earthquake vulnerability of the building that presents the most pressing problem. The interior of City Hall has been reconfigured several times since 1913 but has never had any structural improvements related to seismic mitigation. This initial project is for immediate repairs and seismic and system upgrades at the existing site.



facilities fund (CIF)

Hardesty Property Relocation and Paving

Proj #: 704100

Duration: 3 years

Total Project Cost: **\$300,000**

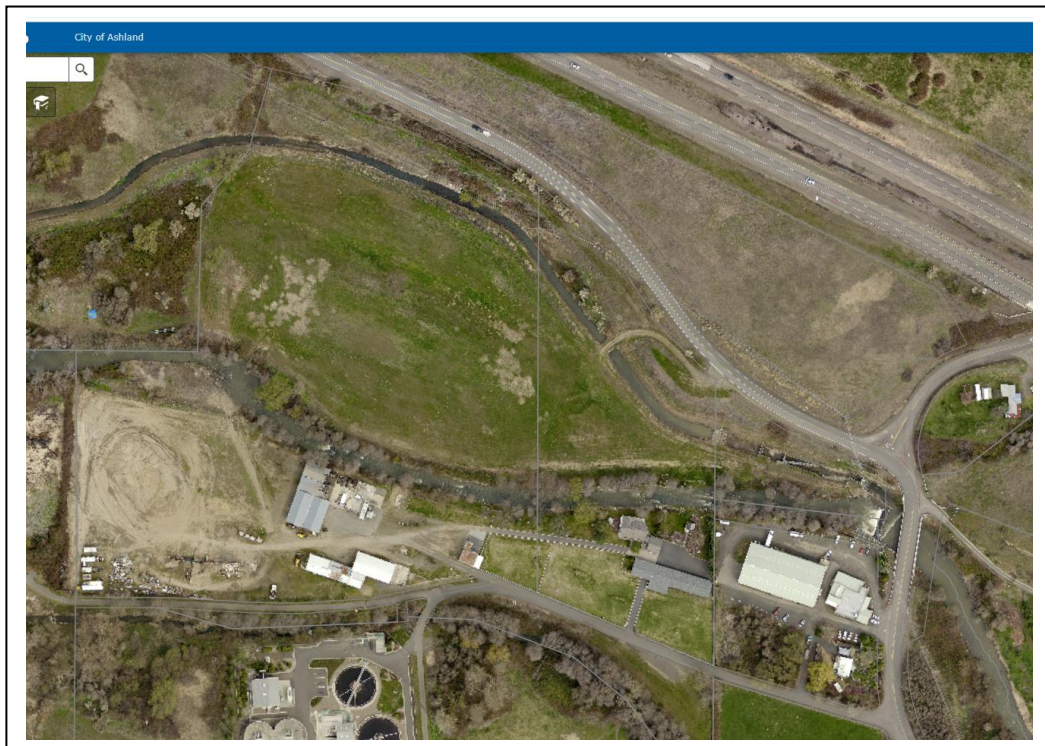
| Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|-----------|-----------|-----------|---------|---------|
| Expenses: | | | | | | |
| Design | \$12,000 | | | | | |
| Construction | | \$100,000 | \$100,000 | \$100,000 | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | \$100,000 | \$100,000 | \$100,000 | | |

“Other”: this project will be funded across the public works enterprise funds and maybe some from Fire if the City is able to use the site as a training area.

Anticipated Long Term Expenses: general site and yard maintenance

Description:

This project allocates funding to relocate the buildings from B-Street Yard and to complete paving as allowed by Jackson County.



facilities fund (CIF)

Community Center Priority Improvements

Proj #: TBD

Total Project Cost: **\$165,000**

Duration: 2+ years

| Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|---------|-----------|-----------|---------|---------|
| Expenses: | | | | | | |
| Design | \$15,000 | | \$20,000 | | | |
| Construction | | | \$130,000 | | | |
| Revenues: | | | | | | |
| Fees | \$15,000 | | \$20,000 | \$130,000 | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Fees: In this case the “fees” are from facility use fees.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.). General repairs and updating will be required in the future.

Description:

Engineering staff are completing a facilities evaluation and seismicity analysis in 2019. This project is intended to make immediate priority improvements for seismic and ADA accessibility needs.



facilities fund (CIF)

Briscoe Roof Replacement

Proj #: tbd

Total Project Cost: **\$300,000**

Duration: 1-2 years

| | Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|---------|----------|-----------|---------|---------|---------|
| Expenses: | | | | | | | |
| Design | | | \$25,000 | | | | |
| Construction | | | | \$275,000 | | | |
| Revenues: | | | | | | | |
| Fees | | | \$25,000 | \$275,000 | | | |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Fees: Funds from rental income.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.). Currently the City performs the majority of the maintenances at approximately \$60,000 per year.

Description:

The City agreed to purchase the Briscoe School property in March 2018. This City block includes an existing playground and activities field and a 38,000 square foot building. The acquisition provides the City with the opportunity to guide future development on the site for a variety of uses. Currently OCDC occupies the facility. This project replaces the roof on the existing structure.



facilities fund (CIF) – police

Emergency Operations Center and Training – Police

Proj #: TBD

Duration: 3+ years

Total Project Cost: **\$1,500,000**

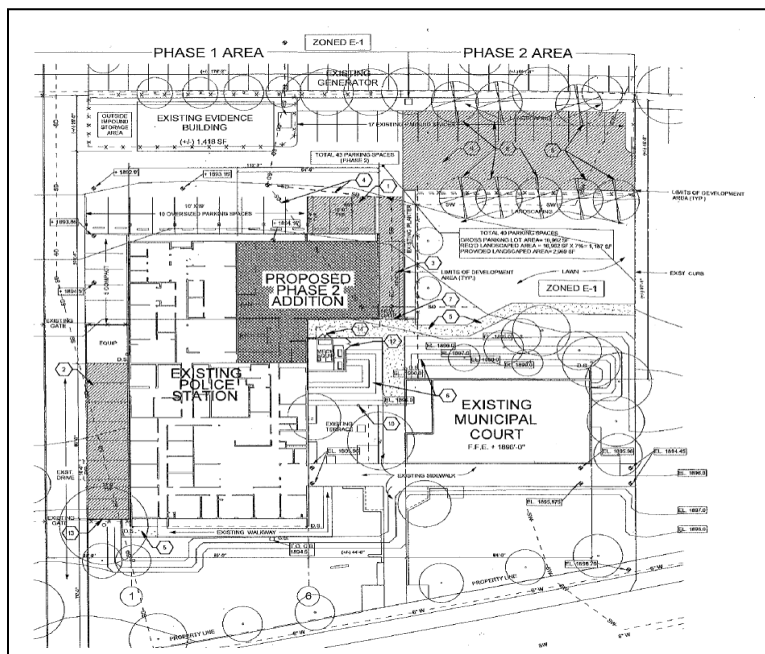
| Prior Yr | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|---------|---------|---------|---------|----------|
| Expenses: | | | | | | |
| Design | | | | | | \$20,000 |
| Construction | | | | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | \$20,000 |

“Other”: Bond issue or loan obtained from the Special Public Works Fund (Oregon IFA).

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

This project in Phase 2 of a project started in 2011 and will move to secure funding and begin the construction of a permanent EOC and provide adequate training facilities for police and others. In May of 2011, Council awarded a contract to Straus & Seibert Architects for architectural design services for the remodel and expansion of the current station, as well as to provide plans for a seismically sound Phase 2 EOC/training facility addition to the current police building. The temporary EOC at the Grove will be utilized as an Alternate EOC in the future.



FIRE AND RESCUE PROJECTS

fire and rescue

Communications Tower

Total Project Cost: **\$335,000**

Proj #: tbd
Duration: 2-3 years

| | Prior yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|----------|-----------|---------|---------|---------|---------|
| Expenses: | | | | | | | |
| Design | | \$35,000 | \$300,000 | | | | |
| Construction | | | | | | | |
| Revenues: | | | | | | | |
| Fees | | | | | | | |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | \$35,000 | \$300,000 | | | | |

“Other”: Anticipated grant funding through State Homeland Security Grants. Initial SHSG proposal to fund the study and design of the project (FY20) has been submitted.

Anticipated Long Term Expenses: tower and system maintenance.

Description:

Ashland Acres (Imperatrice Property) is the primary communication site for the City of Ashland (police, fire, public works, etc.) and also supports Medford Police. Currently communications are limited in key areas of the City and County. This situation would be improved with this project by constructing a communications tower of sufficient height to provide necessary coverage. This project would also address future space needs to link proposed trunk simulcast solutions for Jackson County. Permits for this work have already been approved by Jackson County.



fire and rescue / police

Public Safety Training Facility

Total Project Cost: **\$2,600,000**

Proj #: na

Duration: 4-5 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|---------|----------|----------|-------------|---------|
| Expenses: | | | | | | |
| Design | | | \$25,000 | \$75,000 | | |
| Construction | | | | | \$2,500,000 | |
| Revenues: | | | | | | |
| Fees | | | \$25,000 | \$75,000 | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | \$2,500,000 | |

“Other”: Bond and/or grant funding and potentially shared costs with rural fire departments

Anticipated Long Term Expenses: This facility would be a City asset. There will be utilities and facility use fees associated with long term maintenance and replacement.

Description:

Design and construct a public safety training facility to address the current lack of any such facility for fire and police training within the City. The initial plan is for this training facility to be at the Hardesty property and work in FY21 and FY22 is to assess the usability and perform minor improvements. This would be a multi-discipline training site capable of allowing fire and rescue training and police tactics. Proper training is a vital and integral part of these services and must be accomplished on a regular and ongoing basis. This project will allow for the functional training needs of Ashland Fire and Police departments for their current and future needs. This project might be suited for the City’s Hardesty Property. The facility will also be offered as a training site for other fire and law enforcement agencies as well as other City departments. There may be a potential for revenue generation by charging usage fees as deemed appropriate.



ELECTRIC PROJECTS

electric fund

Mountain Avenue Sub-Station Purchase

Total Project Cost: **\$900,000**

Proj #: TBD

Duration: 1 year

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | | | |
| Construction | | \$900,000 | | | | |
| Revenues: | | | | | | |
| Fees | | \$900,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses:

Description:

The City currently pays over \$175,000/year in transfer fees to BPA for the use of Mountain Avenue Sub-Station. The purchase of the station would eliminate these fees and create other cost saving opportunities.



electric fund

Mountain Ave upgrades

Total Project Cost: **\$1,000,000 TO \$1,500,000**

Proj #: TBD

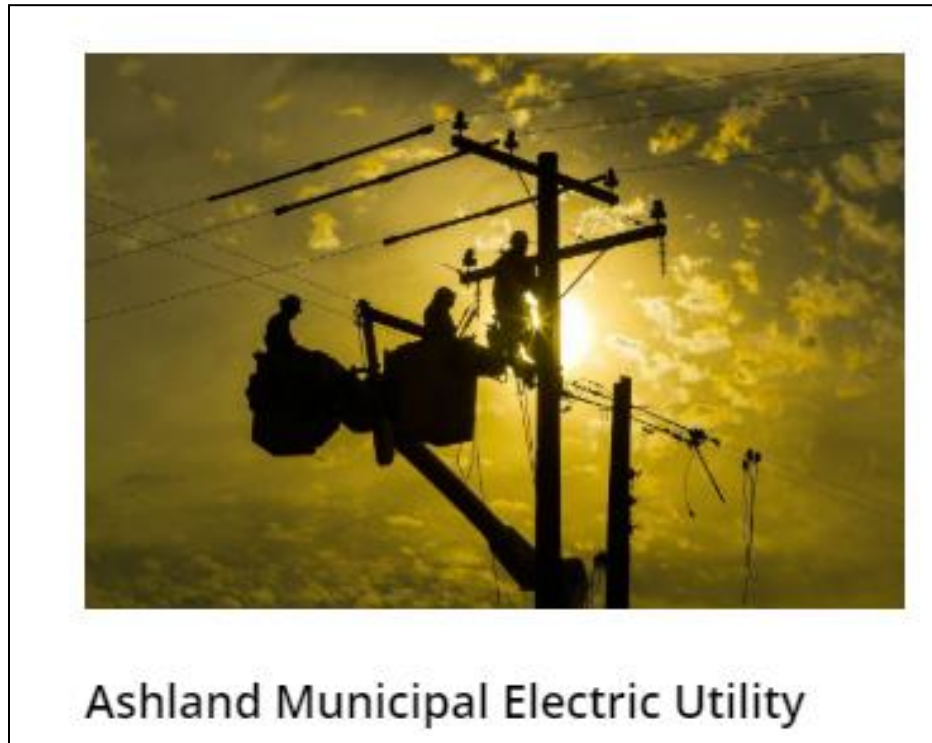
Duration: 2+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|---------|-----------|-----------|---------|---------|
| Expenses: | | | | | | |
| Design | | | \$150,000 | | | |
| Construction | | | | \$850,000 | | |
| Revenues: | | | | | | |
| Fees | | | \$150,000 | \$850,000 | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses:

Description:

Add capacity to the station after the City purchases. This will further cut costs paid to others for transfer services as well as add to available capacity for resiliency.



electric fund

Circuit Automation

Total Project Cost: **\$500,000**

Proj #: TBD

Duration: 2+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|-----------|---------|---------|---------|---------|---------|---------|
|-----------|---------|---------|---------|---------|---------|---------|

Expenses:

| | | | | | | |
|--------------|--|--|--|--|-----------|-----------|
| Design | | | | | \$100,000 | |
| Construction | | | | | | \$400,000 |

Revenues:

| | | | | | | |
|-------|--|--|--|--|--|--|
| Fees | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses:

Description:

Installation of self-healing circuit switching equipment. Cost estimates are based on a preliminary study that OS Engineering did for the downtown plaza area. This technology could then be expanded on as resources and needs dictate. The installation of this equipment would greatly reduce outage times and improve reliability. Many outages could be restored without the need to call in personnel.



PARKS PROJECTS

parks and recreation

Parks Project Manager

Proj #: Unassigned

Duration: Ongoing

Total Project Cost: **\$360,000 for this 6-year block**

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|-----------|---------|---------|---------|---------|---------|---------|
|-----------|---------|---------|---------|---------|---------|---------|

Expenses:

| | | | | | | |
|-----------------|--|----------|----------|----------|----------|----------|
| Design | | | | | | |
| Construction | | | | | | |
| Project Manager | | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 |

Revenues:

| | | | | | | |
|---------|--|----------|----------|----------|----------|----------|
| Fees | | | | | | |
| F&B Tax | | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses:

Description: This item will provide funding for management of capital projects.



parcs and recreation

North Mountain Park Nature Play Area

Proj #: 000646

Total Project Cost: **\$238,330**

Duration: 3 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|----------|-----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | \$23,030 | | | | | |
| Construction | \$300 | \$215,000 | | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | \$3475 | \$25,000 | | | | |
| SDCs | | | | | | |
| Grants Misc. | \$19,855 | \$62,818 | | | | |
| OPRD Grant | | \$127,182 | | | | |

Explain "other": OPRD Grant

Anticipated Long Term Expenses: general parks maintenance

Description: This project will fund the construction and material of natural playground facility at the North Mountain Park Nature Center.



parks and recreation

Oak Knoll Improvements (Irrigation)

Total Project Cost: **\$92,850**

Proj #: Unassigned

Duration: 3+ years

| | Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|----------|----------|---------|---------|---------|---------|
| Expenses: | | | | | | | |
| Design | | | | | | | |
| Construction | \$52,850 | \$20,000 | \$20,000 | | | | |
| Revenues: | | | | | | | |
| Fees | | | | | | | |
| F&B Tax | \$52,850 | \$20,000 | \$20,000 | | | | |
| SDCs | | | | | | | |
| Grant | | | | | | | |
| Other | | | | | | | |

Explain "other": NA

Anticipated Long Term Expenses: general parks maintenance

Description: This project will fund irrigation improvements at the Oak Knoll Golf Course.



parks and recreation

Ashland Creek Park Basketball Court

Total Project Cost: **\$75,000**

Proj #: Unassigned
Duration: 1+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$10,000 | | | | |
| Construction | | \$65,000 | | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$75,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: General pavement maintenance and striping

Description:

This project funds the second phase of the Ashland Creek Park Improvement. The second phase includes a basketball court, which may be half court or full depending the design of the court.



parks and recreation

0 East Main Park Development

Proj #: Unassigned

Duration: 2 years + ongoing

Total Project Cost: **\$950,000**

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$50,000 | | | | |
| Construction | | \$425,000 | \$475,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | | \$350,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | \$475,000 | \$125,000 | | | |

“Other”: Proceeds from sale of YMCA Park and 2505 Villard.

Anticipated Long Term Expenses: general parks maintenance

Description: This project will fund the development of the property at 0 East Main Street as a neighborhood park and a regional dog park.



parcs and recreation

Mace Property Trail

Total Project Cost: **\$250,000**

Proj #:

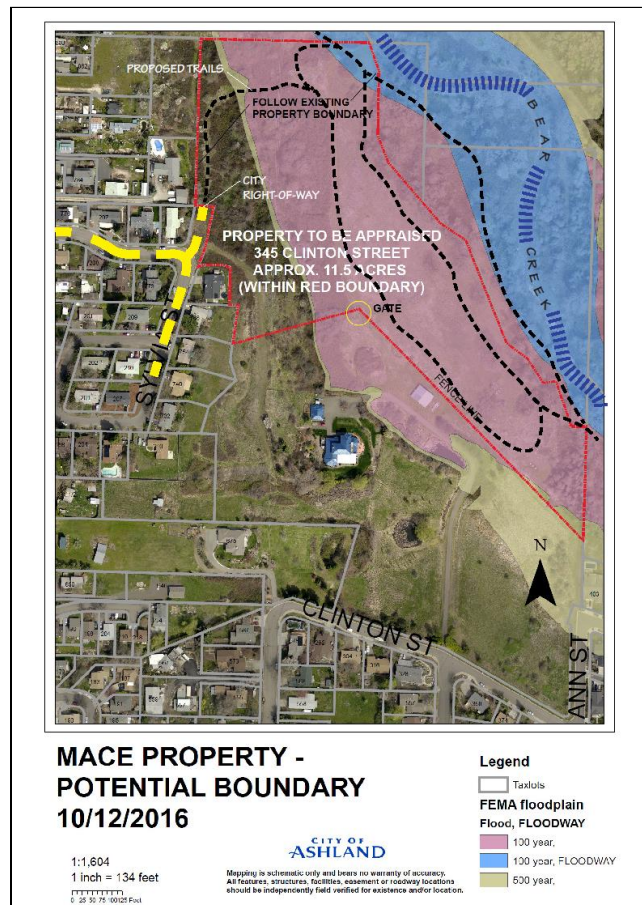
Duration: 2+ Years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$25,000 | | | | |
| Construction | | | \$225,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$25,000 | \$225,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general parks maintenance

Description:

This project will fund the design and construction of a regional trail connection through parks property, known as the "Mace Property." The project will consist of a paved trail that connect Oak Street, via Sleepy Hollow, to North Mountain Street.



parks and recreation

Dedicated Pickleball Courts

Total Project Cost: **\$175,000**

Proj #: Unassigned

Duration: 1+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$25,000 | | | | |
| Construction | | \$150,000 | | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$175,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general court maintenance

Description:

This project will fund the improvement of several pickleball courts for the increased availability of pickleball courts in the community. The project will consist of new construction for dedicated courts at a location that has not been identified yet.



parks and recreation

Master Plan for all Parks

Proj #: Unassigned

Duration: 1 year

Total Project Cost: \$200,000

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|-----------|---------|---------|---------|---------|---------|---------|
|-----------|---------|---------|---------|---------|---------|---------|

Expenses:

| | | | | | | |
|--------------|-----------|--|--|--|--|--|
| Design | | | | | | |
| Construction | | | | | | |
| Other | \$200,000 | | | | | |

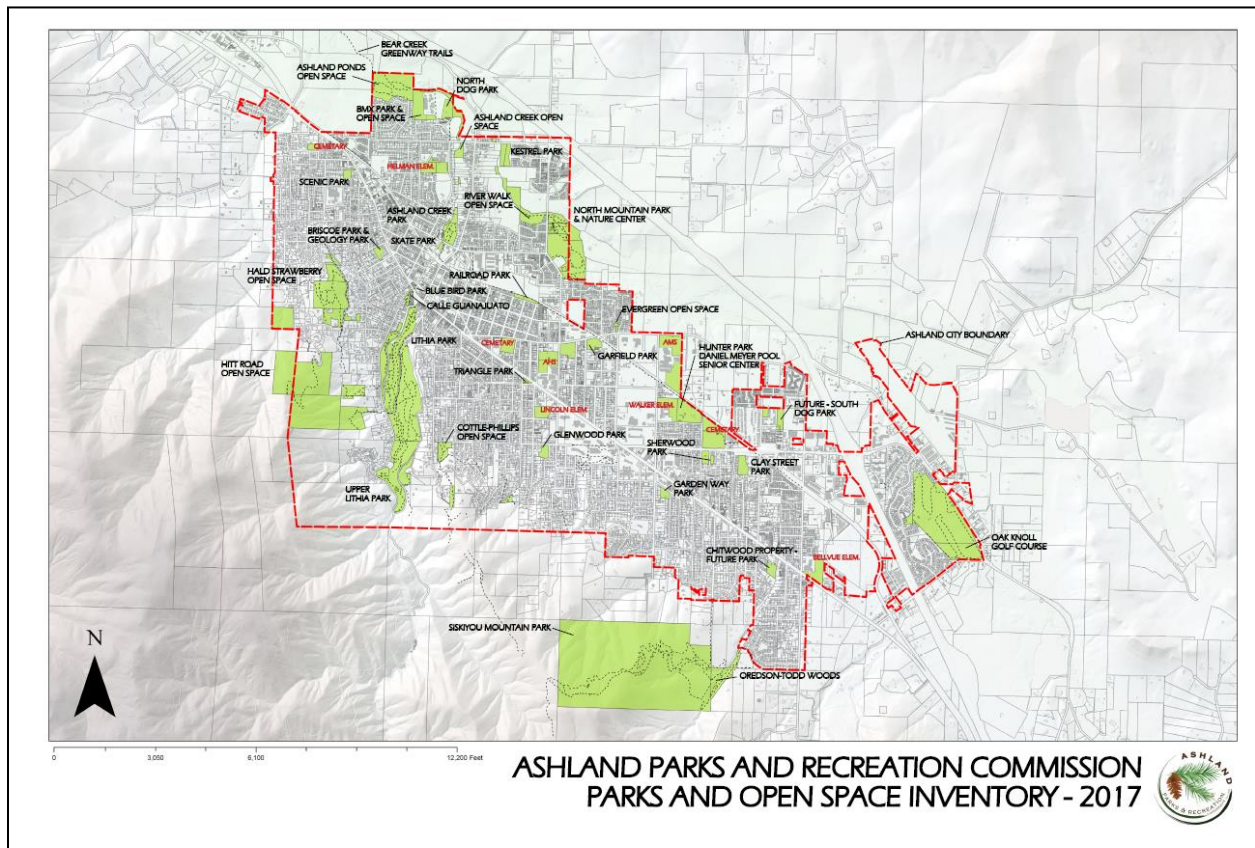
Revenues:

| | | | | | | |
|-------|-----------|--|--|--|--|--|
| Fees | | | | | | |
| F&B | \$150,000 | | | | | |
| SDCs | \$50,000 | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: only implementing the plan

Description:

Perform a system wide master plan for all APRC facilities to identify short and long-term projects throughout the system and identify comprehensive levels of service goals for the parks division.



parks and recreation

Senior Center Improvements

Proj #: Unassigned

Duration: 2 years

Total Project Cost: **\$50,000**

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | | | |
| Construction | | \$25,000 | \$25,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$25,000 | \$25,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general facilities operational and maintenance expenses

Description:

This project will fund improvements at Senior Center to provide increased space for recreation activities and could include, but won't be limited to, purchasing stand-alone classroom units or building additional square footage on the building.



parks and recreation

TID Irrigation

Total Project Cost: \$100,000

Proj #: Unassigned

Duration: 2 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$10,000 | | | | |
| Construction | | \$40,000 | \$50,000 | | | |
| Other | | | | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B | | \$50,000 | \$50,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general irrigation maintenance

Description:

Explore and implement converting parks irrigation from potable to non-potable irrigation water with TID connections. This project will pay for design and installation including all appurtenances and other infrastructure required to complete the project.



parks and recreation

Japanese Garden

Total Project Cost: **\$1,500,000**

Proj #: Unassigned
Duration: 2+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|-------------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | | | |
| Construction | \$250,000 | \$1,250,000 | | | | |
| Other | | | | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B | | | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | \$250,000 | \$1,250,000 | | | | |

“other”: Ashland Parks Foundation donation.

Anticipated Long Term Expenses: parks maintenance

Description:

APRC staff has been working with the Ashland Parks Foundation (APF) to evaluate a redesign of the Japanese Style Garden in Lithia Park. This project will fund the construction of the project. The design of the project was paid for by the Ashland Parks Foundation directly.



parks and recreation

Oak Knoll Playground

Total Project Cost: **\$250,000**

Proj #: Unassigned

Duration: 2 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | | | |
| Construction | | \$125,000 | \$125,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$125,000 | \$125,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general course and grounds maintenance

Description:

This project will fund improvements at the Oak Knoll Golf Course for a playground. The Oak Knoll neighborhood does not currently have a community park. Installing a playground at the golf course will provide the neighborhood with a community park within walking distance.



parks and recreation

Repair Butler Perozzi Fountain

Proj #: 000023

Total Project Cost: **\$626,970**

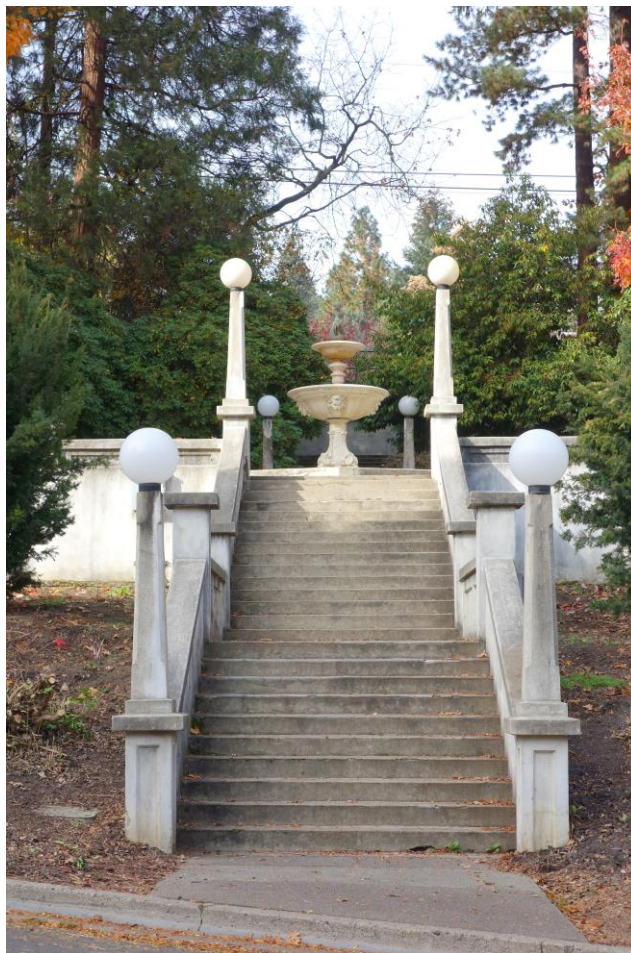
Duration: 4+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | \$6,970 | \$70,000 | | | | |
| Construction | | | \$550,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | \$6,970 | \$70,000 | | | | |
| SDCs | | | | | | |
| Grant | | | \$550,000 | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general maintenance

Description:

This project will fund the repair of the Butler-Perozzi Fountain in Lithia Park. The Fountain is a prominent, well-known and historic feature in Lithia Park.



parks and recreation

Kestrel Park Bridge

Total Project Cost: **\$500,000**

Proj #:

Duration: 3 Years

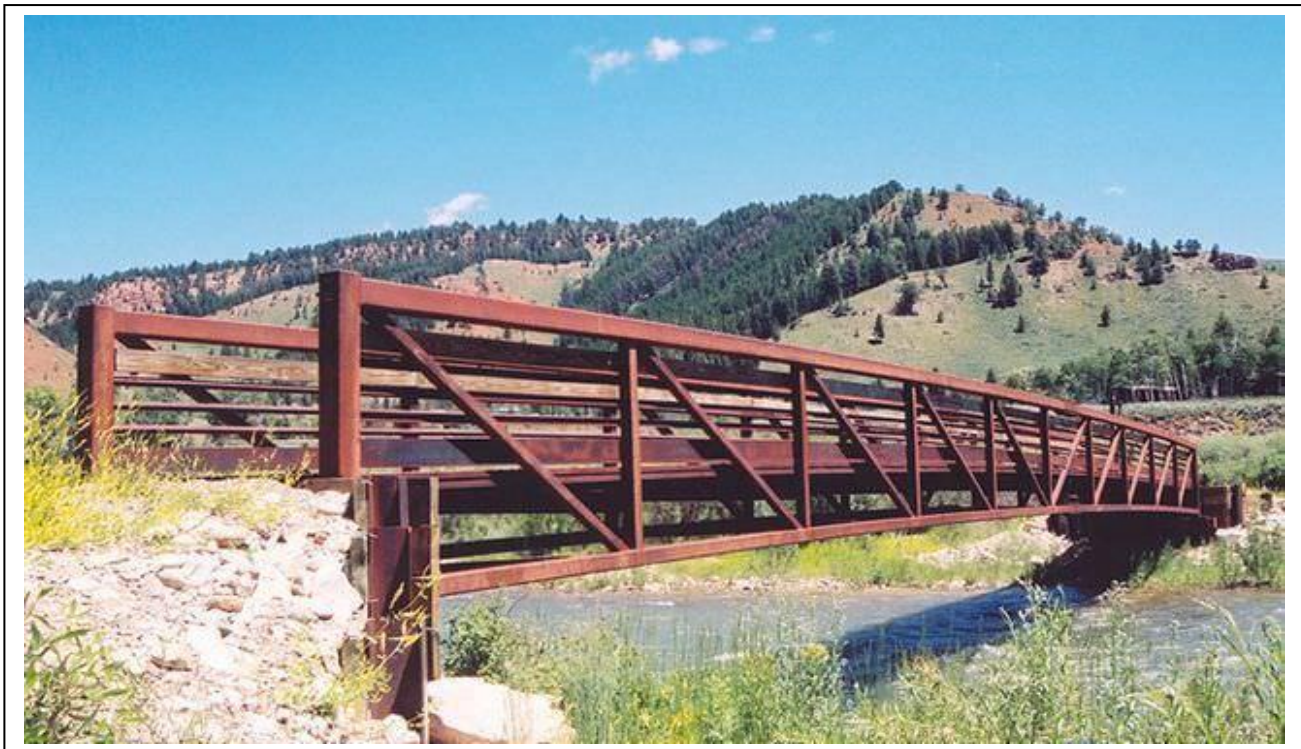
| | Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|-----------|----------|-----------|---------|---------|---------|---------|
| Expenses: | | | | | | | |
| Design | | | | | | | |
| Construction | | \$25,000 | \$475,000 | | | | |
| Revenues: | | | | | | | |
| Fees | | | | | | | |
| F&B Tax | | | | | | | |
| SDCs | | | | | | | |
| Grant | | \$25,000 | \$475,000 | | | | |
| Other | | | | | | | |

Explain "other": anticipated Bear Creek Greenway Foundation grant

Anticipated Long Term Expenses: trail and bridge maintenance

Description:

This project will fund the design and construction of a pedestrian and bicycle bridge at Kestrel Park from the west side of Bear Creek to Kestrel Park on the east side of Bear Creek. This bridge is part of the eventual expansion of the Bear Creek Greenway and will provide much needed pedestrian and bike access from both sides of the creek. APCR is partnering with the Bear Creek Greenway Foundation to accomplish this project which will largely funded by grants.



parks and recreation

Daniel Meyer Pool – Rebuild and Cover

Total Project Cost: **\$4,000,000**

Proj #: Unassigned

Duration: 5 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|-----------|-------------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$115,000 | | | | |
| Construction | | | \$3,885,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$115,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | \$3,885,000 | | | |

Explain "other": Proposed Bond

Anticipated Long Term Expenses: maintenance and operational requirements

Description:

This project will provide funding for construction of a new municipal swimming pool and covering.



parcs and recreation

Lithia Park Improvements (Winburn Sidewalk)

Proj #: 000073

Total Project Cost: **\$175,000**

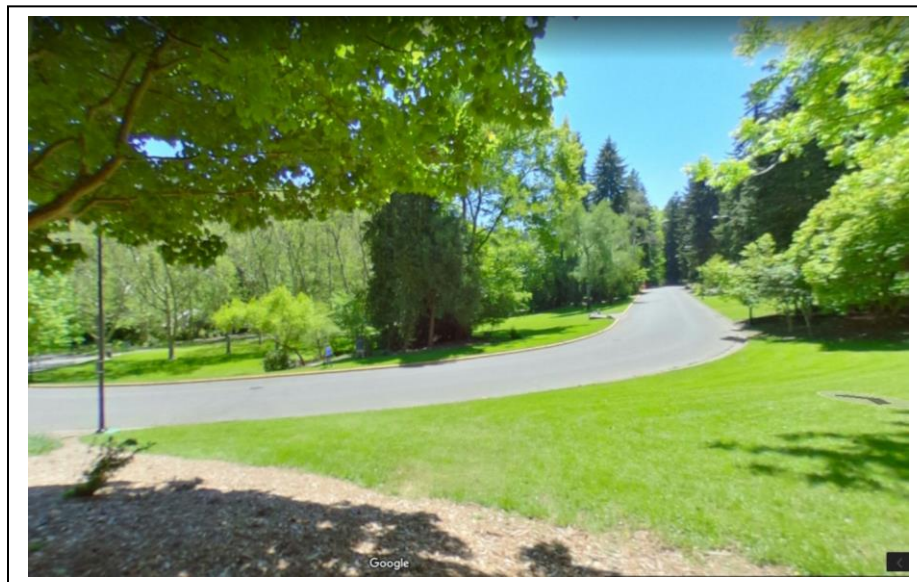
Duration: 2 years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | \$25,000 | | | | |
| Construction | | \$50,000 | \$100,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$75,000 | \$100,000 | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses:

Description:

This project will fund needed improvements to Lithia Park based on the Lithia Park Master Plan. Winburn Way through Lithia Park is a very popular route for walkers, especially those with dogs. Dogs are not allowed in the interior of Lithia Park; Winburn Way is the only route through the park where dogs are allowed, due to the fact that it is a public street. The street lacks sidewalks over most of its length in the upper park area, requiring people to walk in the street. This project will provide for the design and future construction of an appropriate sidewalk to provide a safer alternative to walking in the street.



parks and recreation

Ashland Creek Park, Public Works Requirement

Proj #: 000078

Duration: 1 year

Total Project Cost: \$35,000

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|---------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | | | |
| Construction | | \$35,000 | | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | \$35,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general parks maintenance

Description: This will fund the second phase of construction (public works requirements) at Ashland Creek Park.



parks and recreation

Lincoln Park Improvements

Total Project Cost: **\$50,000**

Proj #: Unassigned

Duration: 1+ years

| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|-----------|---------|---------|---------|---------|---------|---------|
|-----------|---------|---------|---------|---------|---------|---------|

Expenses:

| | | | | | | |
|--------------|--|----------|--|--|--|--|
| Design | | | | | | |
| Construction | | \$50,000 | | | | |

Revenues:

| | | | | | | |
|---------|--|----------|--|--|--|--|
| Fees | | | | | | |
| F&B Tax | | \$50,000 | | | | |
| SDCs | | | | | | |
| Grant | | | | | | |
| Other | | | | | | |

Anticipated Long Term Expenses: general course and grounds maintenance

Description:

This project could fund the upgrade of grounds and irrigation at the Lincoln School Park site. The park is currently in the ownership of the school district; however, if APRC can successfully work with the district to turn the park over, APRC would use these funds to upgrade the park which has not been maintained in several years.



parks and recreation

Mountain Bike Skills Park and Pump Track

Total Project Cost: **\$250,000**

Proj #:

Duration: 3 Years

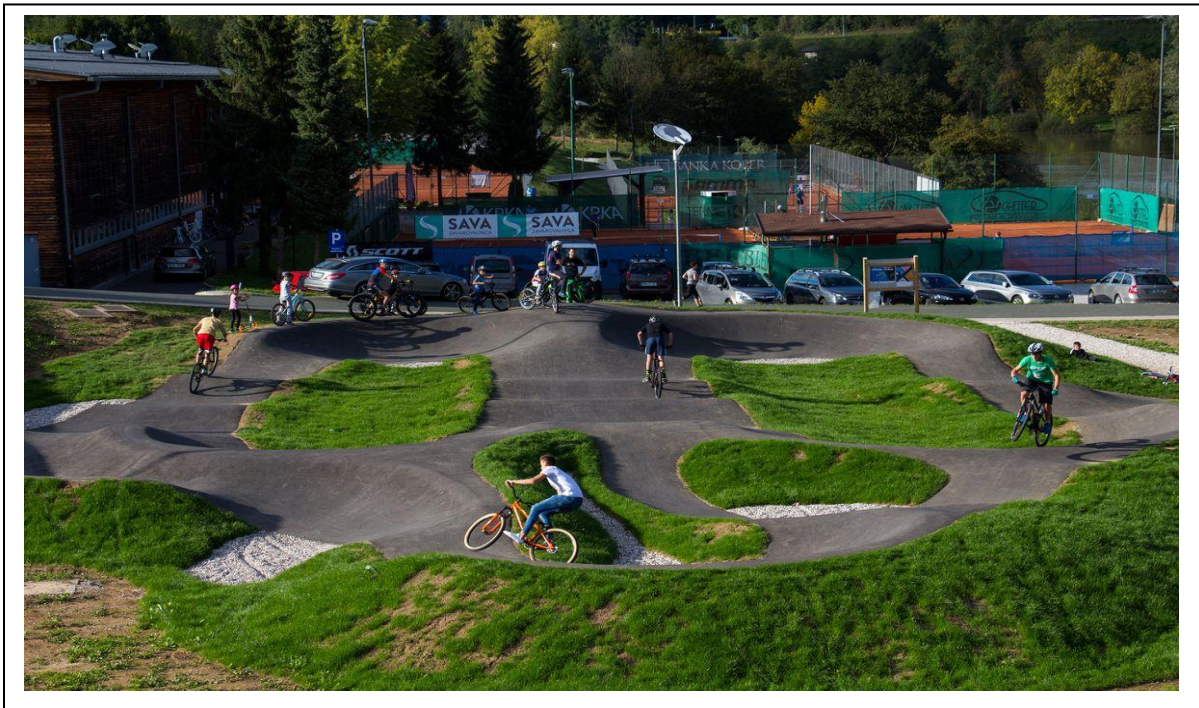
| Prior Yrs | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------------|---------|----------|-----------|---------|---------|---------|
| Expenses: | | | | | | |
| Design | | | | | | |
| Construction | | \$25,000 | \$225,000 | | | |
| Revenues: | | | | | | |
| Fees | | | | | | |
| F&B Tax | | | | | | |
| SDCs | | | | | | |
| Grant | | \$25,000 | \$225,000 | | | |
| Other | | | | | | |

Explain "other": anticipate grant funding

Anticipated Long Term Expenses:

Description:

This project will fund the design and construction of a regional bike skills park and pump track. The location for the project has not been selected yet; however, the project is being considered for one of two existing park locations. A skills park helps people who are new the sport and younger children learn the necessary skills at a low-risk facility prior to using the larger mountain bike trail network in Ashland.



| Master Plan ID # | | PW Project # | Capital Improvements Plan 2018-2038 Construction Years | Project Description | | | | | | | | | | | | | | | | | Project Totals | Water SDC | Other | Fees & Rates | | | | | |
|------------------|--|--------------|---|--------------------------------------|---------------------|----------------------|----------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------|----------------------|---------------------|---------------------|----------------------|
| | | | | Water Supply | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 | FY33 | FY34 | FY35 | FY36 | FY37 | FY38 | FY39 | | | | | |
| 2012-01 | | | TID Terra Pump Station Improvements | \$ 687,374 | | | | | | | | | | | | | | | | | | | | | \$ 687,374 | \$ 687,374 | \$ - | \$ - | |
| S-11 | | | Dam Safety Improvements | \$ 100,000 | \$ 300,000 | \$ 500,000 | \$ 2,000,000 | \$ 2,000,000 | | | | | | | \$ 500,000 | | | | | | \$ 500,000 | | | | \$ 5,900,000 | \$ 737,500 | \$ 2,950,000 | \$ 2,212,500 | |
| | | | Ashland (TID) Canal Piping: Starlite to Terrace Street | \$ 300,000 | \$ 500,000 | \$ 1,500,000 | \$ 1,500,000 | | | | | | | | | | | | | | | | | | \$ 3,800,000 | \$ 2,500,000 | \$ 1,300,000 | \$ - | |
| | | | East & West Fork Transmission Line Rehabilitation | \$ 103,000 | \$ 360,000 | \$ 1,763,000 | | | | | | | | | | | | | | | | | | | \$ 2,226,000 | \$ - | \$ - | \$ 2,226,000 | |
| S-9 | | | Reeder Reservoir Variable Depth Intake | \$ - | \$ 24,490 | \$ 107,010 | | | | | | | | | | | | | | | | | | | \$ 131,500 | \$ - | \$ - | \$ 131,500 | |
| S-6 | | | Sediment TMDL in Reeder Reservoir | \$ - | \$ 140,000 | | | | | | \$ 140,000 | | | | | | | | | | \$ 140,000 | | | | \$ 980,000 | \$ 735,000 | \$ - | \$ 245,000 | |
| | | | Subtotal Water Supply | \$ 1,190,374 | \$ 1,324,490 | \$ 3,870,010 | \$ 3,500,000 | \$ 2,140,000 | \$ - | \$ - | \$ 140,000 | \$ - | \$ - | \$ 140,000 | \$ 500,000 | \$ - | \$ 140,000 | \$ - | \$ - | \$ 140,000 | \$ 500,000 | \$ - | \$ 140,000 | \$ - | \$ 13,724,874 | \$ 4,859,874 | \$ 4,250,000 | \$ 4,815,000 | |
| | | | | Water Treatment & Storage | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 | FY33 | FY34 | FY35 | FY36 | FY37 | FY38 | FY39 | | | | | |
| I-10 | | | 7.5 MGD Water Treatment Plant | \$ 999,399 | \$ 3,900,000 | \$ 13,150,000 | \$ 13,650,000 | | | | | | | | \$ 1,000,000 | | | | | | | | | | \$ 34,199,399 | \$ 3,419,940 | \$ - | \$ 30,779,459 | |
| | | | Subtotal Treatment & Storage | \$ 999,399 | \$ 3,900,000 | \$ 13,150,000 | \$ 13,650,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ 34,199,399 | \$ 3,419,940 | \$ - | \$ 30,779,459 |
| | | | | Water Distribution | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 | FY33 | FY34 | FY35 | FY36 | FY37 | FY38 | FY39 | | | | | |
| D-3 | | | Park Estates Pump Station | \$ 1,991,000 | | | | | | | | | | | | | | | | | | | | | \$ 1,991,000 | \$ - | \$ - | \$ 1,991,000 | |
| D-6 | | | Pipe Replacement Program | \$ - | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 6,000,000 | \$ - | \$ - | \$ 6,000,000 | |
| | | | Subtotal Water Distribution | \$ 1,991,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 6,000,000 | \$ - | \$ - | \$ 7,991,000 |
| | | | | Water Mainline Projects | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 | FY33 | FY34 | FY35 | FY36 | FY37 | FY38 | FY39 | | | | | |
| P-1 | | | Siskiyou Boulevard - Crowson Road south towards I-5 Exit 11 | \$ 196,208 | | | | | | | | | | | | | | | | | | | | | \$ 196,208 | \$ - | \$ - | \$ 196,208 | |
| | | | Ivy Lane - Morton Street to west end of Ivy Lane | \$ 40,807 | | | | | | | | | | | | | | | | | | | | | \$ 40,807 | \$ - | \$ - | \$ 40,807 | |
| P-35 | | | Oak St - Wastewater Treatment Plant to E Nevada St | \$ 275,000 | \$ 400,000 | | | | | | | | | | | | | | | | | | | | \$ 675,000 | \$ - | \$ - | \$ 675,000 | |
| P-5 | | | Ditch Road - Strawberry PS to Grandview Dr | \$ - | \$ 36,540 | \$ 166,460 | | | | | | | | | | | | | | | | | | | \$ 203,000 | \$ - | \$ - | \$ 203,000 | |
| P-6 | | | Parker Street - Walker Ave to Lit Way | \$ - | \$ 38,700 | \$ 176,300 | | | | | | | | | | | | | | | | | | | \$ 215,000 | \$ - | \$ - | \$ 215,000 | |
| | | | Harmony Lane, Lit Way & Ray Lane - Ashland St to Siskiyou Blvd | \$ - | | \$ 205,000 | | | | | | | | | | | | | | | | | | | \$ 205,000 | \$ - | \$ - | \$ 205,000 | |
| | | | Maple St - Chestnut St to N Main St | \$ - | | | \$ 180,000 | | | | | | | | | | | | | | | | | | \$ 180,000 | \$ - | \$ - | \$ 180,000 | |
| | | | Washington St - Ashland St to Jefferson Ave | \$ - | | | \$ 140,000 | | | | | | | | | | | | | | | | | | \$ 140,000 | \$ - | \$ - | \$ 140,000 | |
| P-9 | | | Beech Street - Larkin Lane to Siskiyou Blvd | \$ - | | | \$ 125,000 | | | | | | | | | | | | | | | | | | \$ 125,000 | \$ - | \$ - | \$ 125,000 | |
| P-10 | | | AHS Property - Fire hydrant in school property | \$ - | | | \$ 123,000 | | | | | | | | | | | | | | | | | | \$ 123,000 | \$ - | \$ - | \$ 123,000 | |
| P-4 | | | Walker Ave - E Main St to Siskiyou Blvd | \$ - | | | \$ 81,000 | \$ 459,000 | | | | | | | | | | | | | | | | | \$ 540,000 | \$ - | \$ - | \$ 540,000 | |
| P-3 | | | Normal Ave - Siskiyou Blvd to Homes Ave | \$ - | | | \$ 84,450 | \$ 459,000 | | | | | | | | | | | | | | | | | \$ 543,450 | \$ - | \$ - | \$ 543,450 | |
| | | | A St - First St to Sixth St | \$ 50,000 | | | | | | \$ 270,000 | | | | | | | | | | | | | | | \$ 320,000 | \$ - | \$ - | \$ 320,000 | |
| P-11 | | | Vista Street - Fork St to Hillcrest St | \$ - | | | | | | \$ 168,000 | | | | | | | | | | | | | | | \$ 168,000 | \$ - | \$ - | \$ 168,000 | |
| P-38 | | | Granite St - Strawberry Ln to End of Pavement | \$ - | | | | | | | \$ 810,000 | | | | | | | | | | | | | | \$ 810,000 | \$ - | \$ - | \$ 810,000 | |
| | | | Morton St - Siskiyou Blvd to Iowa St, Euclid Ave to Ashland St | \$ - | | | | | | | | \$ 210,000 | | | | | | | | | | | | | \$ 210,000 | \$ - | \$ - | \$ 210,000 | |
| | | | N Laurel St - W Nevada St to Randy St | \$ - | | | | | | | | \$ 90,000 | | | | | | | | | | | | | \$ 90,000 | \$ - | \$ - | \$ 90,000 | |
| P-14 | | | Elkader Street - Ivy Lane to Pinecrest Trail | \$ - | | | | | | | | \$ 105,000 | | | | | | | | | | | | | \$ 105,000 | \$ - | \$ - | \$ 105,000 | |
| P-15 | | | Ivy Lane - South Mountain Ave to Elkader St | \$ - | | | | | | | | \$ 88,000 | | | | | | | | | | | | | \$ 88,000 | \$ - | \$ - | \$ 88,000 | |
| P-16, P-17 | | | S Mountain Ave - Ashland St to Emma St | \$ - | | | | | | | | \$ 300,000 | | | | | | | | | | | | | \$ 300,000 | \$ - | \$ - | \$ 300,000 | |
| P-13 | | | Meade Street - Vista St/Hillcrest to Iowa Street | \$ - | | | | | | | | \$ 373,000 | \$ 396,000 | | | | | | | | | | | | \$ 769,000 | \$ - | \$ - | \$ 769,000 | |
| | | | Park St - Siskiyou Blvd to Crestview Dr | \$ - | | | | | | | | \$ 320,000 | \$ - | | | | | | | | | | | | \$ 320,000 | \$ - | \$ - | \$ 320,000 | |
| P-19 | | | Pinecrest Terrace - Walker Ave to Starlight Place | \$ - | | | | | | | | | \$ 443,000 | | | | | | | | | | | | \$ 443,000 | \$ - | \$ - | \$ 443,000 | |
| | | | Nutley St - Scenic Dr to Granite Street | \$ - | | | | | | | | | \$ 90,000 | | | | | | | | | | | | \$ 90,000 | \$ - | \$ - | \$ 90,000 | |
| P-39 | | | Winburn Way - E Main St to Ashland Creek Bridge | \$ - | | | | | | | | | \$ 40,000 | | | | | | | | | | | | \$ 40,000 | \$ - | \$ - | \$ 40,000 | |
| | | | B St - Oak St to N Mountain Ave | \$ - | | | | | | | | | | \$ 590,000 | | | | | | | | | | | \$ 590,000 | \$ - | \$ - | \$ 590,000 | |
| | | | Chestnut St - Maple St to Wimer St | \$ - | | | | | | | | | | | \$ 160,000 | | | | | | | | | | \$ 160,000 | \$ - | \$ - | \$ 160,000 | |
| P-18 | | | Pinecrest Terrace - Penny Drive to Woodland Drive | \$ - | | | | | | | | | | | \$ 201,000 | | | | | | | | | | \$ 201,000 | \$ - | \$ - | \$ 201,000 | |
| P-20 | | | Penny Drive - Woodland Dr to Weissenback Way | \$ - | | | | | | | | | | | \$ 92,000 | | | | | | | | | | \$ 92,000 | \$ - | \$ - | \$ 92,000 | |
| | | | Greenmeadows Way - Morada Ln to FH23BB-025, FH23BA-014 to Tolman Creek Rd | \$ - | | | | | | | | | | | | \$ 180,000 | | | | | | | | \$ 180,000 | \$ - | \$ - | \$ 180,000 | | |
| | | | Iowa St - Terrace St to Siskiyou Blvd | \$ - | | | | | | | | | | | | \$ 450,000 | | | | | | | | \$ 450,000 | \$ - | \$ - | \$ 450,000 | | |
| | | | E Main St - Lithia Way to Walker Ave | \$ - | | | | | | | | | | | | \$ 840,000 | | | | | | | | \$ 840,000 | \$ - | \$ - | \$ 840,000 | | |
| | | | Fordyce St - E Main St to End of Street | \$ - | | | | | | | | | | | | | \$ 230,000 | | | | | | | \$ 230,000 | \$ - | \$ - | \$ 230,000 | | |
| P-21 | | | Woodland Drive - Leonard St to Pinecrest Terrace | \$ - | | | | | | | | | | | | | \$ 60,000 | | | | | | | \$ 60,000 | \$ - | \$ - | \$ 60,000 | | |
| P-22 | | | Hiawatha Place - Walker Ave to FH 15CA-020 | \$ - | | | | | | | | | | | | | \$ 65,000 | | | | | | | \$ 65,000 | \$ - | \$ - | \$ 65,000 | | |
| P-23 | | | Morton Street - FH 16AC-023 to PRV 12 | \$ - | | | | | | | | | | | | | \$ 146,000 | | | | | | | \$ 146,000 | \$ - | \$ - | \$ 146,000 | | |
| | | | Randy St - Laurel St to Helman St | \$ - | | | | | | | | | | | | | | \$ 160,000 | | | | | | \$ 160,000 | \$ - | \$ - | \$ 160,000 | | |
| | | | Hillview Dr - Siskiyou Blvd to Crestview Dr | \$ - | | | | | | | | | | | | | | \$ 380,000 | | | | | | \$ 380,000 | \$ - | \$ - | \$ 380,000 | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Capital Improvements Plan
2018-2038 Construction Years

| Master Plan ID # | PW Project # | Project Description | PRIOR EXPENSES | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 | FY33 | FY34 | FY35 | FY36 | FY37 | FY38 | FY39 | Project Totals | Storm SDC | Other | Fees & Rates | |
|---|--------------|--|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|--------------|------------|------------|------------|------------|------------|------------|------------|------------|----------------|---------------|--------------|--------------|---------------|
| Storm Drain | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Hersey Wetlands 24" high flow bypass | \$ 55,000 | | | | | | | | | | | | | | | | | | | | | \$ 55,000 | \$ 22,000 | \$ - | \$ 33,000 | |
| | | Storm Drain Relocation - Intersection of Woodland & Indiana | | \$ 55,000 | | | | | | | | | | | | | | | | | | | | \$ 55,000 | \$ - | \$ - | \$ 55,000 | |
| | | Beach / Mountain Creek; Various Improvements per SWMP | | | \$ 165,000 | | \$ 165,000 | | \$ 165,000 | | \$ 165,000 | | | | | | | | | | | | | \$ 660,000 | \$ 264,000 | \$ - | \$ 396,000 | |
| | | 2nd Street Storm Drain E. Main to Lithia Way | | | | | | | | | | | \$ 155,000 | | | | | | | | | | | \$ 155,000 | \$ 46,500 | \$ - | \$ 108,500 | |
| | | Liberty Street - Iowa to Pracht Street Storm Drain Line Installation | | | | | | | | | | | | | \$ 90,000 | | | | | | | | | \$ 90,000 | \$ 18,000 | \$ - | \$ 72,000 | |
| | | Storm Drain Line Replacement / Upsize, etc per SWMP | | | | | | | | | | | | | | | \$ 100,000 | | \$ 100,000 | | \$ 100,000 | \$ 100,000 | | \$ 400,000 | \$ 120,000 | \$ - | \$ 280,000 | |
| | | Open Drainage Improvements; O&M Plan; Cemetery Ck, Clay Ck, RR Park | | | | | | | | | | | | | | | \$ 50,000 | | \$ 50,000 | | \$ 50,000 | \$ 50,000 | | \$ 200,000 | \$ 40,000 | \$ - | \$ 160,000 | |
| | | Hersey Street Bridge Bottom replacement | | | | | | | | | | | | | | | | | | | | | \$ 390,000 | \$ 390,000 | \$ 78,000 | \$ - | \$ 312,000 | |
| | | STORM DRAIN TOTAL | \$ 55,000 | \$ 55,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 155,000 | \$ 90,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 390,000 | \$ 2,005,000 | \$ 588,500 | \$ - | \$ 1,416,500 |
| Airport | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Pavement Maintenance Program | | \$ 20,000 | | | \$ 20,000 | | | \$ 20,000 | | | \$ 20,000 | | | | | | | | | | | \$ 140,000 | | | \$ 140,000 | |
| | | Entitlement Grant - Airport Improvements - Taxiway Rehabilitation | | | \$ 200,000 | \$ 2,030,700 | | | | | | | \$ 200,000 | \$ 2,030,700 | | | | | | | | | | \$ 200,000 | \$ 2,030,700 | \$ 6,692,100 | \$ 6,022,890 | \$ 669,210 |
| | | AIRPORT TOTAL | | \$ 20,000 | \$ 200,000 | \$ 2,030,700 | \$ 20,000 | | \$ 20,000 | | \$ 20,000 | | \$ 20,000 | \$ 200,000 | \$ 2,030,700 | \$ 20,000 | | \$ 20,000 | | \$ 20,000 | | \$ 20,000 | \$ 200,000 | \$ 2,030,700 | \$ 6,692,100 | \$ 6,022,890 | \$ 669,210 | |
| ADMINISTRATION - City Facilities | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | City Facility Upgrades & Maintenance | \$ 300,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 5,400,000 | | | \$ 5,400,000 |
| | | Emergency Operations Center - Grove Priority Improvements | \$ 45,000 | \$ 60,000 | \$ 100,000 | | | | | | | | | | | | | | | | | | | | \$ 205,000 | \$ 25,000 | \$ - | \$ 180,000 |
| | | Pioneer Hall Priority Improvements | \$ 45,000 | \$ 20,000 | \$ 130,000 | | | | | | | | | | | | | | | | | | | | \$ 195,000 | \$ - | \$ - | \$ 195,000 |
| | | City Hall Improvements | \$ 97,100 | \$ 200,000 | \$ 200,000 | \$ 650,000 | \$ 2,000,000 | \$ 3,000,000 | \$ 550,000 | | | | | | | | | | | | | | | | \$ 6,697,100 | \$ 6,200,000 | \$ - | \$ 497,100 |
| | | Hardesty Property Relocation and Paving | | \$ 100,000 | \$ 100,000 | \$ 100,000 | | | | | | | | | | | | | | | | | | | \$ 300,000 | \$ - | \$ - | \$ 300,000 |
| | | Community Center Priority Improvements | \$ 15,000 | \$ 20,000 | \$ 130,000 | | | | | | | | | | | | | | | | | | | | \$ 165,000 | \$ - | \$ - | \$ 165,000 |
| | | Briscoe Roof Replacement | | \$ 25,000 | \$ 275,000 | | | | | | | | | | | | | | | | | | | | \$ 300,000 | \$ - | \$ - | \$ 300,000 |
| | | Emergency Operations Center & Training - Police | | | | | | \$ 20,000 | \$ 1,000,000 | \$ 500,000 | | | | | | | | | | | | | | \$ 1,520,000 | \$ - | \$ - | \$ 1,520,000 | |
| | | City Hall Computer Network | | | | | | | | | \$ 750,000 | | | | | | | | | | | | | | \$ 750,000 | \$ - | \$ - | \$ 750,000 |
| | | Archive Building Construction | | | | | | | | | \$ 750,000 | | | | | | | | | | | | | | \$ 750,000 | \$ - | \$ - | \$ 750,000 |
| | | City Facilities Upgrades - based on a Facilities Plan | | | | | | | | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 3,500,000 | \$ - | \$ - | \$ 3,500,000 | |
| | | ADMINISTRATION - FACILITIES TOTAL | \$ 502,100 | \$ 530,000 | \$ 725,000 | \$ 1,305,000 | \$ 2,150,000 | \$ 3,150,000 | \$ 720,000 | \$ 1,800,000 | \$ 800,000 | \$ 1,550,000 | \$ 1,050,000 | \$ 800,000 | \$ 300,000 | \$ 500,000 | \$ 300,000 | \$ 500,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 19,782,100 | \$ 6,225,000 | \$ - | \$ 13,257,100 |
| Fire and Rescue | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Communications Tower | | \$ 35,000 | \$ 300,000 | | | | | | | | | | | | | | | | | | | | \$ 335,000 | \$ 335,000 | \$ - | \$ - |
| | | Public Safety Training Facility | | | \$ 75,000 | \$ 2,500,000 | | | | | | | | | | | | | | | | | | | \$ 2,600,000 | \$ 2,500,000 | \$ 100,000 | \$ - |
| | | FIRE AND RESCUE TOTAL | | \$ 35,000 | \$ 75,000 | \$ 2,500,000 | | | | | | | | | | | | | | | | | | | \$ 2,635,000 | \$ 2,835,000 | \$ 100,000 | \$ - |
| Electric | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Mountain Avenue Substation Purchase | | | \$ 900,000 | | | | | | | | | | | | | | | | | | | | \$ 900,000 | \$ - | \$ - | \$ 900,000 |
| | | Mountain Avenue Upgrades | | | \$ 150,000 | \$ 850,000 | | | | | | | | | | | | | | | | | | | \$ 1,000,000 | \$ - | \$ - | \$ 1,000,000 |
| | | Circuit Automation | | | | \$ 100,000 | \$ 400,000 | | | | | | | | | | | | | | | | | | \$ 500,000 | \$ - | \$ - | \$ 500,000 |
| | | Underground Main lines | | | | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 4,000,000 | \$ - | \$ - | \$ 4,000,000 |
| | | ELECTRIC TOTAL | | | \$ 900,000 | \$ 150,000 | \$ 850,000 | \$ 350,000 | \$ 650,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 6,400,000 | \$ - | \$ - | \$ 6,400,000 |
| Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Project Manager | | \$ 60,000 | \$ 60,000 | | | | | | | | | | | | | | | | | | | | \$ 360,000 | \$ - | \$ - | \$ 360,000 |
| | | N. Mountain Park Nature Play Area | \$ 23,330 | \$ 215,000 | | | | | | | | | | | | | | | | | | | | | \$ 238,330 | \$ 238,330 | \$ - | \$ - |
| | | Oak Knoll Irrigation Improvements | \$ 52,850 | \$ 20,000 | | | | | | | | | | | | | | | | | | | | | \$ 92,850 | \$ 92,850 | \$ - | \$ - |
| | | Ashland Creek Park Basketball Court | | | \$ 75,000 | | | | | | | | | | | | | | | | | | | | \$ 75,000 | \$ 75,000 | \$ - | \$ - |
| | | E. Main Development | | \$ 475,000 | \$ 475,000 | | | | | | | | | | | | | | | | | | | | \$ 950,000 | \$ 950,000 | \$ - | \$ - |
| | | Mace Property Train | | \$ 25,000 | \$ 225,000 | | | | | | | | | | | | | | | | | | | | \$ 250,000 | \$ 250,000 | \$ - | \$ - |
| | | Dedicated Pickleball Courts | | \$ 175,000 | | | | | | | | | | | | | | | | | | | | | \$ 175,000 | \$ 175,000 | \$ - | \$ - |
| | | All Parks Master Plan | | \$ 200,000 | | | | | | | | | | | | | | | | | | | | | \$ 200,000 | \$ 200,000 | \$ - | \$ - |
| | | Senior Center Improvements | | \$ 25,000 | \$ 25,000 | | | | | | | | | | | | | | | | | | | | \$ 50,000 | \$ 50,000 | \$ - | \$ - |
| | | TID Irrigation | | \$ 50,000 | \$ 50,000 | | | | | | | | | | | | | | | | | | | | \$ 100,000 | \$ 100,000 | \$ - | \$ - |
| | | Japanese Garden | | \$ 250,000 | \$ 1,250,000 | | | | | | | | | | | | | | | | | | | | \$ 1,500,000 | \$ 1,500,000 | \$ - | \$ - |
| | | Oak Knoll Improvements (playground) | | \$ 125,000 | \$ 125,000 | | | | | | | | | | | | | | | | | | | | \$ 250,000 | \$ 250,000 | \$ - | \$ - |
| | | Repair Butler Perozzi Fountain | \$ 6,970 | \$ 70,000 | \$ 550,000 | | | | | | | | | | | | | | | | | | | | \$ 626,970 | \$ 626,970 | \$ - | \$ - |
| | | Kestrel Park Bridge | | \$ 25,000 | \$ 475,000 | | | | | | | | | | | | | | | | | | | | \$ 500,000 | \$ 500,000 | \$ - | \$ - |
| | | Daniel Meyer Pool - Rebuild & Cover | | \$ 115,000 | \$ 3,885,000 | | | | | | | | | | | | | | | | | | | | \$ 4,000,000 | \$ 4,000,000 | \$ - | \$ - |
| | | Lithia Park Improvements (Winburn Way Sidewalk) | | | \$ 75,000 | \$ 100,000 | | | | | | | | | | | | | | | | | | | \$ 175,000 | \$ 175,000 | \$ - | \$ - |
| | | Ashland Creek Park, Public Works Requirements | | | \$ 35,000 | | | | | | | | | | | | | | | | | | | | \$ 35,000 | \$ 35,000 | \$ - | \$ - |
| | | Lincoln Park Improvements | | | \$ 50,000 | | | | | | | | | | | | | | | | | | | | \$ 50,000 | \$ 50,000 | \$ - | \$ - |
| | | Mountain Bike Skills Park and Pump Track | | \$ 25,000 | \$ 225,000 | | | | | | | | | | | | | | | | | | | | \$ 250,000 | \$ 250,000 | \$ - | \$ - |
| | | PARKS TOTAL | \$ 83,150 | \$ 1,930,000 | \$ 3,090,000 | \$ 4,595,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 9,518,150 | \$ 9,518,150 | \$ - | \$ - |

| | | | | | | |
|----------------------------|--------------|---------------|---------------|---------------|---------------|-----------------|
| TOTAL CIP OVER TIME | \$ 8,667,055 | \$ 17,965,668 | \$ 31,976,757 | \$ 32,086,681 | \$ 15,081,870 | \$ 13,156,645</ |
|----------------------------|--------------|---------------|---------------|---------------|---------------|-----------------|

Appendix

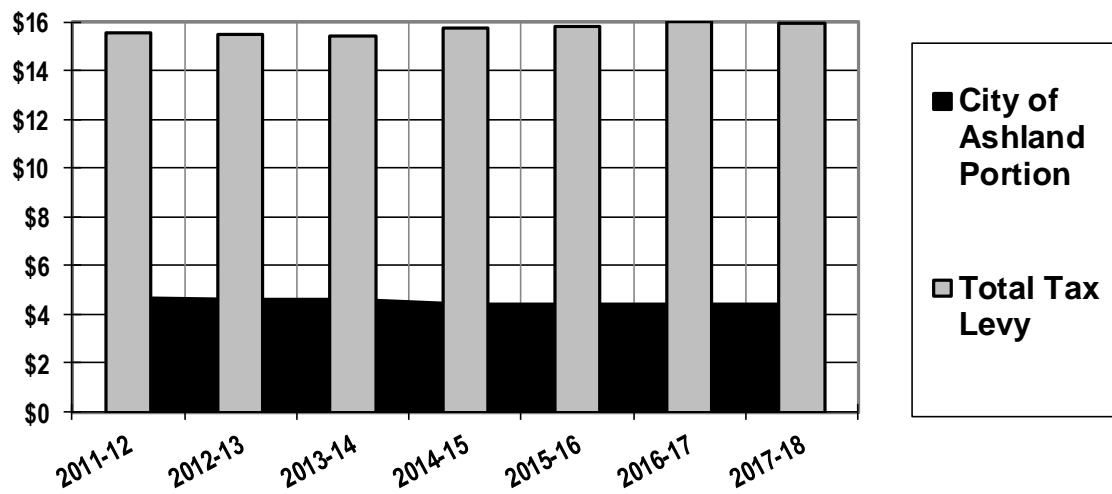
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History of Combined Property Tax Rates

| | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|-------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| | Tax Rate | Tax Rate | Tax Rate | Tax Rate | Tax Rate | Tax Rate |
| City of Ashland | \$4.62520 | \$4.61750 | \$4.41690 | \$4.40700 | \$4.40020 | \$4.43780 |
| Jackson County | 2.29710 | 2.29170 | 2.33120 | 2.31310 | 2.82940 | 2.81180 |
| RVTD | 0.17720 | 0.17720 | 0.17720 | 0.17720 | 0.30720 | 0.30720 |
| Schools-ESD-Rogue Community College | 0.86520 | 0.86520 | 0.97400 | 0.97210 | 0.92110 | 0.92070 |
| Ashland School District | 7.53730 | 7.47000 | 7.87430 | 7.95830 | 7.52700 | 7.45720 |
| Total Tax Rate | \$15.50200 | \$15.42160 | \$15.77360 | \$15.82770 | \$15.98490 | \$15.93470 |
| Assessed Valuation | \$2,186,388,026 | \$2,262,503,440 | \$2,348,446,788 | \$2,445,873,117 | \$2,535,055,868 | \$2,738,150,089 |

Jackson County includes the County Library district, 4H, Master Gardner and Agricultural Extension Service District, Vector Control and the Soil and Water District

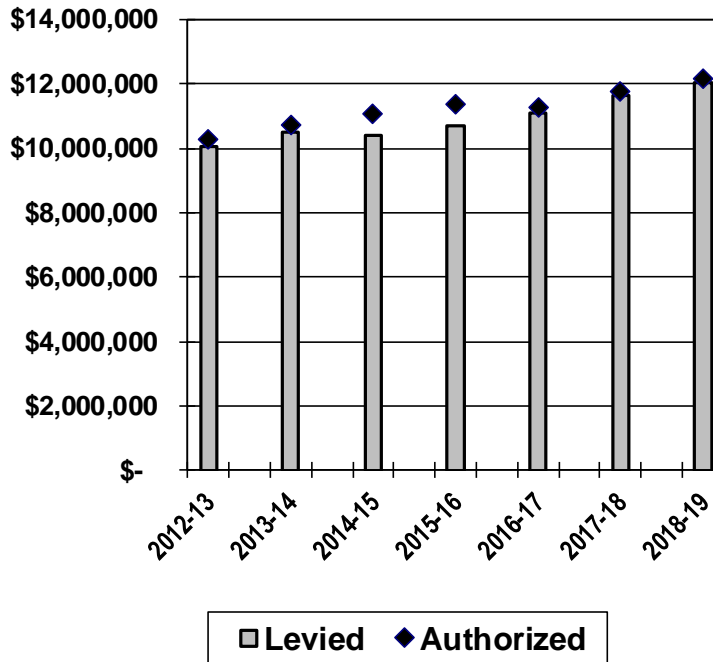
Combined Property Tax Rates



History of Combined Property Tax Levies

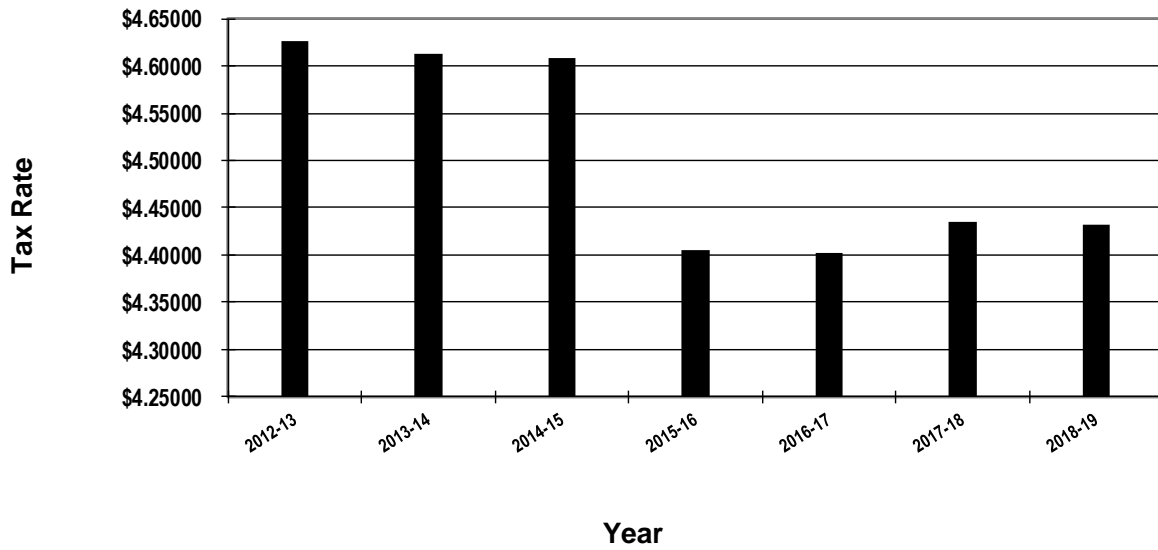
| Tax Levy: | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Tax Levy | Tax Levy | Tax Levy | Tax Levy | Tax Levy | Tax Levy | Tax Levy |
| General Fund | \$ 4,209,929 | \$ 9,570,850 | \$ 9,905,830 | \$ 10,215,200 | \$ 10,573,060 | \$ 11,130,611 | \$ 11,520,183 |
| General Fund - Tech Debt | - | - | - | - | - | - | - |
| Debt Service Fund | 372,000 | - | - | - | - | - | - |
| Parks | 4,566,229 | - | - | - | - | - | - |
| YAL Levy | - | - | - | - | - | - | - |
| Ashland Library Levy | 419,064 | 432,000 | - | - | - | - | - |
| 1997 Flood Restore Bonds | - | - | - | - | - | - | - |
| 2000 Flood Restore Bonds | - | - | - | - | - | - | - |
| 2005 GO Bonds | 296,865 | 299,970 | 296,730 | 296,460 | 295,650 | 299,700 | 297,540 |
| 2011 Fire St. GO Bonds | 219,011 | 216,527 | 219,443 | 216,851 | 219,659 | 215,609 | 216,959 |
| Levied | \$ 10,083,098 | \$ 10,519,347 | \$ 10,422,003 | \$ 10,728,511 | \$ 11,088,369 | \$ 11,645,920 | \$ 12,034,682 |
| Authorized | \$ 10,287,940 | \$ 10,722,497 | \$ 11,078,133 | \$ 11,399,311 | \$ 11,299,309 | \$ 11,762,309 | \$ 12,154,500 |

Combined Property Tax Levy



History of Property Tax Rates

| | 2012-13 Tax Rate | 2013-14 Tax Rate | 2014-15 Tax Rate | 2015-16 Tax Rate | 2016-17 Tax Rate | 2017-18 Tax Rate | 2018-19 Tax Rate |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund (COA) | \$ 1.92950 | \$ 4.19720 | \$ 4.19720 | \$ 4.19720 | \$ 4.19720 | \$ 4.24220 | \$ 4.24220 |
| Debt Service Fund (COA) | 0.17490 | - | - | - | - | - | - |
| Ashland Library - Bond Levy | 0.19210 | 0.19210 | 0.19210 | - | - | - | - |
| 1997 Flood Restoration Bonds (COA Bonds) | - | - | - | - | - | - | - |
| 2000 Flood Restoration Bonds (COA Bonds) | - | - | - | - | - | - | - |
| 2005 GO Bonds (COA Bonds) | 0.13610 | 0.13150 | 0.12570 | 0.12200 | 0.11750 | 0.11420 | 0.10960 |
| 2011 Fire Station GO Bonds (COA Bonds) | 0.10040 | 0.09170 | 0.09300 | 0.08620 | 0.08730 | 0.07940 | 0.07990 |
| Parks (COA) | 2.09280 | - | - | - | - | - | - |
| Parks Youth Activities Levy - Bond Levy | - | - | - | - | - | - | - |
| | <u>\$ 4.62580</u> | <u>\$ 4.61250</u> | <u>\$ 4.60800</u> | <u>\$ 4.40540</u> | <u>\$ 4.40200</u> | <u>\$ 4.43580</u> | <u>\$ 4.43170</u> |



Petty Cash

Oregon Revised Statute 294.465 requires that each petty cash account and the amount thereof be listed in the budget document. The City of Ashland has the following cash accounts:

| <u>Petty Cash</u> | <u>Confirmed</u> |
|--------------------------|---------------------------|
| Administration | \$ 300.00 |
| City Recorder | \$ 1,000.00 |
| Electric | \$ 100.00 |
| Finance-Purchasing | \$ 200.00 |
| Police | \$ 150.00 |
| Police Reward Fund | \$ 2,000.00 |
| Parks-Senior Center | \$ 50.00 |
| | |
| <u>Tills</u> | |
| Community Development | \$ 150.00 |
| Finance-Utilities | \$ 390.00 |
| Fire | \$ 200.00 |
| Municipal Court | \$ 250.00 |
| Parks | \$ 100.00 |
| Parks-Golf | \$ 500.00 |
| Parks-Nature Center | \$ 50.00 |
| Parks-Ice Rink | \$ - |
| Police | \$ 100.00 |
| Police Contact Station | \$ 50.00 |
| Public Works | \$ 150.00 |
| TOTAL | <u>\$ 5,740.00</u> |

Financial Management Policies and Accounting Methods

Financial Management Policies

The Financial Management Policies apply to fiscal activities of the City of Ashland.

Objectives

The objectives of Ashland's financial policies are as follows:

- To enhance the City Council's decision-making ability by providing accurate information on program and operating costs.
- To employ revenue policies that prevent undue or unbalanced reliance on any one source, distribute the cost of municipal services fairly, and provide adequate funds to operate desired programs.
- To provide and maintain essential public programs, services, facilities, utilities, infrastructure, and capital equipment.
- To protect and enhance the City's credit rating.
- To ensure the legal use of all City funds through efficient systems of financial security and internal control.

Investments

All City funds shall be invested to provide—in order of importance—safety of principal, a sufficient level of liquidity to meet cash flow needs, and the maximum yield possible. One hundred percent of all idle cash will be continuously invested.

Accounting

- The City will maintain an accounting and financial reporting system that conforms to Generally Accepted Accounting Principles (GAAP) and Oregon Local Budget Law. The City will issue a Comprehensive Annual Financial Report (Audit Report) each fiscal year. The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP and budget basis for comparison purposes.
- An independent annual audit will be performed by a certified public accounting firm that will issue an official opinion on the annual financial statements and a management letter as needed or required detailing areas that need improvement.
- Full disclosure will be provided in financial statements and bond representations.
- The accounting systems will be maintained to monitor expenditures and revenues on a monthly basis with thorough analysis and adjustment of the biennium budget as appropriate.
- The accounting system will provide monthly information about cash position and investment performance.

Annually, the City will submit documentation to obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Financial Management Policies and Accounting Methods

Operating Budgetary Policies

- The Budget Committee will be appointed in conformance with State statutes. The Budget Committee's chief purpose is to review the City Administrator's proposed budget and approve a budget and maximum tax levy for City Council consideration. The Budget Committee may consider and develop recommendations on other financial issues as delegated by the City Council.
- The City will finance all current expenditures with current revenues. The City will avoid budgetary practices that balance current expenditures through the obligation of future resources.
- The City budget will support City Council goals and priorities and the long-range needs of the community.
- In contrast to the line-item budget that focuses exclusively on items to be purchased (such as supplies and equipment), the City will use a program/objectives format that is designed to:
 - 1) Structure budget choices and information in terms of programs and their related work activities,
 - 2) Provide information on what each program is committed to accomplish in long-term goals and in short-term objectives, and
 - 3) Measure the degree of achievement of program objectives (performance measures).
- The City will include multi-year projections in the budget document.
- To maintain fund integrity, the City will manage each fund as an independent entity in accordance with applicable statutes and with generally accepted accounting principles.
- The City will allocate direct and administrative costs to each fund based upon the cost of providing these services. The City will recalculate the cost of administrative services regularly to identify the impact of inflation and other cost increases.
- The City will submit documentation for each adopted budget to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association.

Fund Balance Policy

General Fund

The General Fund accounts for all financial resources not accounted for in other funds. Resources include working capital carryover, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, miscellaneous revenues, and inter-fund transfers. Expenditures are for Social Services, Economic and Cultural Development, Police Department, Municipal Court Department, Fire and Rescue Department, City Band, Cemeteries, the Department of Community Development, and payments for services provided by other funds. This fund uses the modified accrual method of accounting.

- The General Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 12 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Financial Management Policies and Accounting Methods

Special Revenue Funds

Special Revenue funds account for the proceeds of specific sources that are legally restricted to expenditures for specified purposes. Special Revenue funds account for transactions using the modified accrual method of accounting.

Reserve Fund. This fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events. As established by Resolution 2010-18.

Community Development Block Grant Fund. This fund was established in 1994-95. The fund accounts for the Block Grant and related expenditures.

- A fund balance policy is not needed since this fund works on a reimbursement basis.

Street Fund. Revenues are from the state road tax, grants, franchise fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and surfacing of streets, as well as the maintenance, repair and construction of storm drains.

- The Street Fund will maintain a committed balance of annual revenue of at least 15 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- The System Development Charges for Transportation and Storm Drains are included in the Street Fund balance. This portion of the Street Fund balance is restricted and shall not be used in determining the minimum fund balance.
- The City will budget a contingency appropriation to provide for unanticipated expenditures of a nonrecurring nature. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Airport Fund. Revenues are from airport leases, and fuel sales. Expenditures are for airport operations.

- The Airport Fund will maintain a committed balance of annual revenue of at least 10 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- No portion of the Airport fund balance is restricted for specific uses.
- Many of the Airport assets have restrictions placed on them by the Federal Aviation Administration. None of the current revenues are pledged to outside lenders.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Capital Projects Funds

Capital Improvement funds are established to account for financial resources that are used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds, Internal Service Funds, Special Assessment Funds and Trust Funds). Capital Projects funds use the modified accrual method of accounting.

Financial Management Policies and Accounting Methods

Capital Improvements Fund. This fund accounts for revenues from grants, unbonded assessment payments, and other sources, and will account for the construction of special local improvements, usually streets, with revenues from short term borrowing and unbonded assessments. Expenditures are for construction, property and equipment acquisition and replacement, improvements and related purposes including facility maintenance, and the repayment of short-term debt principal and interest incurred in financing improvements. The purpose is to accumulate funds prior to a large construction project; therefore, there is no minimum fund balance.

The System Development Charges (SDCs) for Parks are included in the Capital Improvements fund balance. This portion of the Capital Improvements fund balance is legally restricted and shall not be used in determining the minimum fund balance.

- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Debt Service Funds

Debt Service Funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Expenditures and revenues are accounted for using the modified accrual method of accounting. All bond issues and notes are separated in the accounting system.

- All of the monies within the Debt Service fund are restricted for Debt service until the specific debt is repaid in full. ORS prohibits cities from borrowing this money for any other purpose.

Enterprise Funds

Enterprise funds account for the following operations: (a) those that are financed and operated in a manner similar to private business enterprise, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) those where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriated for capital maintenance, public policy, management control, accountability, or other purposes.

Enterprise funds use full accrual basis of accounting for financial statement presentations. However, the enterprise activities use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition, as well as debt principal transactions.

Water Fund. This fund accounts for water operations. Revenues are from sales of water, other charges for services, and miscellaneous sources. Expenditures are for operations, conservation programs, capital construction, and retirement of debt.

- The Water Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 20 percent in addition to any amounts held for repayment of debt. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- The Water System Development Charges and reserved debt service fund balances are included in the Water Fund balance. These portions of the Water Fund balance are restricted and shall not be used in determining the minimum fund balance.

Financial Management Policies and Accounting Methods

- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Wastewater Fund. This fund accounts for wastewater treatment and collection. Revenues are from charges for services and taxes. Expenditures are for operations, capital construction, and retirement of debt.

- The Wastewater Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 15 percent in addition to any amount required by debt financing. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- The Wastewater System Development Charges and reserved debt service fund balances are included in the Wastewater Fund balance. These portions of the Wastewater Fund balance are restricted and shall not be used in determining the minimum fund balance.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Electric Fund. The Electric Fund accounts for the distribution of purchased electricity according to standards set forth by the Federal Energy Regulatory Commission. Revenues are from sale of electricity and other charges for services and intergovernmental revenues. Expenditures are for related operations. Utility operations include wholesale power purchases, operating expenses, energy conservation incentives, capital outlay, retirement of debt, franchise tax, and related purposes.

- The Electric Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 12 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- No portion of the Electric Fund balance is restricted for specific uses.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Telecommunications Fund. The Telecommunications Fund accounts for the revenues and expenditures of the Ashland Fiber Network.

- The Telecommunications Fund will maintain a minimum balance of 20 percent of annual revenue as was established in FY 2006-07.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Financial Management Policies and Accounting Methods

Internal Service Funds

Internal service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Internal service funds use full accrual accounting methods for financial statement presentations. However, the internal service funds use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition as well as debt principal transactions.

Central Services Fund. This fund is divided into Administration, Information Technology, Administrative Services, City Recorder, and Public Works Administration/Engineering. Expenditures are for personnel, materials and services and capital outlay for these departments. These functions are supported by charges for services by direct service departments and divisions.

- The Central Services Fund will maintain an unrestricted and undesignated balance of annual revenue of at least 3 percent. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- No portion of the Central Services Fund balance is restricted for specific purposes.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Insurance Services Fund. Revenues in this fund are from service charges from other departments, investment income, and insurance retrospective rating adjustments. Expenditures are for insurance premiums, self-insurance direct claims, and administration.

- The Insurance Services Fund will maintain an unrestricted and undesignated balance of \$400,000 as recommended in the June 1993 Risk Financing Study. This balance will be increased annually by the Consumer Price Index (CPI) to account for inflation. This is the minimum needed to maintain the City's insurance programs and provide for uninsured exposures.
- No portion of the Insurance Services Fund balance is legally restricted for specific uses.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Health Benefits Fund. Revenues in this fund are primarily from service charges from other departments, investment income and interfund loans as needed. Expenditures are for insurance premiums, self-insurance direct claims, and administration.

- The Health Benefits Fund will maintain a balance of \$500,000 as recommended for self-insurance programs.
- The Health Benefits Fund balance is legally restricted for the employee health benefits program.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Financial Management Policies and Accounting Methods

Equipment Fund. This fund is used to account for the maintenance and replacement of the City fleet of vehicles and specified equipment. Revenues are from equipment rental and replacement charges. Expenditures are for personnel, materials and services, and capital outlay. This fund is divided into two functions: equipment maintenance and equipment replacement. The purpose of the equipment replacement function is to accumulate adequate funds to replace equipment. This replacement schedule is updated annually.

- No minimum fund balance is recommended beyond the amount calculated to sufficiently fund equipment replacement.
- No portion of the Equipment fund balance is legally restricted for specific uses. The City has a policy of renting equipment at rates that include the replacement cost of the specific piece of equipment.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Trust and Agency Funds

Trust and Agency funds account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or governmental units, and/or other funds. These include (a) expendable trust funds, (b) non-expendable trust funds, (c) pension trust funds, and (d) agency funds.

Cemetery Trust Fund. The Cemetery Trust Fund is a non-expendable trust fund that uses the accrual basis of accounting. Revenues are from interest income and perpetual care service charges on cemetery operations. Expenditures are for the repurchase of plots and transfers of earnings to the cemetery fund for operations.

- No minimum fund balance policy is recommended.

Discrete Components Unit

Parks

Parks and Recreation Fund. (Parks General Fund) Revenues are from, charges for services, and miscellaneous sources. Expenditures are for parks, recreational, and golf course operations.

- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures.
- The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.
- A fund balance policy is not needed since this fund works on a reimbursement basis.

Parks Capital Improvements Fund. (Capital Projects Fund) This fund is used to account for resources from grants, *payments for services*, and inter-fund transfers that are to be expended for equipment purchases and major park renovations. The purpose is to accumulate funds prior to a large construction project; therefore, there is no minimum fund balance.

Financial Management Policies and Accounting Methods

Revenues

- The City will estimate its annual revenues by an objective, analytical process. Because most revenues are sensitive to conditions outside the City's control, estimates will be conservative.
- The City will make every effort to maintain a diversified and stable revenue base to protect its operation from short-term fluctuations in any one revenue source.
- With the exception of legally restricted portions of a fund balance, Council action equivalent to that taken to commit or assign fund balance can be done to un-assign it.
- The City will establish charges for enterprise funds that fully support the total cost of the enterprise. Utility rates will be reviewed annually. Rates will be adjusted as needed to account for major changes in consumption and cost increases.
- The City will charge user fees to the direct beneficiaries of City services to recover some or all of the full cost of providing that service. All user fees will be reviewed biannually to insure that direct and overhead costs are recovered in the percentage approved by City Council.
- To the extent practicable, new development shall pay necessary fees to meet all identified costs associated with that development.
- The City will work aggressively to collect all delinquent accounts receivable. When necessary, collection procedures will include termination of service, submission to collection agencies, foreclosure, and other available legal remedies.

Expenditures

- The City will provide employee compensation that is competitive with comparable public jurisdictions within the relative recruitment area.
- Estimated wage increases and changes in employee benefits will be included in the proposed budget under Personnel Services.
- The City is committed to maintaining and improving the productivity of its staff by providing a proper working environment, adequate equipment and supplies, and appropriate training and supervision. A Social Service appropriation will be included in the proposed General Fund Budget. This appropriation will increase or decrease relative to the overall General Fund revenues.
- An Economic, Cultural Development, Tourism and Sustainability appropriation will be included in the proposed General Fund Budget. This appropriation will increase or decrease relative to the overall Transient Occupancy Tax Revenues.

Purchasing

- The City will purchase materials, supplies, and equipment through a competitive process that provides the best product for the least cost.

Financial Management Policies and Accounting Methods

Capital

- The City will provide for adequate maintenance of equipment and capital assets. The City will make regular contributions to the Equipment Replacement Fund and the City Facilities budget to ensure that monies will be available as needed to replace City vehicles and facilities.
- Future operating costs associated with new capital improvements will be projected and included in the long-term budget forecast.
- The City will determine and use the most appropriate method for financing all new capital projects.
- Special accounts dedicated for capital improvements will be segregated in the accounting system and used only for the intended capital purposes.
- The Capital Improvement Plan will encourage a level capital replacement schedule.

Debts

- The City will not use long-term borrowing to finance current operations.
- Capital projects, financed through bond proceeds, will be financed for a period not to exceed the useful life of the project.
- Whenever possible, enterprise debt will be self-supporting. Regardless of the type of debt issued, the City will establish a one-year reserve for all self-supporting debt.
- The City will seek to maintain and improve its bond rating to minimize borrowing costs and to ensure its access to credit markets.
- The City will keep the final maturity of general obligation bonds at or below 20 years, with the exception of water supply and land acquisition that will be limited to 30 years.
- The City will maintain good communications with bond rating agencies about its financial condition.

Risk Management

- The City will provide an active risk management program that reduces human suffering and protects City assets through loss prevention, insurance, and self-insurance.

Accounting Methods

General Fund. This fund accounts for all financial resources except those accounted for in another fund. Resources include working capital carryover, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, miscellaneous revenues, and inter-fund transfers. Expenditures are for Social Services, Economic and Cultural Development, Police Department, Municipal Court Division, Communications, Fire and Rescue Department, Community Development, Planning Division, Building Division, Cemetery and other administrative programs as needed. This fund uses the modified accrual method of accounting.

Special Revenue Funds

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special revenue funds account for transactions on the modified accrual method of accounting.

Reserve Fund. This fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events as established by Resolution 2010-18.

Community Development Block Grant Fund. This fund was created in 1994-95. The fund accounts for the Block Grant and related expenditures.

Street Fund. Revenues are from the state road tax, franchise fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and surfacing of streets, as well as maintenance and construction of the storm water runoff infrastructure.

Airport Fund. Revenues are from airport leases. Expenditures are for maintenance of airport facilities.

Capital Projects Funds

Capital improvement funds are established to account for financial resources that are used for the acquisition or construction of major capital facilities (other than those financed by enterprise funds, internal service funds, special assessment funds, and trust funds). Capital projects funds use the modified accrual method of accounting.

Capital Improvements Fund. This fund accounts for revenues from grants, non-bonded assessment payments, bond proceeds, and other sources, and will account for the construction of special local improvements, usually streets, with revenues from short-term borrowing and non-bonded assessments. Expenditures are for construction, property and equipment acquisition and maintenance, improvements and related purposes, and the repayment of short-term debt principal and interest incurred in financing improvements.

Debt Service Funds

Debt Service Fund. This fund accounts for the accumulation of resources to be used for payment of the debt incurred for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, and trust funds). Expenditures and revenues are accounted for on the modified accrual method of accounting.

Bancroft Bonds revenues are from Bancroft (Local Improvement District) bonded assessments. These are expended for the retirement of local improvement district bonded debt principal and interest until such debts have been fulfilled.

General Bond revenues are from property taxes that are expended for the retirement of general obligation debt principal and interest.

Notes, Contracts, and Liens revenues derived from operating transfers from other funds are used to repay long-term contracts that are not bonded.

Financial Management Policies and Accounting Methods

Enterprise Funds

Enterprise funds account for the following operations:

- (1) those that are financed and operated in a manner similar to private business enterprise, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or
- (2) those where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriated for capital maintenance, public policy, management control, accountability, or other purposes.

Enterprise funds use full accrual basis of accounting for financial statement presentations. However, the enterprise activities use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition, as well as debt principal transactions.

Water Fund. This fund accounts for water operations. Revenues are from sales of water, other charges for services, as well as property taxes dedicated to the retirement of general obligation bonds. Expenditures are for operations, conservation programs, capital construction, and retirement of debt.

Wastewater Fund. This fund accounts for wastewater treatment and collection. Revenues are from charges for services and taxes. Expenditures are for operations, capital construction, and retirement of debt.

Electric Fund. This fund accounts for the distribution of purchased electricity according to standards set forth by the Federal Energy Regulatory Commission. Revenues are from sale of electricity and other charges for services and intergovernmental grants. Expenditures are for related operations. Utility operations include wholesale power purchases, operating expenses, energy conservation incentives, capital outlay, retirement of debt, and franchise tax.

Telecommunications Fund. This fund accounts for telecommunications operations. Revenues are from cable TV, Internet connections, and high-speed data. Expenses are for operations maintenance, capital construction, and debt service.

Internal Service Funds

Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Internal service funds use full accrual accounting methods for financial statement presentations. However, the internal service funds use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition as well as debt principal transactions.

Central Service Fund. This fund is divided into the following Divisions: Elected Officials, Administration, Administrative Services, Legal, Customer Services, Accounting, Purchasing, Public Works Administration, Engineering, Maintenance, Computer Services, and the City Recorder. These Divisions fall under the umbrellas of the Administration, Finance, Public Works, Telecommunications and the Electric Departments. These functions are supported by charges for services by all direct service divisions and departments.

Insurance Services Fund. Revenues in this fund are from service charges from other departments, investment income, and insurance retrospective rating adjustments. Expenditures are for insurance premiums, self-insurance direct claims, and administration.

Financial Management Policies and Accounting Methods

Health Benefits Fund. Revenues in this fund are from service charges primarily from other departments, investment income, and internal loans. Expenditures are for insurance premiums, self-insurance direct claims, and administration.

Equipment Fund. This fund is used to account for the replacement and maintenance of the city's fleet of vehicles. Revenues are from equipment rental and replacement charges. Expenditures are for personal services, materials and services, and capital outlay.

Trust and Agency Funds

Trust and agency funds account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or governmental units, and/or other funds. These include (a) expendable trust funds, (b) non-expendable trust funds, (c) pension trust funds, and (d) agency funds.

Cemetery Trust Fund. The Cemetery Trust Fund is a non-expendable trust fund that uses the accrual basis of accounting. Revenues are from interest income and perpetual care service charges on cemetery operations. Expenditures are for the repurchase of plots and transfers of earnings to the general fund for operations.

Discrete Components Unit Parks

Parks and Recreation Fund. (Parks General Fund) Revenues are from the parks and recreation charges for services, and miscellaneous sources. Expenditures are for parks and recreational purposes as well as department operations.

Ashland Youth Activities Serial Levy Fund. (Special Revenue Fund) Revenues were from a three-year Ashland Youth Activities local option property tax levy. Expenditures were for community and youth activities and recreation. This fund closed to the Parks and Recreation fund as of July 1, 2013.

Parks Capital Improvements Fund. (Capital Projects Fund) This fund is used to account for resources from grants and inter-fund transfers that are to be expended for equipment purchases and major park renovations.

These funds use the modified accrual method of accounting.

History of Positions and Union Affiliation

| <u>Department</u> | <u>BN 2013-15 Actual</u> | <u>BN 2015-17 Actual</u> | <u>BN 2017-19 Adopted</u> | <u>BN 2019-21 Adopted</u> |
|-----------------------------------|------------------------------|------------------------------|-------------------------------|-------------------------------|
| Administration | 14.15 | 14.15 | 15.07 | 14.17 |
| Information Technology | 14.50 | 14.50 | 14.50 | 13.90 |
| Administrative Services | 16.50 | 16.75 | 16.75 | 16.75 |
| City Recorder | 2.00 | 2.00 | 1.00 | 1.00 |
| Police | 36.75 | 36.75 | 42.25 | 39.50 |
| Fire and Rescue | 34.60 | 34.60 | 37.00 | 37.00 |
| Public Works | 67.00 | 67.00 | 68.00 | 65.00 |
| Community Development | 14.00 | 14.00 | 15.00 | 15.00 |
| Electric | 17.00 | 17.00 | 17.00 | 17.50 |
| Subtotal | 216.50 | 216.75 | 226.57 | 219.82 |
| Parks and Recreation | 44.80 | 44.80 | 37.25 | 39.75 |
| Total Staffing Requirement | 261.30 | 261.55 | 263.82 | 259.57 |

SUMMARY OF UNION AFFILIATION

| <u>Department</u> | <u>Non- represented</u> | <u>IBEW Clerical</u> | <u>IBEW Electrical</u> | <u>Laborers</u> | <u>Ashland Police Assoc.</u> | <u>Ashland Firefighters</u> | <u>Temps</u> | <u>Total</u> |
|----------------------------|-----------------------------|--------------------------|----------------------------|-----------------|----------------------------------|---------------------------------|--------------|---------------|
| Administration Department | 8.17 | 6.00 | | | | | | 14.17 |
| Information Technology | 7.40 | 4.00 | 2.50 | | | | | 13.90 |
| Administrative Services | 8.00 | 8.75 | | | | | | 16.75 |
| City Recorder | 1.00 | | | | | | | 1.00 |
| Police Department | 8.00 | 4.50 | | | 27.00 | | | 39.50 |
| Fire and Rescue Department | 7.00 | | | | | 30.00 | | 37.00 |
| Public Works Department | 12.00 | 13.00 | | 40.00 | | | | 65.00 |
| Community Development | 6.00 | 9.00 | | | | | | 15.00 |
| Electric Department | 3.50 | | 14.00 | | | | | 17.50 |
| Parks Department | 39.75 | | | | | | | 39.75 |
| | 100.82 | 45.25 | 16.50 | 40.00 | 27.00 | 30.00 | 0.00 | 259.57 |
| | By | | | | | | | |
| Contract Status | Resolution | Settled | Settled | Open | Settled | Settled | | |
| Termination Date | N/A | 6/30/2020 | 6/30/2020 | 6/30/2019 | 6/30/2021 | 6/30/2022 | | |



Chart of Accounts Descriptions

CHART OF ACCOUNTS DESCRIPTIONS

The following descriptions include the revenues categories for the City of Ashland. Revenues are recognized as soon as they are both measurable and available. Generally speaking, revenues are considered to be available when they are collected within the period or soon enough thereafter to pay liabilities of the current period.

RESOURCES (Revenue)

400 Working Capital Carryover

This is the Ending Fund Balance from the prior year. In general, it represents the amount carried over from year to year and can be referred to as Beginning Fund Balance, Carry Forward or Balance Carried Forward. It is the difference between total resources for a given year (actual, estimated or projected revenues plus the prior year ending fund balance) and total requirements for the same year (actual, estimated or projected expenditures or expenses). It is normally a positive number or zero. A negative amount is bracketed and would represent an amount offset in another fund like the General Fund.

410 Taxes

Taxes include the total amount of dollars raised in property taxes imposed by the City's Permanent Tax Rate, Local Option Levies, and Bonded Debt Levies in addition to User Taxes, Franchise Taxes, Business Licenses Taxes, the Hotel/Motel Tax, the Food and Beverage Tax and other revenue from sources that qualify as a tax per Oregon law.

420 Licenses and Permits

These are City charges to citizens for providing a certain service in relation to licenses and permits. Examples are Planning and Zoning Fees, Community Development Fees and Building Permits.

430 Intergovernmental Revenue

Revenues that the City receives from other governmental agencies such as Federal and State Grants, State Shared Revenue and contributions toward programs from local entities fit into this category.

440 Charges for Services

This revenue category includes payments received for services rendered to the community or among City departments. Examples are charges for various General Fund services, Water, Wastewater, Electric and Telecommunication Services as well as System Development Charges and internal service charges.

450 Fines

Revenue the City receives for fines issued. Examples are Court Fines, Parking Fines, and Traffic Fines.

460 Assessments

Assessment Revenue includes amounts assessed against a property for improvements specifically benefiting that property. They normally relate to a local improvement district requested by the citizens themselves.

470 Interest on Investments

This is the interest received on the City funds that are invested. Idle cash (amounts of money determined to be above what is needed for immediate or short term demands) is continuously invested in investments or interest bearing accounts. Investments are done in order of importance of safety of principal, a sufficient level of liquidity to meet cash flow needs, and the maximum yield possible.

480 Miscellaneous Revenues

These are revenues that do not fit under any other of the classifications. Examples are Land Sales, Donations, and Sale of Equipment.

490 Other Financing Sources

This resource represents Interfund Loans, Operating Transfers In and proceeds from Loans, Bond Sales and other types of Debt Issuances.

The following descriptions include the types of expenses charged to each line item, regardless of which program they fall under. Consequently, each expenditure is charged not only to the appropriate program, but also to the correct line item for a complete accumulation of all costs. The title of each line item appears after each account number that is used for City accounting purposes.

EXPENDITURES

PERSONAL SERVICES (500)

510 Salaries and Wages

All payments for employees including temporary employees are charged in this classification. Also included are overtime and stand-by pay.

520 Fringe Benefits

Charges associated with employee's costs such as FICA, Medicare, Retirement Contributions, Group Health Care, Worker's Compensation and Unemployment costs.

MATERIALS & SERVICES (600)

The term used in an operating budget to designate a classification of expenditures. Refers to planned purchases other than Personal Services or Capital Outlay. Includes contractual and other services, materials, supplies, and other charges.

601 Supplies

All supplies used by the City such as: office supplies, small tools under \$5,000, technical items, food and related items, books and periodicals, and uniforms. Technical items may include computer hardware, office furniture that is not capitalized, and copier/printer toner.

602 Rental, Repair, Maintenance

Any expense incurred to rent, repair or maintain equipment owned, operated or leased by the City, including all parts, services and fuel. When a City department purchases a vehicle, a replacement charge is assessed each year for the cost to replace that vehicle in the future. These funds are set aside in the Equipment Fund for the future replacement.

603 Communications

Charges for local and long distance telephone service, cellular service, pagers, radios, computers, fax, and postage that are incurred in service to the City.

604 Contractual Services

Monies paid to persons for services rendered to the City, who are not employees of the City and fit the legal guidelines for subcontractors. Examples are RVTV contract, pro tem judge services, labor law consulting, recruitments, outside counsel, parking enforcement, audit services, dispatch, RVTD contract, grounds maintenance contract, surveying, plumbing contractors, electrical contractors, architects, redevelopment plans, contractual review of plans for Fire and Life Safety, and temporary agency employees.

Chart of Accounts Descriptions

605 Miscellaneous Charges and Fees

All internal charges are located here. Central Service Fees, Insurance Service Fees, Facilities Use Fees, Technology Debt along with any licenses. An example is Financial Software licenses such as Microsoft Office Suite.

606 Other Purchased Services

Miscellaneous purchased services that do not fit appropriately into other materials and services categories. All advertising, printing and binding, dues, medical and laboratory work, and training expense is shown here.

607 Insurance

Expenditures for insurance premiums, self-insurance direct claims, and administration.

608 Commission

Expenditures relating to advisory committees and commissions created by Council. There are over 20 advisory board and commissions that assist the City Council with over 135 Ashland citizens that serve on these boards and commissions.

609 Grants

All Social Service, Economic and Cultural grants awarded by the City. Each year as part of the budget process, these funds are allocated to qualifying entities.

610 Programs

Programs are groups of activities to accomplish a major service or function for which the local government is responsible. Examples are fire prevention, CERT, safety, first time home buyer, weed abatement, conservation, solar program, employee computer loans, and the City Source newsletter.

612 Franchise

General government tax assessed on city enterprise utility gross revenues. Examples are Water, Wastewater, Electric and Telecommunication revenue.

CAPITAL OUTLAY (700)

Monies spent to purchase or construct land, buildings, internal and contracted improvement projects or equipment with a minimum value of \$5,000 as per the Fixed Asset Capitalization Policy, and buildings such as the Civic Center, Public Library, and the City Hall. Items, which generally have a useful life of two or more years, such as machinery, land, furniture, equipment or buildings.

701 Land

Land is categorized into three groups:

- 1) Land which constitutes all city owned property other than easements which are not capitalized.
- 2) Dedicated Park Land which constitutes property dedicated by the City Council as perpetual parkland and
- 3) Open Space Land, which constitutes property dedicated by the City Council as designated open space park.

702 Buildings

All city owned or occupied buildings. Buildings include fixtures and attachments permanently fixed to the structure such as light fixtures, wiring, plumbing, and HVAC.

703 Equipment

Equipment such as small equipment, heavy equipment, vehicles, computer network and software peripherals including hardware and printers, including parts and supplies that aren't otherwise categorized with a minimum value of \$5,000 as per the Fixed Assets Capitalization Policy.

704 Improvements Other than Buildings

Infrastructure improvements per the Fixed Assets Capitalization Policy.

DEBT SERVICE (800)

Payments of interest and principal related to long-term debt or loans made to the City including interest for land, buildings, internal and contracted improvement projects and equipment.

801 Principal

Payments retiring the current portion of the City's long-term debt.

802 Interest

Payment of interest on the City's long-term debt.

OTHER FINANCING USES (900)

All Interfund Loans, Operating Transfers, Contingency Appropriations and Unappropriated funds.

901 Interfund Loans

Loans made between funds.

902 Operating Transfers Out

An amount distributed from one fund to finance another fund. Shown as an expenditure in the originating fund and a revenue in the receiving fund.

Summary of Internal Service Charges

City of Ashland
Summary of Internal Service Charges
BN 19/21

| | Central Services | Insurance Fees | Technology Debt | Facility Fees | Equipment Replacement | Fleet Maintenance | Total |
|------------------------------|----------------------|-------------------|---------------------|---------------------|--------------------------|----------------------|----------------------|
| Admin - Econ Develop | \$ 78,220 | \$ 206 | \$ - | \$ 2,200 | \$ - | \$ - | \$ 80,626 |
| Admin - Muni Court | 308,396 | 3,090 | - | 22,920 | - | - | 334,406 |
| Administration | - | - | - | - | - | - | - |
| Band | 13,859 | 1,030 | - | - | - | - | 14,889 |
| Police | 1,141,934 | 11,810 | - | 188,200 | 390,214 | 249,600 | 1,981,758 |
| Fire | 760,685 | 9,170 | - | 100,000 | 622,192 | 217,250 | 1,709,297 |
| Cemetery | 138,712 | 7,826 | - | 6,600 | 50,994 | 32,660 | 236,792 |
| Comm Dev | 996,403 | 13,436 | - | 170,000 | 38,080 | 9,560 | 1,227,479 |
| Miscellaneous | - | - | - | - | - | - | - |
| General Fund | 3,438,209 | 46,568 | - | 489,920 | 1,101,480 | 509,070 | 5,585,247 |
| Street Fund | 1,417,754 | 103,020 | 60,000 | 8,800 | 618,180 | 211,604 | 2,419,358 |
| Airport Fund | - | 10,300 | - | 8,800 | - | - | 19,100 |
| Capital Imp. Fund | 29,805 | 3,090 | - | 3,300 | 6,366 | 4,560 | 47,121 |
| Supply | 825,309 | - | - | - | - | - | 825,309 |
| Distribution | 1,863,529 | 71,910 | 100,000 | 160,000 | 164,100 | 132,680 | 2,492,219 |
| Treatment | 457,069 | 8,240 | 56,400 | 200,000 | 20,000 | 18,794 | 760,503 |
| Conservation | 69,815 | 6,950 | - | 16,500 | 5,580 | 540 | 99,385 |
| Water Fund | 3,215,722 | 87,100 | 156,400 | 376,500 | 189,680 | 152,014 | 4,177,416 |
| Collection | 1,382,485 | 185,440 | 120,000 | - | 255,214 | 141,370 | 2,084,509 |
| Treatment | 817,999 | 6,180 | 71,600 | 154,000 | 48,076 | 67,320 | 1,165,175 |
| Filters | - | - | - | - | - | - | - |
| Wastewater Fund | 2,200,484 | 191,620 | 191,600 | 154,000 | 303,290 | 208,690 | 3,249,684 |
| Storm Drain Fund | 572,617 | 6,180 | - | - | - | 119,450 | 698,247 |
| Conservation | 104,651 | 2,060 | - | 15,000 | 18,754 | 540 | 141,005 |
| Supply | 984,701 | - | - | - | - | - | 984,701 |
| Distribution | 1,730,011 | 70,056 | 1,082,600 | 260,000 | 360,356 | 213,990 | 3,717,013 |
| Electric Fund | 2,819,363 | 72,116 | 1,082,600 | 275,000 | 379,110 | 214,530 | 4,842,719 |
| Telecomm Fund | 960,553 | 12,360 | 818,000 | 111,240 | 41,990 | 52,620 | 1,996,763 |
| Administration | - | 2,272 | - | 61,600 | - | - | 63,872 |
| Telecommunications | - | 2,472 | - | 18,000 | 9,548 | 6,500 | 36,520 |
| Administrative Services | - | 10,330 | - | 125,380 | 9,836 | 1,440 | 146,986 |
| City Recorder | - | 1,040 | - | 21,000 | - | - | 22,040 |
| Public Works - Support | - | 41,210 | - | 170,000 | 34,320 | 30,680 | 276,210 |
| Central Services Fund | - | 57,324 | - | 395,980 | 53,704 | 38,620 | 545,628 |
| Insurance Fund | 156,426 | - | - | 3,300 | - | - | 159,726 |
| Equipment Fund | 636,706 | 41,210 | - | 5,500 | 46,594 | 10,290 | 740,300 |
| Parks Fund | 1,084,331 | 75,000 | - | 60,000 | 304,200 | 416,500 | 1,940,031 |
| Total City and Parks | \$ 16,531,970 | \$ 705,888 | \$ 2,308,600 | \$ 1,892,340 | \$ 3,044,594 | \$ 1,937,948 | \$ 26,421,340 |

Summary of Internal Service Charges

These amounts are incorporated within the budget to reflect services provided between funds. The amounts budgeted are based upon cost allocation plans (CAPs) reviewed and accepted by management each year. They take into consideration the value of the services provided and is often adjusted to reflect a cost sharing approach for necessary operations and the ability to pay towards them.

**CITY OF ASHLAND, OREGON
OPERATING INDICATORS
BY FUNCTION / PROGRAM
Last five years**

| Function/Program | 2018 | 2017 | 2016 | 2015 | 2014 |
|--|-------------|-------------|-------------|-------------|-------------|
| Police | | | | | |
| Physical arrests, juvenile and adult | 2,439 | 2,083 | 2,042 | 2,591 | 2,509 |
| Traffic violations | 2,849 | 2,155 | 2,065 | 2,969 | 3,461 |
| Fire | | | | | |
| Fire alarm responses | 994 | 1,004 | 819 | 462 | 398 |
| Emergency medical responses | 2,873 | 2,900 | 2,718 | 3,144 | 3,098 |
| Non-emergency public service responses | 316 | 274 | 248 | 261 | 155 |
| Fire & Line Safety code enforcements | 746 | 486 | 507 | 499 | 404 |
| Total calls for service | 4,183 | 4,178 | 4,063 | 3,867 | 3,533 |
| Total ambulance patient transports | 2,069 | 1,972 | 1,942 | 1,895 | 1,600 |
| Water | | | | | |
| Service connections | 8,841 | 9,155 | 7,689 | 8,738 | 8,870 |
| Daily average consumption in millions of gallons | 3.00 | 2.70 | 4.10 | 3.00 | 2.90 |
| Maximum daily capacity of plant in million gallons | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Sewer | | | | | |
| Service connections | 8,440 | 8,394 | 8,414 | 8,308 | 8,295 |
| Daily average treatment in million of gallons | 2.15 | 2.20 | 2.20 | 2.40 | 2.25 |
| Maximum daily capacity in millions of gallons | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Electric | | | | | |
| Service connections | 12,817 | 11,864** | 12,706 | 12,678 | 12,662 |
| Telecommunications | | | | | |
| Cable TV | 1,125 | 1,200 | 1,350 | 1,306 | 1,400 |
| Cable modem | 4,020 | 3,933 | 3,962 | 3,800 | 3,961 |
| Potential station capacity | 140 | 140 | 140 | 140 | 140 |

** Actual service connections , previous information provided was by billed services

**CITY OF ASHLAND, OREGON
CAPITAL ASSETS AND INFRASTRUCTURE STATISTICS
BY FUNCTION/PROGRAM
Last five years**

| Function/Program | 2018 | 2017 | 2016 | 2015 | 2014 |
|--------------------------|-------|------|--------|------|------|
| Police | | | | | |
| Stations | 1 | 1 | 1 | 1 | 1 |
| Contact station | 1 | 1 | 1 | 1 | 1 |
| Patrol units (vehicles) | 8 | 8 | 8 | 8 | 8 |
| Sworn officers | 32 | 28 | 28 | 28 | 28 |
| Fire | | | | | |
| Stations | 2 | 2 | 2 | 2 | 2 |
| Firefighters | 30 | 30 | 26 | 27 | 27 |
| Streets | | | | | |
| Miles of paved streets | 93.84 | 93 | 93 | 92 | 92 |
| Miles of gravel streets | 9.54 | 10 | 10 | 9 | 9 |
| Miles of storm sewers | 94.54 | 94 | 94 | 93 | 93 |
| Water | | | | | |
| Miles of water mains | 133 | 132 | 132.76 | 130 | 130 |
| Hydrants | 1266 | 1263 | 1263 | 1267 | 1266 |
| Water treatment plant | 1 | 1 | 1 | 1 | 1 |
| Sewer | | | | | |
| Miles of sanitary sewers | 111.7 | 110 | 110 | 110 | 110 |
| Treatment plant | 1 | 1 | 1 | 1 | 1 |

**CITY OF ASHLAND, OREGON
CAPITAL ASSETS AND INFRASTRUCTURE
STATISTICS BY FUNCTION/PROGRAM
Last five years (continued)**

| Function/Program | 2018 | 2017 | 2016 | 2015 | 2014 |
|-------------------------------|-------|--------|-------|-------|-------|
| Electric | | | | | |
| Street lights | 1,884 | 1,865 | 1,865 | 1,864 | 1,864 |
| Electrical transformers | 2,071 | 2,052 | 2,049 | 2,040 | 2,032 |
| Poles | 3,601 | 3,600 | 3,600 | 3,602 | 3,605 |
| Substations | 3 | 3 | 3 | 3 | 3 |
| Telecommunications | | | | | |
| Miles of fiber | 60 | 25 | 25 | 25 | 25 |
| Miles of coax | 119 | 119 | 119 | 119 | 119 |
| Parks and Recreation | | | | | |
| Community centers | 3 | 3 | 3 | 3 | 3 |
| Parks | 18 | 19 | 19 | 19 | 19 |
| Park acreage | 772 | 778.35 | 831 | 642 | 642 |
| Golf courses | 1 | 1 | 1 | 1 | 1 |
| Swimming pools | 1 | 1 | 1 | 1 | 1 |
| Ice skating rinks | 1 | 1 | 1 | 1 | 1 |
| Skateboard parks | 1 | 1 | 1 | 1 | 1 |
| Tennis courts | 1 | 12 | 12 | 12 | 12 |
| Trails (miles) | 48 | 48 | 41 | 40 | 29 |
| Health Care | | | | | |
| Hospital | 1 | 1 | 1 | 1 | 1 |
| Hospital beds | 49 | 49 | 49 | 49 | 49 |
| Education | | | | | |
| Elementary schools | 4 | 4 | 4 | 4 | 4 |
| Elementary school instructors | 71 | 70 | 78 | 75 | 69 |
| Secondary schools | 2 | 2 | 2 | 2 | 2 |
| Secondary school instructors | 135 | 101 | 105 | 103 | 91 |
| State universities | 1 | 1 | 1 | 1 | 1 |

Accrual Basis: Method of accounting where expenditures and revenues are recorded when incurred, not when paid.

ADA: Americans with Disabilities Act.

Adopted budget: Financial plan that forms the basis for appropriations. Adopted by the governing body (ORS 294.435).

AFN: Ashland Fiber Network is the state-of-the-art telecommunications infrastructure of fiber optic cable that weaves through the City's neighborhoods. AFN provides citizens of Ashland with three services: high-speed data, cable modem Internet access, and cable television.

AFR: Ashland Forrest Resiliency.

AIR: Ashland is Ready.

Airport Fund: This fund accounts for maintenance of airport facilities. Revenues are from airport leases.

AMR: Automatic Meter Reading System.

Annexation: The incorporation of land into an existing city with a resulting change in the boundaries of that city.

Annual Revenues: The sum of all sources of Estimated Revenues of a fund excluding Working Capital Carryover.

APD: Ashland Police Department.

Appropriation: Authorization for spending a specific amount of money for a specific purpose during a fiscal year. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body [ORS 294.311.(3)].

Appropriation Resolution: The legal document passed by the City Council authorizing expenditures.

Approved Budget: The budget that has been approved by the budget committee. The data from the approved budget is published in the Financial Summary before the budget hearing (ORS 294.406).

ASA: Ambulance Service Area.

Assessed Value: The value set on real and personal property as a basis for imposing taxes. It is the lesser of the property's maximum assessed value or real market value.

Audit: The annual review and appraisal of a municipal corporation's accounts and fiscal affairs conducted by an accountant under contract or the Secretary of State (ORS 297.425).

Audit Report: A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's financial statements, and compliance with requirements, orders and regulations.

AWTA: Ashland Woodland Trails Association.

Glossary

Balanced Budget: When total anticipated resources including beginning fund balance or carry over from the prior period, all revenue and other sources of money equal all proposed requirements including expenditures for personal services, materials & services, capital outlay, debt service, other uses and estimated ending fund balance or carry over to the next period.

Baseline: Year two of the prior budget year's long-term plan. The beginning point for the budget preparation, comparison and justification in the ensuing year.

Biennial Budget: A budget for a 24-month period.

Bioswale: Long narrow trenches dug next to impervious surfaces like parking lots. Water runs off these impervious surfaces into the trench where it is "cleaned" of oily substances and other pollutants prior to reaching the storm drain system. A variety of grasses, shrubs and ground covers are planted in the trenches.

Bonded Debt Levy: Property tax levy dedicated to repayment of General Obligation Bonds authorized by more than 50 percent of the community's registered voters. The levy cannot exceed the term of the bonds.

Bonds: Written promises to pay a sum of money, called principal or face value, at a future date, called the maturity date, along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used to finance long-term capital improvements.

BPA: Bonneville Power Administration. This federal agency is the major wholesaler of Northwest electric energy.

Budget: A financial operating plan with estimated expenditures and expected revenues for a given period.

Budget Committee: A panel composed of the City Council and an equal number of citizens responsible for the review and recommendation of the annual budget (ORS 294.336).

Budget Message: A message prepared by the City Administrator and the Budget Officer explaining the annual proposed budget, articulating the strategies and budgets to achieve the City's goals, and identifying budget impacts and changes (ORS 294.391).

Budget Officer: The person appointed by the City Council to be responsible for assembling the budget. For the City of Ashland, the Finance Director serves this role (ORS 294.331).

Budget Period: A 24-month period beginning July 1 of the first fiscal year and ending June 30 of the second fiscal year.

Budget Transfers: Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund.

CAFR: Comprehensive Annual Financial Report.

CAP: Central Area Patrol (Police and Parks Fund).

CAP: Civil Area Patrol (Airport Fund).

Capital Expenditure: Payment for equipment, buildings or improvements that have a depreciable life of two or more years.

Capital Improvements Fund: This fund accounts for revenues from grants, non-bonded assessment Fund payment, bond proceeds, and other sources, and will account for the construction of special local improvements with revenues from short-term borrowing and non-bonded assessments. Expenditures are for construction, property and equipment acquisitions, and the related payment of debt service in financing improvements.

Capital Outlay: An object classification that includes items with a useful life of one or more years, such as machinery, land, furniture, computers, or other equipment, and which cost more than \$5,000 [ORS 294.352(6)].

Capital Project Funds: A fund type used to account for resources, such as bond sale proceeds, to be used for major capital item purchase or construction [OAR 150-294.352(1)].

CATV: Cable Television.

CDBG: Community Development Block Grant are funds from the Department of Housing and Urban Development used to assist low and moderate income neighborhoods and households.

Cemetery Trust Fund: This fund was established to provide perpetual care of cemeteries and accounts for the repurchase of plots and transfers of earnings to the general fund. Revenues are from interest income and service charges on cemetery operations.

Central Service Charge: Reimbursement for services that are paid for out of one fund but benefit the programs in another fund.

Central Services Fund: This fund captures all the costs of internal administrative service providers that provide support to the other departments and divisions. Revenues support this this fund are charges to departments based on the benefits received.

CERT: Community Emergency Response Team.

CERVS: Community Resource and Vital Services is a non-profit program that ICCA is part of. (See ICCA.)

CIP: Capital Improvement Plan.

CMOM: Capacity, Management, Operation and Maintenance.

Community Development Block Grant Fund: This fund accounts for financial resources received from the U.S. Department of Housing and Urban Development as CDBG funds can be used for a variety of housing and Community development projects that benefit low and moderate-income persons in Ashland.

Contingency: An appropriation of funds to cover unforeseen events that may occur during the budget year. The City Council must authorize the use of any contingency appropriations.

CPI: Consumer Price Index.

CSO: Community Service Officer.

CSV: Community Service Volunteer.

CUFR: Component Unit Financial Report.

CWSRF: Clean Water State Revolving Fund.

Glossary

DARE: Drug Awareness Resistance Education.

Debt Service: Payment of interest and principal related to long term debt.

Debt Service Fund: This fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest except that payable from proprietary, fiduciary, or special assessment funds.

Depreciation: A system of accounting which aims to distribute the cost or other basic value of tangible capital assets, less salvage (if any), over the estimated useful life of the unit in a systematic and rational manner. It is a process of allocation, not of valuation. Depreciation is not budgeted by the City, in accordance with Oregon Local Budget Law.

DEQ: The Oregon Department of Environmental Quality works to restore, enhance, and maintain the quality of Oregon's air, water and land.

Electric Fund: This fund accounts for sale of electricity, charges for other services, and intergovernmental grants. Expenditures are for wholesale power purchases, operating expenses, energy conservation incentives, capital outlay, retirement of debt, and franchise tax.

Encumbrance: An obligation chargeable to an appropriation and for which part of the appropriation is reserved [ORS 294.311(10)].

EMS: Emergency Medical Services.

EMT: Emergency Medical Technician.

Enterprise Funds: Records the resources and expenses of acquiring, operating and maintaining a self-supporting facility or service.

EOC: The Emergency Operations Center is the coordinating and support organization headquarters for emergency operations within the City. The purpose of the EOC is to support Incident Command operations.

EPA: Environmental Protection Agency.

Equipment Fund: This fund accounts for the replacement and maintenance of the city's fleet of vehicles. Revenues are from equipment rental charges.

Expenditures: The money spent by the City for the programs and projects included within the approved budget.

F&B: Food and Beverage.

FAA: Federal Aviation Administration.

FAC: Fire Adapted Community.

FAM: Federal Aid Money to Municipalities.

FBO: Fixed Base Operator.

FEMA: Federal Emergency Management Agency.

FFY: Federal Fiscal Year.

Fiscal Year: Twelve-month period from July 1 to June 30 for which the annual budget of the City is prepared and adopted. Example: FY, FY 06, FY 2006.

Fiduciary funds: Used to account for assets held in trust by the government for the benefit of individuals or other entities.

Fixed Assets: Assets of a long-term character such as land, buildings, furniture, and other equipment.

Food and Beverage Tax: Five-percent tax assessed on prepared food and beverage providers gross receipts from prepared food items excluding alcohol. The tax was enacted July 1, 1993 and authorization ends December 31, 2030.

Franchise: A privilege fee for using the ROW (Right of Way).

Fringe Benefits: The non-salary part of employees' total compensation. A typical benefit package includes insurance, retirement, and vacation/sick leave components.

FTE: Full-time Equivalent is a term used to measure the number of employees on a 40 hour per week basis.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

Fund Balance: The difference between governmental fund assets and liabilities; also referred to as fund equity.

GAAP: Generally accepted accounting principles as determined through common practice or as promulgated by the Government Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

GASB: Government Accounting Standards Board.

GFOA: Government Finance Officers Association.

General Fund: This fund accounts for all financial resources except those accounted for in other funds. It provides for many of the city's primary operations such as public safety services, parks & recreation and community development.

GIS: Geographic Information Systems.

Governmental funds: Include General funds, Special Revenue funds, Capital Projects funds, Debt Service funds & Special Assessment funds.

Health Benefits Fund: This fund accounts for employee health benefits and premiums, self-insurance direct claims, and administration. Revenues are from departmental payments per FTE. The fund was established July 1, 2013.

HIPPA: Health Insurance Portability and Accountability Act.

HR: Human Resources.

HUD: Housing and Urban Development.

IBEW: International Brotherhood of Electrical Workers.

Glossary

ICCA: Interfaith Care Community of Ashland is an organization that is under the auspices of CERVS. It is a coalition of faith groups and community volunteers committed to providing a coordinated program of emergency services to families and individuals in need. Also known as ICCA/CERVS.

Insurance Services Fund: This fund accounts for insurance premiums, self-insurance direct claims, and risk management administration. Revenues are from service charges from other departments, and investment income.

Interfund Loans: Loans made by one fund to another and authorized by resolution or ordinance (ORS 294.460).

Internal Service Fund: Accounts for internally supported activities where the government is the primary reciprocate of the services provided by the fund.

IS: Information Services or Electronic Data Processing.

ISTEA: Intermodal Surface Transportation Efficiency Act grant to encourage various types of transportation.

JJTC: Jackson/Josephine Transportation Community.

LCDC: Land Conservation Development Commission.

Line Item: An expenditure description at the most detailed level. Objects of expenditure are grouped into specific items, such as printing.

LID: Local Improvement Districts are formed by petition and used to request the City of Ashland to finance improvements to neighborhoods (e.g., sidewalks) over a 10-year period.

LLC: Limited Liability Company.

Local option Levy: Voter-approved property tax levies for a period of two to five years above the permanent rate.

Materials and Services: The term used in an operating budget to designate a classification of expenditures. Refers to planned purchases other than Personal Services or Capital Outlay.

Major Fund: Those whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

Measure 47: In November 1996, voters passed a tax limitation initiative that was referred to as Measure 47. The measure's provisions included: a tax roll back for property taxes; a cap of 3 percent on assessed value increases in future years; a requirement that special elections for property tax increase measures must be approved by 50 percent of all registered voters, as opposed to a simple majority in general elections. Because of several complexities regarding implementation, the legislature instead proposed Measure 50 in May 1997.

Measure 50: In May 1997, voters replaced Measure 47 with Measure 50. The measure fundamentally changed the structure of property taxes in Oregon, moving from the tax base system to a permanent tax rate. Measure 50 has the same financial impact as Measure 47, with the benefit of simplified implementation.

Modified Accrual: Revenues are recorded in the accounting period in which they become available and measurable, and expenditures are recorded in the accounting period in which the fund liability is incurred.

MS4: Municipal Storm Drain System

NPDES: National Pollutant Discharge Elimination System.

OCI: Overall Condition Index.

ODA: Oregon Department of Agriculture.

ODOT: Oregon Department of Transportation.

Ordinance: The method by which the appropriation of the budget is enacted into law by the City Council per authority of the Oregon State Statutes.

Organizational Unit: An administrative subdivision, such as a department or division, of the city government charged with carrying on one or more specific functions.

ORS: Oregon Revised Statute.

OSF: Oregon Shakespeare Festival.

OSHA: Occupational Safety and Health Administration.

Parks and Recreation Fund: This fund accounts for the parks and recreational purposes as well as department operations. Revenues are from the general fund, and charges for services.

Parks Capital Improvements: This fund accounts for resources from grants and inter-fund fund transfers that are to be expended for equipment purchases and major park renovations.

PEG: Public Education and Government access fee relative to the Cable TV Franchise.

Permanent Tax Rate: The rate per thousand dollars of Assessed Value that is the maximum that can be levied for government operations. The assessed valuation is capped and can only increase by three percent per year.

PERS: Public Employee Retirement System.

Personal Services: Employee wages, health insurance costs, workers' compensation charges, and any other employee benefits.

PMS: Pavement Management System.

Program: Some departments are divided into programs for better management and tracking of resources.

Proposed Budget: The financial and operating document submitted to the Budget Committee and the governing body for consideration.

PUC: Public Utility Commission.

PW: Public Works.

Requirements: Total expenditures and unappropriated fund balance.

Reserve: A portion of a fund that is restricted for a specific purpose.

Reserve Fund: This fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events.

Glossary

Resources: Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Revenues: Monies received or anticipated by a local government from both tax and non-tax sources.

RVACT: Rogue Valley Area Commission on Transportation.

RVTD: Rogue Valley Transit District.

RVTV: Rogue Valley Television.

SBA: Small Business Administration, established in 1953, is a federal agency that provides financial, technical, and management assistance to help Americans start, run and grow their businesses.

SCADA: Supervisory Control and Data Acquisition.

SDC: System Development Charges are assessed on new construction to cover the demands placed on City services. Charges collected cover water, sewer, transportation, storm drains, and parks and recreation costs.

SOU: Southern Oregon University located in Ashland, Oregon.

SOWAC: Southern Oregon Women's Access to Credit is an organization that is a recipient of an Economic and Cultural Development grant.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are restricted to expenditures for a specific purpose.

SRO: School Resource Officer.

Street Fund: This fund accounts for revenue sources from state road tax, franchise fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and surfacing of streets, as well as maintenance and construction of the storm water runoff infrastructure.

Supplemental Budget: A budget that is prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. The supplemental budget cannot be used to increase a tax levy.

SUV: Sport Utility Vehicle.

TAP: Talent Ashland Phoenix.

TAP Intertie: Talent Ashland Phoenix Intertie is the connecting of all three Cities into one water system.

Tax Levy: Total amount of dollars raised in property taxes imposed by the City, permanent tax rate, local option levies, and Bonded Debt levies.

TID: Talent Irrigation District.

TOT / Transient Occupancy Tax (Hotel/Motel Tax): A nine percent tax assessed on lodging providers gross receipts from rental of guest accommodations.

TPAC: Transportation Plan Advisory Committee.

Transfer: An amount distributed from one fund to finance activities in another fund. It is shown as an expenditure in the originating fund and a revenue in the receiving fund.

TTPC: Transportation Transit Parking Committee.

UB: Utility Billing.

Unappropriated Ending Fund Balance: An amount set aside to be used as cash carryover for the next fiscal year's budget.

USFS: United States Forest Service.

Wastewater Fund: This fund accounts for wastewater treatment and collection. Revenues are from charges for services. Expenditures are for operations, capital construction, and retirement of debt.

Water Fund: This fund accounts for water operations. Revenues are from water, other charges for services, as well as property taxes dedicated to the retirement of general obligation bonds. Expenditures are for operations, and retirement of debt.

Working Capital Carryover: The amount carried over from year to year. It is based on the difference between estimated revenues to be received and the estimated amount expected to be spent.

WW: Wastewater.

WWTP: Wastewater Treatment Plant.

YAL: Youth Activity Levy.

YDO: Youth Diversion Officer.

YHO: You Have Options.

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**CITY OF ASHLAND
Budget Calendar
BN 2019-2021**

- April 17, 2019 BUDGET COMMITTEE MEETING
Budget Message
Review Assumptions
Review Department Reductions Made
Election of Chair/Vice Chair
Council Chambers – 6:00 pm
- April 24, 2019 BUDGET COMMITTEE MEETING
Proposed Budget Enterprise Funds
Council Chambers – 6:00 pm
- May 1, 2019 BUDGET COMMITTEE MEETING
Proposed Budget General Fund
Central Services
Parks Deliberations
Budget Approval
Council Chambers – 6:00pm
- May 8, 2019 BUDGET COMMITTEE MEETING
Budget Deliberations
Budget Approval
Council Chambers – 6:00pm
- May 15, 2019 BUDGET COMMITTEE MEETING
Budget Deliberations
Budget Approval
Council Chambers – 6:00pm
- May 22, 2019 BUDGET COMMITTEE MEETING
Budget Deliberations
Budget Approval
Council Chambers – 6:00pm

City of Ashland
20 E Main Street
Ashland, OR 97520

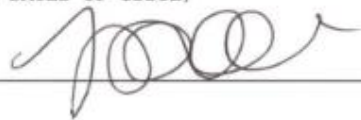
Affidavit of Publication

THIS IS NOT A BILL

State of Oregon
County of Jackson

CASE NO.

I, Jennie DeBunce, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the PUBLIC NOTICE, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion(s) in the following issues 4/6/2019 (HERE SET FORTH DATES OF ISSUE)



Subscribed and sworn to before me this 12th day of April, 2019.





NOTARY PUBLIC FOR OREGON

My commission expires 24th day of Sept., 2022.

Rosebud Media - Mail Tribune - Ashland Daily Tidings
111 N Fir St
Medford, OR 97501

| PUBLICATION | EXPIRE DATE | AD CAPTION | # TIMES | AMOUNT | PO |
|-----------------|-------------|--------------------------|---------|--------|--------|
| Ashland Tidings | 4/6/2019 | NOTICE OF BUDGET MEETING | 1 | 25.99 | 117335 |

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the City of Ashland Budget Committee, Jackson County, Oregon to discuss the budget for the biennium July 1, 2019 to June 30, 2021 will be held at the Council Chambers located at 1175 East Main St., Ashland, Oregon. The meeting will take place on April 17, 2019 at 6:00 p.m., with subsequent meetings on April 24, May 1, 8 and 15, 2019, at the same location and time.

The purpose of the first meeting is for the Budget Committee to receive the budget message and hear presentations on the proposed budget. These are public meetings where deliberation of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed programs with the budget committee. Once scheduled budget presentations have concluded, a public hearing will be held giving citizens another opportunity to discuss proposed programs and comment on the possible uses of State Revenue Sharing funds.

A copy of the proposed budget document will be available for review on the City's website at www.ashland.or.us or may be inspected at City Hall, 20 East Main St., Ashland after April 17, 2019. This notice is also posted on the City of Ashland website at www.ashland.or.us.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Administrator'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 1).

Publish:

Ashland Daily Tidings
April 6, 2019

City of Ashland Website
April 5, 2019

City of Ashland
20 E Main St
Ashland, OR 97520

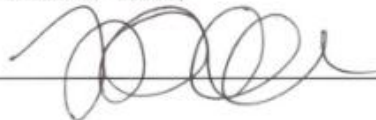
Affidavit of Publication

THIS IS NOT A BILL

State of Oregon
County of Jackson

CASE NO.

I, Jennie DeBunce, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the PUBLIC NOTICE, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion(s) in the following issues 4/17/2019 (HERE SET FORTH DATES OF ISSUE)



Subscribed and sworn to before me this 17th day of April, 2019.




NOTARY PUBLIC FOR OREGON

My commission expires 24th day of Sept., 2022.

Rosebud Media - Mail Tribune - Ashland Daily Tidings
111 N Fir St
Medford, OR 97501

| PUBLICATION | EXPIRE DATE | AD CAPTION | # TIMES | AMOUNT | PO |
|-----------------|-------------|--------------------------|---------|--------|--------|
| Ashland Tidings | 4/17/2019 | NOTICE OF BUDGET MEETING | 1 | 25.66 | 117335 |

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the City of Ashland Budget Committee, Jackson County, Oregon to discuss the budget for the biennium July 1, 2019 to June 30, 2021 will be held at the Council Chambers located at 1175 East Main St., Ashland, Oregon. The meeting will take place on April 24, 2019 at 6:00 p.m., with subsequent meetings on May 1, 8 and 15, 2019, at the same location and time.

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A copy of the proposed budget document will be available for review on the City's website at www.ashland.or.us or may be inspected at City Hall, 20 East Main St., Ashland after April 17, 2019. This notice is also posted on the City of Ashland website at www.ashland.or.us.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Administrator'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 1).

Publish:

Ashland Daily Tidings
April 17, 2019

City of Ashland Website
April 12, 2019

CITY OF ASHLAND
20 E Main St
Ashland, OR 97520

Affidavit of Publication

THIS IS NOT A BILL

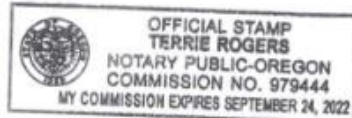
State of Oregon
County of Jackson

CASE NO.

I, Jennie DeBunce, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the PUBLIC NOTICE, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion(s) in the following issues 4/24/2019 (HERE SET FORTH DATES OF ISSUE)



Subscribed and sworn to before me this 26th day of April, 2019.




NOTARY PUBLIC FOR OREGON

My commission expires 24th day of Sept., 2022

Rosebud Media - Mail Tribune - Ashland Daily Tidings
111 N Fir St
Medford, OR 97501

| PUBLICATION | EXPIRE DATE | AD CAPTION | # TIMES | AMOUNT | PO |
|-----------------|-------------|--------------------------|---------|--------|--------|
| Ashland Tidings | 4/24/2019 | NOTICE OF BUDGET MEETING | 1 | 25.33 | 117335 |

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the City of Ashland Budget Committee, Jackson County, Oregon to discuss the budget for the biennium July 1, 2019 to June 30, 2021 will be held at the Council Chambers located at 1175 East Main St., Ashland, Oregon. The meeting will take place on May 1, 2019 at 6:00 p.m., with subsequent meetings on May 8 and 15, 2019, at the same location and time.

The purpose of the meeting is for the Budget Committee to hear presentations on the proposed budget. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed programs with the budget committee. Once scheduled budget presentations have concluded, a public hearing will be held giving citizens another opportunity to discuss proposed programs and comment on the possible uses of State Revenue Sharing funds.

A copy of the proposed budget document will be available for review on the City's website at www.ashland.or.us or may be inspected at City Hall, 20 East Main St., Ashland. This notice is also posted on the City of Ashland website at www.ashland.or.us.

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Publish:

Ashland Daily Tidings
April 24, 2019

City of Ashland Website
April 19, 2019

CITY OF ASHLAND
 20 E Main St
 Ashland, OR 97520


Affidavit of Publication

THIS IS NOT A BILL

State of Oregon
 County of Jackson

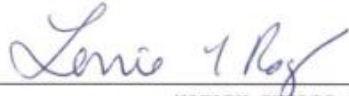
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Subscribed and sworn to before me this 2nd day of May, 2019.





 NOTARY PUBLIC FOR OREGON

My commission expires 24th day of Sept., 2022.

Rosebud Media - Mail Tribune - Ashland Daily Tidings
 111 N Fir St
 Medford, OR 97501

| PUBLICATION | EXPIRE DATE | AD CAPTION | # TIMES | AMOUNT | PO |
|-----------------|-------------|--------------------------|---------|--------|--------|
| Ashland Tidings | 5/1/2019 | Notice of Budget Meeting | 1 | 24.35 | 117338 |

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the City of Ashland Budget Committee, Jackson County, Oregon to discuss the budget for the biennium July 1, 2019 to June 30, 2021 will be held at the Council Chambers located at 1175 East Main St., Ashland, Oregon. The meeting will take place on May 8, 2019 at 6:00 p.m., with a subsequent meeting on May 15, 2019 and on May 22, 2019 (if needed) at the same location and time.

The purpose of the meeting is for the Budget Committee to hear presentations on the proposed budget. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed programs with the budget committee. Once scheduled budget presentations have concluded, a public hearing will be held giving citizens another opportunity to discuss proposed programs and comment on the possible uses of State Revenue Sharing funds.

A copy of the proposed budget document will be available for review on the City's website at www.ashland.or.us or may be inspected at City Hall, 20 East Main St., Ashland. This notice is also posted on the City of Ashland website at www.ashland.or.us.

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Publish:

Ashland Daily Tidings
May 1, 2019

City of Ashland Website
April 26, 2019

City of Ashland
20 E Main St
Ashland, OR 97520

Affidavit of Publication

THIS IS NOT A BILL

State of Oregon
County of Jackson

CASE NO.

I, Jennie DeBunce, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the PUBLIC NOTICE, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion(s) in the following issues 5/8/2019 (HERE SET FORTH DATES OF ISSUE)



Subscribed and sworn to before me this 9th day of May, 2019.




NOTARY PUBLIC FOR OREGON

My commission expires 24th day of Sept., 2022

Rosebud Media - Mail Tribune - Ashland Tidings
111 N Fir St
Medford, OR 97501

| PUBLICATION | EXPIRE DATE | AD CAPTION | # TIMES | AMOUNT | PO |
|-----------------|-------------|--------------------------|---------|--------|--------|
| Ashland Tidings | 5/8/2019 | NOTICE OF BUDGET MEETING | 1 | 24.02 | 117338 |

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the City of Ashland Budget Committee, Jackson County, Oregon to discuss the budget for the biennium July 1, 2019 to June 30, 2021 will be held at the Council Chambers located at 1175 East Main St., Ashland, Oregon. The meeting will take place on May 15, 2019 at 6:00 p.m. with a subsequent meeting on May 22, 2019 (if needed) at the same location and time.

The purpose of the meeting is for the Budget Committee to hear presentations on the proposed budget. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed programs with the budget committee. Once scheduled budget presentations have concluded, a public hearing will be held giving citizens another opportunity to discuss proposed programs and comment on the possible uses of State Revenue Sharing funds.

A copy of the proposed budget document will be available for review on the City's website at www.ashland.or.us or may be inspected at City Hall, 20 East Main St., Ashland. This notice is also posted on the City of Ashland website at www.ashland.or.us.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Administrator'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 1).

Publish:

Ashland Daily Tidings
May 8, 2019

City of Ashland Website
May 1, 2019

City of Ashland
20 E Main St
Ashland, OR 97520

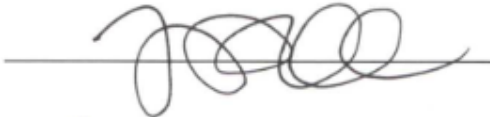
Affidavit of Publication

THIS IS NOT A BILL

State of Oregon
County of Jackson

CASE NO.

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Subscribed and sworn to before me this 16th day of May, 2019.




NOTARY PUBLIC FOR OREGON

My commission expires 24th day of Sept., 2022.

Rosebud Media - Mail Tribune - Ashland Tidings
111 N Fir St
Medford, OR 97501

| PUBLICATION | EXPIRE DATE | AD CAPTION | # TIMES | AMOUNT | PO |
|-----------------|-------------|--------------------------|---------|--------|--------|
| Ashland Tidings | 5/15/2019 | NOTICE OF BUDGET MEETING | 1 | 24.35 | 117348 |

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the City of Ashland Budget Committee, Jackson County, Oregon to discuss the budget for the biennium July 1, 2019 to June 30, 2021 will be held at the Council Chambers located at 1175 East Main St., Ashland, Oregon. A meeting will take place on May 22, 2019 at 6:00 p.m.

The purpose of the meeting is for the Budget Committee to hear presentations on the proposed budget. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed programs with the budget committee. Once scheduled budget presentations have concluded, a public hearing will be held giving citizens another opportunity to discuss proposed programs and comment on the possible uses of State Revenue Sharing funds.

A copy of the proposed budget document will be available for review on the City's website at www.ashland.or.us or may be inspected at City Hall, 20 East Main St., Ashland. This notice is also posted on the City of Ashland website at www.ashland.or.us.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Administrator'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 1).

Publish:

Ashland Daily Tidings
May 15, 2019

City of Ashland Website
May 10, 2019

City of Ashland
 20 E Main St
 Ashland, OR 97520

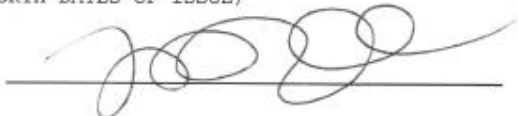
Affidavit of Publication

THIS IS NOT A BILL

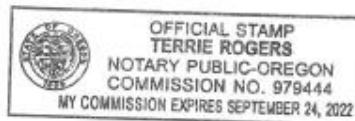
State of Oregon
 County of Jackson

CASE NO.

I, Jennie DeBunce, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the NOTICE OF BUDGET HEARING, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive insertion(s) in the following issues 5/29/2019 (HERE SET FORTH DATES OF ISSUE)



Subscribed and sworn to before me this 29th day of July, 2019.




 NOTARY PUBLIC FOR OREGON

My commission expires 24th day of Sept., 2022.

Rosebud Media - Mail Tribune - Ashland Tidings
 111 N Fir St
 Medford, OR 97501

| PUBLICATION | EXPIRE DATE | AD CAPTION | # TIMES | AMOUNT | PO |
|-----------------|-------------|--------------------------|---------|--------|----|
| Ashland Tidings | 5/29/2019 | Notice of Budget Hearing | 1 | 87.86 | |

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Ashland City Council will be held on June 4, 2019 at 7:00 p.m. at City of Ashland Council Chambers, 1175 East Main Street, Ashland, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2019 as approved by the Ashland Citizens' Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the Ashland City Hall, 20 East Main St., Ashland, Oregon, between the hours of 9:00 a.m. and 4:00 p.m. or online at ashland.or.us. This budget is for a biennial budget period. This budget was prepared on a basis of accounting that is the same as than the preceding year.

Contact: Kelly Madding, City Administrator/Interim Budget Officer Telephone: 541-488-6002 Email: kelly.madding@ashland.or.us

| FINANCIAL SUMMARY - RESOURCES | | | |
|---|--------------------------|-------------------------------------|--------------------------------------|
| TOTAL OF ALL FUNDS | Actual Amount 2015-17 | Adopted Budget This Year 2017-19 | Approved Budget Next Year 2019-21 |
| Beginning Fund Balance/Net Working Capital | 0 | 38,079,779 | 47,209,387 |
| Fees, Licenses, Permits, Fines, Assessments & Other Service Charges | 117,747,157 | 102,507,609 | 131,497,862 |
| Federal, State & all Other Grants, Gifts, Allocations & Donations | 5,424,602 | 13,156,289 | 12,456,205 |
| Revenue from Bonds and Other Debt | 1,965,275 | 52,836,312 | 49,778,524 |
| Interfund Transfers / Internal Service Reimbursements | 2,118,411 | 27,947,940 | 2,074,828 |
| All Other Resources Except Current Year Property Taxes | 29,379,672 | 28,295,795 | 38,337,001 |
| Current Year Property Taxes Estimated to be Received | 19,824,930 | 23,019,940 | 23,598,338 |
| Total Resources | 176,460,047 | 285,843,664 | 304,952,145 |

| FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION | | | |
|---|--------------------|--------------------|--------------------|
| Personnel Services | 59,132,805 | 67,102,077 | 73,723,186 |
| Materials and Services | 88,226,487 | 103,330,869 | 107,508,741 |
| Capital Outlay | 11,558,722 | 70,293,409 | 57,578,425 |
| Debt Service | 8,686,005 | 10,003,474 | 8,947,554 |
| Interfund Transfers | 2,318,411 | 2,831,440 | 2,074,828 |
| Contingencies | 0 | 2,100,000 | 2,834,118 |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 6,537,617 | 30,182,395 | 52,285,293 |
| Total Requirements | 176,460,047 | 285,843,664 | 304,952,145 |

| FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM * | | | |
|---|--------------------|--------------------|--------------------|
| Name of Organizational Unit or Program FTE for that unit or program | | | |
| Administration Department - all other funds | 17,959,466 | 20,595,198 | 23,101,112 |
| FTE | 14.15 | 14.07 | 14.17 |
| Information Technology Department | 6,874,894 | 7,127,370 | 7,547,072 |
| FTE | 14.50 | 14.5 | 13.9 |
| Administrative Services Department | 22,560,825 | 20,641,457 | 22,997,286 |
| FTE | 16.75 | 17.75 | 16.75 |
| City Recorder | 984,526 | 544,452 | 375,849 |
| FTE | 2.00 | 2.0 | 1.0 |
| Police Department | 13,487,220 | 15,028,125 | 16,719,886 |
| FTE | 36.80 | 37.3 | 39.50 |
| Fire & Rescue Department | 15,713,581 | 17,446,005 | 19,255,049 |
| FTE | 34.60 | 37.0 | 37.0 |
| Public Works Department | 43,125,987 | 106,141,200 | 97,592,532 |
| FTE | 67.00 | 68.0 | 65.0 |
| Community Development | 4,616,167 | 5,599,740 | 6,183,347 |
| FTE | 14.00 | 15.0 | 15.0 |
| Electric Department | 28,572,963 | 31,986,690 | 35,677,724 |
| FTE | 17.00 | 17.0 | 17.5 |
| Parks & Recreation | 13,734,632 | 18,541,184 | 20,162,875 |
| FTE | 44.80 | 37.3 | 39.75 |
| Non-departmental | 8,829,786 | 42,192,243 | 55,339,413 |
| FTE | 0.00 | 0.0 | 0.0 |
| Total Requirements | 176,460,047 | 285,843,664 | 304,952,145 |
| Total FTE | 262 | 260 | 260 |

| STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING * |
|---|
| Increase in the City's Property Rate Levy |

| PROPERTY TAX LEVIES | | | |
|---|-----------------------------------|---|--|
| | Rate or Amount Imposed 2015-17 | Rate or Amount Imposed This Year 2017-19 | Rate or Amount Approved Next Year 2019-21 |
| Permanent Rate Levy (rate limit 4.2865 per \$1,000) | 4.1972 | 4.2422 | 4.2865 |
| Local Option Levy | | | |
| Levy For General Obligation Bonds | 1,028,620 | 1,029,808 | 732,160 |

| STATEMENT OF INDEBTEDNESS | | |
|---------------------------|--|--|
| LONG TERM DEBT | Estimated Debt Outstanding on July 1, | Estimated Debt Authorized, But Not Incurred on July 1 |
| General Obligation Bonds | \$17,812,299 | |
| Other Bonds | \$7,386,884 | |
| Other Borrowings | \$2,311,000 | \$13,277,401 |
| Total | \$27,510,183 | \$13,277,401 |

Council Business Meeting

June 4, 2019

| | | |
|--------------------|--|--------------------|
| Agenda Item | Public Hearing for BN 2019-21 Approval of Resolution for Budget Appropriations | |
| From | Kelly Madding | City Administrator |
| Contact | kelly.madding@ashland.or.us | |

SUMMARY

At its May 22, 2019 meeting, the Citizens Budget Committee recommended approval of the proposed budget with several amendments. Per Oregon Budget Law, the City Council is responsible for completing the approval process by completing the following after the public hearing: Approval of resolution for budget appropriations

POLICIES, PLANS & GOALS SUPPORTED

- 2.1 Engage community in conversation about core services, desired service levels and funding mechanisms.
- 2.2 Engage board and commissions in supporting the strategic plan.
- 17.1 Complete and implement the AFN business plan.

PREVIOUS COUNCIL ACTION

N/A

BACKGROUND AND ADDITIONAL INFORMATION

Resolution for Budget Appropriations: The Citizen’s Budget Committee approved the proposed BN19-21 Budget with the following amendments:

1. Reduced Fire Administration Personnel budget \$400,000
2. Reduced Fire Operations Material and Services Budget \$200,000
3. Reduced Central Service Charges in the General fund by \$100,000
4. Increase property Tax rate levy for \$150,000
5. Establishing a 5% Franchise Fee with Ashland Fiber Network.

A summary of the changes made from the Budget Officer’s Proposed Budget up to the Budget Committee recommendations can be found in the attachments. A summary can also be found on the following page.

| Budget Committee Recommended Actions | | | |
|--|----------------|-----------------------------------|----------------|
| <u>Expenditure Reductions</u> | | <u>Revenue Enhancements</u> | |
| Eliminate 6 FTE (2 Police, 1 Admin, 1 Admin Svcs, 1 Court, 1 Comm Dev) | 530,000 | Increase Building Fees | 95,000 |
| Parks Contribution Held Flat | 262,260 | Utilize Health Benefits Reserve | 100,000 |
| Reduce Fire OT | 100,000 | AFR Fee Increase | 202,698 |
| Ambulance Billing Contract Changes | 25,000 | GEMT Ambulance Billing Changes | 50,000 |
| Total Expenditure Reductions | 917,260 | Total Revenue Enhancements | 447,698 |

| | |
|---|----------------|
| Original General Fund Deficit | 2,050,239 |
| Expenditure Reductions | 917,260 |
| Revenue Enhancements | 447,698 |
| Remaining General Fund Shortfall | 685,281 |

| Additional Potential Actions | | | |
|--|----------------|--|----------------|
| <u>Expenditure Reduction Options</u> | | <u>Revenue Enhancement Options</u> | |
| Fire Dept Administration | 200,000 | Property Tax Increase of \$.045 (To Maximum) | 150,000 |
| Administration/Admin Svcs Re-structure | 50,000 | | |
| Fire Dept Budget Reduction | 100,000 | Establish 5% AFN Franchise Fee | 120,000 |
| Police Dept - Jail Bed Contract Reduction | 35,000 | | |
| Expenditure Reduction Option Totals | 385,000 | Revenue Enhancement Option Total | 270,000 |

| | |
|---|----------------|
| Remaining General Fund Shortfall | 685,281 |
| Additional Expenditure Reductions | 385,000 |
| Additional Revenue Enhancements | 270,000 |
| | (30,281) |
| Balance from Ending Fund Balance | 30,281 |
| | 0 |

The resolution to establish appropriations has been constructed to reflect the action taken by the Budget Committee on May 22, 2019 and staff will be prepared to incorporate any changes that may occur during the public hearing.

Oregon budget law allows the elected body to increase expenditures by \$5,000 (\$10,000 for a biennium) or 10% (whichever is greater) of any fund without further review and approval by the Committee. Council cannot increase the tax rate without republishing the amended budget and a second hearing before July 1.

Total changes to a fund beyond 10% also would require re-publishing the amended budget and holding another public hearing prior to July 1.

FISCAL IMPACTS

N/A

STAFF RECOMMENDATION

Staff recommends approval of all four resolutions associated and consistent with the recommendations made by the Citizen’s Budget Committee.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

2019-21 Biennial Budget

I move to approve a resolution titled, “A Resolution to Adopt the 2019-21 Biennial Budget and Marking Appropriations.”

REFERENCES & ATTACHMENTS

1. Resolution re: Adopting the Budget
2. Biennium 2019-2021 Summary Changes

**RESOLUTION NO. 2019-12
RESOLUTION TO ADOPT THE 2019-21 BIENNIAL BUDGET
AND MAKING APPROPRIATIONS**

The City of Ashland City Council hereby adopts the 2019-21 Biennial Budget.

The amounts for the biennial budget period beginning July 1, 2019 through June 30, 2021 are therefore appropriated as follows:

SECTION 1

GENERAL FUND

| | |
|--|-------------------|
| Administration Department | 2,559,724 |
| Administration Department- Municipal Court | 1,406,655 |
| Administrative Services - Band | 132,733 |
| Administrative Services - Miscellaneous | 38,000 |
| Administrative Services - Parks | 10,783,800 |
| Police Department | 16,719,886 |
| Fire and Rescue Department | 19,255,049 |
| Public Works - Cemetery Division | 1,075,095 |
| Community Development - Planning Division | 3,463,963 |
| Community Development - Building Division | 1,677,657 |
| Community Development - Social Services Grants | 268,000 |
| Transfers Out | 211,000 |
| Contingency | 800,000 |
| Ending Fund Balance | <u>4,253,147</u> |
| TOTAL GENERAL FUND | 62,644,709 |
| PARKS AND RECREATION FUND | |
| Parks Division | 8,209,415 |

| | | |
|----|---|----------------|
| 1 | Recreation Division | 2,957,983 |
| 2 | Forestry Division | 985,619 |
| 3 | Senior Services Division | 700,180 |
| 4 | Golf Division | 1,195,850 |
| 5 | Contingency | 150,000 |
| 6 | Ending Fund Balance | <u>51,257</u> |
| 7 | TOTAL PARKS AND RECREATION FUND | 14,250,304 |
| 8 | HOUSING FUND | |
| 9 | Personnel Services | - |
| 10 | Materials and Services | 247,000 |
| 11 | Ending Fund Balance | <u>404,668</u> |
| 12 | TOTAL HOUSING TRUST FUND | 651,668 |
| 13 | COMMUNITY DEVELOPMENT BLOCK GRANT FUND | |
| 14 | Personnel Services | 70,528 |
| 15 | Materials and Services | 456,199 |
| 16 | Ending Fund Balance | <u>-</u> |
| 17 | TOTAL CDBG FUND | 526,727 |
| 18 | RESERVE FUND | |
| 19 | Ending Fund Balance | <u>39,110</u> |
| 20 | TOTAL RESERVE FUND | 39,110 |
| 21 | STREET FUND | |
| 22 | Public Works - Street Operations | 20,364,474 |

| | | |
|----|--|-------------------|
| 1 | Public Works - Street Operations Debt | 251,460 |
| 2 | Public Works - Transportation SDC's | 930,213 |
| 3 | | |
| 4 | Contingency | 43,700 |
| 5 | Ending Fund Balance | <u>3,660,187</u> |
| 6 | TOTAL STREET FUND | 25,250,034 |
| 7 | AIRPORT FUND | |
| 8 | Materials and Services | 266,088 |
| 9 | | |
| 10 | Capital Outlay | 340,000 |
| 11 | Ending Fund Balance | <u>411,018</u> |
| 12 | TOTAL AIRPORT FUND | 1,017,106 |
| 13 | CAPITAL IMPROVEMENTS FUND | |
| 14 | | |
| 15 | Public Works - Facilities | 2,968,879 |
| 16 | Administrative Services - Parks Open Space | 150,000 |
| 17 | Transfers Out | 220,000 |
| 18 | Contingency | 60,000 |
| 19 | Ending Fund Balance | <u>181,635</u> |
| 20 | | |
| 21 | TOTAL CAPITAL IMPROVEMENTS | 3,580,514 |
| 22 | PARKS CAPITAL IMPROVEMENTS FUND | |
| 23 | Personnel Services | - |
| 24 | Materials and Services | - |
| 25 | Capital Outlay | 5,020,000 |
| 26 | | |
| 27 | Transfer Out | 793,828 |
| 28 | | |

2019-21 Biennial Budget

| | | |
|----|--|-------------------|
| 1 | Ending Fund Balance | <u>1,368,972</u> |
| 2 | TOTAL PARKS CAPITAL IMPROVEMENTS FUND | 7,182,800 |
| 3 | | |
| 4 | DEBT SERVICE FUND | |
| 5 | Debt Service | 3,790,874 |
| 6 | Ending Fund Balance | <u>1,419,738</u> |
| 7 | TOTAL DEBT SERVICE FUND | 5,210,612 |
| 8 | | |
| 9 | WATER FUND | |
| 10 | Public Works - Conservation Division | 578,660 |
| 11 | Public Works - Water Supply | 4,382,522 |
| 12 | Public Works - Water Supply Debt | 19,090 |
| 13 | Public Works - Water Treatment | 18,225,395 |
| 14 | Public Works - Water Treatment Debt | 298,883 |
| 15 | | |
| 16 | Public Works - Water Distribution | 9,219,893 |
| 17 | Public Works - Water Distribution Debt | 502,563 |
| 18 | Public Works - Improvement SDC's | 4,153,000 |
| 19 | Public Works - Improvement SDC's Debt | 361,876 |
| 20 | Public Works - Reimbursement SDC's Debt | 68,724 |
| 21 | | |
| 22 | Transfers Out | 500,000 |
| 23 | Contingency | 685,000 |
| 24 | Ending Fund Balance | <u>19,600,412</u> |
| 25 | TOTAL WATER FUND | 58,596,018 |
| 26 | | |
| 27 | WASTEWATER FUND | |
| 28 | | |

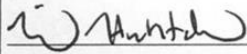
| | | |
|----|---|-------------------|
| 1 | Public Works - Wastewater Collection | 5,741,660 |
| 2 | Public Works - Wastewater Collection Debt Service | 151,658 |
| 3 | Public Works - Wastewater Treatment | 8,319,440 |
| 4 | Public Works - Wastewater Treatment Debt Service | 3,434,209 |
| 5 | Public Works - Reimbursement SDC's | 1,109,750 |
| 6 | Contingency | 325,000 |
| 7 | Ending Fund Balance | <u>15,233,131</u> |
| 8 | TOTAL WASTEWATER FUND | 34,314,848 |
| 9 | STORM WATER FUND | |
| 10 | Public Works - Storm Water Operations | 1,888,482 |
| 11 | Public Works - Storm Water Operations Debt | 23,700 |
| 12 | Public Works - Storm Water SDC's | 316,000 |
| 13 | Contingency | 30,000 |
| 14 | Ending Fund Balance | <u>1,226,864</u> |
| 15 | TOTAL STORM FUND | 3,485,046 |
| 16 | ELECTRIC FUND | |
| 17 | Administration - Conservation Division | 1,830,754 |
| 18 | Electric - Supply | 16,114,835 |
| 19 | Electric - Distribution | 16,896,919 |
| 20 | Electric - Transmission | 2,665,970 |
| 21 | Debt Services | 44,517 |
| 22 | Contingency | 225,000 |

| | | |
|----|---|------------------|
| 1 | Ending Fund Balance | <u>761,698</u> |
| 2 | TOTAL ELECTRIC FUND | 38,539,693 |
| 3 | | |
| 4 | TELECOMMUNICATIONS FUND | |
| 5 | Personnel Services | 1,619,782 |
| 6 | Materials and Services | 2,801,123 |
| 7 | Capital Outlay | 130,000 |
| 8 | Contingency | 105,000 |
| 9 | | |
| 10 | Ending Fund Balance | <u>1,268,143</u> |
| 11 | TOTAL TELECOMMUNICATIONS FUND | 5,924,048 |
| 12 | CENTRAL SERVICES FUND | |
| 13 | Administration Department | 3,578,160 |
| 14 | IT - Computer Services Division | 2,996,167 |
| 15 | Administrative Services Department | 5,877,867 |
| 16 | | |
| 17 | City Recorder Division | 375,849 |
| 18 | Public Works - Administration and Engineering | 5,008,021 |
| 19 | Contingency | 210,418 |
| 20 | | |
| 21 | Ending Fund Balance | <u>51,208</u> |
| 22 | TOTAL CENTRAL SERVICES FUND | 18,097,690 |
| 23 | INSURANCE SERVICES FUND | |
| 24 | Personnel Services | - |
| 25 | Materials and Services | 2,112,012 |
| 26 | | |
| 27 | Capital Outlay | - |
| 28 | | |

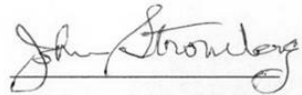
| | | |
|----|---|-------------------|
| 1 | Contingency | - |
| 2 | Ending Fund Balance | <u>243,352</u> |
| 3 | | |
| 4 | TOTAL INSURANCE SERVICES FUND | 2,355,364 |
| 5 | HEALTH BENEFITS FUND | |
| 6 | Personnel Services | - |
| 7 | Materials and Services | 12,732,303 |
| 8 | Transfers Out | 200,000 |
| 9 | Contingency | 100,000 |
| 10 | Ending Fund Balance | <u>923,954</u> |
| 11 | | |
| 12 | TOTAL INSURANCE SERVICES FUND | 13,956,257 |
| 13 | EQUIPMENT FUND | |
| 14 | Public Works - Maintenance | 3,715,299 |
| 15 | Public Works - Purchasing and Acquisition | 3,877,500 |
| 16 | Contingency | 100,000 |
| 17 | Ending Fund Balance | <u>47,091</u> |
| 18 | | |
| 19 | TOTAL EQUIPMENT FUND | 7,739,890 |
| 20 | PARKS EQUIPMENT RESERVE FUND | |
| 21 | Capital Outlay | 300,000 |
| 22 | Interfund Loan | - |
| 23 | Ending Fund Balance | <u>215,744</u> |
| 24 | | |
| 25 | TOTAL PARKS EQUIPMENT RESERVE FUND | 515,744 |
| 26 | CEMETERY TRUST FUND | |
| 27 | | |
| 28 | | |

| | | |
|---|----------------------------------|---------------------------|
| 1 | Transfers Out | 150,000 |
| 2 | Ending Fund Balance | <u>923,964</u> |
| 3 | | |
| 4 | TOTAL CEMETERY TRUST FUND | 1,073,964 |
| 5 | TOTAL BUDGET | 304,952,146 |
| 6 | Less Ending Fund Balance | <u>52,285,293</u> |
| 7 | Total Appropriations | <u>252,666,853</u> |
| 8 | | |

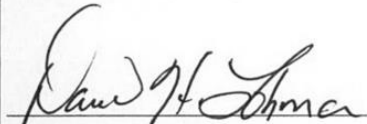
9 SECTION 2 This resolution was duly PASSED and ADOPTED this 4th day of
 10 June, 2019, and takes effect upon signing by the Mayor.

11 
 12 _____
 12 Melissa Huhtala, City Recorder

13 SIGNED and APPROVED this 5th day of June, 2019.

15 
 16 _____
 16 John Stromberg, Mayor

17 Reviewed as to form:

18 
 19 _____
 20 David H. Lohman, City Attorney

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

**FORM LB-50
2019-2020**

To assessor of Jackson County

• Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

Check here if this is an amended form.

The City of Ashland has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of Jackson County. The property tax, fee, charge or assessment is categorized as stated by this form.

20 East Main Street Ashland OR 97520 6/14/19
Mailing Address of District City State ZIP code Date

Kelly Madding City Administrator/Interim Budget Officer 541.488.6002 kelly.madding@ashland.or.us
Contact Person Title Daytime Telephone Contact Person E-Mail

CERTIFICATION - You must check one box if your district is subject to Local Budget Law.

- The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
- The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

| | | Subject to General Government Limits Rate -or- Dollar Amount | | |
|-----|--|--|---------|--|
| 1. | Rate per \$1,000 or Total dollar amount levied (within permanent rate limit) | 1 | 4.2865 | |
| 2. | Local option operating tax | 2 | | Excluded from Measure 5 Limits Dollar Amount of Bond Levy |
| 3. | Local option capital project tax | 3 | | |
| 4. | City of Portland Levy for pension and disability obligations | 4 | | |
| 5a. | Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001 | 5a. | | |
| 5b. | Levy for bonded indebtedness from bonds approved by voters on or after October 6, 2001 | 5b. | 512,987 | |
| 5c. | Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) | 5c. | 512,987 | |

PART II: RATE LIMIT CERTIFICATION

| | | | |
|----|--|---|--------|
| 6. | Permanent rate limit in dollars and cents per \$1,000 | 6 | 4.2865 |
| 7. | Election date when your new district received voter approval for your permanent rate limit | 7 | |
| 8. | Estimated permanent rate limit for newly merged/consolidated district | 8 | |

PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

| Purpose (operating, capital project, or mixed) | Date voters approved local option ballot measure | First tax year levied | Final tax year to be levied | Tax amount -or- rate authorized per year by voters |
|---|---|--------------------------|--------------------------------|---|
| | | | | |
| | | | | |

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES*

| Description | ORS Authority** | Subject to General Government Limitation | Excluded from Measure 5 Limitation |
|-------------|-----------------|--|---------------------------------------|
| 1 | | | |
| 2 | | | |

*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

**The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.

150-504-073-7 (Rev. 11-18)

(see the back for worksheet for lines 5a, 5b, and 5c)

File with your assessor no later than JULY 15, unless granted an extension in writing.

**RESOLUTION NO. 2019-13
A RESOLUTION TO LEVY TAXES FOR THE FISCAL YEAR
JULY 1, 2019 THROUGH JUNE 30, 2020.**

THE CITIZENS OF THE CITY OF ASHLAND RESOLVE AS FOLLOWS:


SECTION 1 That the City Council of the City of Ashland hereby levies a tax upon all real and personal property subject to assessment and levy within the corporate limits of the City of Ashland, Jackson County, Oregon for general government purposes.

SECTION 2 The City Council also levies a tax on all taxable property within the City of Ashland as authorized for the repayment of General Obligation Debt.


SECTION 3 That the City Council hereby declares taxes levied as follows:

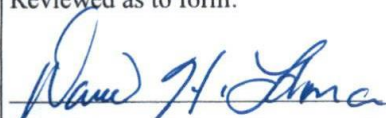
| | Bonded Debt | Per \$1000/Assessed Value |
|-------------------------------|-------------|---------------------------|
| General Fund - Operations | | 4.2865 |
| 2005 General Obligation Bonds | 294,840 | |
| 2011 General Obligation Bonds | 218,147 | |
| | 512,987 | |

SECTION 4 This resolution was duly PASSED and ADOPTED this 4th day of June, 2019, and takes effect upon signing by the Mayor.


Melissa Huhtala, City Recorder

SIGNED and APPROVED this 5th day of June, 2019.


John Stromberg, Mayor

Reviewed as to form:

David H. Lohman, City Attorney

Council Business Meeting

June 4, 2019

| | | |
|--------------------|--|--------------------|
| Agenda Item | Public Hearing for BN 2019-21 Approval of Resolution Confirming Jurisdictional Qualification For State Subventions | |
| From | Kelly Madding | City Administrator |
| Contact | kelly.madding@ashland.or.us | |

SUMMARY

At its May 22, 2019 meeting, the Citizens Budget Committee recommended approval of the proposed budget with several amendments. Per Oregon Budget Law, the City Council is responsible for completing the approval process by completing the following after the public hearing: Approval of resolution confirming jurisdictional qualification for state subventions.

POLICIES, PLANS & GOALS SUPPORTED

- 2.1 Engage community in conversation about core services, desired service levels and funding mechanisms.
- 2.2 Engage board and commissions in supporting the strategic plan.
- 17.1 Complete and implement the AFN business plan.

PREVIOUS COUNCIL ACTION

N/A

BACKGROUND AND ADDITIONAL INFORMATION

Resolution Confirming Jurisdictional Qualification for State Subventions and Resolution to Receive State Funds

Council certifies that the City qualifies for subventions (revenues shared by the state) by resolution each year. Additionally, Council annually adopts a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from taxes imposed as part of state revenue sharing. These are both necessary steps in the 2019-20 budget process.

FISCAL IMPACTS

N/A

STAFF RECOMMENDATION

Staff recommends approval of all four resolutions associated and consistent with the recommendations made by the Citizen's Budget Committee.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

I move to approve a resolution titled, "Resolution Certifying City Provides Sufficient Municipal Services to Qualify for State Subventions,"

REFERENCES & ATTACHMENTS

1. Resolution re: Qualifying for State Subventions

RESOLUTION NO. 2019-14

A RESOLUTION CERTIFYING CITY PROVIDES SUFFICIENT MUNICIPAL SERVICES TO QUALIFY FOR STATE SUBVENTIONS

RECITALS:


A. ORS 221.760 provides that for cities located within counties having population over 100,000 to receive state revenues from cigarette, gas and liquor taxes, the State of Oregon must be satisfied that the City provides certain municipal services.

THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

SECTION 1 The City of Ashland hereby certifies that it provides the following municipal services:


- Police protection
- Fire protection
- Planning, zoning and subdivision services
- Street construction, maintenance and lighting
- Storm sewers
- Water utilities
- Sanitary sewer
- Electric distribution

SECTION 2 This resolution was duly PASSED and ADOPTED this this 4th day of June, 2019 and takes effect upon signing by the Mayor.



Melissa Huhtala, City Recorder

SIGNED and APPROVED this 5th day of June, 2019.



John Stromberg, Mayor

Reviewed as to form:




David H. Lohman, City Attorney



Certification of True Copy

I certify that I have compared the foregoing document Resolution "A Resolution certifying city provides sufficient municipal services to qualify for State subventions" is a foregoing true and correct copy.

Dated this 19th day of June 2019.

By  _____
Melissa Huhtala
Ashland City Recorder
Ashland, OR



CITY RECORDER/TREASURER Tel: 541-488-5307
20 E MAIN STREET Fax: 541-552-2059
Ashland, Oregon 97520 TTY: 800-735-2900
www.ashland.or.us



Council Business Meeting

June 4, 2019

| | | |
|--------------------|---|--------------------|
| Agenda Item | Public Hearing for BN 2019-21 Approval of Resolution to Receive State Funds | |
| From | Kelly Madding | City Administrator |
| Contact | kelly.madding@ashland.or.us | |

SUMMARY

At its May 22, 2019 meeting, the Citizens Budget Committee recommended approval of the proposed budget with several amendments. Per Oregon Budget Law, the City Council is responsible for completing the approval process by completing the following after the public hearing: Approval of resolution to receive state funds

POLICIES, PLANS & GOALS SUPPORTED

- 2.1 Engage community in conversation about core services, desired service levels and funding mechanisms.
- 2.2 Engage board and commissions in supporting the strategic plan.
- 17.1 Complete and implement the AFN business plan.

PREVIOUS COUNCIL ACTION

N/A

BACKGROUND AND ADDITIONAL INFORMATION

Resolution Confirming Jurisdictional Qualification for State Subventions and Resolution to Receive State Funds

Council certifies that the City qualifies for subventions (revenues shared by the state) by resolution each year. Additionally, Council annually adopts a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from taxes imposed as part of state revenue sharing. These are both necessary steps in the 2019-20 budget process.

FISCAL IMPACTS

N/A

STAFF RECOMMENDATION

Staff recommends approval of all four resolutions associated and consistent with the recommendations made by the Citizen’s Budget Committee.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

“I move to approve a resolution titled, “A Resolution Declaring the City’s Election to Receive State Revenues”

REFERENCES & ATTACHMENTS

1. Resolution re: Electing to Receive State Subventions

**RESOLUTION NO. 2019-15
A RESOLUTION DECLARING THE CITY'S ELECTION
TO RECEIVE STATE REVENUES**

RECITALS:

- A. The City must annually adopt a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from tax imposed on the sale of liquor as part of State Revenue Sharing.
- B. A public hearing on the City of Ashland's election to receive State Revenues was held on June 4, 2019.

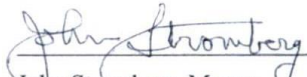
THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

SECTION 1 Pursuant to ORS 221.770, the City hereby elects to receive state revenues for fiscal years 2019-2020.


SECTION 2 This resolution was duly PASSED and ADOPTED this 4th day of June, 2019, and takes effect upon signing by the Mayor.


Melissa Huhtala, City Recorder

SIGNED and APPROVED this 5th day of June, 2019.


John Strömberg, Mayor

Reviewed as to form:



David H. Lohman, City Attorney



Certification of True Copy

I certify that I have compared the foregoing document Resolution "A Resolution declaring the City's election to receive State revenues" is a foregoing true and correct copy.

Dated this 19th day of June 2019.

By 

Melissa Huhtala
Ashland City Recorder
Ashland, OR

CITY RECORDER/TREASURER Tel: 541-488-5307
20 E MAIN STREET Fax: 541-552-2059
Ashland, Oregon 97520 TTY: 800-735-2900
www.ashland.or.us



2019-21 Biennial Budget

This report is intended to promote the best possible management of public resources.

You are welcome to keep this copy, however, if you no longer need it, please return it to:

Administrative Services Department
City of Ashland
20 East Main Street
Ashland, OR 97520

The Administrative Services Department maintains a file of past documents.
Your cooperation will help us save copying costs.

