



## **2023-2025 Biennium Budget**

## **Table of Contents**

Adopted Budget .....	1
Budget in Brief .....	4
Operating Budget.....	10
Budget Overview.....	11
City Manager's Message .....	14
<b><u>Summaries</u></b>	
Equipment, Insurance & Health Funds Summary .....	24
General, Parks & CIP Funds Summary.....	27
Housing, Community Development Block Grant & Airport Funds Summary.....	31
Reserve, Cemetery & Debt Funds Summary .....	33
Revenue & Sources Summary.....	34
Streets and Tourism Funds Summary.....	36
Uses by Fund, Department & Classification.....	37
Wastewater and Stormwater Funds Summary.....	41
Water, Electric & Telecommunications Funds Summary .....	44
<b><u>Budget Overview</u></b>	
Budget Process Overview .....	48
City Council.....	51
Community Profile .....	52
Operating Funds Structure.....	55
Organization Chart.....	57
Summary of Changes.....	58
Priorities, Vision and Values.....	62

**CIP**

Five Year Capital Plan Summary .....66

**Administration & Internal Services**

City Manager's Office..... 73

Finance.....80

Human Resources .....83

City Recorder .....86

Accounting and Customer Service (Utility Billing) .....90

Innovation and Technology .....93

Legal..... 100

Mayor and Council ..... 104

Risk Management..... 106

**Community Services**

Code Compliance and Housing .....110

Building and Planning.....113

Community Development.....119

Municipal Court.....125

Electric .....127

Fire Operations ..... 135

Wildfire.....141

Fire and Rescue.....147

Parks and Recreation..... 153

Golf, Nature Center, Senior Services..... 163

Police Department ..... 169

Public Works .....176

Airport, Cemetery & Streets..... 184

Engineering, Facilities & Fleet..... 189  
Wastewater, Stormwater ..... 193  
Water..... 200

**Non-Departmental**

Non-Departmental..... 208

**Debt Information**

Debt Policy and Bonds ..... 212

**Appendix**

Appendix..... 217  
GFOA ..... 229  
Glossary..... 230  
Legal Compliance ..... 239



# ADOPTED BUDGET

2023-2025 BIENNIUM BUDGET



Photo by Bob Palermini

## EXPLORE OUR BUDGET

The Ashland Digital Budget Book provides our community with an easy to use, interactive and engaging version of our biannual publication. Use this site to browse all the departments and staff that support our Community.

### BUDGET OVERVIEW

- City Manager's Message
- Organizational Chart
- Ashland City Council
- Budget Process and Calendar
- Operating Funds Structure
- Priorities, Vision and Values
- Community Profile
- Summary of Changes

## BUDGET HIGHLIGHTS AND SUMMARIES

Uses by Fund, Department & Classification  
Revenue & Sources Summary

- General, Parks & CIP Funds Summary
- Streets and Tourism Funds Summary
- Housing, Community Development Block Grant & Airport Funds Summary
- Reserve, Cemetery & Debt Funds Summary
- Water, Electric & Telecommunications Funds Summary
- Wastewater and Stormwater Funds Summary
- Equipment, Insurance & Health Funds Summary

Budget in Brief

## DEPARTMENT BUDGETS

- Operating Budgets
- Non Departmental

## CAPITAL IMPROVEMENT PLAN

Five Year Capital Plan Summary

## DEBT INFORMATION

Debt Policy and Bonds

## OTHER INFORMATION

GFOA Distinguished Budget Presentation Award  
 Legal Compliance  
 Appendix  
 Glossary

### General Fund-Expenditure by Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>General Government</b>				
Administration Department	\$6,909,143	\$6,648,978	\$6,727,552	\$8,759,453
Finance Department	\$15,970,822	\$15,646,489	\$14,579,938	\$6,224,661
Information Technology Dept	\$2,606,053	\$2,487,189	\$2,706,428	\$4,026,238
City Recorder Department	\$378,903	\$375,999	\$322,383	\$535,614
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$25,864,921</b>	<b>\$25,158,654</b>	<b>\$24,336,301</b>	<b>\$19,545,967</b>
<b>Community Development</b>				
Community Development Dept	\$4,790,197	\$5,031,890	\$3,950,975	\$4,541,686
<b>COMMUNITY DEVELOPMENT TOTAL</b>	<b>\$4,790,197</b>	<b>\$5,031,890</b>	<b>\$3,950,975</b>	<b>\$4,541,686</b>
<b>Public Safety</b>				
Police Department	\$14,702,139	\$15,163,957	\$15,012,553	\$17,414,038
Fire and Rescue Department	\$19,350,307	\$18,509,357	\$19,526,703	\$27,256,513
<b>PUBLIC SAFETY TOTAL</b>	<b>\$34,052,446</b>	<b>\$33,673,315</b>	<b>\$34,539,256</b>	<b>\$44,670,551</b>
<b>Public Works</b>				
Public Works Department	\$4,541,700	\$4,978,457	\$6,681,237	\$8,636,228
<b>PUBLIC WORKS TOTAL</b>	<b>\$4,541,700</b>	<b>\$4,978,457</b>	<b>\$6,681,237</b>	<b>\$8,636,228</b>
<b>Culture and Recreation</b>				
Parks Department	\$0	\$0	\$0	\$13,694,503
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,694,503</b>
<b>Non Departmental</b>	\$283,118	\$1,230,649	\$0	\$621,000
<b>TOTAL</b>	<b>\$69,532,382</b>	<b>\$70,072,965</b>	<b>\$69,507,769</b>	<b>\$91,709,934</b>

### General Fund-Materials & Services

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Contractual Services</b>				
Professional Services	\$12,630,546	\$12,545,535	\$2,638,571	\$6,337,694
Other	\$1,911,974	\$1,964,910	\$2,135,813	\$1,996,578
Forestry	\$2,196,337	\$1,488,334	\$200,000	\$70,000
Pension Expense (Only GASB 68)	-\$240,254	\$814,756	\$0	\$0
Auditor	\$80,961	\$99,275	\$132,300	\$139,881
Musicians	\$84,535	\$30,382	\$83,000	\$91,847
Legal	\$20,888	\$18,452	\$70,000	\$73,025
Physician/Health	\$18,862	\$12,940	\$63,980	\$66,062
Elections	\$24,582	\$0	\$0	\$30,000
Urban Tree Service & Pruning	\$0	\$0	\$0	\$30,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$16,728,431</b>	<b>\$16,974,584</b>	<b>\$5,323,664</b>	<b>\$8,835,087</b>
<b>Internal Charges &amp; Fees</b>				
Internal Chg - Administrative Fee	\$2,870,052	\$3,296,267	\$0	\$0
Internal Chg - Equip Replacmnt	\$870,855	\$1,155,184	\$1,582,742	\$2,125,571
Bad Debt Expense	\$314,688	\$162,234	\$377,000	\$4,557,024
Internal Chg - Fleet Maint	\$547,690	\$547,690	\$1,120,052	\$1,894,717
Internal Chg - Insurance Svc	\$203,851	\$245,833	\$1,694,918	\$1,612,361
Licensing	\$592,342	\$652,889	\$837,662	\$941,886
Bank Charges	\$595,854	\$578,141	\$600,000	\$801,400
Internal Chg - Facility Use	\$885,900	\$885,900	\$0	\$0
State Court Assessment	\$7,928	\$66	\$5,900	\$6,000
Other	\$479	\$75	\$0	\$4,060
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$6,889,639</b>	<b>\$7,524,278</b>	<b>\$6,218,274</b>	<b>\$11,943,018</b>

Adopted Budget

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Rental, Repair, Maintenance</b>				
Water	\$135,847	\$168,967	\$240,398	\$883,214
Fuel	\$188,760	\$169,489	\$292,520	\$417,774
Electricity	\$58,824	\$55,508	\$325,490	\$521,418
Custodial	\$4,978	\$11,363	\$300,500	\$371,180
Infrastructure	\$5,490	\$0	\$290,000	\$300,000
Rental Charges	\$118,819	\$85,474	\$110,403	\$168,755
Internet	\$115,000	\$120,000	\$120,000	\$125,454
Wastewater & Other	\$24,429	\$23,332	\$98,120	\$197,953
Grounds Care	\$31,354	\$34,854	\$62,400	\$113,642
Natural Gas	\$10,859	\$13,135	\$52,900	\$127,077
Building Maintenance	\$31,513	\$32,364	\$50,727	\$88,661
Disposal & Sanitary Service	\$12,359	\$13,293	\$25,881	\$94,068
General Maintenance	\$0	\$0	\$0	\$63,355
Irrigation Maintenance	\$0	\$0	\$0	\$54,004
Forestry/Trail Maintenance	\$0	\$0	\$0	\$50,000
Maintenance	\$10,795	\$9,943	\$9,600	\$10,036
Vehicle Repair and Parts	\$4,677	\$1,760	\$7,000	\$7,318
Horticulture Maintenance	\$0	\$0	\$0	\$18,000
Cleaning Services	\$0	\$0	\$0	\$15,869
Fertilizer	\$0	\$0	\$0	\$15,550
Rental Charges - building	\$0	\$0	\$8,000	\$0
Equipment Repair	\$0	\$0	\$0	\$5,227
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$753,704</b>	<b>\$739,483</b>	<b>\$1,993,939</b>	<b>\$3,648,555</b>
<b>Programs</b>				
Firewise Program	\$115,251	\$158,923	\$1,874,000	\$2,272,786
EOC	\$49,758	\$61,219	\$60,000	\$60,000
Safety	\$4,314	\$4,316	\$75,000	\$81,364
CERT	\$42,264	\$44,568	\$38,200	\$39,937
Rink Program	\$0	\$0	\$0	\$105,430
Newsletter	\$28,739	\$27,141	\$16,800	\$22,000
Fire Prevention	\$21,814	\$6,734	\$23,000	\$24,046
Weed Abatement	\$2,319	\$8,274	\$19,000	\$45,600
Aquatic Program	\$0	\$0	\$0	\$33,688
CPR Training Program	\$8,265	\$2,631	\$8,000	\$8,364
4th of July Run	\$0	\$0	\$0	\$20,000
<b>PROGRAMS TOTAL</b>	<b>\$272,723</b>	<b>\$313,805</b>	<b>\$2,114,000</b>	<b>\$2,713,215</b>
<b>Grants</b>				
Economic & Cultural Grants	\$1,603,407	\$1,598,259	\$1,167,676	\$0
Social Services Grants	\$268,000	\$268,000	\$134,000	\$134,000
Indigent Assistance	\$0	\$1,460	\$4,000	\$4,000
<b>GRANTS TOTAL</b>	<b>\$1,871,407</b>	<b>\$1,867,719</b>	<b>\$1,305,676</b>	<b>\$138,000</b>
<b>Supplies</b>				
Technical Supplies	\$358,976	\$202,453	\$262,796	\$550,333
Office Supplies	\$235,631	\$151,570	\$264,149	\$271,340
Uniforms - Clothing	\$104,581	\$67,797	\$103,488	\$193,105
Small Tools & Ops Supplies	\$27,364	\$25,852	\$45,177	\$123,070
Uniforms - Other	\$65,880	\$18,625	\$64,000	\$68,533
Meeting Supplies	\$40,578	\$11,974	\$38,400	\$56,182
Books & Periodicals	\$35,774	\$21,662	\$36,406	\$36,920
Miscellaneous Supplies	\$26,102	\$10,311	\$21,300	\$39,977
Station Supplies	\$12,025	\$3,957	\$20,850	\$14,810
Trails Work	\$0	\$0	\$0	\$50,000
Food & related items	\$0	\$12	\$0	\$38,285
Pro Shop Expense	\$0	\$0	\$0	\$30,000
Emergency work	\$895	\$1,317	\$1,700	\$5,598
Aquatics Facilities Supplies	\$0	\$0	\$0	\$8,565
County Services	\$56	\$0	\$3,600	\$3,600
Safety Supplies	\$0	\$0	\$0	\$5,000
Chemicals	\$0	\$0	\$0	\$1,300
<b>SUPPLIES TOTAL</b>	<b>\$907,863</b>	<b>\$515,531</b>	<b>\$861,866</b>	<b>\$1,496,619</b>

Budget in Brief

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Communications</b>				
Communications	\$194,556	\$240,725	\$383,315	\$443,476
Computers	\$172,325	\$156,143	\$283,500	\$320,078
Radios	\$153,002	\$80,938	\$156,534	\$299,006
Postage	\$140,728	\$129,165	\$149,760	\$131,012
<b>COMMUNICATIONS TOTAL</b>	<b>\$660,609</b>	<b>\$606,970</b>	<b>\$973,109</b>	<b>\$1,193,572</b>
<b>Other Purchased Svcs</b>				
Medical & Laboratory	\$128,450	\$149,517	\$168,760	\$367,176
Training	\$161,135	\$88,631	\$201,770	\$294,510
Dues	\$124,202	\$123,104	\$167,255	\$187,601
Advertising	\$138,008	\$54,104	\$66,332	\$89,418
Lodging	\$83,090	\$35,335	\$98,874	\$126,746
Meals	\$34,291	\$11,802	\$40,026	\$52,899
Air	\$29,724	\$3,616	\$37,500	\$57,730
Personal vehicle mileage	\$26,350	\$8,742	\$40,500	\$50,246
Printing & Binding	\$23,648	\$18,331	\$27,800	\$27,193
Rental car	\$2,766	\$739	\$11,790	\$16,995
Other	\$5,181	\$3,690	\$4,850	\$7,398
Special Programs	\$0	\$0	\$0	\$5,800
Miscellaneous	\$0	\$0	\$0	\$5,125
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$756,843</b>	<b>\$497,611</b>	<b>\$865,457</b>	<b>\$1,288,838</b>
<b>Insurance</b>				
Health Care Premiums	\$0	\$0	\$0	\$480,000
<b>INSURANCE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$480,000</b>
<b>Commission</b>				
Sister Cities Commission	\$10,561	\$5,120	\$8,200	\$8,200
Forest Commission	\$2,797	\$1,479	\$2,142	\$2,239
Planning Commission	\$757	\$18	\$1,000	\$1,000
Housing & Human Svcs Comm.	\$549	\$124	\$500	\$600
Public Arts Commission	\$1,547	\$0	\$0	\$0
Historic Preservation Comm.	\$207	\$26	\$600	\$600
Tree Commission	\$311	\$6	\$500	\$300
<b>COMMISSION TOTAL</b>	<b>\$16,730</b>	<b>\$6,773</b>	<b>\$12,942</b>	<b>\$12,939</b>
<b>TOTAL</b>	<b>\$28,857,951</b>	<b>\$29,046,754</b>	<b>\$19,668,927</b>	<b>\$31,749,843</b>

# BUDGET IN BRIEF

2023-2025 BIENNIUM BUDGET



## CITY OF ASHLAND 2023-2025 BUDGET

The City of Ashland strives to deliver services that are essential and enhance the quality of life of Ashland's citizens



## BUDGET FACTS

- The City has a biennium budget (two years starting July 1, 2023-July 1, 2025)
- The 23/25 BN Budget is \$385,186,270 and includes administration, innovation & technology, finance, city recorder, police, fire & rescue, public works, community development, electric and parks & recreation.
- The Citizen’s Budget Committee did not change the property tax levy which is set at \$4.2865 per \$1000 of assessed value. This levy rate has been unchanged since 2019.
- There are 264.07 positions budgeted for in 23/25 biennium.

## BUDGET PRIORITIES

- On March 21, 2023 the City Council adopted the following priorities for the 2023-2025 biennium budget:
- Wildfire risk reduction and CEAP execution
- Economic Development including development of eco-tourism like trails, ensuring city processes such as planning are supportive of attract new business and supporting those already here
- Affordability including attainable housing and review of our rate structures for progressiveness in their livability
- All with the underlying supporting principles of equity access and strong supportive city services with a customer service focus

BUDGET PRIORITY CONCENTRATIONS FOR 2023-2025			
<b>Management for Excellence</b>	<ul style="list-style-type: none"> <li>• Equity of Access</li> <li>• Customer Focus</li> <li>• Communication/Transparency</li> <li>• Partnering for Success</li> </ul>	<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Downtown &amp; University Districts</li> <li>• Eco-Tourism/Outdoor Recreation</li> <li>• Business Retention &amp; Attraction</li> </ul>
<b>Livable Community</b>	<ul style="list-style-type: none"> <li>• Community Character</li> <li>• Parks &amp; Recreation</li> <li>• Mobility</li> <li>• Utility Services</li> </ul>	<b>Affordability</b>	<ul style="list-style-type: none"> <li>• Attainable Housing</li> <li>• Progressive Rate Structures</li> <li>• Childcare/Early Childhood Dev.</li> <li>• Ashland Fiber Network</li> </ul>
<b>Risk Reduction</b>	<ul style="list-style-type: none"> <li>• Wildfire Risk Reduction</li> <li>• Climate and Energy Action Plan</li> <li>• Public Safety/Emergency Services</li> </ul>	<b>Invest in the Future</b>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Facilities</li> <li>• Public Infrastructure</li> </ul>

**CITY COUNCIL 2023-2025 BUDGET DIRECTION**

COMMUNITY VISION

*Ashland is a resilient, sustainable community that maintains the distinctive quality of place for which it is known.*

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

*We will plan and direct our efforts to fulfill this Vision for the long term with a constant view toward being an open, welcoming community for all with a positive economic future.*

COMMUNITY VALUES

COMMUNITY

- Community affordability, including in available housing and childcare
- Belonging through mutual respect and openness, inclusion and equity
- Quality of life that underpins the City's economic vibrancy
- Environmental resilience, including addressing climate change and ecosystem conservation
- Regional cooperation, including in support for public safety and homelessness

ORGANIZATION

- Respect for the citizens we serve, for each other, and for the work we do;
- Excellence in governance and city services
- Sustainability through creativity, affordability and rightsized service delivery
- Public safety, including emergency preparedness for climate change risk
- Quality infrastructure and facilities through timely maintenance and community investment

CITY COUNCIL PRIORITIES

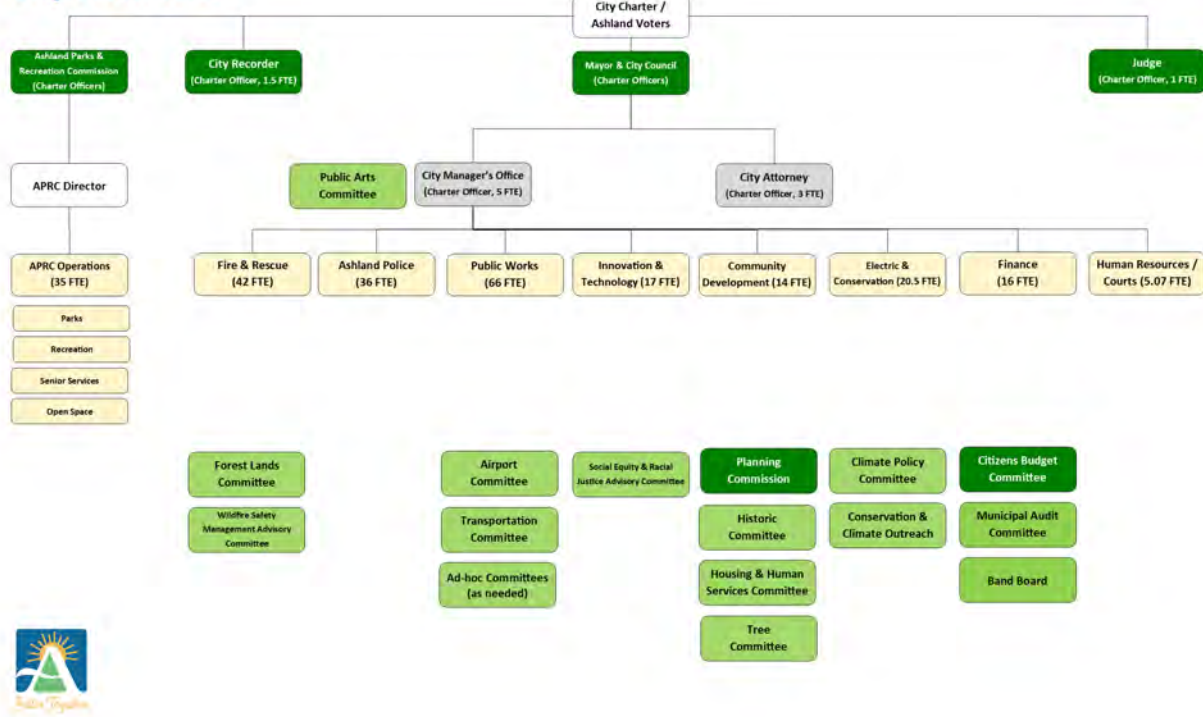
- Wildfire risk reduction and CEAP execution
- Economic Development, including developing eco-tourism like trails, ensuring city processes such as planning are supportive of attracting new business and supporting those already here;
- Affordability, including attainable housing, and review of our rate structures for progressiveness in the livability;
- All with the underlying supporting principle of equity of access and strong supportive City services with a customer service focus.

RECOMMENDED CITY BUDGET PREPARATION

**CITY ORGANIZATION CHART**



## City of Ashland



## CITY COUNCIL

Ashland has a Council-Manager form of government, with much of the City's business evolving through citizen committees that enhance public support and political stability.

The [City Council](#) is elected to serve as the governing body for Ashland's residents. The Mayor, who presides at the Council meetings, is elected at-large for a four-year term. Six Council members are elected at-large for four-year staggered terms.

- Mayor Tonya Graham
- Council Member Paula Hyatt, Position 1
- Council Member Dylan Bloom, Position 2
- Council Member Jeff Dahle, Position 3
- Council Member Bob Kaplan, Position 4
- Council Member Gina DuQuenne, Position 5
- Council Member Eric Hansen, Position 6

## FUNDS SUMMARY

The General Fund is the City's largest fund and houses most traditional municipal services supported by taxes. These taxes include property taxes, the Utility Users Tax (UUT), Transient Lodging Taxes (TLT), and Food & Beverage Tax (F&B). In addition to taxes, the General Fund receives money from franchise fees, charges for services, permits, and grants.



## THE CITY OF ASHLAND GENERAL FUND SUPPORTS:

- Administration
- Human Resources
- Legal
- Finance
- Public Works Support and Facilities, Parks
- Innovation and Technology Information Systems
- City Recorder
- Social Services
- Economic and Cultural Development
- Police
- Municipal Court
- Fire and Rescue
- City Band
- Cemeteries
- Community Development

## THE CITY ALSO OWNS AND OPERATES SELF-SUPPORTING ENTERPRISE ACTIVITIES THAT INCLUDE:

- Electric Fund
- Telecommunications Fund
- Water Fund
- SDC Water Fund
- Stormwater Fund
- SDC Stormwater Fund
- Wastewater Fund
- SDC Wastewater Fund

## FUNDS REVENUE

### Revenues:

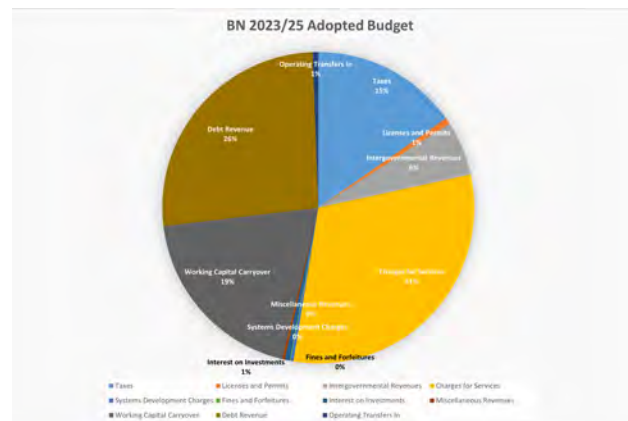
	BN 2023/25 Adopted Budget
Taxes	58,975,499
Licenses and Permits	2,525,713
Intergovernmental Revenues	21,688,561
Charges for Services	119,816,995
Systems Development Charges	650,000
Fines and Forfeitures	349,000
Interest on Investments	1,992,000
Miscellaneous Revenues	1,052,325
<b>Total Revenues</b>	<b>207,056,093</b>

### Budgetary Sources:

Working Capital Carryover	75,117,267
Debt Revenue	100,976,736
Operating Transfers In	2,036,174
<b>Total Budgetary Sources</b>	<b>178,130,177</b>

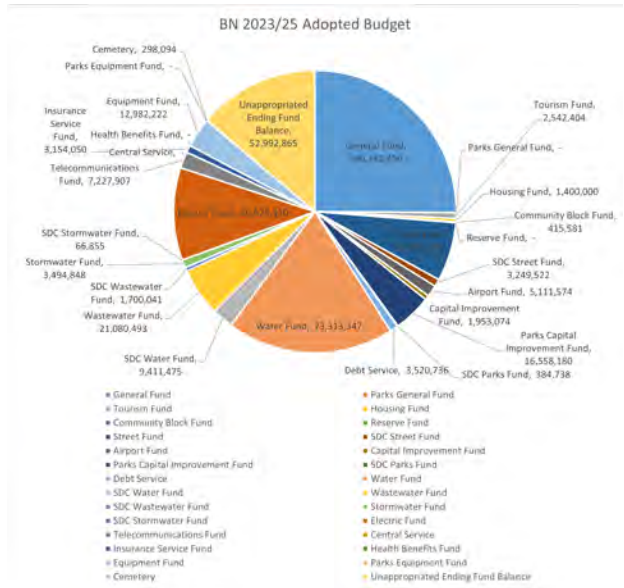
### Total Sources

**385,186,270**



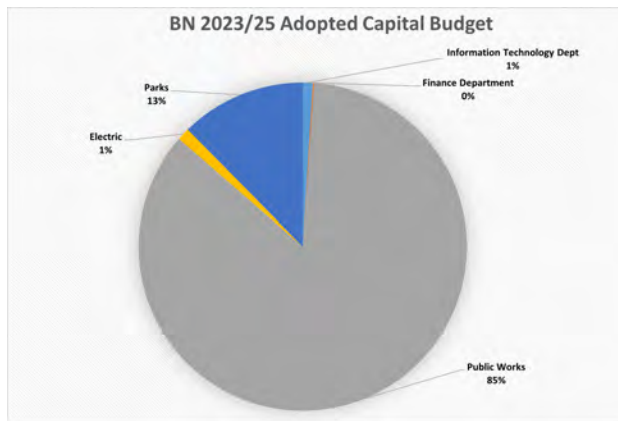
## FUNDS EXPENDITURES

	BN 2023/25 Adopted Budget
General Fund	\$ 98,899,676
Parks General Fund	-
Tourism Fund	2,542,404
Housing Fund	423,798
Community Block Fund	415,581
Reserve Fund	-
Street Fund	25,868,934
SDC Street Fund	3,249,522
Airport Fund	5,111,574
Capital Improvement Fund	1,953,074
Parks Capital Improvement Fund	16,558,180
SDC Parks Fund	384,738
Debt Service	3,520,736
Water Fund	74,158,397
SDC Water Fund	9,494,476
Wastewater Fund	21,080,493
SDC Wastewater Fund	1,700,041
Stormwater Fund	3,494,848
SDC Stormwater Fund	66,855
Electric Fund	41,718,410
Telecommunications Fund	7,227,907
Central Service	-
Insurance Service Fund	3,154,050
Health Benefits Fund	-
Equipment Fund	13,026,331
Parks Equipment Fund	-
Cemetery	298,094
Unappropriated Ending Fund Balance	50,838,150
<b>Total</b>	<b>\$385,186,270</b>



## CAPITAL USES

The **Capital Improvement Program (CIP)** is a living and evolving document that is built upon a foundation of master planning. The CIP requires biennial updates based on updated master plans, changes in need or prioritization, changes in funding mechanisms and changes to goals or policy directions.



Capital	BN 2023/25 Adopted Budget
Information Technology Dept	\$ 1,272,499
Finance Department	\$ 150,000
Public Works	\$110,312,017
Electric	\$ 1,600,000
Parks	\$ 15,994,632

## SUMMARY OF CHANGES BETWEEN THE PROPOSED BUDGET AND ADOPTED BUDGET

On April 24, 2023, the City Manager’s Proposed Budget for the 2023-2025 Biennium was submitted to the Citizens’ Budget Committee for review and approval. During the process there were changes made to the recommended budget as reflected in the following chart. Below it, a list of changes and their descriptions are summarized and were incorporated into subsequent actions.

These changes resulted in the following:

1. Net increase to the General Fund budget of \$263,758
2. Increase Charges in Housing Fund Budget \$23,798

## Operating Budget

3. Increase Electrification and Conservation Budget by a \$1,000,000 from Electric Ending Fund Balance, and Electric Distribution Dues of \$95,000
4. Increase Water Treatment Debt by \$747,000 and Water Conservation Charges by \$98,050
5. Increase SDC Water Debt by \$83,000
6. Increase Fleet Charges by \$44,109

The Citizens' Budget Committee voted to approve the Proposed Budget with these changes, and the City Council approved by resolution to Adopt the Biennium 2023-25 Budget on June 6, 2023.

Click [here](#) for the PDF Summary of Changes.



The city's entire budget can be found at stories.[opengov.com/ashland/or](https://opengov.com/ashland/or).

For specific questions or comments, please contact the Finance Office.

Email: [finance@ashland.or.us](mailto:finance@ashland.or.us)

Phone: 541-488-5300

Website: [Ashland.or.us](https://ashland.or.us)

20 East Main St. Ashland, OR 9750



# OPERATING

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The City's financial operations are budgeted and accounted for in numerous funds. A fund is a separate accounting unit. Funds are approved through the appropriation ordinance adopted by City Council. Within the Ordinance, reference is made to the Funds that comprise the overall

budget, of which there are three basic types as illustrated in the Operating [Funds Structure](#) chart. A list of all of the City's funds is provided below along with links to each Department/Fund page.

## ADMINISTRATION & INTERNAL SERVICES

City Manager's Office

Finance

- Accounting and Customer Service (Utility Billing)

Legal

Mayor and Council

City Recorder

Innovation and Technology

Human Resources

- Risk

## COMMUNITY SERVICES

Community Development

- Building and Planning
- Code Compliance and Housing

Electric

Public Works

- Airport, Cemetery & Streets
- Engineering, Facilities & Fleet
- Water
- Wastewater, Stormwater

Fire and Rescue

- Fire Operations
- Wildfire

Police Department

Parks and Recreation

- Golf, Nature Center, Senior Services

Municipal Court

Innovation and Technology

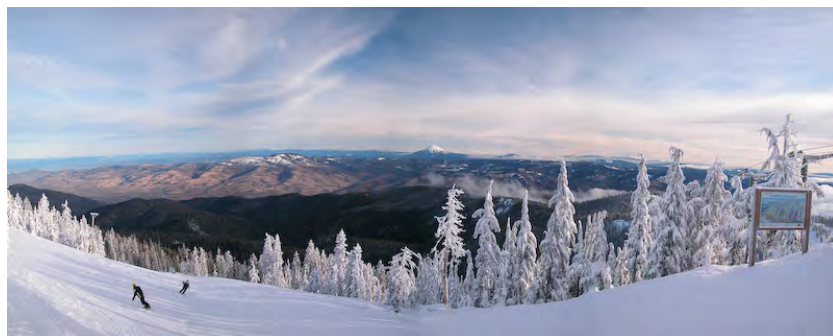


Photo by Jim Chamberlain

# BUDGET OVERVIEW

2023-2025 BIENNIUM BUDGET



The City of Ashland's budget serves as a financial and policy plan that guides decisions made during each biennium. It also serves to communicate to its Citizens the goals for the upcoming year as well as the activities that will be carried out and the resources that will be used to

accomplish those activities. The City's budget is a short-term plan subject to change based on circumstances that influence its execution such as shifting priorities, changes in the financial environment, and/or unforeseen events.

## BUDGET OVERVIEW LINKS

---

[City Manager's Message](#)  
[Organizational Chart](#)  
[Ashland City Council](#)  
[Budget Process and Calendar](#)  
[Operating Funds Structure](#)  
[Priorities, Vision and Values](#)  
[Community Profile](#)

## BUDGET SUMMARY LINKS

---

[Uses by Fund, Department & Classification](#)

[Revenue & Sources Summary](#)

[General, Parks & CIP Funds Summary](#)  
[Streets and Tourism Funds Summary](#)  
[Housing, Community Development Block Grant & Airport Funds Summary](#)  
[Reserve, Cemetery & Debt Funds Summary](#)  
[Water, Electric & Telecommunications Funds Summary](#)  
[Equipment, Insurance & Health Funds Summary](#)

[Budget in Brief](#)



## BUDGET OFFICIALS

Joe Lessard - City Manager  
Sabrina Cotta - Deputy City Manager/Finance Director  
Bryn Morrison - Financial Systems Manager  
Cindy Hanks - Accounting Manager  
Alissa Kolodzinski - Management Analyst

A special thanks to all the department heads and staff who assisted in developing this budget.

Director of Community Development Brandon Goldman

Director of Electric Thomas McBartlett III  
Interim Director of Human Resources Molly Taylor

Director of Innovation & Technology Jason Wegner

Director of Parks & Recreation Michael Black

Director of Public Works Scott Fleury

Fire Chief Ralph Sartain

Police Chief Tighe O'Meara

## CITIZENS' BUDGET COMMITTEE ELECTED MEMBERS

Tonya Graham, Mayor  
Bob Kaplan, Councilor  
Dylan Bloom, Councilor  
Eric Hansen, Councilor  
Gina DuQuenne, Councilor  
Jeff Dahle, Councilor  
Paula Hyatt, Councilor

## CITIZENS' BUDGET COMMITTEE APPOINTED MEMBERS

Shane Hunter- Chair  
Eric Navickas- Vice Chair  
Leda Shapiro  
Mike Gardiner  
David Runkel  
Linda Peterson Adams  
Andrew Card



# BUDGET MESSAGE

2023-2025 BIENNIUM BUDGET



DATE: April 24, 2023  
 TO: Mayor & City Council  
 Citizens' Budget Committee  
 FROM: Joseph L. Lessard, City Council  
 RE: Proposed Budget for the 2023-2025  
 Biennium



I am pleased to present the City Manager's proposed 2023-2025 Biennium Budget. This balanced budget reflects City staff's effort to match available funding and personnel resources with anticipated workload demands. It also attempts to meet the City Council's adopted Vision, Values and Priorities for the City of Ashland. Overall, the recommended biennial budget expenditures are \$383,731,807 million which includes \$199,173,621 in operating expenses and \$129,329,148 in Capital expenses. The budget reflects not only maintaining service delivery but improving service delivery, addressing deferred maintenance and hirings, investing in our infrastructure and appropriately budgeting for personnel. As we look back on serving our community over the current biennium, we have together faced numerous challenges with a commitment to doing whatever it takes to continue to provide essential services to the citizens of Ashland. I sincerely appreciate your continued support of City staff and hope this budget will meet community expectations for continued success.

## BUDGET PROCESS & PRIORITY CONCENTRATIONS



The above diagram lays out the general approach to budget preparations we have been following since June 21st of last year when the City Council adopted Vision and Value statements for the City. It also corresponds to the Council's adoption of the following budget priorities on March 21st of this year, after the January 30th City Council Town Hall Meeting:

- Risk Reduction, including Wildfire risk reduction and CEAP (Climate Energy Action Plan) execution;
- Economic Development, including development of eco-tourism related accomplishments like trails, and ensuring City processes such as planning are supportive of attracting new business and supporting those already here;



#### City Manager's Budget Message

- Affordability, including attainable housing, and review of City rate structures for progressiveness in their livability; and
- Supporting Principles for each of the priorities, include equity of access, and assuring a strong supportive City organization with a customer service focus.

These priorities provide staff direction to assure resources are directed to meeting community expectations over the coming years, and also communicates an alternative lens through which the budget can be seen giving it more clarity and transparency.

Following Council's priorities direction, City staff have established the below Budget Priority Concentrations as a visioning tool to help show how the City's budgeted work program aligns with Council's priority direction. To the Council's priorities, we've added the two concentrations that emerged as City staff developed the proposed 2023-2025 BN Budget: 1) Livable Community to provide a concentration for programs or departments that do not fall under another concentration; and 2) Invest in the Future to address past deferred investments in need of consideration.

While the City must budget for each of its separate operational and capital funds, a concentration oriented view of the City budget can give an alternative way of seeing what the City provides in the way of services. The proposed 2023-2025 BN Budget will begin showing how all City expenditures roll up into one or more of the Budget Priority Concentrations so that, over time, the community can better understand what the City is funding toward meeting its Council adopted Vision, Values and Priorities.



The Concentrations will also support City staff's effort in the next biennium to develop a dashboard report of metrics that can inform the Council and community on progress in accomplishing budgeted service objectives.

Developing the proposed budget begins internally with each department estimating their corresponding department's specific revenues and preparing proposed expenditure budgets. This information, along with past historical trend data and a projection of general revenues and expenditures, is used to prepare the complete proposed budget. The Department Directors, Deputy City Manager, and City Manager/Budget Officer met several times over the last few months to review each department's projected workload and goals, and corresponding staff and funding needs for the upcoming 2023-2025 biennium.

Next step for the proposed budget's review and approval process is for it to be presented to the Citizen's Budget Committee (Mayor, City Council and seven appointed citizens). The Citizen's Budget Committee will meet publicly to review and discuss the proposed budget, vote to approve revisions as appropriate, and forward the 2023-2025 Biennium Budget with accompanying property tax rate to the City Council for adoption. Prior to June 30, the City Council will hold a public hearing to receive public input on the programs and services funded in the budget as approved by the Citizen's Budget Committee. The City Council then acts to adopt the final

budget's resolutions, makes appropriations, and formally declare the tax rate and bond levies. The adopted budget goes into effect July 1, 2023. Throughout the biennium the adopted budget is monitored, and appropriations are adjusted as necessary.

## Challenges

Staffing - Like so many other organizations, the City today faces challenges when it comes to maintaining our workforce and sustaining the high quality of services our residents have come to expect. We have worked diligently to fill vacant positions this last year and will continue to do so to ensure we have the staff expertise we need to deliver City services. For that reason, the core feature of our FY 2023-2025 Biennium Budget is a renewed emphasis on ensuring Ashland is viewed as a preferred employer for qualified individuals seeking a desirable workplace in the Rogue Valley and Southern Oregon. The City must be able to attract and retain the people needed to do the work our community expects of us. Retaining a team of talented and dedicated individuals not only assures quality service, it saves the City from the costs of recruiting, hiring and training new staff members and, prevents the lost productivity that results from excessive turnover.

Economy - Preparation of this biennium budget has been inherently more complex as the U.S. economy contends with factors such as labor shortages and wage pressure, cost of living increases, supply chain issues, rising inflation, fluctuating interest rates and fears of recession. We have been mindful of this pressure during the City's labor negotiations this year with four of its five labor associations. We have worked to achieve a balance between offering valued, cost appropriate pay and benefits for current City workers that are also competitive in attracting talented and skilled new employees. On the materials and services side of the City budget, we face Inflation that is driving higher costs at a pace not seen in decades, in some cases materials costs (operations or capital) have seen 15%-20% cost increases over the current biennium with additional increases for the next biennium have expected to rise an additional 10%-15%. Just for a point of reference, the U.S. Bureau of Labor Statistics CPI-U inflation calculator shows inflation in FY 2021-2022 reached/exceeded eight and a half percent (8.5%) and approximately two percent (2%) for July-March in FY 2022-2023. Compounding these inflation rate gives an approximate CPI-U inflation rate for the current biennium period of over 8.6%. The proposed 2023-2025 budget's overall cost for departmental operational expenditures is increased by approximately 6.6%. We will need to carefully manage City resources going forward to assure the planned work program stays to within budgeted expenditure levels.

Deferred Maintenance - In addition to the financial pressures related to ongoing service delivery, the City is facing significant and pressing needs to address City deferred maintenance investments, including in facilities, Ashland Fiber Network, information technology and maintenance staffing. These deficiencies must be addressed to mitigate existing facility and operational issues, including for improved and safe workspaces, creating convenient and welcoming customer service spaces, increase operational efficiency and minimize long-term costs to the City and its citizens. We will continue to develop a funding strategy for deferred investments for the upcoming biennium. Implementation will address decades of under-investment and deferral. Addressing these issues will better position the City to effectively and efficiently deliver services to Ashland residents into the future.

## Accomplishments

Despite the challenges mentioned above and constraints of the budget, City staff accomplished a wide range of impactful initiatives and continue to provide much needed services to the community, including the following:

- Adopted the City's new [Vision, Values, and Priorities](#) statements.
- Held [business and economic roundtables](#) with local businesses and key institutional leaders.
- Conducted a [Citizens Budget Survey](#) and held a [City Council Town Hall](#) to solicit and receive input on City budget priorities.

- [Community Development](#) supported the development of 60 new low-income housing units by the Housing Authority of Jackson County and 29 new permanent supportive housing units for low-income households by Columbia Care. The creation of these 89 new affordable units were supported with City of Ashland Affordable Housing Funds and the waiver of System Development Charges.
- [Community Development](#) was awarded and distributed \$750,000 in local Community Development Block Grants, Social Service Funds, and Affordable Housing Funds to local non-profit organizations assisting extremely low-income and low-income households obtain housing, food, and emergency shelter, most notably, the OHRA Project Turnkey shelter project.
- [Human Resources](#) has done important work filling vacant staff positions after unprecedented resignations and retirements during the pandemic.
- Established the [Department of Innovation & Technology \(DoIT\)](#), consolidating three divisions (Information Systems, Ashland Fiber Network, and GIS/Asset Management)
- [Ashland Police Department](#) handled over 64,000 calls for service and investigated 5,400 criminal cases.
- [Ashland Fire Department](#) responded to over 10,000 calls for service in 2021-2022 and provided public education and outreach to 5,734 residents.
- The [Ashland CERT program](#) maintains an active roster of 125 volunteers. Ten new CERT members were added from the first basic training since COVID began.
- [Fire Adapted Ashland \(FAA\)](#) developed the volunteer-led Wildfire Risk Assessment Program in partnership with the Wildfire Safety Commission in 2021. Training and certification of the first cohort of volunteers was completed in Sept. 2021. Six volunteers have performed over 300 individual property risk assessments as of January 2023.
- Established an intergovernmental agreement between Southern Oregon University (SOU), [Ashland School District](#) and the City to establish a joint [Emergency Operations Center](#).
- The renovated [Japanese Garden](#) opened in October of 2022, with over 2,000 people attending the grand opening despite pouring rain. This project was made possible with grants from the Ashland Parks Foundation and the generous donation of Jeffery Mangin.
- [Ashland Senior Center](#) reopened in January, with full offerings back by March and many new activities by the end of the year. A total of 12,521 visits to services/classes were provided in 2022, increasing support and connection for seniors.
- [Daniel Meyer Pool](#) and [Ashland Rotary Centennial Ice Rink](#) also fully reopened, nearing pre-pandemic numbers served 17,004, and 21,021 respectively.
- Addressed an anticipated budget deficit and preserved \$2.39 million in capital funds for Parks and Recreation while also creating an emergency reserve of \$1.7 million.
- Established an [emergency shelter](#) agreement with [Options for Helping Residents of Ashland \(OHRA\)](#).
- Developed and presented business plans for the Ashland Fiber Network and for single role EMS in Ashland Fire and Rescue.
- Developed the [City Paid Leave Equivalent Plan](#).

## Budget Summary and Looking Forward

### Revenue

- State shared revenues recovering
- Gas tax, liquor tax, cigarette tax, highway tax, have recovered to pre-pandemic levels
- Lodging tax revenue recovering to pre-pandemic levels
- Consistent and stable revenues from monthly city service charges

### Expenditures

- Inflationary pressure (materials and services contracts)
- Rising interest rates
- Personnel costs have increased due to union contracts and COLAs
- Debt service for facilities potentially on the horizon

#### City Manager's Budget Message

- Health and benefits fund has been dissolved with healthcare costs being charged directly to departments moving forward. The ending fund balance has been redistributed to the contributing fund based on the percentage of contribution.
- The General Fund now includes the Parks and Recreation operations and Parks Equipment Fund.
- Streets, Parks, Stormwater, Water, and Wastewater System Development Charges (SDC) funds were created for this BN.

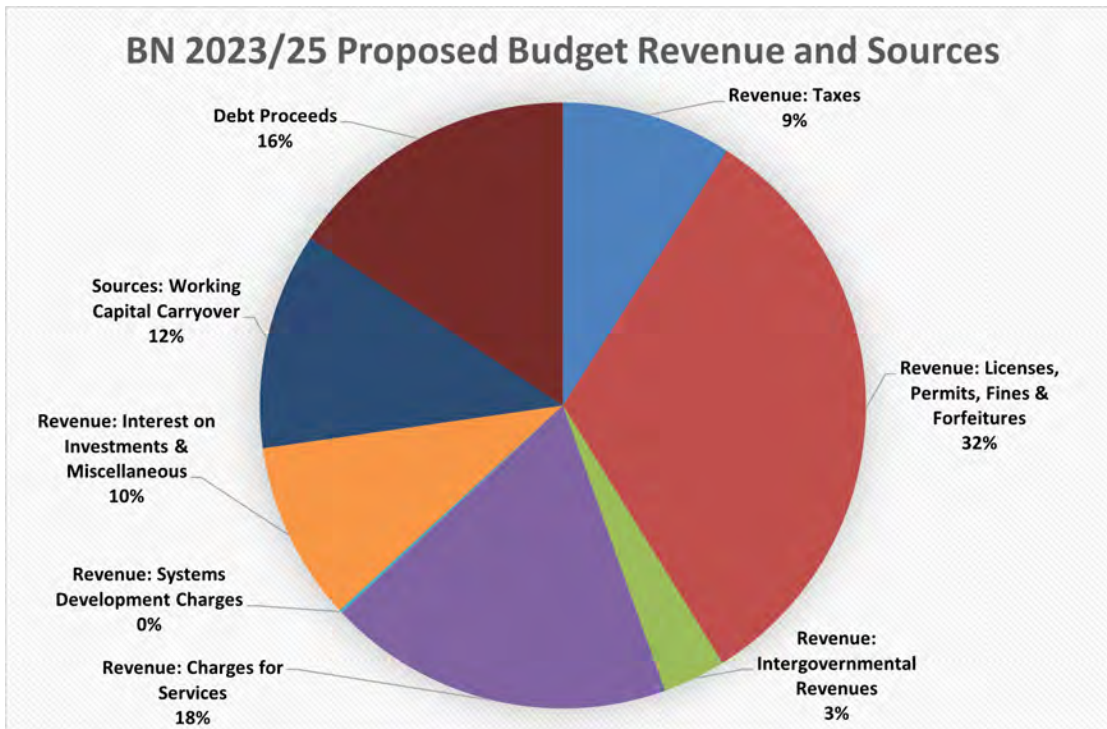
#### Highlights

- Two (2) additional police officers
- Four (4) EMT-Basic positions for phase 1 implementation of single role EMS
- \$1 million for an Ashland Fiber Network “full fiber” pilot
- City Communications position fully funded
- Childcare initiative funding
- Risk Analyst position (HR)
- Half-time support position transferred to the City Recorder’s Office
- Economic revitalization funding
- Electric Utility business plan and rate study, and USDA On-Bill Finance Consultant
- Emergency weather shelter funding
- Long-term funding and financial health study
- Compensation and classification study
- Economic Opportunities Analysis Study
- Community Development records scanning
- City Organization Diversity, Equity & Inclusion Training
- Employee appreciation funds
- Convert four (4) temporary street employees to two (2) full-time positions
- AARP Livability Survey funds

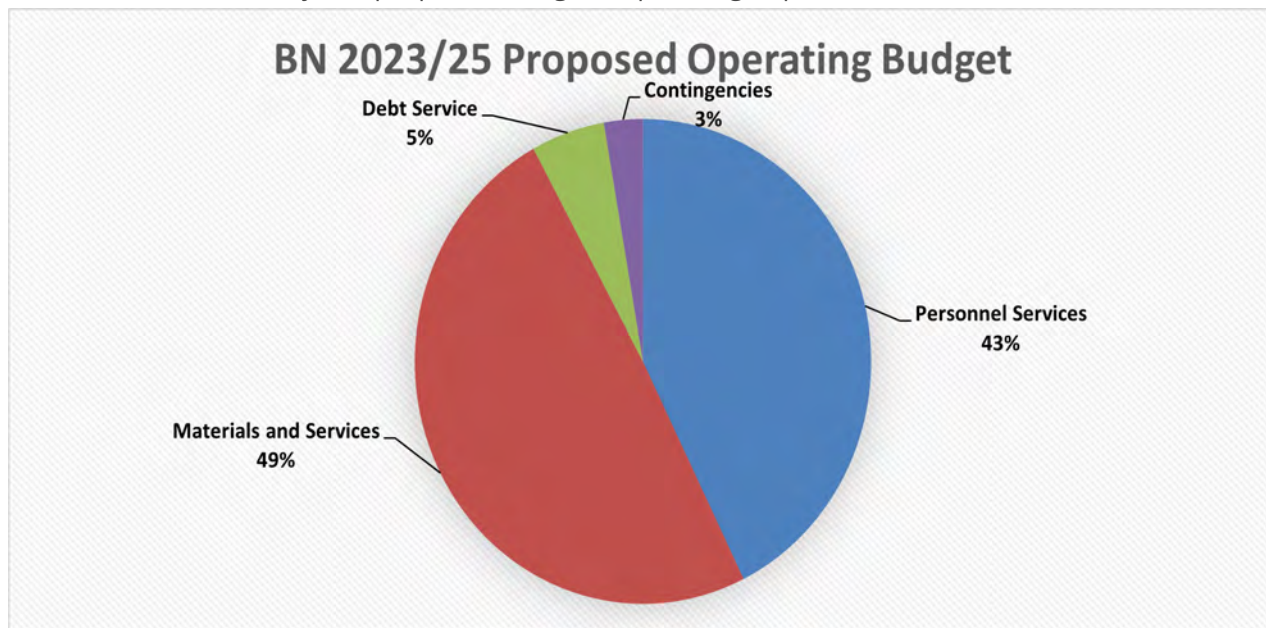
Staff have worked diligently and established a proven track record of strategic responses and adept management in uncertain times like these. Efforts to implement efficiencies, contain costs, and explore revenue options will continue to be necessary to maintain the levels of services we currently provide in years to come.

The following graphics provide point of reference views of the proposed 2023-2025 BN balanced budget (\$383,731,807 million total sources/uses; \$199,173,621 in operations expenses and \$129,329,148 in capital expenses).

This chart includes the proposed total City budgeted new revenues and other sources for the 2023-2025 BN.

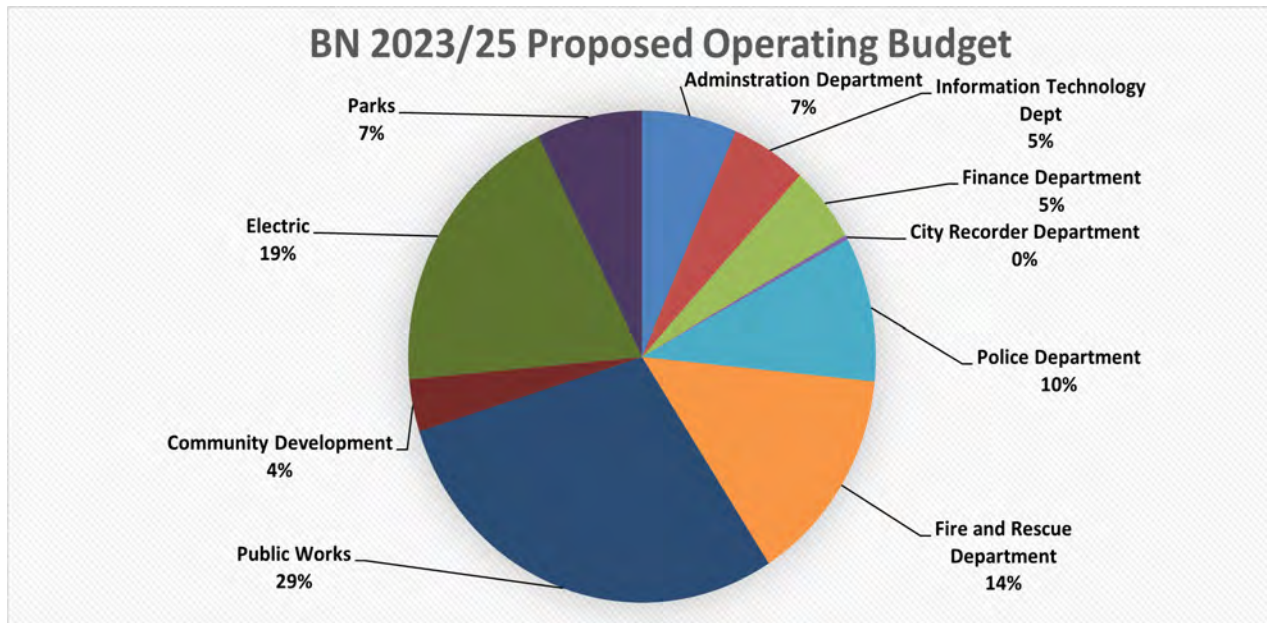


This chart includes only the proposed budget's operating expenditures for the 2023-2025 BN.

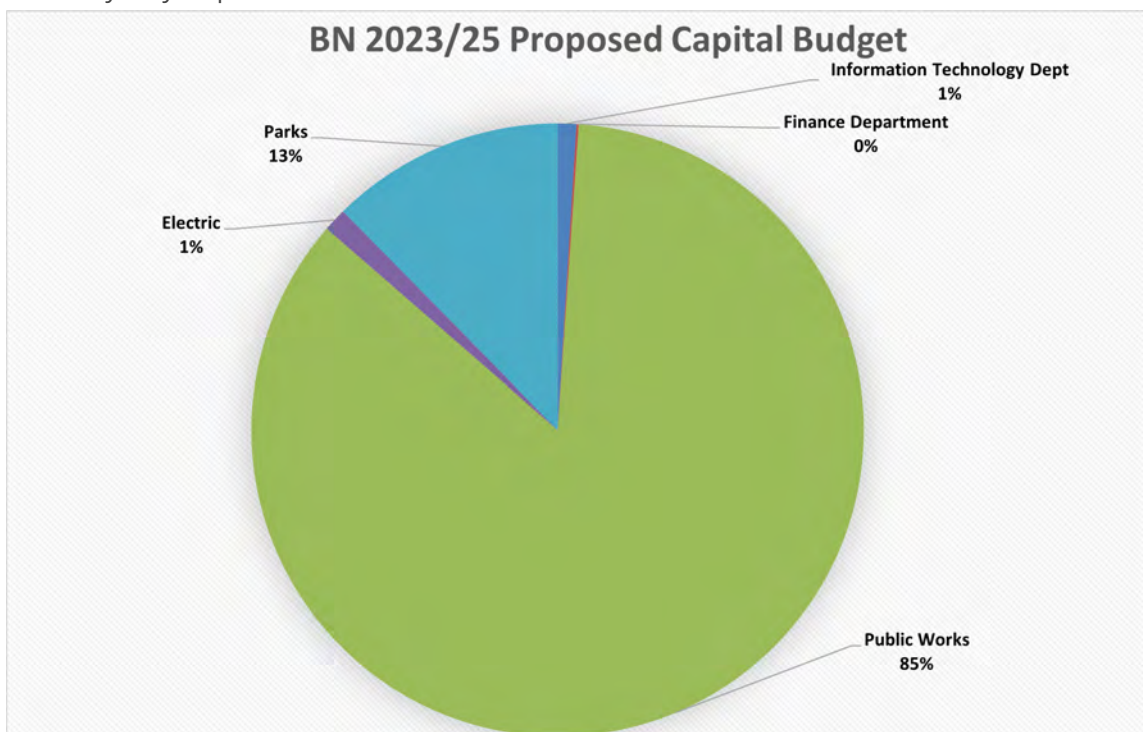


This chart includes only the proposed budget's operating expenditures for the 2023-2025 BN formatted by City departments.





This chart includes only the proposed budget's capital expenditures for the 2023-2025 BN formatted by City departments.



## Closing Comments

We are fortunate to call Ashland home. Rogue Valley is a great place to live, work, and play. The community continues to be well-served by its City organization. That success is the direct result of the dedicated work of the City Council, community volunteers and City employees. City staff have continually risen to the challenges in order to provide a full spectrum of services to the community through historic and uncertain times. I would also like to express my appreciation for the commitment of the Citizen's Budget Committee members. The work they are undertaking for their community is to be commended.

The proposed 2023-2025 Biennium Budget represents months of diligent and creative work on the part of City staff. Difficult decisions were made to develop the balanced budget presented here. The City is currently hitting all targets per the current City financial policies and is in a strong financial position moving into the next biennium. Per the Governmental Financial Officers Association recommended best practice, the proposed budget has been built with a General Fund ending fund balance policy level transitioning from 20% to 16.667%. This will bring us in line with the industry recommendations while allowing more funds to be appropriated to provide services. The City Will continue to work towards ensuring a strong financial future by exploring revenue options and affordability in the next biennium.

The Budget Committee and Ashland community can be confident in, and proud of, the hard work of dedicated City staff in developing a balanced budget that works to maintain existing service levels. City staff remain committed to continually exploring ways to better serve our community and find efficiencies to create synergies with the resources entrusted to them.



**CITY COUNCIL 2023-2025 BUDGET DIRECTION**

COMMUNITY VISION

*Ashland is a resilient, sustainable community that maintains the distinctive quality of place for which it is known.*

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

*We will plan and direct our efforts to fulfill this Vision for the long term with a constant view toward being an open, welcoming community for all with a positive economic future.*

COMMUNITY VALUES

COMMUNITY

- Community affordability, including in available housing and childcare
- Belonging through mutual respect and openness, inclusion and equity
- Quality of life that underpins the City's economic vibrancy
- Environmental resilience, including addressing climate change and ecosystem conservation
- Regional cooperation, including in support for public safety and homelessness

ORGANIZATION

- Respect for the citizens we serve, for each other, and for the work we do;
- Excellence in governance and city services
- Sustainability through creativity, affordability and rightsized service delivery
- Public safety, including emergency preparedness for climate change risk
- Quality infrastructure and facilities through timely maintenance and community investment

CITY COUNCIL PRIORITIES

- Wildfire risk reduction and CEAP execution
- Economic Development, including developing eco-tourism like trails, ensuring city processes such as planning are supportive of attracting new business and supporting those already here;
- Affordability, including attainable housing, and review of our rate structures for progressiveness in the livability;
- All with the underlying supporting principle of equity of access and strong supportive City services with a customer service focus.

RECOMMENDED CITY BUDGET PREPARATION

# SUMMARIES

---

# EQUIPMENT, INSURANCE & HEALTH FUNDS



2023-2025 BIENNIUM BUDGET

## EQUIPMENT FUND

These funds are internal service funds 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.

The Equipment Fund receives Charges for Services defined through the Cost Allocation Plan based on departments' usage. These charges represent the charges to departments for operating, maintaining, and replacement of vehicles. The plan is data driven and the decision to replace a piece of equipment is completed once the maintenance and history of the vehicle are considered.

### Equipment Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$5,848,359	\$5,965,203	\$12,503,187	\$17,215,088
Expenses	\$5,924,881	\$5,425,408	\$12,503,185	\$17,215,088
REVENUES LESS EXPENSES	-\$76,522	\$539,795	\$2	\$0

### Equipment Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Intergovernmental Revenue	\$0	\$38,958	\$0	\$0
Charges for Services	\$5,542,241	\$5,570,615	\$8,677,842	\$9,663,862
Miscellaneous Revenues	\$165,027	\$242,382	\$204,200	\$154,000
Interest on Pooled Investments	\$141,091	\$113,248	\$6,000	\$200,000
TOTAL	\$5,848,359	\$5,965,203	\$8,888,042	\$10,017,862

### Equipment Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$1,152,328	\$1,210,678	\$1,206,033	\$1,443,269
Material and Services	\$2,015,506	\$2,077,876	\$3,026,174	\$3,359,157
Capital Outlay	\$2,757,047	\$2,108,532	\$3,208,800	\$7,963,000
Operation Transfers Out	\$0	\$8,120	\$0	\$0
Contingency	\$0	\$0	\$129,920	\$146,191
TOTAL	\$5,924,881	\$5,405,206	\$7,570,927	\$12,911,617

## PARKS EQUIPMENT

These funds are internal service funds 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.

The Parks Equipment Fund receives a transfer from the Parks General Fund for replacement of vehicles.

#### Parks Equipment Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$534,439	\$345,409	\$627,467	\$0
Expenses	\$446,802	\$208,575	\$627,467	\$0
<b>REVENUES LESS EXPENSES</b>	<b>\$87,637</b>	<b>\$136,833</b>	<b>\$0</b>	<b>\$0</b>

#### Parks Equipment Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Charges for Services	\$455,000	\$304,200	\$200,000	\$0
Miscellaneous Revenues	\$71,460	\$32,877	\$20,000	\$0
Interest on Pooled Investments	\$7,979	\$8,332	\$8,000	\$0
<b>TOTAL</b>	<b>\$534,439</b>	<b>\$345,409</b>	<b>\$228,000</b>	<b>\$0</b>

#### Parks Equipment Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$0	\$2,989	\$0	\$0
Capital Outlay	\$446,802	\$205,587	\$150,000	\$0
Contingency	\$0	\$0	\$120	\$0
<b>TOTAL</b>	<b>\$446,802</b>	<b>\$208,575</b>	<b>\$150,120</b>	<b>\$0</b>

## INSURANCE SERVICES FUND

The 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.

#### Insurance Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$1,477,888	\$2,843,381	\$4,061,088	\$4,616,533
Expenses	\$2,487,327	\$2,716,560	\$4,061,088	\$4,616,533
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,009,439</b>	<b>\$126,821</b>	<b>\$0</b>	<b>\$0</b>

#### Insurance Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Intergovernmental Revenue	\$1,700	\$178,667	\$0	\$0
Charges for Services	\$1,387,358	\$1,886,725	\$3,805,644	\$3,393,052
Miscellaneous Revenues	\$64,747	\$275,330	\$80,000	\$40,000
Interest on Pooled Investments	\$24,082	\$2,659	\$1,900	\$16,000
Operating Transfers In	\$0	\$500,000	\$0	\$0
<b>TOTAL</b>	<b>\$1,477,888</b>	<b>\$2,843,381</b>	<b>\$3,887,544</b>	<b>\$3,449,052</b>

#### Insurance Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$276,238	\$227,264	\$0	\$0
Material and Services	\$1,854,395	\$2,489,296	\$3,085,770	\$3,056,418
Capital Outlay	\$356,694	\$0	\$0	\$0
Contingency	\$0	\$0	\$92,573	\$97,632
<b>TOTAL</b>	<b>\$2,487,327</b>	<b>\$2,716,560</b>	<b>\$3,178,343</b>	<b>\$3,154,050</b>

## HEALTH BENEFITS RESERVE FUND

The Health Benefits Fund has been dissolved during Biennium 21-23. The health insurance plan is managed under the General Fund starting in Biennium 23-25.

### Health Benefits Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$12,581,227	\$11,417,125	\$12,506,005	\$0
Expenses	\$12,045,270	\$10,886,145	\$12,506,006	\$0
<b>REVENUES LESS EXPENSES</b>	<b>\$535,957</b>	<b>\$530,980</b>	<b>-\$1</b>	<b>\$0</b>

### Health Benefits Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Charges for Services	\$12,061,561	\$11,386,658	\$11,047,137	\$0
Miscellaneous Revenues	\$497,695	\$2,933	\$0	\$0
Interest on Pooled Investments	\$21,970	\$27,534	\$20,200	\$0
<b>TOTAL</b>	<b>\$12,581,227</b>	<b>\$11,417,125</b>	<b>\$11,067,337</b>	<b>\$0</b>

### Health Benefits Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$12,045,270	\$10,686,145	\$11,685,180	\$0
Operation Transfers Out	\$0	\$200,000	\$0	\$0
Contingency	\$0	\$0	\$350,556	\$0
<b>TOTAL</b>	<b>\$12,045,270</b>	<b>\$10,886,145</b>	<b>\$12,035,736</b>	<b>\$0</b>

# GENERAL, PARKS & CIP FUNDS SUMMARY



2023-2025 BIENNIUM BUDGET

## INTERNAL SERVICE FUNDS SUMMARY

Internal service funds account for the financing of goods and 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

Revenues:	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
Taxes	\$ 124,956	\$ 102,918	\$ -	\$ -
Intergovernmental Revenue		246,382		
Charges for Services	14,028,339	16,667,650		
Interest on Investments	43,900	50,018		
Operating Transfer In	1,667,000			
Miscellaneous	18,697	10,590		
<b>Total</b>	<b>\$ 15,882,892</b>	<b>\$ 17,077,558</b>	<b>\$ -</b>	<b>\$ -</b>

Expenditures:	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
Personnel Services	\$ 11,630,810	\$ 11,608,161	\$ -	\$ -
Materials and Services	3,490,810	3,130,899		
Capital Outlay	203,114	48,571		
Transfer Out		42,456		
Contingency				
<b>Total</b>	<b>\$ 15,324,734</b>	<b>\$ 14,830,087</b>	<b>\$ -</b>	<b>\$ -</b>
UAL		\$ 188,119		

## GENERAL FUND SUMMARY

The General Fund is the City’s largest fund and houses most traditional municipal services supported by taxes. The City of Ashland General Fund supports the Administration, Human Resources, Legal, Finance, Public Works Support and Facilities, Parks, Innovation and Technology Information Systems, City Recorder, Social Services, Economic and Cultural Development, Police, Municipal Court, Fire and Rescue, City Band, Cemeteries, and Community Development departments.

The General Fund relies heavily on taxes to fund operations. These taxes include property taxes, the Utility Users Tax (UUT), Transient Lodging Taxes (TLT), and Food & Beverage Tax (F&B). In addition to taxes, the General Fund receives money from franchise fees, charges for services, permits, and grants.

General, Parks & CIP Funds Summary

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$70,478,834	\$76,551,587	\$82,415,038	\$105,026,510
Expenses	\$69,532,382	\$70,724,693	\$82,215,038	\$105,026,510
<b>REVENUES LESS EXPENSES</b>	<b>\$946,452</b>	<b>\$5,826,894</b>	<b>\$200,000</b>	<b>\$0</b>

General Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$36,413,899	\$37,729,274	\$38,759,657	\$41,616,364
Franchise Fees	\$7,063,961	\$7,317,819	\$6,269,963	\$8,324,059
Licenses and Permits	\$1,697,877	\$3,507,218	\$2,614,500	\$2,525,713
Intergovernmental Revenue	\$4,313,110	\$6,710,981	\$5,645,709	\$4,496,099
Charges for Services	\$17,242,206	\$19,826,919	\$17,411,998	\$26,131,340
Fines and Forfeitures	\$1,133,905	\$692,145	\$1,089,000	\$349,000
Miscellaneous Revenues	\$147,685	\$135,713	\$115,300	\$181,325
Interest on Pooled Investments	\$259,491	\$204,684	\$76,000	\$600,000
Operating Transfers In	\$2,206,701	\$426,834	\$230,000	\$1,243,184
<b>TOTAL</b>	<b>\$70,478,834</b>	<b>\$76,551,587</b>	<b>\$72,212,127</b>	<b>\$85,467,084</b>

General Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$39,829,135	\$40,425,340	\$39,927,906	\$55,862,273
Material and Services	\$28,857,951	\$29,046,754	\$19,668,927	\$31,749,843
Capital Outlay	\$380,081	\$267,054	\$810,000	\$3,476,818
Operation Transfers Out	\$377,351	\$268,368	\$9,100,936	\$621,000
Contingency	\$0	\$0	\$2,215,847	\$2,279,998
Expenses	\$87,864	\$65,448	\$0	\$0
<b>TOTAL</b>	<b>\$69,532,382</b>	<b>\$70,072,965</b>	<b>\$71,723,616</b>	<b>\$93,989,932</b>

## PARKS GENERAL FUND

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

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$12,633,722	\$13,040,003	\$15,522,807	\$0
Expenses	\$12,000,176	\$12,089,483	\$15,522,807	\$0
<b>REVENUES LESS EXPENSES</b>	<b>\$633,546</b>	<b>\$950,520</b>	<b>\$0</b>	<b>\$0</b>

Parks General Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$0	\$0	\$2,005,942	\$0
Intergovernmental Revenue	\$1,250	\$264,520	\$180,000	\$0
Charges for Services	\$12,386,598	\$12,310,484	\$1,803,704	\$0
Miscellaneous Revenues	\$45,583	\$65,549	\$50,000	\$0
Interest on Pooled Investments	\$30,291	\$29,451	\$30,000	\$0
Operating Transfers In	\$170,000	\$370,000	\$9,969,936	\$0
<b>TOTAL</b>	<b>\$12,633,722</b>	<b>\$13,040,003</b>	<b>\$14,039,582</b>	<b>\$0</b>

Parks General Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$7,633,033	\$7,554,988	\$8,075,932	\$0



General, Parks & CIP Funds Summary

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$4,357,222	\$4,320,951	\$6,059,834	\$0
Capital Outlay	\$9,921	\$62,024	\$135,000	\$0
Operation Transfers Out	\$0	\$40,222	\$0	\$0
Contingency	\$0	\$0	\$448,990	\$0
<b>TOTAL</b>	<b>\$12,000,176</b>	<b>\$11,978,186</b>	<b>\$14,719,756</b>	<b>\$0</b>

## PARKS CAPITAL IMPROVEMENTS FUND

This fund accounts for facility maintenance and capital projects for the Ashland Parks and Recreation Commission. Revenues to this fund include Food & Beverage Tax receipts and grants.

### Parks Capital Improvement Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$1,624,553	\$2,307,182	\$11,772,106	\$23,047,879
Expenses	\$1,047,974	\$1,844,860	\$11,772,106	\$23,047,879
<b>REVENUES LESS EXPENSES</b>	<b>\$576,579</b>	<b>\$462,323</b>	<b>\$0</b>	<b>\$0</b>

### Parks Capital Improvement Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$1,561,945	\$1,286,471	\$562,000	\$1,647,093
Debt Revenue	\$0	\$0	\$0	\$8,200,000
Intergovernmental Revenue	\$24,552	\$971,690	\$9,389,600	\$7,500,000
Miscellaneous Revenues	\$0	\$7,862	\$100,000	\$50,000
Interest on Pooled Investments	\$38,056	\$41,159	\$19,400	\$60,000
<b>TOTAL</b>	<b>\$1,624,553</b>	<b>\$2,307,182</b>	<b>\$10,071,000</b>	<b>\$17,457,093</b>

### Parks General Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$7,633,033	\$7,554,988	\$8,075,932	\$0
Material and Services	\$4,357,222	\$4,320,951	\$6,059,834	\$0
Capital Outlay	\$9,921	\$62,024	\$135,000	\$0
Operation Transfers Out	\$0	\$40,222	\$0	\$0
Contingency	\$0	\$0	\$448,990	\$0
<b>TOTAL</b>	<b>\$12,000,176</b>	<b>\$11,978,186</b>	<b>\$14,719,756</b>	<b>\$0</b>

## SDC PARKS FUND

The System Development Charges for Parks are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

### SDC Parks Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$0	\$0	\$0	\$384,878
Expenses	\$0	\$0	\$0	\$384,878
<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### SDC Parks Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Charges for Services	\$0	\$0	\$0	\$100,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

## CAPITAL IMPROVEMENTS FUND

This fund was 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 Improvement Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$4,299,591	\$2,466,217	\$1,399,249	\$2,155,362
Expenses	\$5,754,109	\$2,256,028	\$1,399,249	\$2,155,362
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,454,518</b>	<b>\$210,189</b>	<b>\$0</b>	<b>\$0</b>

### Capital Improvement Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Intergovernmental Revenue	\$0	\$23,131	\$0	\$900,000
Charges for Services	\$2,388,390	\$2,412,424	\$480,000	\$0
Miscellaneous Revenues	\$1,764,275	\$4,306	\$0	\$0
Interest on Pooled Investments	\$64,082	\$26,356	\$17,400	\$20,000
Operating Transfers In	\$82,843	\$0	\$0	\$200,000
<b>TOTAL</b>	<b>\$4,299,591</b>	<b>\$2,466,217</b>	<b>\$497,400</b>	<b>\$1,120,000</b>

### Capital Improvement Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$642,669	\$453,604	\$0	\$0
Material and Services	\$1,371,767	\$1,234,284	\$0	\$0
Capital Outlay	\$1,962,673	\$335,985	\$1,179,249	\$1,953,074
Operation Transfers Out	\$1,777,000	\$226,533	\$220,000	\$0
<b>TOTAL</b>	<b>\$5,754,109</b>	<b>\$2,250,406</b>	<b>\$1,399,249</b>	<b>\$1,953,074</b>

# HOUSING, CDBG & AIRPORT

2023-2025 BIENNIUM BUDGET



Housing Fund Revenue is earmarked in this fund to affordable housing by Ordinance and the dedicated funds are to be used to support affordable housing priorities through receipt of donations and dedicated revenue streams, including but not limited to donations, grants, sale of surplus City property, or any other revenue sources approved by the Ashland City Council or the people of Ashland.

## Housing Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$369,986	\$212,925	\$50,079	\$423,798
Expenses	\$300,000	\$154,657	\$250,079	\$423,798
<b>REVENUES LESS EXPENSES</b>	<b>\$69,986</b>	<b>\$58,268</b>	<b>-\$200,000</b>	<b>\$0</b>

## Housing Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$200,000	\$207,728	\$0	\$0
Miscellaneous Revenues	\$0	\$2,215	\$0	\$0
Interest on Pooled Investments	\$3,635	\$2,982	\$2,000	\$2,000
Operating Transfers In	\$166,351	\$0	\$0	\$200,000
<b>TOTAL</b>	<b>\$369,986</b>	<b>\$212,925</b>	<b>\$2,000</b>	<b>\$202,000</b>

## Housing Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$300,000	\$154,657	\$50,079	\$423,798
<b>TOTAL</b>	<b>\$300,000</b>	<b>\$154,657</b>	<b>\$50,079</b>	<b>\$423,798</b>

## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

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

CDBG funds have been applied to numerous affordable housing projects in Ashland and services to un- and under-housed populations pursuant to specific federal grants. The CDBG fund supports a portion of an employee's salary with the majority of expenses being used for grant eligible projects.

## CDBG Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$255,532	\$447,621	\$569,910	\$415,581
Expenses	\$252,716	\$447,621	\$569,910	\$415,581
<b>REVENUES LESS EXPENSES</b>	<b>\$2,816</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Intergovernmental Revenue	\$255,532	\$447,621	\$533,290	\$378,962
<b>TOTAL</b>	<b>\$255,532</b>	<b>\$447,621</b>	<b>\$533,290</b>	<b>\$378,962</b>

## CDBG-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$62,880	\$111,454	\$66,410	\$63,820
Material and Services	\$189,836	\$334,067	\$498,106	\$345,927
<b>TOTAL</b>	<b>\$252,716</b>	<b>\$445,521</b>	<b>\$564,516</b>	<b>\$409,747</b>

## AIRPORT FUND

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. The Airport spends money on maintenance and capital projects. Details on proposed capital projects are in the Capital Improvement Plan.

## Airport Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$601,720	\$416,260	\$3,379,753	\$5,135,332
Expenses	\$539,288	\$387,793	\$3,379,753	\$5,135,331
<b>REVENUES LESS EXPENSES</b>	<b>\$62,432</b>	<b>\$28,467</b>	<b>\$0</b>	<b>\$1</b>

## Airport Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Intergovernmental Revenue	\$292,788	\$67,245	\$2,861,000	\$4,697,500
Charges for Services	\$297,926	\$340,417	\$326,000	\$345,000
Miscellaneous Revenues	\$4,495	\$1,000	\$0	\$0
Interest on Pooled Investments	\$6,511	\$7,598	\$6,000	\$6,000
<b>TOTAL</b>	<b>\$601,720</b>	<b>\$416,260</b>	<b>\$3,193,000</b>	<b>\$5,048,500</b>

## Airport Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$363,533	\$218,202	\$183,398	\$190,849
Debt Services	\$77,072	\$0	\$0	\$0
Capital Outlay	\$98,684	\$167,459	\$3,001,000	\$4,915,000
Operation Transfers Out	\$0	\$2,132	\$0	\$0
Contingency	\$0	\$0	\$5,502	\$5,726
<b>TOTAL</b>	<b>\$539,288</b>	<b>\$387,793</b>	<b>\$3,189,900</b>	<b>\$5,111,575</b>

# RESERVE, CEMETERY & DEBT FUNDS

2023-2025 BIENNIUM BUDGET



## RESERVE FUND

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

### Reserve Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$10,272	\$1,110	\$40,456	\$1,834,761
Expenses	\$0	\$0	\$40,456	\$1,834,761
<b>REVENUES LESS EXPENSES</b>	<b>\$10,272</b>	<b>\$1,110</b>	<b>\$0</b>	<b>\$0</b>

### Reserve Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Interest on Pooled Investments	\$10,272	\$1,110	\$800	\$50,000
<b>TOTAL</b>	<b>\$10,272</b>	<b>\$1,110</b>	<b>\$800</b>	<b>\$50,000</b>

## 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.

### Cemetery Trust Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$69,258	\$59,419	\$965,327	\$997,395
Expenses	\$39,701	\$126,834	\$965,327	\$997,395
<b>REVENUES LESS EXPENSES</b>	<b>\$29,557</b>	<b>-\$67,416</b>	<b>\$0</b>	<b>\$0</b>

### Cemetery Trust Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Charges for Services	\$28,557	\$31,584	\$38,500	\$26,000
Interest on Pooled Investments	\$39,701	\$26,834	\$16,400	\$24,000
Operating Transfers In	\$1,000	\$1,000	\$1,000	\$1,000
<b>TOTAL</b>	<b>\$69,258</b>	<b>\$59,419</b>	<b>\$55,900</b>	<b>\$51,000</b>

### Cemetery Trust Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Operation Transfers Out	\$39,701	\$126,834	\$130,000	\$298,094
<b>TOTAL</b>	<b>\$39,701</b>	<b>\$126,834</b>	<b>\$130,000</b>	<b>\$298,094</b>

## DEBT SERVICE FUND

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

### Debt Service Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$3,961,735	\$3,743,847	\$4,683,167	\$4,365,621
Expenses	\$18,915,124	\$1,979,370	\$4,683,167	\$4,365,621
<b>REVENUES LESS EXPENSES</b>	<b>-\$14,953,389</b>	<b>\$1,764,477</b>	<b>\$0</b>	<b>\$0</b>

### Debt Service Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$983,819	\$716,976	\$423,126	\$417,276
Charges for Services	\$2,308,600	\$2,413,600	\$2,308,600	\$2,523,190
Miscellaneous Revenues	\$0	\$0	\$0	\$0
Interest on Pooled Investments	\$28,877	\$19,443	\$5,800	\$18,000
Operating Transfers In	\$640,440	\$593,828	\$597,768	\$591,990
<b>TOTAL</b>	<b>\$3,961,735</b>	<b>\$3,743,847</b>	<b>\$3,335,294</b>	<b>\$3,550,456</b>

### Debt Service Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	-\$180,228	\$2,114,214	\$0	\$0
Debt Services	\$3,900,269	\$3,790,829	\$3,531,971	\$3,520,736
Expenses	\$15,195,082	-\$3,925,673	\$0	\$0
<b>TOTAL</b>	<b>\$18,915,124</b>	<b>\$1,979,370</b>	<b>\$3,531,971</b>	<b>\$3,520,736</b>

# REVENUE & SOURCES SUMMARY

2023-2025 BIENNIUM BUDGET



## REVENUE & SOURCES SUMMARY



Revenue & Sources Summary

	BN 2017/19	BN 2019/21	BN 2021/23	BN 2023/25	BN 2023/25	BN 2023/25	BN 2025/27	BN 2027/29
	Actual	Actual	Adopted Budget	Proposed Budget	Approved Budget	Adopted Budget	Projected Budget	Projected Budget
<b>Revenues:</b>								
Taxes	\$ 50,950,125	\$ 51,151,153	\$ 50,158,587	\$ 58,575,499	\$ 58,775,499	\$ 58,775,499	\$ 60,538,764	\$ 62,354,927
Licenses and Permits	1,697,877	3,507,218	2,614,500	2,525,713	2,525,713	2,525,713	2,601,484	2,679,529
Intergovernmental Revenues	8,071,271	13,457,326	22,118,099	21,688,561	21,688,561	21,688,561	22,339,218	23,009,394
Charges for Services	122,922,633	128,920,660	122,514,432	118,876,995	119,816,995	119,816,995	125,807,845	132,098,237
Systems Development Charge	1,677,829	1,967,787	1,105,000	1,110,000	650,000	650,000	669,500	689,585
Fines and Forfeitures	1,133,905	692,144	1,089,000	349,000	349,000	349,000	359,470	370,254
Assessment Payments	26,459	10,343	12,000	6,000	6,000	6,000	6,180	6,365
Interest on Investments	1,744,252	1,298,008	692,260	1,992,000	1,992,000	1,992,000	2,051,760	2,113,313
Miscellaneous Revenues	3,839,341	1,001,791	1,244,500	1,052,325	1,052,325	1,052,325	1,083,895	1,116,412
<b>Total Revenues</b>	<b>192,063,692</b>	<b>202,006,430</b>	<b>201,548,378</b>	<b>206,176,093</b>	<b>206,856,093</b>	<b>206,856,093</b>	<b>215,458,116</b>	<b>224,438,016</b>
<b>Budgetary Sources:</b>								
Working Capital Carryover	39,435,985	45,259,355	50,353,559	74,342,806	75,117,267	75,117,267	58,377,342	58,925,541
Debt Revenue	4,037,469	1,505,229	40,829,100	100,976,734	100,976,736	100,976,736	30,000,000	18,000,000
Operating Transfers In	3,267,335	1,891,663	10,798,704	2,236,174	2,036,174	2,236,174	2,236,174	2,236,174
<b>Total Budgetary Sources</b>	<b>46,740,789</b>	<b>48,656,247</b>	<b>101,981,363</b>	<b>177,555,714</b>	<b>178,130,177</b>	<b>178,330,177</b>	<b>90,613,516</b>	<b>79,161,715</b>
<b>Total Sources</b>	<b>\$ 238,804,483</b>	<b>\$ 250,662,682</b>	<b>\$ 303,529,741</b>	<b>\$ 383,731,807</b>	<b>\$ 384,986,270</b>	<b>\$ 385,186,270</b>	<b>\$ 306,071,632</b>	<b>\$ 303,599,730</b>

Assumptions:

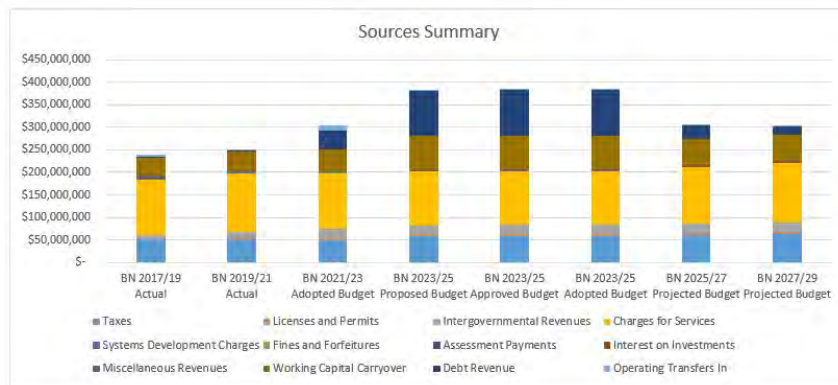
Revenues to increase 3% with the exception of Charges for Service at 5% recognizing additional revenue will need to be determined to maintain service levels.

Revenue study is planned during the BN 2023/25 budget.

Debt Revenue estimated for Capital Improvement Projects identified in 6 year plan located [here](#).

Operating Transfers In to remain flat.

Working Capital Carryover estimate is based on approximately 96% of budget spent.



# STREET AND TOURISM FUNDS

2023-2025 BIENNIUM BUDGET



## STREET FUND SUMMARY

This special revenue fund houses street related operations and capital projects. The Street Fund receives its funding from charges for services through the Transportation Utility Fee, State Gasoline Tax on a pro-rata apportionment by population, grants and Food & Beverage Tax revenues.

### Street Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$8,310,866	\$10,266,011	\$16,599,369	\$27,928,674
Expenses	\$7,450,782	\$11,209,511	\$16,599,370	\$27,928,674
REVENUES LESS EXPENSES	\$860,085	-\$943,500	-\$1	\$0

### Street Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$1,354,082	\$2,156,497	\$1,400,000	\$4,809,510
Franchise Fees	\$117,707	\$116,507	\$737,899	\$0
Debt Revenue	\$26,459	\$10,343	\$6,408,000	\$14,548,685
Intergovernmental Revenue	\$2,842,331	\$4,022,371	\$3,088,500	\$3,306,000
Charges for Services	\$3,471,514	\$3,864,013	\$3,608,600	\$3,402,500
Miscellaneous Revenues	\$304,152	\$20,898	\$30,000	\$0
Interest on Pooled Investments	\$194,623	\$75,381	\$23,400	\$160,000
TOTAL	\$8,310,866	\$10,266,011	\$15,296,399	\$26,226,695

### Street Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$1,752,078	\$1,395,342	\$2,113,881	\$2,340,935
Material and Services	\$4,144,025	\$4,117,245	\$6,588,651	\$6,314,440
Debt Services	\$447,436	\$160,275	\$163,526	\$4,968,539
Capital Outlay	\$1,107,243	\$5,484,875	\$6,872,229	\$11,771,732
Operation Transfers Out	\$0	\$32,507	\$0	\$0
Contingency	\$0	\$0	\$294,896	\$276,982
TOTAL	\$7,450,782	\$11,190,244	\$16,033,183	\$25,672,628

## SDC STREET FUND

The System Development Charges for Transportation are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

### SDC Street Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$0	\$0	\$0	\$6,407,630
Expenses	\$0	\$0	\$0	\$6,407,631

Uses by Fund, Dept & Classification

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
REVENUES LESS EXPENSES	\$0	\$0	\$0	-\$1

SDC Street Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Debt Revenue	\$0	\$0	\$0	\$3,104,875
Charges for Services	\$0	\$0	\$0	\$300,000
TOTAL	\$0	\$0	\$0	\$3,404,875

SDC Street Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$0	\$0	\$0	\$50,000
Capital Outlay	\$0	\$0	\$0	\$3,104,875
Contingency	\$0	\$0	\$0	\$94,647
TOTAL	\$0	\$0	\$0	\$3,249,522

## TOURISM FUND

Revenues are from the Transient Lodging Tax and expenditures are restricted by ORS 320.350.

Tourism Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$0	\$0	\$0	\$3,000,234
Expenses	\$0	\$0	\$0	\$3,000,235
REVENUES LESS EXPENSES	\$0	\$0	\$0	-\$1

Tourism Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$0	\$0	\$0	\$1,961,197
Interest on Pooled Investments	\$0	\$0	\$0	\$24,000
TOTAL	\$0	\$0	\$0	\$1,985,197

Tourism Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$0	\$0	\$0	\$133,917
Material and Services	\$0	\$0	\$0	\$2,322,676
Contingency	\$0	\$0	\$0	\$74,050
TOTAL	\$0	\$0	\$0	\$2,530,643

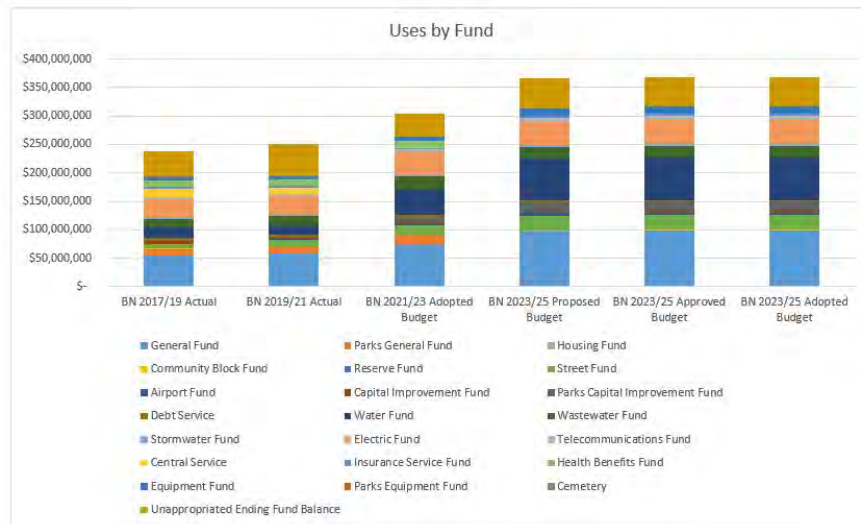
# USES BY FUND, DEPARTMENT & CLASSIFICATION

2023-2025 BIENNIUM BUDGET



## USES BY FUND

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted Budget	BN 2023/25 Proposed Budget	BN 2023/25 Approved Budget	BN 2023/25 Adopted Budget
General Fund	\$ 54,284,203	\$ 59,117,582	\$ 75,102,119	\$ 96,381,456	\$ 98,899,676	\$ 98,899,676
Parks General Fund	12,000,176	12,089,483	15,415,314	-	-	-
Tourism Fund	-	-	-	2,542,404	2,542,403	2,542,403
Housing Fund	300,000	154,657	50,079	1,400,000	423,798	423,798
Community Block Fund	252,716	447,620	569,910	415,581	415,581	415,581
Reserve Fund	-	-	-	-	-	-
Street Fund	7,450,782	11,209,511	16,210,485	25,868,934	25,868,934	25,868,934
SDC Street Fund	-	-	-	3,249,522	3,249,522	3,249,522
Airport Fund	539,288	387,793	3,189,900	5,111,574	5,111,574	5,111,574
Capital Improvement Fund	5,754,109	2,256,027	1,399,249	1,953,074	1,953,074	1,953,074
Parks Capital Improvement Fund	1,047,974	1,844,860	11,485,768	16,558,180	16,558,180	16,558,180
SDC Parks Fund	-	-	-	384,738	384,738	384,738
Debt Service	3,901,969	3,791,728	3,531,971	3,520,736	3,520,736	3,520,736
Water Fund	17,909,946	17,173,757	43,815,789	73,313,347	74,158,397	74,158,397
SDC Water Fund	-	-	-	9,411,475	9,494,476	9,494,476
Wastewater Fund	15,773,716	16,296,874	22,704,954	21,080,493	21,080,493	21,080,493
SDC Wastewater Fund	-	-	-	1,700,041	1,700,041	1,700,041
Stormwater Fund	1,381,327	1,647,480	3,112,869	3,494,848	3,494,848	3,494,848
SDC Stormwater Fund	-	-	-	66,855	66,855	66,855
Electric Fund	32,522,605	32,905,359	38,761,848	40,623,410	41,718,410	41,718,410
Telecommunications Fund	4,121,371	4,247,317	5,435,381	7,227,907	7,227,907	7,227,907
Central Service	15,324,733	10,786,145	-	-	-	-
Insurance Service Fund	2,487,327	2,716,560	3,178,343	3,154,050	3,154,050	3,154,050
Health Benefits Fund	12,045,270	10,886,145	12,035,736	-	-	-
Equipment Fund	5,924,881	5,425,408	7,669,383	12,982,222	13,026,331	13,026,331
Parks Equipment Fund	446,802	90,155	150,120	-	-	-
Cemetery	39,701	126,835	130,000	298,094	298,094	298,094
Unappropriated Ending Fund Balance	45,295,588	57,061,385	39,580,522	52,992,865	50,638,150	50,838,150
	<b>\$238,804,483</b>	<b>\$250,662,682</b>	<b>\$303,529,741</b>	<b>\$383,731,807</b>	<b>\$384,986,270</b>	<b>\$385,186,270</b>



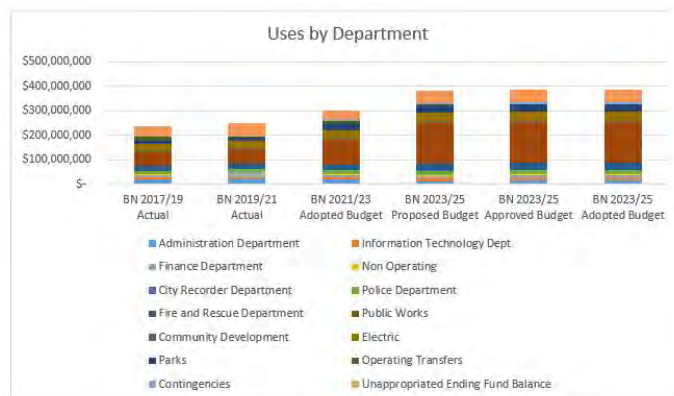
## USES BY DEPARTMENT



## Uses by Fund, Dept & Classification

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted Budget	BN 2023/25 Proposed Budget	BN 2023/25 Approved Budget	BN 2023/25 Adopted Budget
Administration Department	\$ 20,518,638	\$ 18,982,106	\$ 21,199,297	\$ 12,516,968	\$ 14,873,859	\$ 14,873,859
Information Technology Dept	6,727,424	6,755,721	8,141,314	11,338,616	11,338,616	11,338,616
Finance Department	7,816,749	22,206,180	8,864,068	9,626,628	9,626,628	9,626,628
City Recorder Department	378,903	381,219	348,375	574,140	574,140	574,140
Police Department	14,702,139	15,344,917	15,944,395	18,569,062	18,569,062	18,569,062
Fire and Rescue Department	19,350,307	18,710,912	20,570,265	27,465,214	28,552,434	28,552,434
Public Works	55,549,407	58,979,336	103,457,513	165,326,064	166,342,332	166,342,332
Community Development	5,342,913	5,692,635	4,869,525	6,676,846	5,730,643	5,730,643
Electric	30,958,378	31,274,848	35,146,562	37,256,783	37,351,784	37,351,784
Parks	12,921,669	13,358,868	25,354,324	30,149,948	30,149,948	30,149,948
Non Operating	5,373,630	743,922	3,531,971	3,520,736	3,520,736	3,520,736
Operating Transfers	13,868,735	1,170,628	10,798,704	2,236,174	2,236,174	2,236,174
Contingencies	-	-	5,722,906	5,481,763	5,481,763	5,481,763
Unappropriated Ending Fund Balance	45,295,588	57,061,385	39,580,522	52,992,865	50,638,150	50,838,150
<b>Total</b>	<b>\$238,804,483</b>	<b>\$250,662,682</b>	<b>\$303,529,741</b>	<b>\$383,731,807</b>	<b>\$384,986,270</b>	<b>\$385,186,270</b>

Note: Change in Finance Department is due to Non Departmental Transfers change in methodology on allocation between years



## USES BY CLASSIFICATION

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted Budget	BN 2023/25 Proposed Budget	BN 2023/25 Approved Budget	BN 2023/25 Adopted Budget	BN 2025/27 Projected Budget	BN 2027/29 Projected Budget
<b>Operating Expenditures</b>								
Personnel Services	\$ 65,032,228	\$ 66,552,715	\$ 73,538,230	\$ 85,102,548	\$ 85,630,370	\$ 85,630,370	\$ 89,055,585	\$ 92,617,808
Materials and Services	99,039,257	98,542,785	100,777,623	98,194,661	100,446,015	100,446,015	104,463,856	108,642,410
Debt Service	9,232,612	11,068,740	5,927,557	10,394,649	11,224,648	11,224,648	14,133,418	18,450,418
<b>Total Operating Expenditures</b>	<b>173,304,097</b>	<b>176,164,240</b>	<b>180,243,410</b>	<b>193,691,858</b>	<b>197,301,033</b>	<b>197,301,033</b>	<b>207,652,858</b>	<b>219,710,636</b>
<b>Capital Construction</b>								
Capital Outlay	16,973,696	15,545,394	67,184,198	129,329,148	129,329,148	129,329,148	38,740,286	23,065,762
<b>Sub-Total</b>	<b>190,277,793</b>	<b>191,709,634</b>	<b>247,427,608</b>	<b>323,021,006</b>	<b>326,630,181</b>	<b>326,630,181</b>	<b>246,393,144</b>	<b>242,776,398</b>
<b>Budgetary Requirements</b>								
Operating Transfers	3,267,335	1,891,663	10,798,704	2,236,174	2,236,174	2,236,174	2,236,174	2,236,174
Contingencies	-	-	5,722,906	5,481,763	5,481,763	5,481,763	5,591,398	5,703,226
Unappropriated Ending Fund Balance	45,259,355	57,061,385	39,580,522	52,992,865	50,638,150	50,838,150	51,856,913	52,896,112
<b>Total Budgetary Requirements</b>	<b>48,526,690</b>	<b>58,953,048</b>	<b>56,102,132</b>	<b>60,710,802</b>	<b>58,356,087</b>	<b>58,556,087</b>	<b>59,684,485</b>	<b>60,835,512</b>
<b>Total Uses by Classification</b>	<b>\$ 238,804,483</b>	<b>\$ 250,662,682</b>	<b>\$ 303,529,741</b>	<b>\$ 383,731,807</b>	<b>\$ 384,986,270</b>	<b>\$ 385,186,270</b>	<b>\$ 306,077,632</b>	<b>\$ 303,611,910</b>

### Assumptions:

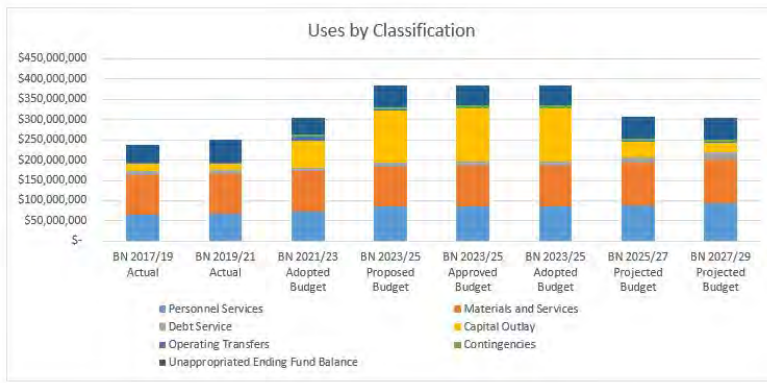
Personnel Services estimated to increase 4%.

Materials and Services estimated to increase 4%.

Debt Service includes current debt as well as new debt estimates based on Capital Improvement Plan.

Capital Outlay includes projects identified in Capital Improvement Plan.

Budgetary Requirements remain consistent with only a small percentage increase.





# WASTEWATER AND STORMWATER FUNDS



2023-2025 BIENNIUM BUDGET

## WASTEWATER FUND

The Wastewater Fund is home to the Wastewater Division of the Public Works Department providing sewage collection and treatment to over 8,600 customers. The Wastewater treatment process is closely regulated within Federal and State Law.

The Wastewater Fund receives the majority of its revenue from providing sewage services to wastewater customers. The Wastewater Fund must complete major Capital projects to maintain a long-term sustainable system. Details on proposed capital projects are in the Capital Improvement Plan.

### Wastewater Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$16,758,189	\$15,039,872	\$27,574,586	\$25,925,061
Expenses	\$15,773,716	\$16,296,875	\$27,574,586	\$25,925,061
<b>REVENUES LESS EXPENSES</b>	<b>\$984,473</b>	<b>-\$1,257,002</b>	<b>\$0</b>	<b>\$0</b>

### Wastewater Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Taxes	\$3,254,712	\$1,619,881	\$0	\$0
Debt Revenue	\$509,451	\$401,378	\$7,421,400	\$8,647,571
Intergovernmental Revenue	\$0	\$20,497	\$0	\$0
Charges for Services	\$12,182,065	\$12,740,801	\$12,380,000	\$12,710,000
Miscellaneous Revenues	\$480,200	\$1,668	\$0	\$0
Interest on Pooled Investments	\$331,761	\$255,647	\$173,400	\$160,000
<b>TOTAL</b>	<b>\$16,758,189</b>	<b>\$15,039,872</b>	<b>\$19,974,800</b>	<b>\$21,517,571</b>

### Wastewater Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$2,765,378	\$2,825,877	\$3,062,414	\$3,588,934
Material and Services	\$7,312,856	\$6,893,430	\$7,549,529	\$7,979,939
Debt Services	\$3,505,876	\$5,133,144	\$351,048	\$342,929
Capital Outlay	\$2,189,607	\$1,352,426	\$11,118,500	\$8,498,915
Operation Transfers Out	\$0	\$44,119	\$0	\$0
Contingency	\$0	\$0	\$367,388	\$356,466
<b>TOTAL</b>	<b>\$15,773,716</b>	<b>\$16,248,996</b>	<b>\$22,448,879</b>	<b>\$20,767,182</b>

## SDC WASTEWATER FUND

The System Development Charges for Wastewater are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

## SDC Wastewater Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$0	\$0	\$0	\$3,266,403
Expenses	\$0	\$0	\$0	\$3,266,403
<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## SDC Wastewater Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Debt Revenue	\$0	\$0	\$0	\$1,381,369
Charges for Services	\$0	\$0	\$0	\$300,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,681,369</b>

## SDC Wastewater Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$0	\$0	\$0	\$1,650,525
Contingency	\$0	\$0	\$0	\$49,516
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,700,041</b>

## STORMWATER FUND

The Stormwater Fund was created in BN2017-2019 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 since FY2017-18.

The Stormwater Fund receives most of its revenue from providing Stormwater services to customers. Efforts are being made to increase the City's capacity to address capital needs in the stormwater system. Details on proposed capital projects are in the Capital Improvement Plan.

## Stormwater Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$1,540,279	\$1,558,558	\$3,357,314	\$4,033,857
Expenses	\$1,381,327	\$1,647,480	\$3,357,314	\$4,033,857
<b>REVENUES LESS EXPENSES</b>	<b>\$158,953</b>	<b>-\$88,922</b>	<b>\$0</b>	<b>\$0</b>

## Stormwater Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Debt Revenue	\$0	\$0	\$0	\$390,220
Intergovernmental Revenue	\$0	\$7,646	\$0	\$0
Charges for Services	\$1,470,186	\$1,500,867	\$1,574,600	\$1,575,000
Miscellaneous Revenues	\$2,619	\$0	\$0	\$0
Interest on Pooled Investments	\$67,475	\$50,045	\$25,300	\$32,000
<b>TOTAL</b>	<b>\$1,540,279</b>	<b>\$1,558,558</b>	<b>\$1,599,900</b>	<b>\$1,997,220</b>

## Stormwater Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$635,997	\$623,903	\$894,967	\$1,123,278
Material and Services	\$680,639	\$960,596	\$1,332,526	\$929,396
Debt Services	\$24,499	\$23,700	\$23,300	\$22,094
Capital Outlay	\$40,193	\$16,428	\$715,250	\$1,258,974
Operation Transfers Out	\$0	\$13,391	\$0	\$0
Contingency	\$0	\$0	\$74,203	\$64,479
<b>TOTAL</b>	<b>\$1,381,327</b>	<b>\$1,638,017</b>	<b>\$3,040,246</b>	<b>\$3,398,221</b>

## SDC STORMWATER FUND

The System Development Charges for Stormwater are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

### SDC Wastewater Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$0	\$0	\$0	\$3,266,403
Expenses	\$0	\$0	\$0	\$3,266,403
<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### SDC Stormwater Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Charges for Services	\$0	\$0	\$0	\$60,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>

### SDC Stormwater Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$0	\$0	\$0	\$64,908
Contingency	\$0	\$0	\$0	\$1,947
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66,855</b>

# WATER, ELECTRIC & TELECOMMUNICATIONS FUNDS



2023-2025 BIENNIUM BUDGET

## WATER FUND

The Water Fund houses the Water Division of the Public Works Department which manages the City's water system, consisting of storage reservoirs, treatment facilities, and distribution systems. The Water Fund receives most of its revenue from selling water to customers.

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.

Expenses within the Water Fund are for staff to operate the Water Plant and the distribution system, materials and supplies, and debt service for prior projects. The Water Fund must complete major Capital projects in order to maintain a safe drinking water system for the City. Details on proposed capital projects are in the Capital Improvement Plan.

### Water Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$20,609,455	\$19,424,532	\$54,001,333	\$76,967,361
Expenses	\$17,909,946	\$17,173,756	\$54,001,334	\$76,967,361
<b>REVENUES LESS EXPENSES</b>	<b>\$2,699,509</b>	<b>\$2,250,776</b>	<b>-\$1</b>	<b>\$0</b>

### Water Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$54,491	\$344,363	\$439,172
<b>TOTAL</b>	<b>\$0</b>	<b>\$54,491</b>	<b>\$344,363</b>	<b>\$439,172</b>

### Water Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Debt Revenue	\$3,528,019	\$1,103,851	\$24,011,700	\$46,570,810
Intergovernmental Revenue	\$0	\$23,097	\$0	\$0
Charges for Services	\$16,646,013	\$17,944,725	\$17,819,000	\$17,604,000
Miscellaneous Revenues	\$67,439	\$56,043	\$51,000	\$51,000
Interest on Pooled Investments	\$367,984	\$296,816	\$185,600	\$400,000
<b>TOTAL</b>	<b>\$20,609,455</b>	<b>\$19,424,532</b>	<b>\$42,067,300</b>	<b>\$64,625,810</b>

### Water Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$3,679,361	\$3,565,943	\$4,090,208	\$5,037,472

## Water, Electric & Telecom Funds Summary

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$6,577,316	\$7,712,774	\$8,660,818	\$9,181,275
Debt Services	\$1,231,861	\$1,916,278	\$1,370,386	\$1,472,514
Capital Outlay	\$5,921,408	\$3,789,766	\$28,785,170	\$57,491,171
Operation Transfers Out	\$500,000	\$134,504	\$100,000	\$100,000
Contingency	\$0	\$0	\$464,844	\$436,793
<b>TOTAL</b>	<b>\$17,909,946</b>	<b>\$17,119,265</b>	<b>\$43,471,426</b>	<b>\$73,719,225</b>

## SDC WATER FUND

The System Development Charges for Water are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

### SDC Water Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$0	\$0	\$0	\$16,672,997
Expenses	\$0	\$0	\$0	\$16,672,996
<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1</b>

### SDC Water Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Debt Revenue	\$0	\$0	\$0	\$15,139,204
Charges for Services	\$0	\$0	\$0	\$350,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,489,204</b>

### SDC Water Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$0	\$0	\$0	\$150,000
Debt Services	\$0	\$0	\$0	\$410,511
Capital Outlay	\$0	\$0	\$0	\$8,659,843
Contingency	\$0	\$0	\$0	\$274,121
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,494,475</b>

## ELECTRIC FUND

The Electric Fund accounts for all of the 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.

The Electric Fund receives most of its revenue from providing electricity to customers and charging for availability and use. By owning and maintaining a substation, the City can more closely control future rates by reducing transmission costs from BPA and potentially increase reliability through updating of a key component of the system. Details on proposed capital projects are in the Capital Improvement Plan.

### Electric Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$32,745,329	\$34,074,118	\$44,001,612	\$46,750,396
Expenses	\$32,522,605	\$32,905,359	\$44,001,611	\$46,750,396
<b>REVENUES LESS EXPENSES</b>	<b>\$222,724</b>	<b>\$1,168,759</b>	<b>\$1</b>	<b>\$0</b>

## Water, Electric & Telecom Funds Summary

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Debt Revenue	\$0	\$0	\$3,000,000	\$3,000,000
Intergovernmental Revenue	\$340,008	\$651,858	\$420,000	\$410,000
Charges for Services	\$32,099,911	\$33,194,009	\$36,554,204	\$36,554,204
Miscellaneous Revenues	\$223,020	\$153,015	\$594,000	\$576,000
Interest on Pooled Investments	\$82,390	\$75,236	\$50,000	\$130,000
<b>TOTAL</b>	<b>\$32,745,329</b>	<b>\$34,074,118</b>	<b>\$40,618,204</b>	<b>\$40,670,204</b>

## Electric Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$5,273,835	\$5,787,815	\$6,643,339	\$7,148,127
Material and Services	\$25,880,279	\$26,290,585	\$28,655,026	\$30,679,209
Debt Services	\$45,600	\$44,514	\$487,326	\$487,326
Capital Outlay	\$1,322,890	\$639,927	\$1,250,000	\$1,600,000
Operation Transfers Out	\$0	\$40,923	\$0	\$0
Contingency	\$0	\$0	\$1,128,985	\$1,136,604
<b>TOTAL</b>	<b>\$32,522,605</b>	<b>\$32,803,765</b>	<b>\$38,164,676</b>	<b>\$41,051,266</b>

## TELECOMMUNICATIONS FUND

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

The Telecommunications Fund receives most of its revenue from providing internet services to customers and charging for this access. Ashland Fiber Network operates within the Telecommunications Fund and is a community-owned telecommunications utility founded in 1999 by the Ashland community. AFN manages the enterprise network for the City organization, provides Internet connectivity services to almost 4,500 households, and works with partners to provide telephony, cable television, and other technology services to more than 2,000 additional customers. Details on proposed capital projects are in the Capital Improvement Plan.

## Telecommunications Fund Total

	BN 2017-19 Actual	BN 2019-21 Actual	BN 2021-23 Budget	BN 2023-25 Budget
Revenues	\$4,657,261	\$5,222,942	\$7,499,887	\$8,539,965
Expenses	\$4,121,371	\$4,247,317	\$7,499,887	\$8,539,965
<b>REVENUES LESS EXPENSES</b>	<b>\$535,891</b>	<b>\$975,625</b>	<b>\$0</b>	<b>\$0</b>

## Telecommunication Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Intergovernmental Revenue	\$0	\$29,044	\$0	\$0
Charges for Services	\$4,632,336	\$5,160,406	\$5,583,603	\$5,428,847
Miscellaneous Revenues	\$945	\$0	\$0	\$0
Interest on Pooled Investments	\$23,980	\$33,493	\$24,660	\$90,000
<b>TOTAL</b>	<b>\$4,657,261</b>	<b>\$5,222,942</b>	<b>\$5,608,263</b>	<b>\$5,518,847</b>

## Telecommunication Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$1,329,298	\$1,326,989	\$1,685,965	\$1,958,807
Material and Services	\$2,757,955	\$2,808,215	\$3,329,605	\$3,713,089
Capital Outlay	\$34,118	\$82,058	\$125,000	\$1,205,681
Operation Transfers Out	\$0	\$10,181	\$0	\$0
Contingency	\$0	\$0	\$149,082	\$175,405
<b>TOTAL</b>	<b>\$4,121,371</b>	<b>\$4,227,443</b>	<b>\$5,289,652</b>	<b>\$7,052,982</b>



# BUDGET OVERVIEW

---

# BUDGET PROCESS OVERVIEW



2023-2025 BIENNIUM BUDGET

## 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 April, 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
- Cannot 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<sup>48</sup>

of accounting, but the budgetary enterprise statements are reported with the modified accrual basis of accounting.

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 posted to the [website](#) for the Budget Committee, the Audit Committee, and the general public to view. 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

---



# Budget Calendar

<b>PREPARE</b>	<b>JANUARY/FEBRUARY</b> <ul style="list-style-type: none"> <li>• Mayor and City Council to set goals and priorities for the upcoming budget cycle</li> <li>• Hold department meetings</li> <li>• Preliminary budget requests submitted to Finance Department</li> <li>• Appoint electors to the budget committee if needed</li> </ul>
	<b>FEBRUARY/MARCH</b> <ul style="list-style-type: none"> <li>• Budget requests compiled and reviewed with City Manager and departments</li> <li>• Budgetary constraints/requirements identified/refined</li> <li>• Personnel services projections completed</li> </ul>
	<b>APRIL</b> <ul style="list-style-type: none"> <li>• Final preparation and departmental review of draft budgets</li> <li>• Final review of current year projected revenue and expenditures</li> <li>• Finance performs final review, reconciliations and prepares proposed budget</li> <li>• Publish notice of meetings</li> </ul>
<b>PROPOSE</b>	<b>APRIL/MAY</b> <ul style="list-style-type: none"> <li>• City Manager present budget message and the budget at first meeting</li> <li>• Budget committee discusses, receives public comment, deliberates and approves the budget to City Council</li> <li>• Budget is updated to reflect budget committee changes</li> <li>• Discuss the Capital Improvement Plan (CIP)</li> <li>• Financial Summary and Notice of Hearing are prepared and published</li> <li>• Budget committee meetings - April 27, May 4, 11, 18 &amp; 25</li> </ul>
<b>APPROVE</b>	
<b>ADOPT</b>	<b>JUNE</b> <ul style="list-style-type: none"> <li>• City Council passes resolution for state revenue sharing eligibility and proposed uses</li> <li>• City Council holds budget hearing the adopts the budget resolutions, makes appropriations, and declares tax rate and bond levies</li> <li>• City Council Adopts CIP</li> </ul>
<b>IMPLEMENT</b>	<b>JULY</b> <ul style="list-style-type: none"> <li>• Adopted budget goes into effect July 1</li> <li>• Budget and property tax certification submitted to County by July 15</li> </ul>
<b>MODIFY</b>	<b>AUGUST thru remainder of biennium</b> <ul style="list-style-type: none"> <li>• Monitor and analyze budget versus actual with each department</li> <li>• Adjust appropriations as appropriate</li> <li>• Transfer appropriations when necessary</li> </ul>

# CITY COUNCIL

2023-2025 BIENNIUM BUDGET



Photo by Bob Palermini

## OVERVIEW

Ashland has a Council-Manager form of government, with much of the City's business evolving through citizen committees that enhance public support and political stability.

The City Council is elected to serve as the governing body for Ashland's residents. The Mayor, who presides at the Council meetings, is elected at-large for a four-year term. Six Council members are elected at-large for four-year staggered terms.

[Council meetings](#) are held on the first and third Tuesdays of each month at 6 p.m. in the Council Chambers, 1175 E. Main Street. The Study Sessions are held the day before each regular meeting (typically the first and third Monday) at 5:30 p.m. in the Council Chambers.

## MAYOR TONYA GRAHAM

TONYA GRAHAM WAS APPOINTED MAYOR ON FEBRUARY 7, 2023 AND WILL SERVE UNTIL THE NOVEMBER 2024 ELECTION.





## DYLAN BLOOM



Dylan Bloom serves in Position No. 2 until the November 2024 election.

## JEFF DAHLE



Jeff Dahle serves in Councilor Position No. 3 until the November 2024 election.

## GINA DUQUENNE



Gina DuQuenne serves in Councilor Position No. 5 through December 2023.

## ERIC HANSEN



Eric Hansen serves in Councilor Position No. 6 through December 2026.

## PAULA HYATT



Paula Hyatt serves in Councilor Position No. 1 through December 2023.

## BOB KAPLAN



Bob Kaplan serves in Councilor Position No. 4 through December 2026.

# COMMUNITY PROFILE

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The City of Ashland is located halfway between Portland and San Francisco about 15 miles from the Northern California border. Founded in 1852, Ashland, originally called "Ashland Mills", was named after Ashland County, Ohio, the original home of founder Abel Helman, and secondarily for Ashland, Kentucky, where other founders had family connections. The City currently occupies a land area of 6.64 square miles and serves a resident population of approximately 21,360.



## Community Profile

The City of Ashland has a Council/Manager form of government. The seven -member Council consists of a Mayor and six Councilors. In the governance of the City, the Council is charged with the responsibility of establishing policies and enacting ordinances and resolutions. The City Manager is appointed by the Council and is charged with the responsibility of administering daily operations and implementing Council directives.

The City provides a full range of services including the following: police and fire protection, emergency response and rescue services; water and sewer services; maintenance of streets and infrastructure; parks and recreational activities, Ashland Fiber Network, electric services and general administration. All moneys required to support these services are reflected in this budget.

## CITY GOVERNMENT



Founded - 1852  
Date of City Charter - 1874  
Form of Government - Council-City Manager  
City Employees - 231 as of April 2023  
\* Includes Part-time employees

City Finances - Bond Rating  
Moody's Investors Services - A1

Land Area - 6.64 square miles  
Paved Lane Miles - 198.13  
Sidewalks

## DEMOGRAPHICS



Population  
2022 U.S. Census - 21,360  
Population per square mile - 3,218.8

Race and Ethnicity  
White - 89.3%  
Hispanic or Latino - 9.9%  
Two or More Races - 6.2%  
Asian - 2.0%

Housing  
Housing Units - 10,966  
Homeownership rate - 55.9%  
Average Household Size - 2.05  
Medium value of owner-occupied housing units - \$494,700

95.7% of residents age 25+ have graduated high school  
63.2% of residents age 25+ have a bachelor's degree or higher

## OTHER



\*Photo by Chris Constantine

Recreation  
19 local parks  
53 + miles of trails  
5 rivers, 10 lakes  
15,000 acre Ashland Watershed  
Lithia Park  
Oregon Shakespeare Festival  
Oregon Cabaret  
Mt Ashland Ski Resort  
Plus golf course, galleries, museums, festivals and more

Economics  
Median Household Income - \$63,641  
Per Capita Monday Income - \$43,985  
Unemployment 3.7% (not seasonally adjusted)  
Number of businesses - 2241 (number of business licenses registered in 2021)

# ABOUT ASHLAND

## TOP SEVEN PUBLIC EMPLOYERS IN ASHLAND

Firm Name	Average Employment
1. Southern Oregon University	688
2. Ashland Public School District No 5	440
3. City of Ashland	204
4. Ashland Parks & Recreation commission	47
5. USPS Ashland	30
6. State Government	18
7. District 8 Ashland	8

Source: Oregon Employment Department Quarterly Census of Employment and Wages, 2021 annual.

## TOP TEN PUBLIC EMPLOYERS IN JACKSON COUNTY

Firm Name	Average Employment
1. Medford School District 549c	1,418
2. Jackson County	919
3. Va S Oregon Rehab Center & Clinics	838
4. Southern Oregon University	688
5. Jackson County School District 6	625
6. City of Medford	560
7. School District No 9	466
8. Ashland Public School District No 5	440
9. Southern Oregon Educational School	370
10. Jackson County School District 4	296

Source: Oregon Employment Department Quarterly Census of Employment and Wages, 2021 annual.

## TOP TEN TAX PAYERS IN JACKSON COUNTY

1. Pacificorp
2. Avista Corp
3. Rogue Valley Manor
4. Charter Communications
5. Centruylink
6. Harry & David
7. Amy's Kitchen
8. Deluca Ronald L Trustee et al
9. Carestream Health Inc
10. Qwest Corporation

Source: County Assessor Property tax roll records for the 2020-21 tax rolls.l.

## ASHLAND'S ECONOMY

Over the past 10 years, there has been significant private sector investment and improvements in the many millions of dollars into buildings and businesses that were expanded and with new or newly purchased and relocated businesses creating economic growth. This growth is reflected in new jobs, wage growth and increased prosperity.

- The number of firms increased by #127 from #1,177 to #1,204
- Employment increased by #1,459 from #9,371 to #10,830
- Total payroll increased from \$291,311,491 to \$401,759,909
- Average wages increased from \$31,086 to \$37,097
- Ashland Hills Hotel, slated as a tear-down, was purchased and completely renovated offering individual and group travel successfully operating with bookings beyond 2021
- The restaurant industry expanded with major renovations of existing facilities and the development of new cutting-edge offerings. Many of the chefs receiving state and national awards and recognition

#### Funds Structure

- Retail expansion and growth of local business with one local owner expanding into four unique locations downtown (Paddington Family of Stores) along with other specialty retail expansions in the downtown and future growth plans outside the downtown core
- The Ashland Railroad District has grown and expanded its business offerings catering to not only a local but visitor clientele
- Significant expansion of manufacturing with the growth of Darex Inc. and BioSkin
- Sustainable businesses expanded with True South Solar and the relocation of Wholesale Solar to Ashland just to name a few
- Technology firms increased their expansion and world-wide reach
- Craft brewing industry expansion with the growth of Caldera Brewing Company
- Wine industry has expanded dramatically in the last ten years with more vineyards, wineries and tasting rooms but also with world-class award-winning wines

Source: Oregon Employment Department

## TOURISM

Tourism is a key driver to Oregon's economy. It is a \$12.3 billion industry that directly generates more than 115,400 jobs in Oregon with secondary impacts that create another 56,960 jobs. An estimated 29.1 million overnight visitors traveled to Oregon destinations in 2018. Southern Oregon surpassed the \$1.1 billion revenue mark in 2018 within the five county region fueling over 12,300 tourism related jobs.

In Ashland, thousands of tourism jobs generate millions of dollars a year in lodging and food and beverage taxes not to mention the support of hundreds of businesses. The reason visitors visit Ashland is the Oregon Shakespeare Festival, outdoor activities and culinary experiences, just to name a few. Many tourists come to Ashland for the first time to experience the emerging wine industry and then discovering the array of cultural amenities that Ashland has been most known for.

Founded in 1935, the world-class, Tony award-winning Oregon Shakespeare Festival, fosters a creative culture and an arts and entertainment industry and thriving restaurant and lodging industries. Cultural and culinary amenities abound with primarily independently-owned businesses. Over 100 restaurants, micro-breweries, wineries, numerous galleries, music and theatre, and specialty shops feature home décor, cookware, books, specialty clothing boutiques jewelry, pottery fiber arts and more adding numerous reasons for visitors to come to Ashland expanding our base.

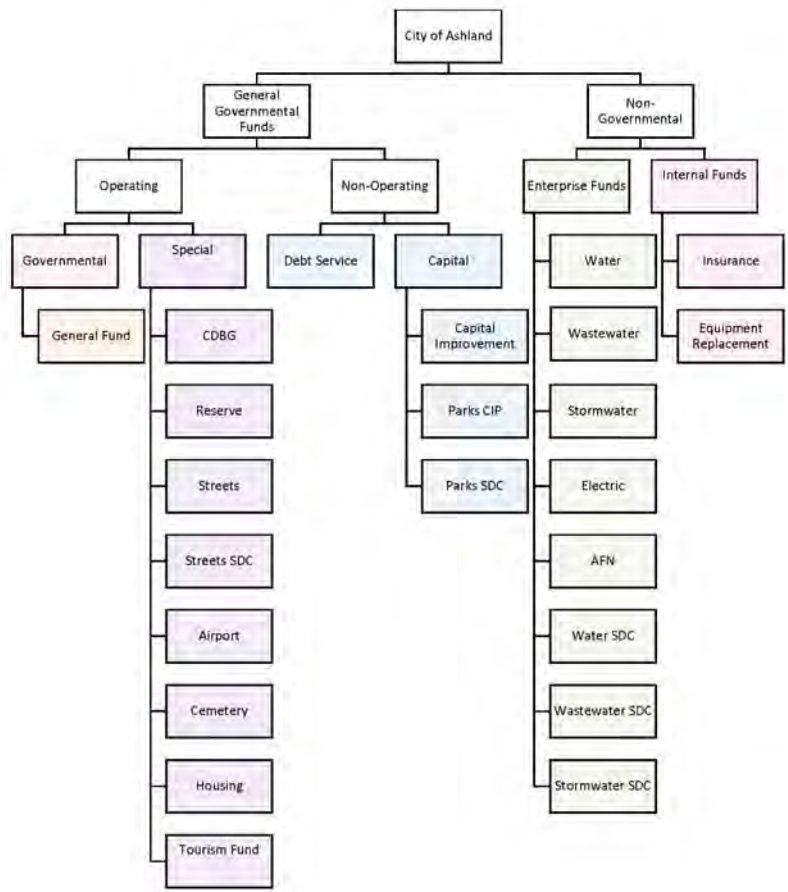
Source: Ashland Chamber of Commerce <https://www.ashlandchamber.com>

# FUNDS STRUCTURE & APPROPRIATIONS MATRIX

2023-2025 BIENNIUM BUDGET



# FUNDS STRUCTURE





**Budget Appropriations Matrix**  
An Overview of Fund/Departmental Budget Relationships

Dept: Fund:	Admin.	Information Technology	Finance	City Recorder	Police	Fire	Public Works	Community Development	Electric	Parks & Recreation	Non Departmental	Contingency, Transfers, & Ending Fund Balance	TOTAL
General Fund	\$ 9,175,462	\$ 4,286,114	\$ 6,570,211	\$ 574,140	\$ 18,569,062	\$ 28,552,434	\$ 8,244,055	\$ 4,891,264		\$ 14,436,316		\$ 8,027,631	\$ 105,006,509
Tourism Fund	\$ 2,465,263											\$ 531,891	\$ 3,000,224
Housing Fund Comm. Develop. Block Grant Fund								\$ 420,799					\$ 420,799
								\$ 415,681					\$ 415,681
Reserve Fund												\$ 1,834,761	\$ 1,834,761
Street Fund							\$ 12,591,962					\$ 2,336,722	\$ 14,928,684
SDC Street Fund							\$ 3,154,675					\$ 3,352,756	\$ 6,407,651
Airport Fund							\$ 5,105,849					\$ 20,483	\$ 5,135,321
Capital Imp. Fund							\$ 1,368,074					\$ 202,288	\$ 2,165,362
Parks CIP Fund										\$ 15,341,100		\$ 7,706,779	\$ 23,047,879
SDC Parks Fund										\$ 373,532		\$ 11,346	\$ 384,878
Debt Service Fund											\$ 3,520,736	\$ 844,885	\$ 4,365,621
Water Fund							\$ 73,621,604					\$ 5,045,757	\$ 78,987,361
SDC Water Fund							\$ 9,220,365					\$ 7,450,642	\$ 16,671,007
Wastewater Fund							\$ 20,724,007					\$ 5,201,034	\$ 25,925,041
SDC Wastewater Fund							\$ 1,660,295					\$ 1,615,676	\$ 3,275,971
Stormwater Fund							\$ 3,430,369					\$ 603,488	\$ 4,033,857
SDC Stormwater Fund							\$ 164,906					\$ 10,046	\$ 175,000
Electric Fund	\$ 3,230,022								\$ 37,351,784			\$ 6,168,590	\$ 46,750,396
Telecomm. Fund		\$ 7,052,902										\$ 1,487,481	\$ 8,540,383
Insurance Fund			\$ 3,056,416									\$ 1,860,115	\$ 4,916,531
Equipment Fund							\$ 12,860,140					\$ 4,924,040	\$ 17,784,180
Cemetery Trust Fund												\$ 937,526	\$ 937,526
<b>TOTAL</b>	<b>\$ 14,873,857</b>	<b>\$ 11,339,616</b>	<b>\$ 9,626,629</b>	<b>\$ 574,140</b>	<b>\$ 18,569,062</b>	<b>\$ 28,552,434</b>	<b>\$ 166,342,333</b>	<b>\$ 6,730,643</b>	<b>\$ 37,351,784</b>	<b>\$ 30,149,946</b>	<b>\$ 3,520,736</b>	<b>\$ 56,556,087</b>	<b>\$ 385,186,270</b>

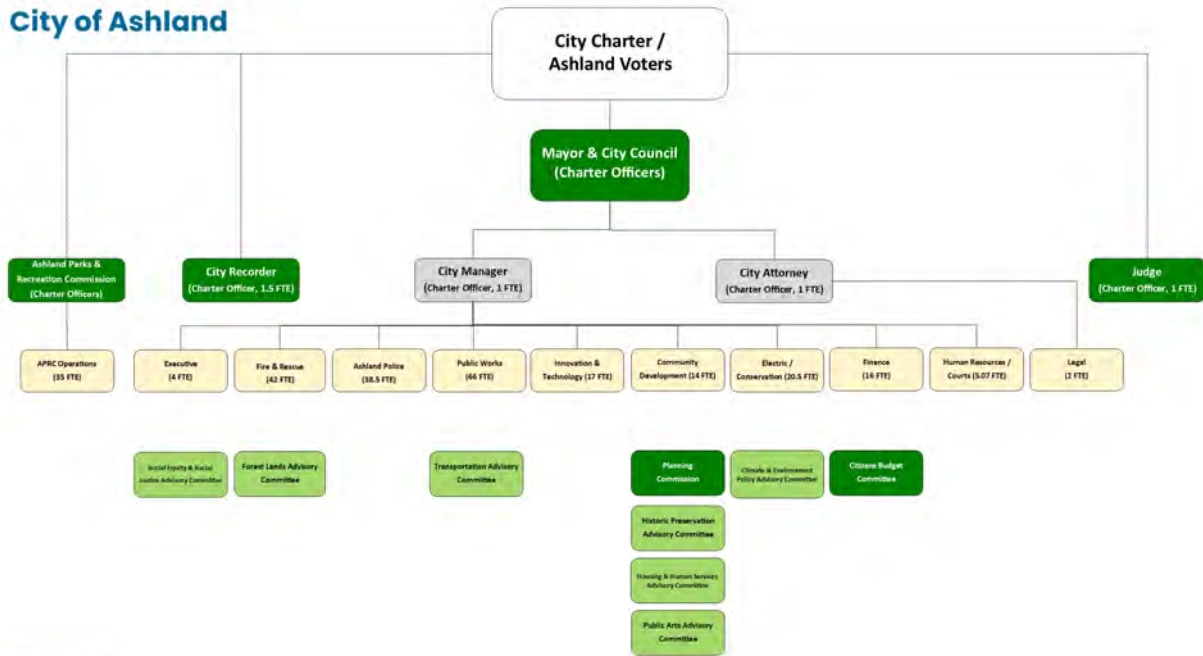
# ORGANIZATION CHART

2023-2025 BIENNium BUDGET



## ORGANIZATIONAL CHART

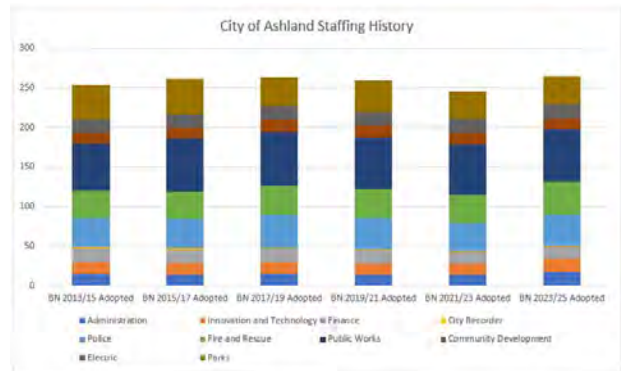
## City of Ashland



Total FTE Count 264.07

### History of Positions

	BN 2013/15 Adopted	BN 2015/17 Adopted	BN 2017/19 Adopted	BN 2019/21 Adopted	BN 2021/23 Adopted	BN 2023/25 Adopted
Administration	15.65	14.15	15.07	14.17	14.12	17.07
Innovation and Technology	14.5	14.5	14.5	13.9	13.45	17
Finance	16.25	16.75	16.75	16.75	16	16
City Recorder	2	2	1	1	1	1
Police	36.75	36.75	42.25	39.5	35	38.5
Fire and Rescue	34.75	34.6	37	37	35.5	42
Public Works	59.3	67	68	65	64	66
Community Development	14	14	15	15	14	14
Electric	17.25	17	17	17.5	17.5	17.5
Parks	43.8	44.8	37.25	39.75	34.75	35
<b>Total</b>	<b>254.25</b>	<b>261.55</b>	<b>263.82</b>	<b>259.57</b>	<b>245.32</b>	<b>264.07</b>



# SUMMARY OF CHANGES

2023-2025 BIENNIUM BUDGET



## OVERVIEW

On April 24, 2023, the City Manager's Proposed Budget for the 2023-2025 Biennium was submitted to the Citizens' Budget Committee for review and approval. During the process there were

Summary of Changes

changes made to the recommended budget as reflected in the following chart. Below it, a list of changes and their descriptions are summarized and were incorporated into subsequent actions.

These changes resulted in the following:

1. Net increase to the General Fund budget of \$263,758
2. Increase Charges in Housing Fund Budget \$23,798
3. Increase Electrification and Conservation Budget by a \$1,000,000 from Electric Ending Fund Balance, and Electric Distribution Dues of \$95,000
4. Increase Water Treatment Debt by \$747,000 and Water Conservation Charges by \$98,050
5. Increase SDC Water Debt by \$83,000
6. Increase Fleet Charges by \$44,109

The Citizens' Budget Committee voted to approve the Proposed Budget with these changes, and the City Council approved by resolution to Adopt the Biennium 2023-25 Budget on June 6, 2023.

The following can also be viewed as PDF's from the [City of Ashland's website](#).

City of Ashland BN2023-2025 Summary of Changes															
	2023-24	2024-25	BN2023 - 2025 Proposed	2023-24	2024-25	Staff Revisions	BN2023 - 2025 Revised	2023-24	2024-25	Committee Revisions	BN2023 - 2025 Approved	2023-24	2024-25	Council Revisions	BN2023 - 2025 Adopted
<b>GENERAL FUND</b>															
Administration Department	3,452,928	3,285,726	6,738,654	1,173,445	173,445	1,346,890	8,085,544	-	-	-	8,085,544	-	-	-	8,085,544
Administration Department- Municipal Court	534,256	545,682	1,079,938	10,000	-	10,000	1,089,938	-	-	-	1,089,938	-	-	-	1,089,938
IT - Computer Services Division	2,128,888	2,157,226	4,286,114	-	-	-	4,286,114	-	-	-	4,286,114	-	-	-	4,286,114
Finance - Bond	67,901	68,815	136,716	-	-	-	136,716	-	-	-	136,716	-	-	-	136,716
Finance	3,191,379	3,242,116	6,433,495	-	-	-	6,433,495	-	-	-	6,433,495	-	-	-	6,433,495
City Recorder Division	283,518	290,622	574,140	-	-	-	574,140	-	-	-	574,140	-	-	-	574,140
Police Department	9,203,006	9,368,056	18,569,062	-	-	-	18,569,062	-	-	-	18,569,062	-	-	-	18,569,062
Fire and Rescue Department	13,610,776	13,854,438	27,465,214	866,057	221,163	1,087,220	28,552,434	-	-	-	28,552,434	-	-	-	28,552,434
Public Works - Cemetery Division	584,330	597,191	1,181,521	-	-	-	1,181,521	-	-	-	1,181,521	-	-	-	1,181,521
Public Works - Facilities	3,019,335	1,747,575	4,766,910	21,834	22,275	44,109	4,811,019	-	-	-	4,811,019	-	-	-	4,811,019
Public Works - Administration and Engineering	1,460,301	1,481,814	2,952,115	-	-	-	2,952,115	-	-	-	2,952,115	-	-	-	2,952,115
Community Development - Planning Division	1,571,447	1,517,039	3,088,486	15,000	15,000	30,000	3,118,486	-	-	-	3,118,486	-	-	-	3,118,486
Community Development - Building Division	818,171	820,607	1,638,778	-	-	-	1,638,778	-	-	-	1,638,778	-	-	-	1,638,778
Community Development - Social Services Grants	67,000	67,000	134,000	-	-	-	134,000	-	-	-	134,000	-	-	-	134,000
Parks - Parks Division	4,609,371	4,712,570	9,321,941	-	-	-	9,321,941	-	-	-	9,321,941	-	-	-	9,321,941
Parks -Recreation Division	786,955	801,503	1,588,458	-	-	-	1,588,458	-	-	-	1,588,458	-	-	-	1,588,458
Parks -Open Space Division	883,435	900,490	1,783,925	-	-	-	1,783,925	-	-	-	1,783,925	-	-	-	1,783,925
Parks -Senior Services Division	366,818	374,020	740,838	-	-	-	740,838	-	-	-	740,838	-	-	-	740,838
Parks - Golf Division	495,052	505,103	1,000,155	-	-	-	1,000,155	-	-	-	1,000,155	-	-	-	1,000,155
Non-Departmental	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Transfers Out	310,590	310,590	621,000	-	-	-	621,000	-	-	-	621,000	-	-	-	621,000
Contingency	1,079,443	1,200,555	2,279,998	-	-	-	2,279,998	-	-	-	2,279,998	-	-	-	2,279,998
Ending Fund Balance	11,264,098	6,190,591	6,190,591	(263,758)	(263,758)	5,926,833	-	-	-	5,926,833	-	200,000	200,000	-	6,126,833
<b>TOTAL GENERAL FUND</b>	<b>59,788,908</b>	<b>54,047,239</b>	<b>102,572,049</b>	<b>2,086,336</b>	<b>168,125</b>	<b>2,254,461</b>	<b>104,826,510</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,826,510</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>105,026,510</b>
	48,524,810	47,856,648													
<b>TOURISM FUND</b>															
Personnel Services	71,872	73,705	145,577	-	-	-	145,577	-	-	-	145,577	-	-	-	145,577
Materials and Services	1,161,338	1,161,338	2,322,676	-	-	-	2,322,676	-	-	-	2,322,676	-	-	-	2,322,676
Contingency	37,051	36,969	74,050	-	-	-	74,050	-	-	-	74,050	-	-	-	74,050
Ending Fund Balance	704,114	457,831	457,831	-	-	-	457,831	-	-	-	457,831	-	-	-	457,831
<b>TOTAL TOURISM FUND</b>	<b>1,974,475</b>	<b>1,728,873</b>	<b>3,000,234</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000,234</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000,234</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000,234</b>
<b>HOUSING FUND</b>															
Materials and Services	1,200,000	200,000	1,400,000	(1,000,000)	23,798	(976,202)	423,798	-	-	-	423,798	-	-	-	423,798
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Ending Fund Balance	122,798	23,798	23,798	(23,798)	(23,798)	(23,798)	423,798	-	-	-	423,798	-	-	-	0
<b>TOTAL HOUSING FUND</b>	<b>1,322,798</b>	<b>223,798</b>	<b>1,423,798</b>	<b>(1,000,000)</b>	<b>-</b>	<b>(1,000,000)</b>	<b>423,798</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>423,798</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>423,798</b>
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND</b>															
Personnel Services	34,407	35,247	69,654	-	-	-	69,654	-	-	-	69,654	-	-	-	69,654
Materials and Services	204,024	141,903	345,927	-	-	-	345,927	-	-	-	345,927	-	-	-	345,927
Ending Fund Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
<b>TOTAL CDBG FUND</b>	<b>238,431</b>	<b>177,150</b>	<b>415,581</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>415,581</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>415,581</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>415,581</b>



Summary of Changes

City of Ashland  
BN2023-2025 Summary of Changes

	2023-24	2024-25	BN2023 - 2025 Proposed	2023-24	2024-25	Staff Revisions	BN2023 - 2025 Revised	2023-24	2024-25	Committee Revisions	BN2023 - 2025 Approved	2023-24	2024-25	Council Revisions	BN2023 - 2025 Adopted
<b>RESERVE FUND</b>															
Transfers															0
Ending Fund Balance	1,809,761	1,834,761	1,834,761				1,834,761				1,834,761				1,834,761
<b>TOTAL RESERVE FUND</b>	1,809,761	1,834,761	1,834,761				1,834,761				1,834,761				1,834,761
<b>STREET FUND</b>															
Public Works - Street Operations	10,653,812	9,769,601	20,623,413				20,623,413				20,623,413				20,623,413
Public Works - Street Operations Debt	2,423,865	2,544,674	4,968,539				4,968,539				4,968,539				4,968,539
Contingency	130,294	146,688	276,982				276,982				276,982				276,982
Ending Fund Balance	3,040,820	2,059,740	2,059,740				2,059,740				2,059,740				2,059,740
<b>TOTAL STREET FUND</b>	16,448,791	14,520,703	27,928,674				27,928,674				27,928,674				27,928,674
<b>SDC STREET FUND</b>															
Materials and Services	25,000	25,000	50,000				50,000				50,000				50,000
Capital Outlay	1,516,950	1,587,925	3,104,875				3,104,875				3,104,875				3,104,875
Contingency	46,259	48,388	94,647				94,647				94,647				94,647
Ending Fund Balance	3,061,497	3,158,109	3,158,109				3,158,109				3,158,109				3,158,109
<b>TOTAL SDC STREET FUND</b>	4,669,706	4,819,422	6,407,631				6,407,631				6,407,631				6,407,631
<b>AIRPORT FUND</b>															
Materials and Services	95,350	95,499	190,849				190,849				190,849				190,849
Capital Outlay	1,613,000	3,302,000	4,915,000				4,915,000				4,915,000				4,915,000
Contingency	2,861	2,865	5,726				5,726				5,726				5,726
Ending Fund Balance	78,320	23,756	23,756				23,756				23,756				23,756
<b>TOTAL AIRPORT FUND</b>	1,789,531	3,424,120	5,135,331				5,135,331				5,135,331				5,135,331
<b>CAPITAL IMPROVEMENTS FUND</b>															
Public Works - Construction Capital Outlay	1,953,074		1,953,074				1,953,074				1,953,074				1,953,074
Ending Fund Balance	92,288	202,288	202,288				202,288				202,288				202,288
<b>TOTAL CAPITAL IMPROVEMENTS</b>	2,045,362	202,288	2,155,362				2,155,362				2,155,362				2,155,362
<b>PARKS CAPITAL IMPROVEMENTS FUND</b>															
Capital Outlay	6,216,100	9,125,000	15,341,100				15,341,100				15,341,100				15,341,100
Transfer Out	608,892	608,188	1,217,080				1,217,080				1,217,080				1,217,080
Ending Fund Balance	1,538,854	6,489,699	6,489,699				6,489,699				6,489,699				6,489,699
<b>TOTAL PARKS CAPITAL IMPROVEMENTS FUND</b>	8,363,846	16,222,887	23,047,879				23,047,879				23,047,879				23,047,879
<b>SDC PARKS FUND</b>															
Capital Outlay	227,832	145,700	373,532				373,532				373,532				373,532
Contingency	6,835	4,371	11,206				11,206				11,206				11,206
Ending Fund Balance	100,211	140	140				140				140				140
<b>TOTAL SDC PARKS FUND</b>	334,878	150,211	384,878				384,878				384,878				384,878

City of Ashland  
BN2023-2025 Summary of Changes

	2023-24	2024-25	BN2023 - 2025 Proposed	2023-24	2024-25	Staff Revisions	BN2023 - 2025 Revised	2023-24	2024-25	Committee Revisions	BN2023 - 2025 Approved	2023-24	2024-25	Council Revisions	BN2023 - 2025 Adopted
<b>DEBT SERVICE FUND</b>															
Debt Service	1,757,126	1,763,610	3,520,736				3,520,736				3,520,736				3,520,736
Ending Fund Balance	831,219	844,885	844,885				844,885				844,885				844,885
<b>TOTAL DEBT SERVICE FUND</b>	2,588,345	2,608,495	4,365,621				4,365,621				4,365,621				4,365,621
<b>WATER FUND</b>															
Public Works - Conservation Division	294,439	188,709	483,148		96,050	96,050	581,198				581,198				581,198
Public Works - Water Supply	4,993,034	3,246,784	8,239,818				8,239,818				8,239,818				8,239,818
Public Works - Water Supply Debt	118,502	118,501	237,003				237,003				237,003				237,003
Public Works - Water Treatment	6,244,415	43,369,721	49,614,136				49,614,136				49,614,136				49,614,136
Public Works - Water Treatment Debt	75,195		75,195	373,500	373,500	747,000	822,195				822,195				822,195
Public Works - Water Distribution	7,772,572	5,941,366	13,713,938				13,713,938				13,713,938				13,713,938
Public Works - Water Distribution Debt	206,009	207,307	413,316				413,316				413,316				413,316
Transfers Out	50,000	50,000	100,000				100,000				100,000				100,000
Contingency	219,645	217,148	436,793				436,793				436,793				436,793
Ending Fund Balance	9,896,802	3,654,014	3,654,014	(845,050)	(845,050)		2,808,964				2,808,964				2,808,964
<b>TOTAL WATER FUND</b>	29,970,613	59,993,550	76,967,361	373,500	(373,500)		76,967,361				76,967,361				76,967,361
<b>SDC WATER FUND</b>															
Materials and Services	150,000		150,000				150,000				150,000				150,000
Capital Outlay	3,139,129	5,520,714	8,659,843				8,659,843				8,659,843				8,659,843
Debt	163,756	163,756	327,512	41,500	41,500	83,000	410,512				410,512				410,512
Contingency	103,587	170,534	274,121				274,121				274,121				274,121
Ending Fund Balance	514,342	7,261,521	7,261,521	(83,000)	(83,000)		7,178,521				7,178,521				7,178,521
<b>TOTAL SDC WATER FUND</b>	4,070,814	13,116,525	16,672,997	41,500	(41,500)		16,672,997				16,672,997				16,672,997
<b>WASTEWATER FUND</b>															
Public Works - Wastewater Collection	3,680,667	3,432,808	7,113,475				7,113,475				7,113,475				7,113,475
Public Works - Wastewater Collection Debt Service	44,456	43,631	88,087				88,087				88,087				88,087
Public Works - Wastewater Treatment	6,534,207	6,733,417	13,267,624				13,267,624				13,267,624				13,267,624
Public Works - Wastewater Treatment Debt Service	127,699	127,142	254,841				254,841				254,841				254,841
Contingency	179,633	176,833	356,466				356,466				356,466				356,466
Ending Fund Balance	4,295,974	4,844,568	4,844,568				4,844,568				4,844,568				4,844,568
<b>TOTAL WASTEWATER FUND</b>	14,862,636	15,358,399	25,925,061				25,925,061				25,925,061				25,925,061
<b>SDC WASTEWATER FUND</b>															
Capital Outlay	747,450	963,075	1,650,525				1,650,525				1,650,525				1,650,525
Contingency	22,424	27,092	49,516				49,516				49,516				49,516
Ending Fund Balance	1,623,455	1,566,362	1,566,362				1,566,362				1,566,362				1,566,362
<b>TOTAL SDC WASTEWATER FUND</b>	2,393,329	2,496,529	3,266,403				3,266,403				3,266,403				3,266,403

Summary of Changes

City of Ashland  
BN2023-2025 Summary of Changes

	2023-24	2024-25	BN2023 - 2025 Proposed	2023-24	2024-25	Staff Revisions	BN2023 - 2025 Revised	2023-24	2024-25	Committee Revisions	BN2023 - 2025 Approved	2023-24	2024-25	Council Revisions	BN2023 - 2025 Adopted
<b>STORM WATER FUND</b>															
Public Works - Storm Water Operations	1,665,768	1,742,507	3,408,275			-	3,408,275			-	3,408,275			-	3,408,275
Public Works - Storm Water Operations Debt	11,150	10,944	22,094			-	22,094			-	22,094			-	22,094
Contingency	32,043	32,436	64,479			-	64,479			-	64,479			-	64,479
Ending Fund Balance	1,508,866	539,009	539,009			-	539,009			-	539,009			-	539,009
<b>TOTAL STORM WATER FUND</b>	<b>3,217,857</b>	<b>2,324,896</b>	<b>4,033,857</b>				<b>4,033,857</b>				<b>4,033,857</b>				<b>4,033,857</b>
<b>SDC STORMWATER FUND</b>															
Materials and Services															0
Capital Outlay	15,169	49,739	64,908			-	64,908			-	64,908			-	64,908
Contingency	455	1,492	1,947			-	1,947			-	1,947			-	1,947
Ending Fund Balance	29,330	8,059	8,059			-	8,059			-	8,059			-	8,059
<b>TOTAL SDC STORMWATER FUND</b>	<b>44,954</b>	<b>59,330</b>	<b>74,954</b>				<b>74,954</b>				<b>74,954</b>				<b>74,954</b>
<b>ELECTRIC FUND</b>															
Administration - Conservation Division	1,109,831	1,120,191	2,230,022	500,000	500,000	1,000,000	3,230,022			-	3,230,022			-	3,230,022
Electric - Supply	7,670,000	7,810,000	15,480,000			-	15,480,000			-	15,480,000			-	15,480,000
Electric - Distribution	9,564,237	9,568,923	19,133,160	95,000		95,000	19,228,160			-	19,228,160			-	19,228,160
Electric - Transmission	1,100,000	1,100,000	2,200,000			-	2,200,000			-	2,200,000			-	2,200,000
Debt Services	221,812	221,812	443,624			-	443,624			-	443,624			-	443,624
Contingency	565,976	570,628	1,136,604			-	1,136,604			-	1,136,604			-	1,136,604
Ending Fund Balance	7,858,985	6,126,986	6,126,986		(1,095,000)	(1,095,000)	5,031,986			-	5,031,986			-	5,031,986
<b>TOTAL ELECTRIC FUND</b>	<b>28,060,841</b>	<b>26,518,540</b>	<b>46,750,396</b>	<b>595,000</b>	<b>(595,000)</b>		<b>46,750,396</b>				<b>46,750,396</b>				<b>46,750,396</b>
<b>TELECOMMUNICATIONS FUND</b>															
Personnel Services	1,054,853	1,078,878	2,133,731			-	2,133,731			-	2,133,731			-	2,133,731
Materials and Services	1,848,641	1,863,449	3,713,090			-	3,713,090			-	3,713,090			-	3,713,090
Capital Outlay	1,139,375	66,306	1,205,681			-	1,205,681			-	1,205,681			-	1,205,681
Contingency	87,135	88,270	175,405			-	175,405			-	175,405			-	175,405
Ending Fund Balance	1,614,581	1,312,058	1,312,058			-	1,312,058			-	1,312,058			-	1,312,058
<b>TOTAL TELECOMMUNICATIONS FUND</b>	<b>5,745,585</b>	<b>4,408,961</b>	<b>8,539,965</b>				<b>8,539,965</b>				<b>8,539,965</b>				<b>8,539,965</b>
<b>INSURANCE SERVICES FUND</b>															
Materials and Services	1,528,209	1,528,209	3,056,418			-	3,056,418			-	3,056,418			-	3,056,418
Contingency	48,816	48,816	97,632			-	97,632			-	97,632			-	97,632
Ending Fund Balance	1,310,982	1,462,483	1,462,483			-	1,462,483			-	1,462,483			-	1,462,483
<b>TOTAL INSURANCE SERVICES FUND</b>	<b>2,888,007</b>	<b>3,039,508</b>	<b>4,616,533</b>				<b>4,616,533</b>				<b>4,616,533</b>				<b>4,616,533</b>
<b>EQUIPMENT FUND</b>															
Public Works - Maintenance	2,400,504	2,472,527	4,873,031	21,834	22,275	44,109	4,917,140			-	4,917,140			-	4,917,140
Public Works - Purchasing and Acquisition	4,707,819	3,255,381	7,963,000			-	7,963,000			-	7,963,000			-	7,963,000
Contingency	72,015	74,176	146,191			-	146,191			-	146,191			-	146,191
Ending Fund Balance	4,918,496	4,232,866	4,232,866	(44,109)	(44,109)	(44,109)	4,188,757			-	4,188,757			-	4,188,757
<b>TOTAL EQUIPMENT FUND</b>	<b>12,098,634</b>	<b>10,034,950</b>	<b>17,215,088</b>	<b>21,834</b>	<b>(21,834)</b>		<b>17,215,088</b>				<b>17,215,088</b>				<b>17,215,088</b>

City of Ashland  
BN2023-2025 Summary of Changes

	2023-24	2024-25	BN2023 - 2025 Proposed	2023-24	2024-25	Staff Revisions	BN2023 - 2025 Revised	2023-24	2024-25	Committee Revisions	BN2023 - 2025 Approved	2023-24	2024-25	Council Revisions	BN2023 - 2025 Adopted
<b>CEMETERY TRUST FUND</b>															
Transfers Out	148,364	149,730	298,094			-	298,094			-	298,094			-	298,094
Ending Fund Balance	823,531	699,301	699,301			-	699,301			-	699,301			-	699,301
<b>TOTAL CEMETERY TRUST FUND</b>	<b>971,895</b>	<b>849,031</b>	<b>997,395</b>				<b>997,395</b>				<b>997,395</b>				<b>997,395</b>
<b>TOTAL BUDGET</b>															
	<b>295,729,995</b>	<b>235,161,165</b>	<b>383,731,807</b>	<b>2,118,170</b>	<b>(863,789)</b>	<b>1,254,461</b>	<b>384,986,270</b>				<b>384,986,270</b>		<b>200,000</b>	<b>200,000</b>	<b>385,186,270</b>
Less Ending Fund Balance	<b>57,199,354</b>	<b>52,992,865</b>	<b>52,992,865</b>		<b>(2,354,715)</b>	<b>(2,354,715)</b>	<b>50,638,150</b>				<b>50,638,150</b>		<b>200,000</b>	<b>200,000</b>	<b>50,838,150</b>
<b>Total Appropriations</b>	<b>148,578,641</b>	<b>182,168,300</b>	<b>330,738,942</b>	<b>2,118,170</b>	<b>1,491,006</b>	<b>3,609,176</b>	<b>334,348,120</b>				<b>334,348,120</b>				<b>334,348,120</b>

Changes:

Electric Distribution dues incorrect				95,000			95,000								
Houseless Services City Manager Budget				1,000,000			1,000,000								
Remove Houseless Services from Housing Fund				(1,000,000)			(1,000,000)								
Remove transfer to Housing Fund							(200,000)								
Increase to Housing Fund for Professional Services						23,798	23,798								
Water fund debt				373,500	373,500		747,000								
SDC Water debt				41,500	41,500		83,000								
Fire and Life Safety temporary employees				27,611	22,178		49,789								
Revenue for retiree health care increases							480,000								
Revenue for Telecom Franchise increases					200,000		200,000								
Assistance to Firefighters Grant-medical screening rebudgeted				92,500			92,500								
Mayor and Council Stipend				73,445	73,445		146,890								
Electrification and conservation				500,000	500,000		1,000,000								
Fire Marshal				101,920	101,920		203,840								
Fire Training Officer				97,065	97,065		194,130								
Dawn to Dusk/Emergency Shelter				100,000	100,000		200,000								
Pre-Approved ADU Plans				15,000	15,000		30,000								
Tyler Incode Software Update				10,000			10,000								
Water conservation					98,050		98,050								
Fire Department Rebudgeted				481,961			481,961								
Additional Wildfire Funding				65,000			65,000								
Additional 5 FTE not budgeted for Facilities/Fleet				21,834	22,275		44,109								
Additional 5 FTE not budgeted for Facilities/Fleet				21,834	22,275		44,109								
Increase Marijuana tax in GF												200,000	200,000		

# PRIORITIES, VISION AND VALUES

2023-2025 BIENNIUM BUDGET



## VISION AND VALUES

In the summer 2022, the Ashland City Council adopted Vision and Value Statements for the City. The statements are the foundation for biennium aspirational goals, as the City plans for each budget cycle and sets strategic initiatives for achieving goals.

### VISION STATEMENTS for Success:

- Ashland is a resilient, sustainable community that maintains the distinctive quality of place for which it is known
- We will continue to be a unique and caring city that stresses environmental conservation, fosters artistic expression, and is open to new ideas and innovation
- We will plan and direct our efforts to fulfill this Vision for the long term with a constant view toward being an open, welcoming community for all with a positive economic future

VALUE STATEMENTS for Success that Support the Vision:

### COMMUNITY

- Community affordability, including in available housing and childcare
- Belonging through mutual respect and openness, inclusion and equity
- Quality of life that underpins the City's economic vibrancy
- Environmental resilience, including addressing climate change and ecosystem conservation
- Regional cooperation, including in support for public safety and homelessness

### ORGANIZATION

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





## Vision

Ashland is a resilient, sustainable community that maintains the distinctive quality of place for which it is known.

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

We will plan and direct our efforts to fulfill this Vision for the long term with a constant view toward being an open, welcoming community for all with a positive economic future.



## Values

### Community

**COMMUNITY AFFORDABILITY**, including available housing and childcare

**BELONGING** through mutual respect and openness, inclusion and equity

**QUALITY OF LIFE** that underpins the City's economic vibrancy

**ENVIRONMENTAL RESILIENCE**, including addressing climate change and ecosystem conservation

**REGIONAL COOPERATION**, including in support for public safety and homelessness

### Organization

**RESPECT** for the citizens we serve, for each other and for the work we do

**EXCELLENCE** in governance and City services

**SUSTAINABILITY** through creativity, affordability and right sized service delivery

**PUBLIC SAFETY**, including emergency preparedness for climate change risk

**QUALITY INFRASTRUCTURE AND FACILITIES** through timely maintenance and community investment



Photos Bob Palermini

## PRIORITIES

On October 4, 2022 the Council received the summary findings from a Fall 2022 survey conducted by a team of Southern Oregon University researchers on community attitudes toward alternative city spending cuts and/or fee increases intended to balance the city budget. The survey received a 25% response from mailing to the City's 10,766 utility household addresses. The survey results showed a wide range of opinions without an overwhelming majority for any of the specific policy change or service cut alternatives presented. Generally, the respondents identified maintaining the quality of life aspects of City programming with the exception the City Council and City

Manager would find a way to balance the sources and uses of funds. The respondents also expressed support for citizen involvement and volunteerism.

On January 30, 2023, City Council held a townhall and together with the citizens of Ashland worked to identify [priorities/objectives](#) for the City for the upcoming 2023-2025 Biennium budget process and the next six years. Small group discussions took place between citizens, staff, and Council. A list of seven PRIORITIES with 32 OBJECTIVES for the City were presented at the meeting and in person voting took place. Citizens were each given 12 voting dots to prioritize their top choices out to the 32 objectives presented. Voters could spread their voting dots or cluster them on one or more objective. In total we had 293 in person voters, with over 300 folks of all ages in attendance. Simultaneously, online dot voting opened on January 30 and continued through February 3. In total, there were 151 online voters, who were presented with the same 32 objectives and 12 virtual voting dots. In addition, public comment was garnered both in person and online from January 30 to February 3.

On March 6, 2023, the City Council hosted a roundtable discussion with elected and appointed officials of Ashland's key economic support institutions. The roundtable participants identified three key next steps the participants could take together that would benefit Ashland's citizens, businesses, and visitors:

1. Establish a Partnership to Build the Ashland Brand – this collaborative partnership is for marketing Ashland for tourism and potential business relocation opportunities.
2. Establish a Partnership to Establish a University District Activity Center – this initiative is to jointly plan potential future development of a University District that would diversify the City's economic base and support SOU by enhancing Ashland's student life experience.
3. Establish a Partnership for Affordable Childcare & Early Childhood Development – This partnering effort is to plan potential advancement of childcare or early childhood development options for Ashland residents.

On March 21, 2023 the City Council adopted the following priorities for the 2023-2025 biennium budget:

1. **Risk reduction, including wildfire risk reduction and CEAP execution;**
2. **Economic Development, including development of eco-tourism like trails, ensuring city processes such as planning are supportive of attract new business and supporting those already here;**
3. **Affordability including attainable housing and review of our rate structures for progressiveness in their livability; and**

**All with the underlying supporting principles of equity access, and assuring strong supportive city services with a customer service focus.**

# CAPITAL IMPROVEMENTS PROGRAM

---



# CAPITAL IMPROVEMENT PROGRAM

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The [Capital Improvement Program](#) (CIP) is a living and evolving document that is built upon a foundation of master planning. The CIP requires biennial updates based on updated master plans, changes in need or prioritization, changes in funding mechanisms and changes to goals or policy directions.

Master plans or similar planning documents ensure the corresponding utilities and enterprise funds can accommodate growth and keep infrastructure systems fully operational and meeting regulatory requirements. Master plans enable a long-term plan to be developed and strengthen the intent to present 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 enable adherence to the plan. Typically, master plans are reviewed and updated every seven to ten years depending upon the system changes and should be evaluated at every two-year budget cycle to update costs and verify priorities. Updates on this frequency ensure inclusion of Council goals, new ordinances, changes in the procedures and development of our community, as well as technology advances.

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 is most easily described with the street division’s pavement condition index (PCI) and the resulting street overlay projects. This is an operational requirement and the condition of each street is not specifically evaluated for the Transportation System Plan. With the Food and Beverage tax being shifted to arterial and collector streets, the basis for prioritization is the PCI. The major repairs and replacement of asphalt are considered capital expenses and as such, included in the CIP. Staff has added the PCI rating for the roadway rehabilitation projects to provide an understanding of the need to perform street maintenance projects. Staff and the Transportation Commission also recommend a minimum PCI of 70 be a performance metric in the 2023-2025 Biennium and subsequent budgets. Also as specified in Ashland Municipal Code 2.13.030 the Transportation Commission is to make funding recommendations to the Public Works Director on the transportation section of the City’s CIP.

The City distinguishes capital projects from general maintenance items. Capital projects are typically for new construction, expansion, major renovations, replacements, or projects that substantially increase the life of an asset. Many projects are multi-year, beginning with planning, design then construction. Some have multiple funding source including grants and debt service instruments that are paid back through user fees from each specific enterprise fund.

## DEFINING CAPITAL EXPENDITURES

Only major capital items are included in the CIP. Major capital expenditures are defined as follows:

#### Capital Improvement Program

- The item is tangible
- The value is \$50,000 or over
- The life expectancy is at least seven years
- If an improvement, then the value of the asset is increased, or the useful life is extended beyond that originally anticipated.

Major capital assets may include such items or projects, a refuse truck, water line replacement, or construction of a building to name a few.

Minor capital expenditures will be budgeted at the department/division level and are not included in the Capital Improvement Program. Minor capital expenditures are defined as follows:

1. item is tangible
2. value is at least \$10,000, but less than \$50,000
3. life expectancy is at least two (2) years



## TRANSPORTATION PROJECTS

### Street Fund - Roadway

- City Wide Chip Seal Project (CMAQ)
- Hardesty Property Site Development and Equipment Storage
- Clay Street – Faith Avenue to Siskiyou Boulevard

### Street Fund - Overlay

- Ashland Street Overlay – Siskiyou to Faith
- N. Mountain Avenue Overlay – I-5 to E. Main St
- Oak Street Overlay – City Limits to E. Main St.

### Street Fund - Pedestrian

- Install Sidewalk Beaver Slide - Water Street to Lithia Way
- B Street Bicycle Boulevard (Oak Street to North Mountain Avenue)
- 8th Street Bicycle Boulevard; 'A' to E. Main

## WATER PROJECTS

### Water Supply Fund – Supply

- Dam Safety improvements
- East and West Forks Transmission Line Rehabilitation

### Water Treatment Fund – Supply

- 7.0 MGD Water Treatment Plant

### Water Supply Fund – Pump Station

- TAP BPS Backup Power

### Water Distribution Fund – Pipe

- Annual Pipe Replacement Program

### Water Supply Fund - Pipe

- Distribution Pipe Replacement Projects

### Water Supply Fund – Operations and Maintenance

- Water System Telemetry Upgrades

### Water Supply Fund – TAP Supply Improvements

- TAP Non-Peak and Emergency Supply Connection

### Water Supply Fund – Booster Pump Station

- TAP Regional BPS Short-Term Expansion
- TAP Regional BPS Programming Updates
- Talent BPS Generator Upgrade
- Talent BPS Expansion
- Talent BPS Facility Seismic Upgrades
- TAP 24" Transmission Main Seismic Improvements

## WASTEWATER PROJECTS

### Wastewater Fund – Treatment Plant

- Water Quality Temperature Trading Program (Shading)
- UV System Upgrades/Replacement
- WWTP Headworks Process Improvements
- WWTP Harmonics Upgrade
- WWTP Secondary Clarifier 2 Improvements
- WWTP Membrane Replacement

### Wastewater Fund – Collection System

- Wastewater Miscellaneous In-House Replacement
- Sanitary Sewer Miscellaneous Trenchless Lining

### Hardesty Property Site Development and Equipment Storage

- Pinpoint I/I Sources in Various Basins
- Annual I/I Reduction and Collection System Replacement
- Wastewater Line Upsizing – Bear Creek Interceptor – Wightman to Tolman Creek Road

## STORMWATER PROJECTS

### Storm Water Fund

- Hardesty Property Site Development and Equipment Storage
- Stormwater Miscellaneous Trenchless Lining
- North Mountain Avenue
- Siskiyou Boulevard at University Way
- 47 East Main Street at Emerick Street



## AIRPORT PROEJCTS

### Airport Fund

- Oregon Department of Aviation Taxiway Rehabilitation
- North Apron Reconstruction Project



## ADMINISTRATION - FACILITIES PROJECTS

- City Facilities Miscellaneous Upgrades and Renovations
- City Facility Optimization Program
- Briscoe School Improvements
- Pioneer Hall & Community Center Rehabilitation
- City Facility Deferred Maintenance Program



## ELECTRIC PROJECTS

### Electric Fund

- Wildfire Mitigation
- Sub-station Upgrades
- Underground Expansion
- Circuit Automation
- Underground Cable Replacement

## PARKS PROJECTS

- Real Estate Acquisitions
- Repair Butler Perozzi Fountain
- Japanese Garden
- Ashland Creek Park Basketball/Sports Court
- East Main Park Development
- East Main Park Pump Track
- Daniel Meyer Memorial Pool Rebuild
- Kestral Park Pedestrian Bridge
- Master Plan for All Parks

## PARKS PROJECTS

- Building Maintenance
- Alternative Irrigation Improvements
- Parking Lot/Road/Sidewalk Concrete Repairs
- Oak Knoll Golf Course Improvements
- Lithia Park Improvements
- Capital Outlay Projects
- General Maintenance
- ICC Irrigation Control Upgrades



Capital Improvement Program

Capital Improvements Plan 2024-2029 Construction Years		Residential	Commercial	Industrial	Other	Project Totals FY24-FY29										
Project Description						FY24	FY25	FY26	FY27	FY28	FY29	Project Totals	Water SDC	Other (grants)	Fees & Rates (debit)	
<b>Roads</b>	<b>Highway Site Development &amp; Equipment Storage</b>				X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	City Wide Chip Seal Project				X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	City Street - South Avenue to Skidaway Boulevard (RTB/CMAA)	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Roadway</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Street Overlay/Resurfacing</b>	<b>Adland St - Skidaway Blvd to East St</b>		X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	N Main St - I-5 Overpass to E Main St		X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Oak St - City Limits to I. Main St		X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Skidaway Blvd - I. Main St to Walker Ave		X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Park St - Skidaway Blvd to Overpass Dr		X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	W Nevada St - Vermont St to Oak St		X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Street Overlay/Resurfacing</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Sidewalk/Pathways</b>	<b>Beacon Blvd - Water Street to Latta Way</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Walker Avenue - Oregon Street to Woodland Drive	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Adland Street/Latta Street to N Mountain Avenue	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Chip St - Skidaway Boulevard to Mohawk Street	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Lincoln Street - E Main Street to Iowa Street	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Sidewalk/Pathways</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Bicycle</b>	<b>B Street Bicycle Boulevard - From Oak Street to N Mountain Avenue</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Ill. Street Bicycle Boulevard - A Street to E Main Street	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Water Street Bicycle Boulevard - From Henry Street to N Main Street	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Latta Way Bicycle Boulevard - From Oak Street to Hudson Street	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Walker Avenue Bicycle Boulevard - From Skidaway Boulevard to Peachtree Road	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Adland St - Mountain St to Overpass Way	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Overpass Clark Street Bicycle Boulevard - Indiana Street to Harmon's Lane	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Bicycle</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>TRANSPORTATION / IAD</b>						\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Wastewater Treatment Plant</b>	<b>Sludge (Liquid) Cost - first 6 years of O&amp;M</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	UV System Upgrade	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Membrane Replacement (two trains)	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	WWTP Process Improvements (Headworks)	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	WWTP Process Improvements (Biosolids/Tertiary)	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Secondary Clarifier 2 Improvements	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Centrifuge Replacement	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Wastewater Treatment Plant</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Wastewater Collection System</b>	<b>Facility Site Development &amp; Equipment Storage</b>		X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Wastewater Miscellaneous In-Home Encasement	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Wastewater Miscellaneous Translines Pipe Lining	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Project 11 Streets & Various Basins	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Annual I1 Rehabilitation and Collection System Replacement Project Allowance	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Uprize Bear Creek Interceptor from Whitman Street to Tolson Creek Road	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Uprize Capacity of Ashland Creek Lift Station	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Wastewater Collection System</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>WASTEWATER</b>						\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

Capital Improvements Plan 2024-2029 Construction Years		Residential	Commercial	Industrial	Other	Project Totals FY24-FY29										
Project Description						FY24	FY25	FY26	FY27	FY28	FY29	Project Totals	Water SDC	Other (grants)	Fees & Rates (debit)	
<b>Water Supply Improvements</b>	<b>Dam Safety Improvements</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	East & West Fork Transmission Line Rehabilitation	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	+0 MGD Water Treatment Plant	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	+0 MGD Water Treatment Plant Construction Administration	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Reeder Reverser or Sediment Removal	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Water Supply Improvements</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Water Pump Station Improvements</b>	<b>TAP BPS Back Power</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Hilwa BPS Replacement	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Water Pump Station Improvements</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Water Pipe Improvements</b>	<b>Annual Pipe Replacements</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Distribution Pipe Projects	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Transmission Pipe Projects	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Water Pipe Improvements</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Water Operations &amp; Maintenance</b>	<b> telemetry Upgrades</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Tolson Creek Road PVU Stations	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal Water Operations &amp; Maintenance</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>WATER</b>						\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>TAP Supply Improvements</b>	<b>Non-Peak Emergency Supply Connection from Adland to Talent/Phoenix</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	N Phenolic Road Pipe Improvements	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	N Phenolic Road Master Meter Connections	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal TAP Supply Improvements</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>TAP Booster Pump Station Improvements</b>	<b>Regional BPS Short-Term Expansion</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Regional BPS Programmatic Upgrades	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Talent BPS Centrifuge Upgrade (Option 1)	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Talent BPS Expansion for Talent and Adland (Option 1)	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Talent BPS Semic Upgrades	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal TAP Booster Pump Station Improvements</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>TAP Pipe Improvements</b>	<b>24-inch Pipe Semic Upgrades (Hudson 99 Phoenix)</b>	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Talent to Adland Pipe Improvements (Option 1)	X	X	X	X	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Subtotal TAP Pipe Improvements</b>					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>WATER/TAP</b>						\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

Capital Improvement Program

Capital Improvements Plan 2024-2029 Construction Years										Project Totals FY24-FY29			
Project Description	FY24	FY25	FY26	FY27	FY28	FY29	Project Totals	Storm Silt	Other (grants)	Fees & Rates (debt)			
<b>Storm Drain</b>													
Urbicraft Site Development & Equipment Storage	\$ 392,222	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392,222	\$ -	\$ -	\$ 392,222			
Stormwater Mitigation/Treatment Pipe Liners	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000			
St. Michaels Avenue @ Capital Trails	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 21,000	\$ -	\$ 179,000			
Seaside Roadway @ University Way	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 14,000	\$ -	\$ 86,000			
E. Main Street @ Emerald Street	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 27,000	\$ -	\$ 173,000			
Urbicraft Street @ E. Main St	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000			
Urbicraft Street @ Beach Avenue	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ 45,000	\$ -	\$ 355,000			
Urbicraft Street @ Karamfrans Street to Iowa Street	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 20,000	\$ -	\$ 180,000			
<b>Urbicraft Park Ave</b>	\$ 588,222	\$ 600,000	\$ 100,000	\$ 400,000	\$ 200,000	\$ 400,000	\$ 2,288,222	\$ 118,000	\$ -	\$ 2,170,222			
<b>Alleys</b>													
Environmental Clean - Airport Improvements - Turfway Rehabilitation (Construction)	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ -	\$ 1,000,000	\$ 200,000			
Preventive Maintenance Programs	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000			
North Agraen Reconstruction & Expansion (Ph. 1 - Environmental & Design)	\$ 323,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 323,000	\$ -	\$ 299,500	\$ 23,500			
North Agraen Reconstruction & Expansion (Ph. 2 - Construction)	\$ -	\$ 3,242,000	\$ -	\$ -	\$ -	\$ -	\$ 3,242,000	\$ -	\$ 3,017,000	\$ 225,000			
Airport Expansion Reconstruction & Rehabilitation (Ph. 1 - Environmental & Design)	\$ -	\$ -	\$ 1,046,000	\$ -	\$ -	\$ -	\$ 1,046,000	\$ -	\$ 1,000,000	\$ 46,000			
Airport Expansion Reconstruction & Rehabilitation (Ph. 2 - Construction)	\$ -	\$ -	\$ 2,197,000	\$ -	\$ -	\$ -	\$ 2,197,000	\$ -	\$ 2,000,000	\$ 197,000			
CPA Observation Control / Line Treatment	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000			
CPA Facility Rehabilitation (Ph. 1 - Environmental & Design)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000			
CPA Facility Rehabilitation (Ph. 2 - Design)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ 1,800,000			
<b>AVIATION</b>	\$ 1,821,000	\$ 3,242,000	\$ 1,096,000	\$ -	\$ 500,000	\$ -	\$ 6,659,000	\$ 118,000	\$ 5,317,500	\$ 1,223,500			
<b>Facilities</b>													
City Facility Upgrades & Maintenance	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000			
City Facility Optimization Programs	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000			
Finance School Improvements	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ 1,300,000	\$ -			
Community Center & Business Hall Rehabilitation (Ph. 1 - Construction)	\$ 1,215,714	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,215,714	\$ -	\$ -	\$ 1,215,714			
Deferred Maintenance of Major Facilities	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000			
<b>FAVORITE</b>	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,600,000	\$ -	\$ -	\$ 3,600,000			
<b>Health</b>													
Building Adaptation	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000	\$ -	\$ -	\$ 300,000			
Substation Upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000			
Underground Pipelines	\$ 70,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 520,000	\$ -	\$ -	\$ 520,000			
Water Adaptation	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000	\$ -	\$ -	\$ 600,000			
Underground Cable Equipment	\$ 50,000	\$ 100,000	\$ 100,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000			
Electric Motor Plans	\$ 1,000,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 1,050,000	\$ -	\$ -	\$ 1,050,000			
<b>HEALTH</b>	\$ 1,820,000	\$ 600,000	\$ 500,000	\$ 450,000	\$ 425,000	\$ 425,000	\$ 5,085,000	\$ -	\$ -	\$ 5,085,000			
<b>Parks &amp; Recreation</b>													
Deep Pockets (Cable, Diverse, Urbicraft)	\$ 187,667	\$ 187,667	\$ -	\$ -	\$ -	\$ -	\$ 375,334	\$ -	\$ -	\$ 375,334			
Real Estate Acquisition	\$ 214,878	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 364,878	\$ -	\$ -	\$ 364,878			
Recreation Program Expansion	\$ 400,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 450,000	\$ 50,000			
Ignacio Garden	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -			
Arkland Creek Basketball Court	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000			
E. Main Park Development	\$ 1,264,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,264,100	\$ -	\$ 943,100	\$ 321,000			
E. Main Park Pump Track	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000			
Daniel Meyer Pool - Rehabil	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -	\$ 3,000,000	\$ 1,000,000			
General Park Decking/Seating	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ 500,000	\$ 200,000			
Building Maintenance (including depreciation facilities fund)	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000			
Secondary Irrigation Improvements	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000			
Parking Lot Resurfacing/Concrete Repairs	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000			
Club, Youth, Child Course Improvements	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000			
Lifeline Park Improvements	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 150,000	\$ 150,000			
Capital Outlay	\$ 175,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000			
General Maintenance	\$ 424,444	\$ 424,444	\$ -	\$ -	\$ -	\$ -	\$ 848,888	\$ -	\$ -	\$ 848,888			
DCI Irrigation Control	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000			
<b>PARKS &amp; RECREATION</b>	\$ 7,712,222	\$ 4,024,667	\$ -	\$ -	\$ -	\$ -	\$ 11,736,889	\$ 943,100	\$ 3,093,100	\$ 7,700,689			
<b>TOTAL CIP OVER 10YR</b>	\$ 39,617,864	\$ 56,740,718	\$ 29,874,236	\$ 9,660,000	\$ 12,286,400	\$ 11,677,272	\$ 179,559,630	\$ 13,688,755	\$ 30,288,247	\$ 133,621,670			
	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY24-29 TOTAL</b>						

Parks Capital Improvement Fund-Revenue by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Taxes</b>	\$1,561,945	\$1,286,471	\$562,000	\$1,647,093
<b>Debt Revenue</b>	\$0	\$0	\$0	\$8,200,000
<b>Intergovernmental Revenue</b>	\$24,552	\$971,690	\$9,389,600	\$7,500,000
<b>Miscellaneous Revenues</b>	\$0	\$7,862	\$100,000	\$50,000
<b>Interest on Pooled Investments</b>	\$38,056	\$41,159	\$19,400	\$60,000
<b>TOTAL</b>	\$1,624,553	\$2,307,182	\$10,071,000	\$17,457,093

Capital Improvement Fund-Expense by Type

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Personnel Services</b>	\$642,669	\$453,604	\$0	\$0
<b>Material and Services</b>	\$1,371,767	\$1,234,284	\$0	\$0
<b>Capital Outlay</b>	\$1,962,673	\$335,985	\$1,179,249	\$1,953,074
<b>Operation Transfers Out</b>	\$1,777,000	\$226,533	\$220,000	\$0
<b>TOTAL</b>	\$5,754,109	\$2,250,406	\$1,399,249	\$1,953,074

PERS UNFUNDED ACTUARIAL LIABILITY

Capital Improvement Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>PERS Employer's UAL Share</b>	\$0	\$5,621	\$0	\$0
<b>TOTAL</b>	\$0	\$5,621	\$0	\$0



# OPERATING

---

# ADMINISTRATION

# & INTERNAL

# SERVICES

# CITY MANAGER'S OFFICE

2023-2025 BIENNIUM BUDGET

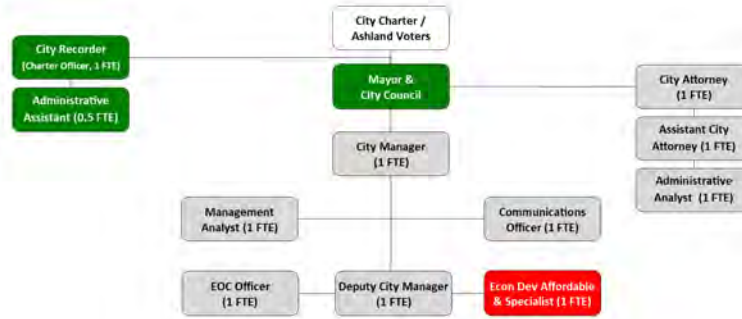


## OVERVIEW

The City Manager's Office provides general oversight and management of the City as an organization in accordance with both internal and City Council policies. Working directly with City Council, the City Manager's office ensures successful implementation of community priorities and policy objectives. The City Manager's Office provides management and administrative oversight for City operations and services including economic development programs, and the Energy Conservation Division. In addition, the City Manager's office prepares recommendations and implements the policy direction approved by the Council, handles special projects, and tracks state and federal legislative activities. The City Manager's Office also provides the framework for citywide organizational structure, leadership, and service delivery.

## ORGANIZATIONAL CHART

## Executive



Social Equity & Racial Justice Committee

### LEGEND

General Fund & Enterprise Fund Positions
Non General Fund Positions
Legally Mandated Commissions/Committees
Discretionary Commissions/Advisory Boards
Vacant/Unfunded

## ACCOMPLISHMENTS

- Brought a Communications Officer, an Emergency Operations Coordinator and an Economic Development Specialist to the City Manager's office to fill vital needs in the City.
- Established an intergovernmental agreement between Southern Oregon University, Ashland School District and the City for Emergency Operation's needs.
- Addressed an anticipated budget deficit and preserved \$2.39 million in capital funds for Parks and Recreation while also creating an emergency reserve of \$1.7 million.
- Established an emergency shelter agreement with Options for Helping Residents of Ashland (OHRA).

## GOALS AND OBJECTIVES

- Update the City's website to ensure accurate and timely information and improve the City's communication with the Community as well as a regular newsletter for both the Community and City Employees.
- Update City Administrative Policies
- Support the City Council's Vision, Values and Priorities through budget and expenditure processes and the general direction of the City.
- Support departments in the pursuit of their goals and service delivery needs.

## SIGNIFICANT CHANGES FROM 2021-2023

- Addition of 1 FTE Communications Officer
- Addition of 1 FTE Emergency Management Coordinator
- Increase of .5 FTE Management Analyst

- \$30,000 Emergency Management Funds moved from the Fire Department to the City Manager's Budget

## FUTURE OUTLOOK

- Coordinated branding effort with community partners.
- Obtaining a permanent location and operational plan for emergency weather sheltering.
- Support for the University District initiative.

## BUDGET LINE ITEMS (EXPENDITURES)

### Administration Department Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$2,435,323	\$1,257,363
Legal	\$36,049	\$36,976
Physician/Health	\$30,898	\$31,000
Other	\$25,000	\$25,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$2,527,270</b>	<b>\$1,350,339</b>
Programs		
Conservation Programs - City	\$620,000	\$620,000
Conservation Programs - BPA	\$200,000	\$200,000
Conservation Loans	\$140,000	\$140,000
Solar Program	\$75,000	\$75,000
EOC	\$30,000	\$30,000
Newsletter	\$11,000	\$11,000
<b>PROGRAMS TOTAL</b>	<b>\$1,076,000</b>	<b>\$1,076,000</b>
Grants		
Tourism Grants	\$861,338	\$861,338
<b>GRANTS TOTAL</b>	<b>\$861,338</b>	<b>\$861,338</b>
Insurance		
Health Care Premiums	\$240,000	\$240,000
<b>INSURANCE TOTAL</b>	<b>\$240,000</b>	<b>\$240,000</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$53,885	\$53,885
Internal Chg - Insurance Svc	\$43,330	\$43,330
Licensing	\$35,827	\$25,800
Internal Chg - Facility Use	\$20,910	\$20,910
Internal Chg - Equip Replacmnt	\$9,584	\$9,584
Internal Chg - Fleet Maint	\$5,868	\$6,103
State Court Assessment	\$3,000	\$3,000
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$172,404</b>	<b>\$162,612</b>
Other Purchased Svcs		
Dues	\$63,892	\$63,842
Training	\$28,255	\$28,955
Advertising	\$15,901	\$16,222
Lodging	\$11,970	\$9,732
Air	\$8,900	\$9,035
Personal vehicle mileage	\$5,165	\$5,219
Meals	\$4,025	\$2,759
Rental car	\$1,550	\$1,597
Printing & Binding	\$850	\$860
Other	\$329	\$343
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$140,837</b>	<b>\$138,564</b>
Supplies		
Meeting Supplies	\$17,475	\$17,526

City Manager's Office

	2023-24 Adopted	2024-25 Adopted
Office Supplies	\$8,792	\$9,400
Books & Periodicals	\$4,405	\$4,752
Small Tools & Ops Supplies	\$1,000	\$1,030
<b>SUPPLIES TOTAL</b>	<b>\$31,672</b>	<b>\$32,762</b>
Communications		
Communications	\$16,580	\$15,052
Computers	\$5,300	\$5,300
Postage	\$150	\$101
<b>COMMUNICATIONS TOTAL</b>	<b>\$22,030</b>	<b>\$20,453</b>
Rental, Repair, Maintenance		
Rental Charges	\$7,148	\$7,258
Building Maintenance	\$1,020	\$1,050
Fuel	\$100	\$110
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$8,268</b>	<b>\$8,418</b>
Commission		
Sister Cities Commission	\$4,100	\$4,100
Conservation Commission	\$1,000	\$1,000
<b>COMMISSION TOTAL</b>	<b>\$5,100</b>	<b>\$5,100</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$5,084,919</b>	<b>\$3,895,586</b>
Salaries & Wages		
Regular Employees	\$1,684,688	\$1,737,222
Temporary Employees	\$35,000	\$0
Vacation Pay Out	\$7,445	\$7,445
Sick Leave Pay Out	\$5,250	\$5,250
Overtime	\$3,500	\$3,500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$1,735,883</b>	<b>\$1,753,417</b>
Group Health Insurance	\$469,546	\$469,546
PERS Employer's Share	\$163,464	\$168,311
FICA/MEDICARE Contribution	\$128,722	\$132,330
PERS Employee Share Paid by Cty/Pks	\$102,053	\$105,085
HRAVEBA	\$51,026	\$52,543
Debt Services		
Debt - Principal	\$21,715	\$21,715
Debt - Interest	\$136	\$136
<b>DEBT SERVICES TOTAL</b>	<b>\$21,851</b>	<b>\$21,851</b>
Deferred Comp	\$10,242	\$10,242
Workers Compensation	\$1,361	\$1,403
Other Benefits	\$350	\$350
<b>TOTAL</b>	<b>\$7,769,417</b>	<b>\$6,610,662</b>

Administration Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$16,336,366	\$14,811,873	\$16,265,803	\$8,980,505
Personnel Services	\$4,136,673	\$4,058,528	\$4,519,491	\$5,355,873
Debt Services	\$45,600	\$44,514	\$43,702	\$43,702
<b>TOTAL</b>	<b>\$20,518,639</b>	<b>\$18,914,915</b>	<b>\$20,828,996</b>	<b>\$14,380,080</b>

PERS UNFUNDED ACTUARIAL LIABILITY

Administration Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$67,191	\$370,301	\$493,779
<b>TOTAL</b>	<b>\$0</b>	<b>\$67,191</b>	<b>\$370,301</b>	<b>\$493,779</b>

BUDGET LINE ITEMS (EXPENDITURES)

Administration-City Manager, Public Art, RVTV, Parking, T...

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$2,007,750	\$946,700
Other	\$25,000	\$25,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$2,032,750</b>	<b>\$971,700</b>
Grants		
Tourism Grants	\$861,338	\$861,338
<b>GRANTS TOTAL</b>	<b>\$861,338</b>	<b>\$861,338</b>
Programs		
EOC	\$30,000	\$30,000
Newsletter	\$11,000	\$11,000
<b>PROGRAMS TOTAL</b>	<b>\$41,000</b>	<b>\$41,000</b>
Other Purchased Svcs		
Dues	\$23,460	\$23,160
Training	\$4,000	\$4,500
Lodging	\$3,000	\$4,000
Air	\$2,000	\$2,000
Meals	\$1,000	\$1,500
Personal vehicle mileage	\$1,000	\$1,000
Printing & Binding	\$500	\$500
Advertising	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$35,060</b>	<b>\$36,760</b>
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$30,998	\$30,998
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$30,998</b>	<b>\$30,998</b>
Supplies		
Meeting Supplies	\$7,000	\$7,000
Office Supplies	\$2,950	\$3,450
Books & Periodicals	\$0	\$300
<b>SUPPLIES TOTAL</b>	<b>\$9,950</b>	<b>\$10,750</b>
Communications		
Communications	\$5,160	\$2,999
Computers	\$4,100	\$500
Postage	\$100	\$0
<b>COMMUNICATIONS TOTAL</b>	<b>\$9,360</b>	<b>\$3,499</b>
Rental, Repair, Maintenance		
Rental Charges	\$2,760	\$2,800
Building Maintenance	\$1,020	\$1,050
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$3,780</b>	<b>\$3,850</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$3,024,236</b>	<b>\$1,959,895</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$668,837	\$688,797
Temporary Employees	\$35,000	\$0
Vacation Pay Out	\$3,235	\$3,235
Sick Leave Pay Out	\$1,245	\$1,245
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$708,317</b>	<b>\$693,277</b>
Group Health Insurance	\$139,000	\$139,000
PERS Employer's Share	\$63,054	\$64,918
FICA/MEDICARE Contribution	\$50,113	\$51,229
PERS Employee Share Paid by Cty/Pks	\$40,399	\$41,597
HRAVEBA	\$20,199	\$20,798
Deferred Comp	\$3,000	\$3,000
Workers Compensation	\$539	\$555
<b>TOTAL</b>	<b>\$4,048,857</b>	<b>\$2,974,269</b>

Administration-Conservation Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Programs		77



City Manager's Office

	2023-24 Adopted	2024-25 Adopted
Conservation Programs - City	\$620,000	\$620,000
Conservation Programs - BPA	\$200,000	\$200,000
Conservation Loans	\$140,000	\$140,000
Solar Program	\$75,000	\$75,000
<b>PROGRAMS TOTAL</b>	<b>\$1,035,000</b>	<b>\$1,035,000</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$53,885	\$53,885
Internal Chg - Facility Use	\$20,910	\$20,910
Internal Chg - Equip Replacmnt	\$9,584	\$9,584
Internal Chg - Insurance Svc	\$6,089	\$6,089
Internal Chg - Fleet Maint	\$5,868	\$6,103
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$96,336</b>	<b>\$96,571</b>
Contractual Services		
Professional Services	\$30,000	\$30,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$30,000</b>	<b>\$30,000</b>
Other Purchased Svcs		
Dues	\$5,000	\$5,150
Advertising	\$5,000	\$5,150
Lodging	\$2,000	\$2,060
Training	\$1,500	\$1,550
Air	\$1,500	\$1,545
Meals	\$400	\$415
Personal vehicle mileage	\$300	\$310
Printing & Binding	\$300	\$310
Other	\$200	\$210
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$16,200</b>	<b>\$16,700</b>
Supplies		
Small Tools & Ops Supplies	\$1,000	\$1,030
Office Supplies	\$500	\$515
<b>SUPPLIES TOTAL</b>	<b>\$1,500</b>	<b>\$1,545</b>
Commission		
Conservation Commission	\$1,000	\$1,000
<b>COMMISSION TOTAL</b>	<b>\$1,000</b>	<b>\$1,000</b>
Rental, Repair, Maintenance		
Fuel	\$100	\$110
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$100</b>	<b>\$110</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,180,136</b>	<b>\$1,180,926</b>
Salaries & Wages		
Regular Employees	\$224,674	\$231,429
Vacation Pay Out	\$1,060	\$1,060
Sick Leave Pay Out	\$910	\$910
Overtime	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$227,144</b>	<b>\$233,899</b>
Group Health Insurance	\$83,400	\$83,400
PERS Employer's Share	\$24,178	\$24,896
Debt Services		
Debt - Principal		
Conservation Loan	\$21,715	\$21,715
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$21,715</b>	<b>\$21,715</b>
Debt - Interest		
Conservation Loan	\$136	\$136
<b>DEBT - INTEREST TOTAL</b>	<b>\$136</b>	<b>\$136</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$21,851</b>	<b>\$21,851</b>
FICA/MEDICARE Contribution	\$17,377	\$17,893
PERS Employee Share Paid by Cty/Pks	\$13,629	\$14,034
HRAVEBA	\$6,814	\$7,017
Deferred Comp	\$2,400	\$2,400
Other Benefits	\$210	\$210
Workers Compensation	\$182	\$187
<b>TOTAL</b>	<b>\$1,577,320</b>	<b>\$1,586,714</b>

## BIENNIAL COMPARISON

### Admin-City Manager

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$3,642,760	\$3,468,212	\$3,822,035	\$7,345,193
Personnel Services	\$1,618,663	\$1,495,224	\$1,710,244	\$2,798,265
Debt Services	\$45,600	\$44,514	\$43,702	\$43,702
<b>TOTAL</b>	<b>\$5,307,023</b>	<b>\$5,007,950</b>	<b>\$5,575,981</b>	<b>\$10,187,159</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### Administration Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$67,191	\$370,301	\$493,779
<b>TOTAL</b>	<b>\$0</b>	<b>\$67,191</b>	<b>\$370,301</b>	<b>\$493,779</b>

### Parks General Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$111,298	\$695,558	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$111,298</b>	<b>\$695,558</b>	<b>\$0</b>

# FINANCE DEPARTMENT

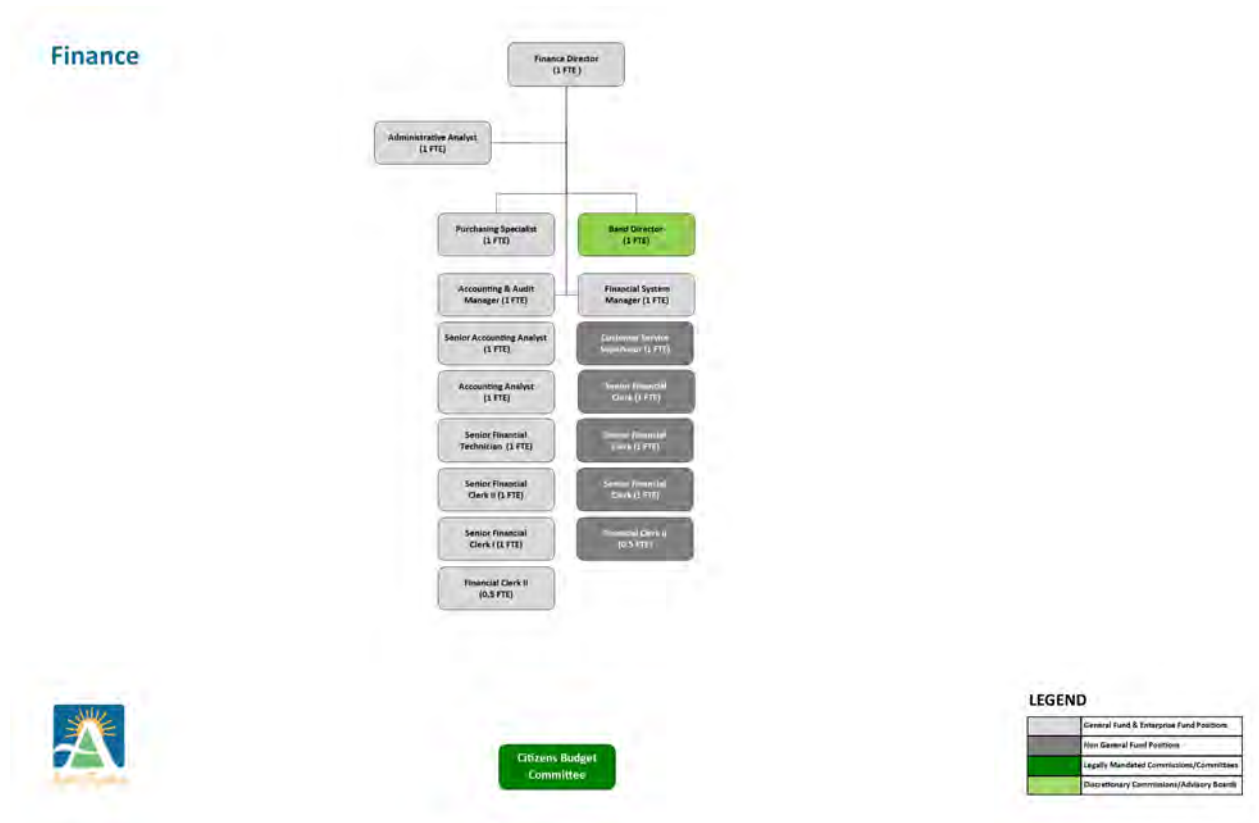
2023-2025 BIENNIUM BUDGET



## OVERVIEW

Divided into three divisions, Finance Administration, Accounting, and Customer Service, the Finance Department is responsible for overseeing the fiscal health of the City. The Department accomplishes this by providing financial information, policy analysis, and recommendations that help the City Council, Standing Committees, and all City departments make decisions on how to best allocate and manage the City's financial resources. The Customer Service division provides billing and collections for most services and taxes flowing through the City. Accounting and Administration provide support to operating departments with financial and operational analysis, procurement, and transaction processing and reporting.

## ORGANIZATIONAL CHART



## ACCOMPLISHMENTS

- Completed the annual audit on time and in compliance with state and federal requirements.

Finance Department

- On boarded new staff members to the team.
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation award for the 31st year in a row.

## GOALS AND OBJECTIVES

- Implement additional software within our ERP system to help stream line internal processes, ie the Munis software.
- Continue to improve communications of the City's financial position on Open Gov.
- Continue to support the self-serve options for the utility billing customers via quarterly communications.



\*Photo by Jeffrey McFarland

## SIGNIFICANT CHANGES FROM 2021-2023

- Increased Banking Charges for citywide credit card processing
- Increased Licensing costs in support of ERP software modules

## BUDGET LINE ITEMS (EXPENDITURES)

### Finance Department Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services	\$2,578,632	\$2,582,258
Salaries & Wages	\$1,195,076	\$1,229,033
Group Health Insurance	\$444,800	\$444,800
PERS Employer's Share	\$108,969	\$112,128
FICA/MEDICARE Contribution	\$91,344	\$94,012
Capital Outlay	\$75,000	\$75,000
PERS Employee Share Paid by Cty/Pks	\$71,417	\$73,502
HRAVEBA	\$35,708	\$36,751
Deferred Comp	\$10,200	\$10,200
Workers Compensation	\$5,493	\$5,636
Other Benefits	\$560	\$560
<b>TOTAL</b>	<b>\$4,617,199</b>	<b>\$4,663,880</b>

## BIENNIAL COMPARISON

### Finance Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$3,646,213	\$4,113,384	\$4,890,786	\$5,160,890
Personnel Services	\$3,669,187	\$3,417,294	\$3,523,986	\$3,970,189
Capital Outlay	\$541,348	\$48,571	\$150,000	\$150,000
<b>TOTAL</b>	<b>\$7,856,749</b>	<b>\$7,579,249</b>	<b>\$8,564,772</b>	<b>\$9,281,079</b>

Finance-Admin Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Internal Charges & Fees		
Bank Charges	\$380,000	\$391,400
Internal Chg - Insurance Svc	\$10,836	\$10,836
Internal Chg - Fleet Maint	\$1,153	\$1,199
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$391,989</b>	<b>\$403,435</b>
Contractual Services		
Professional Services	\$69,000	\$71,070
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$69,000</b>	<b>\$71,070</b>
Other Purchased Svcs		
Dues	\$5,150	\$5,305
Training	\$2,575	\$2,652
Advertising	\$0	\$1,500
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$7,725</b>	<b>\$9,457</b>
Communications		
Postage	\$4,000	\$4,120
Communications	\$3,090	\$3,183
<b>COMMUNICATIONS TOTAL</b>	<b>\$7,090</b>	<b>\$7,303</b>
Supplies		
Office Supplies	\$2,575	\$2,652
Books & Periodicals	\$206	\$212
<b>SUPPLIES TOTAL</b>	<b>\$2,781</b>	<b>\$2,864</b>
Rental, Repair, Maintenance		
Rental Charges	\$2,000	\$2,060
Fuel	\$35	\$35
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$2,035</b>	<b>\$2,095</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$480,620</b>	<b>\$496,224</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$434,446	\$447,495
Sick Leave Pay Out	\$3,700	\$2,700
Vacation Pay Out	\$1,000	\$2,100
Overtime	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$439,646</b>	<b>\$452,795</b>
Group Health Insurance	\$139,000	\$139,000
PERS Employer's Share	\$43,698	\$44,992
FICA/MEDICARE Contribution	\$33,641	\$34,639
PERS Employee Share Paid by Cty/Pks	\$26,385	\$27,168
HRAVEBA	\$13,192	\$13,584
Deferred Comp	\$3,000	\$3,000
Workers Compensation	\$532	\$544
Other Benefits	\$70	\$70
<b>TOTAL</b>	<b>\$1,179,784</b>	<b>\$1,212,016</b>

Finance-Administration

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$872,362	\$737,694	\$1,132,225	\$1,414,956
Material and Services	\$884,107	\$821,965	\$887,654	\$976,844
<b>TOTAL</b>	<b>\$1,756,470</b>	<b>\$1,559,658</b>	<b>\$2,019,879</b>	<b>\$2,391,800</b>

Finance-Band Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Contractual Services		
Musicians	\$45,245	\$46,602
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$45,245</b>	<b>\$46,602</b>
Rental, Repair, Maintenance		
Maintenance	\$4,944	\$5,082

## Human Resources

	2023-24 Adopted	2024-25 Adopted
Rental Charges	\$2,700	\$2,700
Grounds Care	\$2,060	\$2,122
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$9,704</b>	<b>\$9,914</b>
Supplies		
Technical Supplies	\$2,575	\$2,652
Uniforms - Clothing	\$2,300	\$1,500
Office Supplies	\$1,545	\$1,591
<b>SUPPLIES TOTAL</b>	<b>\$6,420</b>	<b>\$5,743</b>
Other Purchased Svcs		
Other	\$412	\$424
Meals	\$107	\$110
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$519</b>	<b>\$534</b>
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$72	\$72
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$72</b>	<b>\$72</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$61,960</b>	<b>\$62,865</b>
Salaries & Wages		
Regular Employees	\$5,000	\$5,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$5,000</b>	<b>\$5,000</b>
Deferred Comp	\$600	\$600
FICA/MEDICARE Contribution	\$288	\$297
Workers Compensation	\$53	\$53
<b>TOTAL</b>	<b>\$67,901</b>	<b>\$68,815</b>

## Finance-Band

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$116,977	\$62,405	\$109,752	\$124,825
Personnel Services	\$7,669	\$1,909	\$7,868	\$11,891
<b>TOTAL</b>	<b>\$124,646</b>	<b>\$64,315</b>	<b>\$117,620</b>	<b>\$136,716</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### Finance Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$51,402	\$299,295	\$345,549
<b>TOTAL</b>	<b>\$0</b>	<b>\$51,402</b>	<b>\$299,295</b>	<b>\$345,549</b>

# HUMAN RESOURCES

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The Human Resources Department provides guidance and support to all City departments including all aspects of recruitment and staffing, employee onboarding, records management,

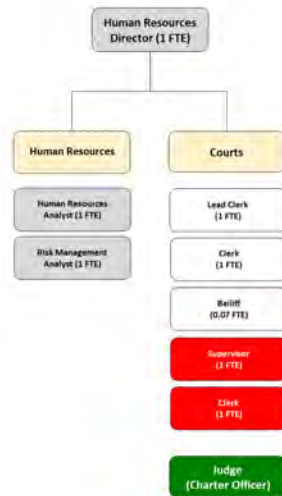


## Human Resources

classification and compensation, policy development, performance management, and employee and labor relations to provide quality service to our community. Through policy direction and training efforts the Human Resources department helps reduce the risk of employment-related legal claims and work-related injuries. The Human Resource department promotes positive labor-management practices and ensures compliance with Federal, State, and local employment laws.

## ORGANIZATIONAL CHART

### Human Resources / Courts



#### LEGEND

General Fund & Enterprise Fund Positions
Non General Fund Positions
Legally Mandated Commissions/Committees
Discretionary Commissions/Advisory Boards
Vacant/Unfilled

## ACCOMPLISHMENTS

- On-boarded 68 full-time and temporary employees over a 12-month period.
- Reinstated the employee appreciation program.
- Developed the City of Ashland Oregon Paid Leave Equivalent Plan.
- Refocused the City on staff retention through updated compensation and benefit plans.



## GOALS AND OBJECTIVES

- Develop a City-wide performance program.
- Update all personnel policies to ensure compliance with current laws and personnel practices.
- Compensation and class study to ensure pay equity and competitive market wages.
- Streamline the on-boarding of new hires.
- Regular training for all City staff on proper workplace conduct.

## SIGNIFICANT CHANGES FROM 2021-2023

- Addition of a Risk Analyst (1FTE)
- Inclusion of \$75,000 for a compensation and class study
- Inclusion of DEI Training Funds
- Inclusion of \$10,000 for Employee Appreciation events
- Transition of health benefit payments for retirees from dissolved Healthcare fund to Human Resources budget

## FUTURE OUTLOOK

- Staff recruitment and retention- with retirements and limited appeal of government work the City will need to be innovative to be an employer of choice in the Rogue Valley.
- Continuing to ensure market competitiveness with limited resources.
- Ensuring functional working space for employees

## BUDGET LINE ITEMS (EXPENDITURES)

### Administration-Human Resources Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Insurance		
Health Care Premiums	\$240,000	\$240,000
<b>INSURANCE TOTAL</b>	<b>\$240,000</b>	<b>\$240,000</b>
Contractual Services		
Professional Services	\$200,000	\$90,000
Physician/Health	\$30,898	\$31,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$230,898</b>	<b>\$121,000</b>
Other Purchased Svcs		
Advertising	\$8,239	\$8,400
Training	\$3,180	\$3,180
Dues	\$2,000	\$2,100
Lodging	\$1,000	\$1,000
Personal vehicle mileage	\$515	\$515
Meals	\$500	<del>85</del>

	2023-24 Adopted	2024-25 Adopted
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$15,434</b>	<b>\$15,195</b>
Internal Charges & Fees		
Licensing	\$13,329	\$13,300
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$13,329</b>	<b>\$13,300</b>
Supplies		
Meeting Supplies	\$5,000	\$5,100
Office Supplies	\$1,800	\$1,850
Books & Periodicals	\$800	\$800
<b>SUPPLIES TOTAL</b>	<b>\$7,600</b>	<b>\$7,750</b>
Communications		
Communications	\$1,025	\$1,050
<b>COMMUNICATIONS TOTAL</b>	<b>\$1,025</b>	<b>\$1,050</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$508,286</b>	<b>\$398,295</b>
Salaries & Wages		
Regular Employees	\$279,112	\$287,395
Sick Leave Pay Out	\$1,130	\$1,130
Vacation Pay Out	\$810	\$810
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$281,052</b>	<b>\$289,335</b>
Group Health Insurance	\$83,400	\$83,400
PERS Employer's Share	\$26,386	\$27,160
FICA/MEDICARE Contribution	\$21,500	\$22,134
PERS Employee Share Paid by Cty/Pks	\$16,863	\$17,360
HRAVEBA	\$8,432	\$8,680
Deferred Comp	\$1,800	\$1,800
Workers Compensation	\$225	\$231
<b>TOTAL</b>	<b>\$947,943</b>	<b>\$848,396</b>

## BIENNIAL COMPARISON

### Admin-Human Resources

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$12,242,809	\$10,821,358	\$12,025,628	\$906,581
Personnel Services	\$614,133	\$691,518	\$696,595	\$889,758
<b>TOTAL</b>	<b>\$12,856,942</b>	<b>\$11,512,876</b>	<b>\$12,722,223</b>	<b>\$1,796,339</b>

# CITY RECORDER

2023-2025 BIENNIUM BUDGET

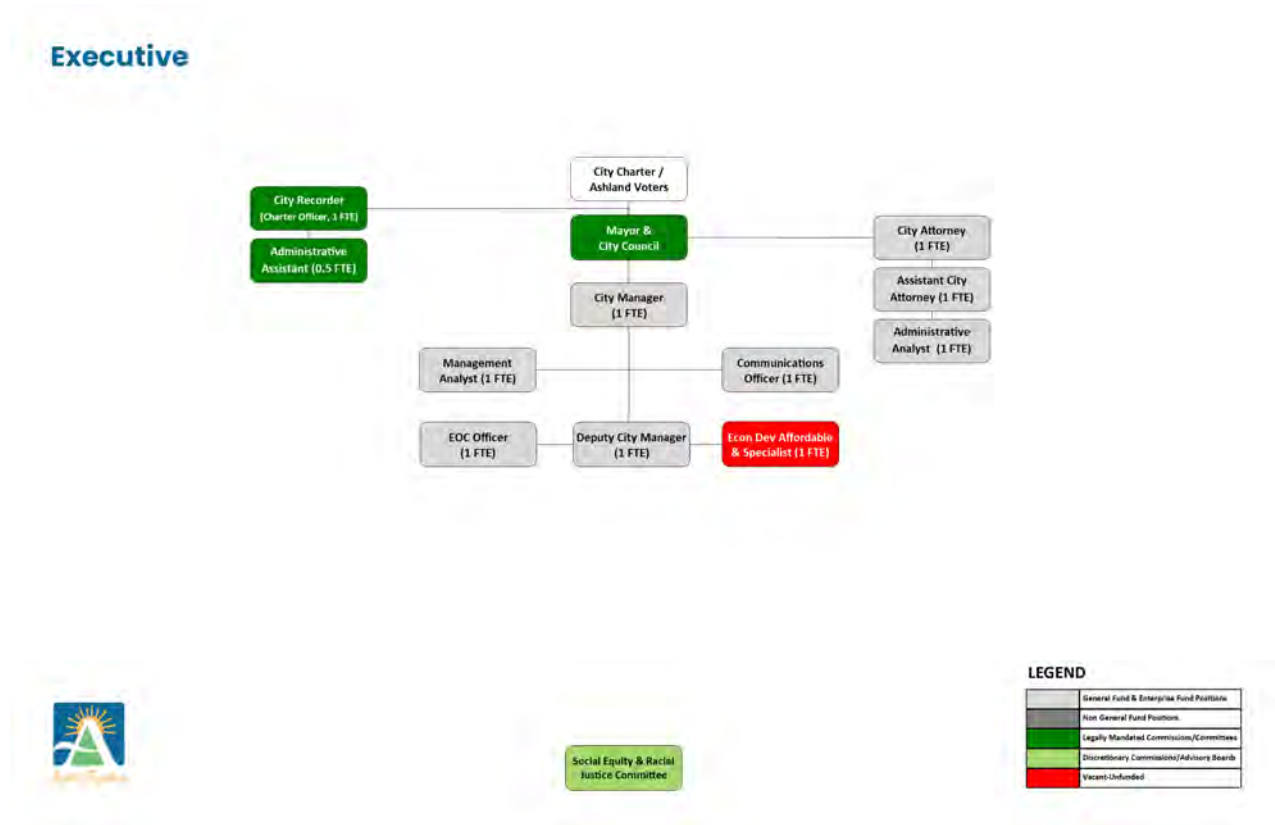


## OVERVIEW

The role of City Recorder is multi-faceted, including such duties as overseeing the keeping of official records and documentation of official acts of the City, serving as the City's elections officer, produces minutes and agendas, archivist, assists Commissions and Committees, facilitates the City's portion of liquor license applications and renewals, and public records custodian. The City

Recorder ensures public access to meetings. Ensures meeting materials are available on the City Website, and meetings are advertised in the local newspaper.

## ORGANIZATIONAL CHART



## ACCOMPLISHMENTS

- Completed a successful election process
- Completed multiple records requests
- Implemented DocuSign
- Noticing of meetings in various locations and ensuring Citizens, Council and Staff all had hybrid access to all meetings
- Continuous engagement/support of Council and Citizens

## GOALS AND OBJECTIVES

- Complete backlog of scanning of all documents
- Working on implementation of an Agenda Process Software
- Update all Commissions/Committees on the website
- Update Liquor License Process
- Implementation of an updated Laserfiche Software

## SIGNIFICANT CHANGES FROM 2021-2023

- Addition of .5 FTE in support of recorder duties

## FUTURE OUTLOOK

- Scanning completion
- Upgraded Technology

## BUDGET LINE ITEMS (EXPENDITURES)

### City Recorder Department Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$132,460	\$136,949
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$132,460</b>	<b>\$136,949</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$30,000	\$30,000
Elections	\$15,000	\$15,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$45,000</b>	<b>\$45,000</b>
Rental, Repair, Maintenance		
Rental Charges	\$4,932	\$5,300
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$4,932</b>	<b>\$5,300</b>
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$3,908	\$3,908
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$3,908</b>	<b>\$3,908</b>
Other Purchased Svcs		
Dues	\$1,500	\$1,625
Advertising	\$510	\$550
Training	\$300	\$350
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$2,310</b>	<b>\$2,525</b>
Communications		
Communications	\$1,020	\$1,100
<b>COMMUNICATIONS TOTAL</b>	<b>\$1,020</b>	<b>\$1,100</b>
Supplies		
Office Supplies	\$460	\$500
<b>SUPPLIES TOTAL</b>	<b>\$460</b>	<b>\$500</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$57,630</b>	<b>\$58,333</b>
Group Health Insurance	\$36,700	\$36,700
PERS Employer's Share	\$15,326	\$15,845
FICA/MEDICARE Contribution	\$10,133	\$10,477
PERS Employee Share Paid by Cty/Pks	\$7,948	\$8,217
HRAVEBA	\$3,974	\$4,108
Deferred Comp	\$300	\$300
Workers Compensation	\$106	\$110
<b>TOTAL</b>	<b>\$264,576</b>	<b>\$271,038</b>

## BIENNIAL COMPARISON

City Recorder

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$284,835	\$290,377	\$280,549	\$419,652
Material and Services	\$94,069	\$85,622	\$41,834	\$115,962
<b>TOTAL</b>	<b>\$378,903</b>	<b>\$375,999</b>	<b>\$322,383</b>	<b>\$535,614</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### City Recorder UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$5,220	\$25,992	\$38,526
<b>TOTAL</b>	<b>\$0</b>	<b>\$5,220</b>	<b>\$25,992</b>	<b>\$38,526</b>



# ACCOUNTING AND CUSTOMER SERVICE (UTILITY BILLING)

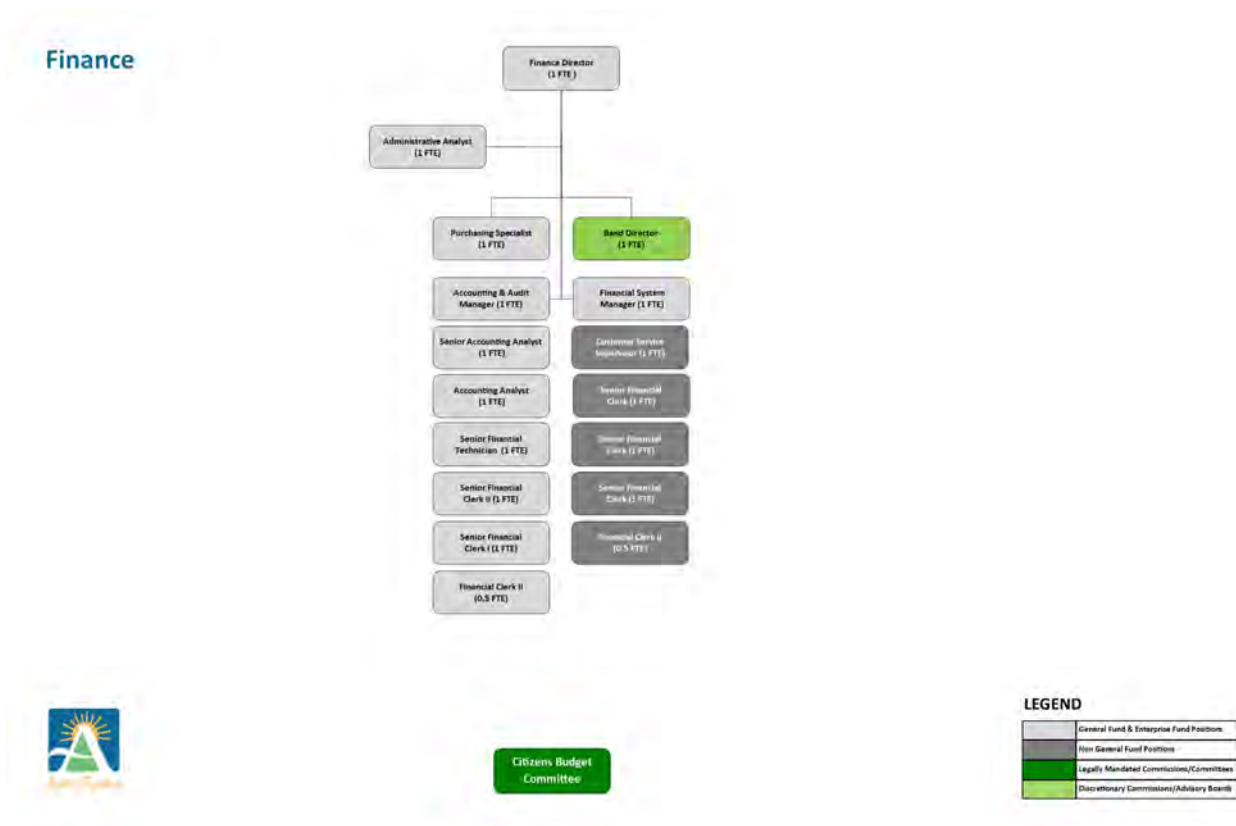


2023-2025 BIENNIUM BUDGET

## OVERVIEW

The Accounting Division is responsible for the fiscal health of the city through budgetary planning and accurately recording of all money and expenditure of funds in accordance with all applicable laws and regulations. This includes managing and performing the functions necessary for the biennium budget audits, accounts payable, accounts receivable, payroll, monthly reports, internal controls and annual financial reports. Ashland Parks & Recreation Commission (APRC) accounting activities are included in this division as well. The Division takes the lead in the preparation of the City's audited Comprehensive Annual Financial Report. In addition, Accounting assists other administrative services divisions and departments in their accounting procedures, costing, rate modeling, fixed asset management, training, and use of the City's financial software, Munis.

## ORGANIZATIONAL CHART



## Accounting

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$493,638	\$508,177
Vacation Pay Out	\$5,300	\$5,300
Sick Leave Pay Out	\$4,000	\$4,000
Overtime	\$2,500	\$2,500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$505,438</b>	<b>\$519,977</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Licensing	\$124,910	\$131,250
Internal Chg - Insurance Svc	\$8,666	\$8,666
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$133,576</b>	<b>\$139,916</b>
Contractual Services		
Auditor	\$68,907	\$70,974
Professional Services	\$5,150	\$5,305
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$74,057</b>	<b>\$76,279</b>
Supplies		
Technical Supplies	\$30,000	\$0
Office Supplies	\$13,390	\$13,792
<b>SUPPLIES TOTAL</b>	<b>\$43,390</b>	<b>\$13,792</b>
Other Purchased Svcs		
Training	\$4,000	\$4,244
Printing & Binding	\$500	\$515
Dues	\$300	\$318
Advertising	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$4,900</b>	<b>\$5,177</b>
Rental, Repair, Maintenance		
Rental Charges	\$3,605	\$3,713
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$3,605</b>	<b>\$3,713</b>
Communications		
Communications	\$1,338	\$1,379
<b>COMMUNICATIONS TOTAL</b>	<b>\$1,338</b>	<b>\$1,379</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$260,866</b>	<b>\$240,256</b>
Group Health Insurance	\$180,700	\$180,700
<b>Capital Outlay</b>		
Equipment		
Equipment	\$75,000	\$75,000
<b>EQUIPMENT TOTAL</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$75,000</b>	<b>\$75,000</b>
PERS Employer's Share	\$44,586	\$45,851
FICA/MEDICARE Contribution	\$38,666	\$39,778
PERS Employee Share Paid by Cty/Pks	\$30,326	\$31,199
HRAVEBA	\$15,163	\$15,599
Deferred Comp	\$3,900	\$3,900
Workers Compensation	\$848	\$859
Other Benefits	\$245	\$245
<b>TOTAL</b>	<b>\$1,155,738</b>	<b>\$1,153,365</b>

## Finance-Accounting

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$1,355,079	\$1,357,063	\$1,419,181	\$1,657,981
Material and Services	\$382,006	\$395,674	\$440,631	\$501,123
Capital Outlay	\$184,654	\$16,135	\$150,000	\$150,000
<b>TOTAL</b>	<b>\$1,921,740</b>	<b>\$1,768,872</b>	<b>\$2,009,812</b>	<b>\$2,309,104</b>

## CUSTOMER SERVICE (UTILITY BILLING)

Customer Services Division (Utility billing) is responsible for providing the day-to-day customer service, billing, and information support to the public for electric, water, wastewater, storm drain,<sup>91</sup>

transportation, and utilities. This division manages the various taxes collected through the utility bills and other specific billing systems. The Customer Service Division is also responsible for business licenses, tobacco licensing, transient occupant taxes, food and beverage taxes and the electric user tax. All customer contact is by phone or email. While the dynamics have changed, our commitment to serving our customers have not.

## BUDGET LINE ITEMS (EXPENDITURES)

### Finance-Customer Service Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$93,300	\$96,099
Other	\$31,000	\$31,930
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$124,300</b>	<b>\$128,029</b>
Internal Charges & Fees		
Licensing	\$28,855	\$30,298
Bad Debt Expense	\$25,750	\$26,523
Internal Chg - Insurance Svc	\$8,666	\$8,666
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$63,271</b>	<b>\$65,487</b>
Communications		
Postage	\$48,000	\$49,440
Communications	\$700	\$721
<b>COMMUNICATIONS TOTAL</b>	<b>\$48,700</b>	<b>\$50,161</b>
Supplies		
Office Supplies	\$6,000	\$6,180
<b>SUPPLIES TOTAL</b>	<b>\$6,000</b>	<b>\$6,180</b>
Other Purchased Svcs		
Training	\$3,605	\$3,713
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$3,605</b>	<b>\$3,713</b>
Rental, Repair, Maintenance		
Rental Charges	\$1,100	\$1,133
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$1,100</b>	<b>\$1,133</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$246,976</b>	<b>\$254,703</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$241,991	\$249,161
Vacation Pay Out	\$1,000	\$1,300
Sick Leave Pay Out	\$1,000	\$800
Overtime	\$1,000	\$0
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$244,991</b>	<b>\$251,261</b>
Group Health Insurance	\$125,100	\$125,100
PERS Employer's Share	\$20,685	\$21,285
FICA/MEDICARE Contribution	\$18,749	\$19,298
PERS Employee Share Paid by Cty/Pks	\$14,705	\$15,136
HRAVEBA	\$7,353	\$7,568
Workers Compensation	\$4,061	\$4,179
Deferred Comp	\$2,700	\$2,700
Other Benefits	\$245	\$245
<b>TOTAL</b>	<b>\$685,567</b>	<b>\$701,475</b>

### Finance-Customer Services

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$1,157,839	\$1,093,363	\$964,712	\$885,362
Material and Services	\$408,728	\$344,044	\$366,979	\$501,680
Capital Outlay	\$0	\$32,436	\$0	\$0
<b>TOTAL</b>	<b>\$1,566,567</b>	<b>\$1,469,844</b>	<b>\$1,331,691</b>	<b>\$1,387,042</b>

# INNOVATION AND TECHNOLOGY

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The Department of Innovation and Technology consists of the following divisions:

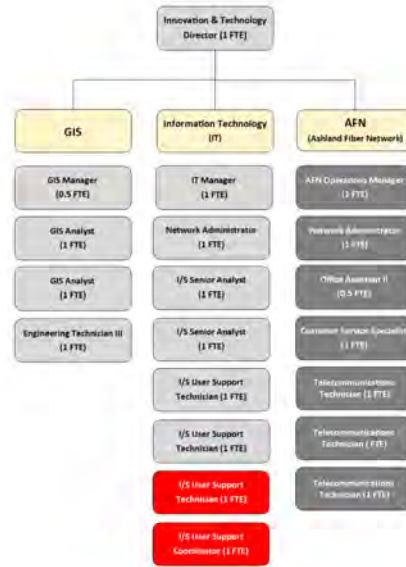
The [Information Systems Division \(IS\)](#) supports the technology needs across all City departments. IS supports the City's business servers and networking, operates the IT Help Desk to assist employees, operates the City telephone system, supports first-responder mobile connectivity, and develops and implements IT policies, including cybersecurity and disaster recovery.

The Geographic Information Systems Division (GIS) is responsible for creating and maintaining spatial data and map products for all city departments and Ashland Parks & Recreation Commission (APRC) essential for analysis, communication, emergency preparedness, and record keeping. Additionally, GIS maintains the enterprise asset management system for city infrastructure and the building access program.

[Ashland Fiber Network \(AFN\)](#) operates within the Telecommunications Division and is a community-owned telecommunications utility founded in 1999 by the Ashland community. AFN manages the enterprise network for the City organization, provides Internet connectivity services to almost 4,500 households, and works with partners to provide telephony, cable television, and other technology services to more than 2,000 additional customers.

## ORGANIZATIONAL CHART

## Innovation & Technology



### LEGEND

	General Fund & Enterprise Fund Positions
	Non General Fund Positions
	Legally Mandated Commissions/Committees
	Discretionary Commissions/Advisory Boards
	Vacant-Unfunded

## ACCOMPLISHMENTS

- Established the Department of Innovation & Technology (DoIT), consolidating three divisions (Information Systems, Ashland Fiber Network, and GIS/Asset Management).
- DoIT support allowed the organization to remain productive when working remotely.
- Ongoing support for hybrid/video-conferenced public meetings.
- Security Improvements: New City firewall, 2-factor user authentication.
- Established proactive asset management practices by developing and supporting planned maintenance procedures.

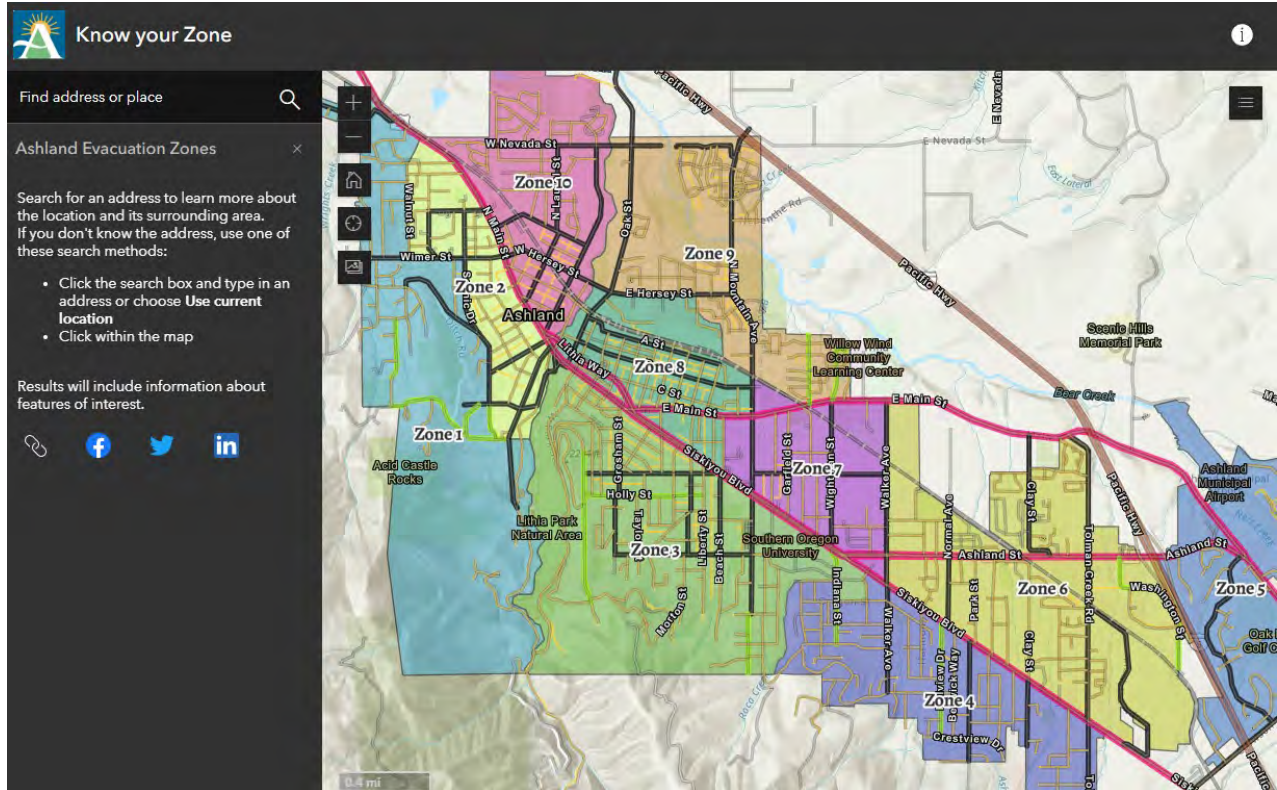


## GOALS AND OBJECTIVES

- Enhance the City's cyber security posture to ensure the protections and resiliency of City information systems and City operations.
- Address deferred software updates and hardware lifecycle replacements.

- Increase use and development of online web applications for public engagement.
- Provide exceptional GIS/Asset Management support for all departments.
- Establish asset management program for IT related hardware.

## ASHLAND'S EVACUATION PLAN



## PERFORMANCE MEASURES

- Provide a robust and secure IT infrastructure that supports city services and operations. Hardware, software, network connectivity, and cybersecurity protections must support the seamless operation of digital tools and a diverse suite of applications. The IT infrastructure must be secure, resilient, and meet conditions for 24/7 operations, including increased mobility through wireless connectivity on an array of devices.
- Begin Ashland Fiber Network pilot project and analyze change in customer base. Calculate the affordability savings to the community through standard pricing, low-income programs as well as indirect cost savings to the community through utility utilization. Initiate AFN mapping program.
- Develop dashboards, both internal and public, to track wildfire risk work and Ashland Climate and Energy Action Plan (CEAP) execution. Display live and graphs of the goals, for other city departments, that are being worked on.

## SIGNIFICANT CHANGES FROM 2021-2023

Significant changes to the IS budget are as follows:

- Personnel costs have risen due to taking GIS out of the Public Works budget and into the IS budget. Additionally, we added the new position of IT director, 0.5 FTE equivalent.



## Innovation & Technology

- Computers has risen by \$10,000 due to inflationary increases, as well as needing to purchase a new large format printer.
- Licensing has risen to reflect bringing the cost of GIS software to the IS budget, as well as inflationary increases.
- Capital outlay includes money not spent on data center HVAC equipment in FY 23.

Significant changes to the AFN budget are as follows:

- Franchise tax has been added at \$122,000
- Capitalized projects has increased from \$0 to \$1,075,000 to fund the AFN upgrade pilot project.

## FUTURE OUTLOOK

- Professional Cyber Security Risk Assessment needed.
- Continue to improve AFN customer service with reduced trouble tickets and improve system reliability with fewer downtime incidents.
- Assist council with deciding the future of AFN.
- Continue to streamline City business processes (more digital, less analog): web-based services and information, digital signatures, improved electronic access to public meetings.
- Establish fund for data center & infrastructure equipment lifecycle replacements.

## BUDGET LINE ITEMS (EXPENDITURES)

### IT Department Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Tech Debt	\$517,445	\$517,445
Internal Chg - Administrative Fee	\$499,442	\$499,442
Licensing	\$222,655	\$229,335
Internal Chg - Facility Use	\$89,311	\$89,311
Internal Chg - Equip Replacmnt	\$44,783	\$44,783
Internal Chg - Insurance Svc	\$39,307	\$39,307
Internal Chg - Fleet Maint	\$25,221	\$26,230
Bad Debt Expense	\$3,605	\$3,713
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$1,441,769</b>	<b>\$1,449,566</b>
Rental, Repair, Maintenance		
Infrastructure	\$123,600	\$127,308
Internet	\$61,800	\$63,654
Electricity	\$41,307	\$42,546
Rental Charges - building	\$12,360	\$12,731
Fuel	\$9,064	\$9,336
Rental Charges	\$5,665	\$5,835
Building Maintenance	\$2,575	\$2,652
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$256,371</b>	<b>\$264,062</b>
Communications		
Computers	\$112,575	\$115,952
Communications	\$80,579	\$82,997
Postage	\$309	\$318
<b>COMMUNICATIONS TOTAL</b>	<b>\$193,463</b>	<b>\$199,267</b>
Supplies		
Technical Supplies	\$166,757	\$171,760
Office Supplies	\$9,438	\$9,721
Small Tools & Ops Supplies	\$3,090	\$3,182
Uniforms - Clothing	\$2,103	\$2,166
Books & Periodicals	\$567	\$583
Emergency work	\$567	\$583
Uniforms - Other	\$515	\$530

## Innovation & Technology

	2023-24 Adopted	2024-25 Adopted
<b>SUPPLIES TOTAL</b>	<b>\$183,037</b>	<b>\$188,525</b>
Franchise		
Franchise Tax	\$122,000	\$122,000
<b>FRANCHISE TOTAL</b>	<b>\$122,000</b>	<b>\$122,000</b>
Contractual Services		
Professional Services	\$95,790	\$98,664
Other	\$3,090	\$0
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$98,880</b>	<b>\$98,664</b>
Other Purchased Svcs		
Advertising	\$51,500	\$53,045
Training	\$18,848	\$19,413
Air	\$5,047	\$5,199
Lodging	\$4,164	\$4,289
Meals	\$2,568	\$2,645
Dues	\$2,356	\$2,426
Rental car	\$1,338	\$1,378
Personal vehicle mileage	\$1,286	\$1,324
Other	\$515	\$530
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$87,621</b>	<b>\$90,248</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,383,140</b>	<b>\$2,412,332</b>
Salaries & Wages		
Regular Employees	\$1,461,133	\$1,504,502
Overtime	\$14,100	\$14,100
Vacation Pay Out	\$10,400	\$10,400
Duty Pay	\$8,300	\$8,300
Sick Leave Pay Out	\$4,000	\$4,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$1,497,933</b>	<b>\$1,541,302</b>
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$1,075,000	\$0
Capital Outlay	\$97,100	\$74,263
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$1,172,100</b>	<b>\$74,263</b>
Equipment		
Equipment	\$12,875	\$13,261
<b>EQUIPMENT TOTAL</b>	<b>\$12,875</b>	<b>\$13,261</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$1,184,975</b>	<b>\$87,524</b>
Group Health Insurance	\$472,600	\$472,600
PERS Employer's Share	\$154,811	\$159,274
FICA/MEDICARE Contribution	\$114,592	\$117,910
PERS Employee Share Paid by Cty/Pks	\$89,876	\$92,478
HRAVEBA	\$44,938	\$46,239
Deferred Comp	\$10,200	\$10,200
Workers Compensation	\$4,727	\$4,835
Other Benefits	\$665	\$665
<b>TOTAL</b>	<b>\$5,958,457</b>	<b>\$4,945,358</b>

## IT Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$3,388,253	\$3,404,505	\$4,292,755	\$4,795,472
Personnel Services	\$3,286,595	\$3,217,887	\$3,389,243	\$4,835,844
Capital Outlay	\$52,577	\$82,058	\$165,000	\$1,272,499
<b>TOTAL</b>	<b>\$6,727,424</b>	<b>\$6,704,451</b>	<b>\$7,846,998</b>	<b>\$10,903,815</b>

## IT-IS Line Items

	2023-24 Adopted	2024-25 Adopted
Salaries & Wages		
Regular Employees	\$885,698	\$912,119
Vacation Pay Out	\$4,400	\$4,400
Overtime	\$3,000	\$3,000

Innovation & Technology

	2023-24 Adopted	2024-25 Adopted
Sick Leave Pay Out	\$2,000	\$2,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$895,098</b>	<b>\$921,519</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Licensing	\$202,055	\$208,117
Internal Chg - Insurance Svc	\$12,687	\$12,687
Internal Chg - Equip Replacmnt	\$9,077	\$9,077
Internal Chg - Fleet Maint	\$3,347	\$3,481
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$227,166</b>	<b>\$233,361</b>
Communications		
Computers	\$110,000	\$113,300
Communications	\$72,854	\$75,040
Postage	\$103	\$106
<b>COMMUNICATIONS TOTAL</b>	<b>\$182,957</b>	<b>\$188,446</b>
Rental, Repair, Maintenance		
Internet	\$61,800	\$63,654
Rental Charges	\$3,605	\$3,713
Building Maintenance	\$2,575	\$2,652
Fuel	\$309	\$318
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$68,289</b>	<b>\$70,337</b>
Supplies		
Technical Supplies	\$12,257	\$12,625
Office Supplies	\$6,348	\$6,538
Uniforms - Clothing	\$1,073	\$1,105
Small Tools & Ops Supplies	\$515	\$530
Books & Periodicals	\$309	\$318
Emergency work	\$258	\$265
<b>SUPPLIES TOTAL</b>	<b>\$20,760</b>	<b>\$21,381</b>
Contractual Services		
Professional Services	\$18,540	\$19,096
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$18,540</b>	<b>\$19,096</b>
Other Purchased Svcs		
Training	\$9,835	\$10,130
Lodging	\$1,589	\$1,637
Meals	\$1,538	\$1,584
Dues	\$1,080	\$1,112
Air	\$927	\$955
Personal vehicle mileage	\$513	\$528
Rental car	\$308	\$317
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$15,789</b>	<b>\$16,262</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$533,500</b>	<b>\$548,884</b>
Group Health Insurance	\$278,000	\$278,000
PERS Employer's Share	\$92,234	\$94,952
FICA/MEDICARE Contribution	\$68,475	\$70,496
PERS Employee Share Paid by Cty/Pks	\$53,706	\$55,291
Capital Outlay		
Improvements Other than Bldgs		
Capital Outlay	\$45,600	\$21,218
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$45,600</b>	<b>\$21,218</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$45,600</b>	<b>\$21,218</b>
HRAVEBA	\$26,853	\$27,646
Deferred Comp	\$6,000	\$6,000
Workers Compensation	\$1,023	\$1,044
Other Benefits	\$350	\$350
<b>TOTAL</b>	<b>\$2,000,839</b>	<b>\$2,025,399</b>

IT- IS

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$1,957,297	\$1,890,899	\$1,703,278	\$2,877,037
Material and Services	\$630,297	\$596,290	\$963,150	\$1,082,388

Innovation & Technology

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$18,459	\$0	\$40,000	\$66,818
<b>TOTAL</b>	<b>\$2,606,053</b>	<b>\$2,487,189</b>	<b>\$2,706,428</b>	<b>\$4,026,238</b>

IT-AFN Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Tech Debt	\$517,445	\$517,445
Internal Chg - Administrative Fee	\$499,442	\$499,442
Internal Chg - Facility Use	\$89,311	\$89,311
Internal Chg - Equip Replacmnt	\$35,706	\$35,706
Internal Chg - Insurance Svc	\$26,621	\$26,621
Internal Chg - Fleet Maint	\$21,874	\$22,749
Licensing	\$20,600	\$21,218
Bad Debt Expense	\$3,605	\$3,713
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$1,214,604</b>	<b>\$1,216,205</b>
Rental, Repair, Maintenance		
Infrastructure	\$123,600	\$127,308
Electricity	\$41,307	\$42,546
Rental Charges - building	\$12,360	\$12,731
Fuel	\$8,755	\$9,018
Rental Charges	\$2,060	\$2,122
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$188,082</b>	<b>\$193,725</b>
Supplies		
Technical Supplies	\$154,500	\$159,135
Office Supplies	\$3,090	\$3,183
Small Tools & Ops Supplies	\$2,575	\$2,652
Uniforms - Clothing	\$1,030	\$1,061
Uniforms - Other	\$515	\$530
Emergency work	\$309	\$318
Books & Periodicals	\$258	\$265
<b>SUPPLIES TOTAL</b>	<b>\$162,277</b>	<b>\$167,144</b>
Franchise		
Franchise Tax	\$122,000	\$122,000
<b>FRANCHISE TOTAL</b>	<b>\$122,000</b>	<b>\$122,000</b>
Contractual Services		
Professional Services	\$77,250	\$79,568
Other	\$3,090	\$0
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$80,340</b>	<b>\$79,568</b>
Other Purchased Svcs		
Advertising	\$51,500	\$53,045
Training	\$9,013	\$9,283
Air	\$4,120	\$4,244
Lodging	\$2,575	\$2,652
Dues	\$1,276	\$1,314
Meals	\$1,030	\$1,061
Rental car	\$1,030	\$1,061
Personal vehicle mileage	\$773	\$796
Other	\$515	\$530
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$71,832</b>	<b>\$73,986</b>
Communications		
Communications	\$7,725	\$7,957
Computers	\$2,575	\$2,652
Postage	\$206	\$212
<b>COMMUNICATIONS TOTAL</b>	<b>\$10,506</b>	<b>\$10,821</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,849,641</b>	<b>\$1,863,449</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$575,435	\$592,383
Overtime	\$11,100	\$11,100
Duty Pay	\$8,300	\$8,300

## Legal

	2023-24 Adopted	2024-25 Adopted
Vacation Pay Out	\$6,000	\$6,000
Sick Leave Pay Out	\$2,000	\$2,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$602,835</b>	<b>\$619,783</b>
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$1,075,000	\$0
Capital Outlay	\$51,500	\$53,045
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$1,126,500</b>	<b>\$53,045</b>
Equipment		
Equipment	\$12,875	\$13,261
<b>EQUIPMENT TOTAL</b>	<b>\$12,875</b>	<b>\$13,261</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$1,139,375</b>	<b>\$66,306</b>
Group Health Insurance	\$194,600	\$194,600
PERS Employer's Share	\$62,576	\$64,322
FICA/MEDICARE Contribution	\$46,117	\$47,413
PERS Employee Share Paid by Cty/Pks	\$36,170	\$37,187
HRAVEBA	\$18,085	\$18,593
Deferred Comp	\$4,200	\$4,200
Workers Compensation	\$3,704	\$3,790
Other Benefits	\$315	\$315
<b>TOTAL</b>	<b>\$3,957,618</b>	<b>\$2,919,959</b>

## IT-AFN

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$2,757,955	\$2,808,215	\$3,329,605	\$3,713,089
Personnel Services	\$1,329,298	\$1,326,989	\$1,685,965	\$1,958,807
Capital Outlay	\$34,118	\$82,058	\$125,000	\$1,205,681
<b>TOTAL</b>	<b>\$4,121,371</b>	<b>\$4,217,262</b>	<b>\$5,140,570</b>	<b>\$6,877,577</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### IT Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$51,270	\$294,316	\$434,801
<b>TOTAL</b>	<b>\$0</b>	<b>\$51,270</b>	<b>\$294,316</b>	<b>\$434,801</b>

### Telecommunications Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$19,874	\$145,729	\$174,924
<b>TOTAL</b>	<b>\$0</b>	<b>\$19,874</b>	<b>\$145,729</b>	<b>\$174,924</b>

# LEGAL

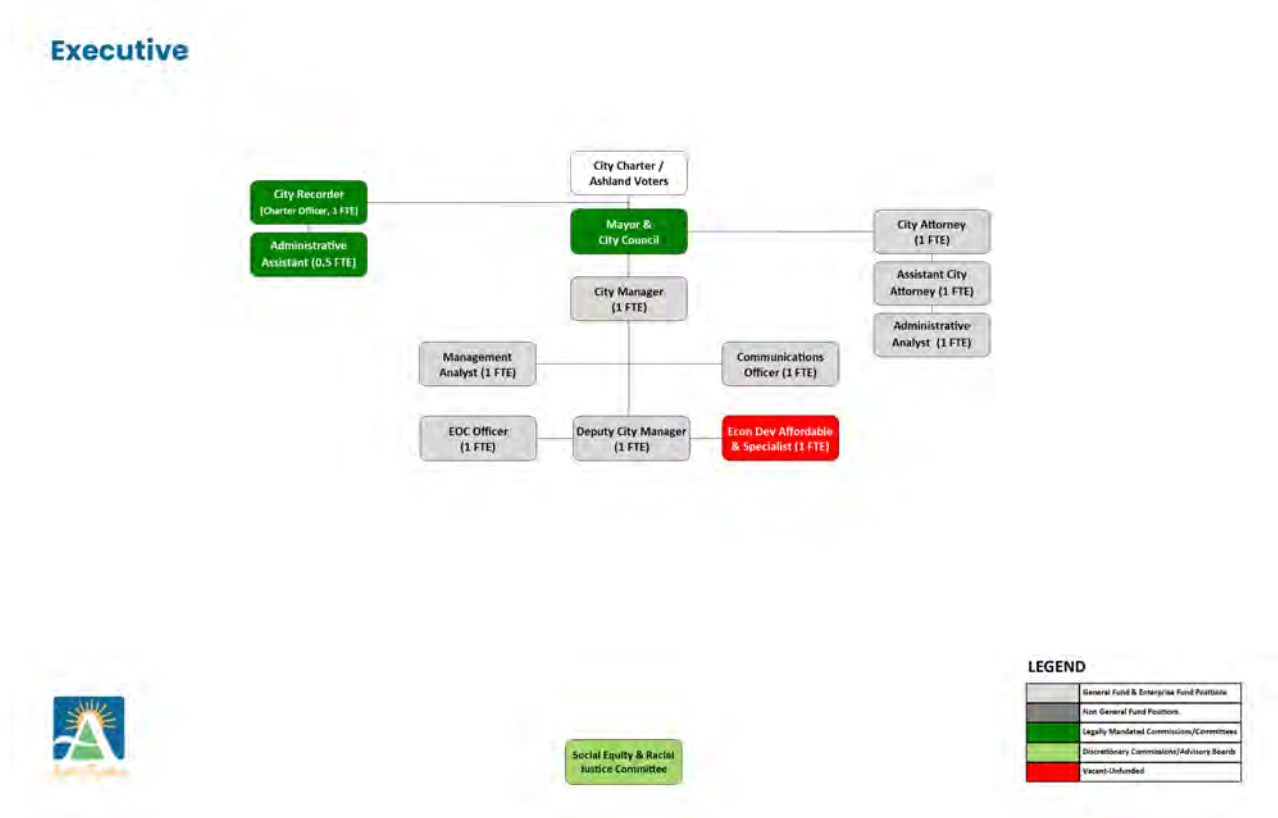
2023-2025 BIENNIUM BUDGET



## OVERVIEW

The Legal Division represents the City in legal proceedings, provides legal advice to City staff, elected officials, and boards and commissions, and serves as prosecuting attorney in criminal and certain infraction or violation proceedings in Municipal Court. The Legal Division prepares ordinances, resolutions, contracts criminal complaints, and other legal documents; assists in property transactions, employee grievances and disciplinary actions, union negotiations, and land use matters; and collaborates with attorneys for the City’s insurers on litigation. Legal also occasionally contracts with outside attorneys for specialty legal services. Most of the Legal Division’s work is non-discretionary in that it is dictated primarily by imperatives from other parts of City government, helping them to meet their legal mandates and avoid unproductive legal entanglements. The City Attorney and Assistant City Attorney have independent professional obligations under state bar rules to provide sound, objective legal services.

## ORGANIZATIONAL CHART



## ACCOMPLISHMENTS

- Ensuring the continued provision of high-quality legal services after the former City Attorneys have relocated from the office.
- Enabling the recruitment of a competent individual to fill the Assistant City Attorney position, who is performing exceptionally well in the role.
- Preserving the capacity and adaptability to enable other departments to utilize legal staff in the office for various City functions.
- Training on ethics, public meetings, public records, and parliamentary procedure for newly elected and appointed officials.



## Legal

- Fostering an open and welcoming environment in the office that encourages effective communication with its clients who are the City's elected and appointed officials, staff, and personnel.

## GOALS AND OBJECTIVES

- Ensure that legal advice and advocacy provided on behalf of the City and the Parks and Recreation Commission are timely, accurate, precise and uniform.
- Ensure that City operations and activities comply with all legal requirements, and that potential legal consequences of prospective decisions are identified in advance.
- Give early consideration to alternatives for resolving potential legal disputes.
- Efficiently and equitably prosecute code violations (when defendants have legal counsel) and misdemeanors in Municipal and Circuit Courts.
- Ensure that public contracting procedures are consistently followed by all departments.

## FUTURE OUTLOOK

- Anticipated legislation.
- Provide support and advisement to a new city council.
- Activities that are overdue, such as updating ordinances, revising procurement policies, enhancing systems for improving legal responses to public records, and establishing clear legal processes for citizens to engage with the City regarding the City's and citizens respective obligations and responsibilities.

## BUDGET LINE ITEMS (EXPENDITURES)

### Administration-Legal Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$249,731	\$257,133
Vacation Pay Out	\$2,040	\$2,040
Sick Leave Pay Out	\$1,000	\$1,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$252,771</b>	<b>\$260,173</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$46,350	\$47,741
Legal	\$30,899	\$31,827
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$77,249</b>	<b>\$79,568</b>
Other Purchased Svcs		
Training	\$5,000	\$5,150
Dues	\$3,300	\$3,300
Air	\$3,000	\$3,090
Lodging	\$2,060	\$2,122
Rental car	\$1,550	\$1,597
Personal vehicle mileage	\$1,450	\$1,494
Meals	\$625	\$644
Advertising	\$362	\$372
Other	\$129	\$133
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$17,476</b>	<b>\$17,902</b>
Supplies		
Books & Periodicals	\$2,575	\$2,652
Office Supplies	\$1,442	\$1,485
Meeting Supplies	\$125	\$130
<b>SUPPLIES TOTAL</b>	<b>\$4,142</b>	<b>\$4,267</b>

Legal

	2023-24 Adopted	2024-25 Adopted
Rental, Repair, Maintenance		
Rental Charges	\$2,328	\$2,398
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$2,328</b>	<b>\$2,398</b>
Communications		
Communications	\$865	\$865
Computers	\$700	\$800
Postage	\$50	\$101
<b>COMMUNICATIONS TOTAL</b>	<b>\$1,615</b>	<b>\$1,766</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$102,810</b>	<b>\$105,901</b>
Group Health Insurance	\$60,048	\$60,048
PERS Employer's Share	\$23,741	\$24,432
FICA/MEDICARE Contribution	\$19,337	\$19,903
PERS Employee Share Paid by Cty/Pks	\$15,166	\$15,610
HRAVEBA	\$7,583	\$7,805
Deferred Comp	\$1,296	\$1,296
Workers Compensation	\$202	\$208
<b>TOTAL</b>	<b>\$482,955</b>	<b>\$495,377</b>

Admin-Legal

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$960,875	\$769,489	\$795,760	\$769,621
Material and Services	\$100,410	\$46,946	\$185,002	\$208,711
<b>TOTAL</b>	<b>\$1,061,285</b>	<b>\$816,435</b>	<b>\$980,762</b>	<b>\$978,332</b>

# MAYOR AND COUNCIL

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The Mayor and City Council are elected by the citizens of Ashland for a Council/Manager form of government. Under this form of government, the City Council is responsible for setting policy, adopting ordinances, establishing city-wide goals and objectives, and providing a link to City government for citizens and businesses. The City Council supervises the City Manager who is responsible for the day-to-day management and operations of all City-wide services including policy implementation with adherence to the City's Municipal Code requirements. Additionally, the City Council hires the City Attorney, who is responsible for the interpretation of the City's Municipal Code, and manages all municipal legal affairs for the City. 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.

## ACCOMPLISHMENTS

- Updated and consolidated City Council Advisory Committees.
- Addressed Mayoral and Council vacancies.
- Held two economic development round tables with local business and institutional leaders.
- Adopted City Vision, Values and Priorities.
- Completed the Citizen Budget Survey.



## GOALS AND OBJECTIVES

- Continue training and professional development.
- Support sister city activities and visits.
- Hold an annual end of year recognition event for staff and City Committee volunteers.
- Strong City Council representation in liaison roles.

## FUTURE OUTLOOK

#### Mayor & Council

- Continue to engage with the community in various input processes such as Town Halls.
- Support tax base expansion through the development of vacant land tracks within City limits.
- Explore and support economic development initiatives in cooperations with community partners.
- Focus on affordability and early childhood learning.

## BUDGET LINE ITEMS (EXPENDITURES)

### Administration-Mayor and Council Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$133,223	\$124,922
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$133,223</b>	<b>\$124,922</b>
Other Purchased Svcs		
Dues	\$29,697	\$29,697
Training	\$14,000	\$14,000
Air	\$2,400	\$2,400
Advertising	\$2,200	\$2,200
Lodging	\$3,360	\$0
Personal vehicle mileage	\$1,300	\$1,300
Meals	\$1,300	\$0
Printing & Binding	\$50	\$50
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$54,307</b>	<b>\$49,647</b>
Communications		
Communications	\$8,500	\$9,108
Computers	\$500	\$4,000
<b>COMMUNICATIONS TOTAL</b>	<b>\$9,000</b>	<b>\$13,108</b>
Supplies		
Meeting Supplies	\$5,350	\$5,350
Office Supplies	\$250	\$250
<b>SUPPLIES TOTAL</b>	<b>\$5,600</b>	<b>\$5,600</b>
Commission		
Sister Cities Commission	\$4,100	\$4,100
<b>COMMISSION TOTAL</b>	<b>\$4,100</b>	<b>\$4,100</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$206,230</b>	<b>\$197,377</b>
Salaries & Wages		
Regular Employees	\$0	\$2,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$0</b>	<b>\$2,000</b>
FICA/MEDICARE Contribution	\$0	\$153
Workers Compensation	\$0	\$2
<b>TOTAL</b>	<b>\$206,230</b>	<b>\$199,532</b>

## BIENNIAL COMPARISON

### Admin-Mayor and Council

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$100,773	\$86,613	\$144,986	\$403,607
Personnel Services	\$186,881	\$191,050	\$298,330	\$2,155
<b>TOTAL</b>	<b>\$287,654</b>	<b>\$277,663</b>	<b>\$443,316</b>	<b>\$405,762</b>

# RISK MANAGEMENT

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The Risk Management Division is responsible for handling all property and liability claims involving the City. This division also works to review and renew policies related but not limited to property and liability coverage. Additionally, the division works with various departments to review activities of the City's services and develops and maintains programs to minimize the City's exposure to risk. The division also works to make recommendations and find solutions when departments ask for review. Risk Management ensures a safe and healthy work environment for City employees while providing safety in the services provided. Risk Management also administers the various insurance and risk control programs for employees such as employee safety and OSHA, as well as the City liability and property insurance programs. Finally, it supports the City-wide Safety Committee recommending training and policy options and assisting with facilities inspections.

## ACCOMPLISHMENTS

- Coordinated trainings for City Employees with topics including Accident Investigation, Hazard Identification, Roles of the Safety Committee and Certificate of Liability.
- Obtained Grant Funding for Public Safety in the amount of \$23,000.
- Processed and Followed Up on Claims. For FY 2023 the City had 84 claims and for FY 2022 the City had 88 claims. These claims include all claims from the public and internal claims where City property was damaged.
- Staff in the Division attended training on various current topics regarding insurance and the mitigation of risk allowing for recommendations on City policy.
- Created and worked with staff City-wide to refine new processes for various topics related to Safety and Risk Management.

## GOALS AND OBJECTIVES

- Continue to provide Departments with relevant resources in Safety and Risk Management including but not limited to training, email updates and literature.
- Work with already obtained City software to create a more efficient way to track and allocate City vehicle repairs.
- Work with City's insurance to review policies that reflect the needs of the City, creating an efficient use of funding to the division.
- Review and implement new policies in accident identification, allowing for improvements to be made to these policies to limit accidents and near misses.

## FUTURE OUTLOOK

- Hiring of a full time Risk Manager to allow for a greater and more robust Risk Management and Safety Program.

## BUDGET LINE ITEMS (EXPENDITURES)

### Finance-Risk Management Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Insurance		
Liability Premiums	\$640,000	\$640,000
Worker's Compensation Premiums	\$250,000	\$250,000
Property damage Premiums	\$200,000	\$200,000
Worker's Compensation Claims	\$100,000	\$100,000
Post-retirement Benefits	\$78,710	\$78,710
Liability Claims	\$40,000	\$40,000
Collision Claims	\$40,000	\$40,000
Auto physical Premiums	\$37,000	\$37,000
Other Claims	\$20,000	\$20,000
Unemployment Claims	\$1,000	\$1,000
<b>INSURANCE TOTAL</b>	<b>\$1,406,710</b>	<b>\$1,406,710</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$71,399	\$71,399
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$71,399</b>	<b>\$71,399</b>
Contractual Services		
Professional Services	\$50,000	\$50,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$50,000</b>	<b>\$50,000</b>
Other Purchased Svcs		
Dues	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$100</b>	<b>\$100</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,528,209</b>	<b>\$1,528,209</b>
<b>TOTAL</b>	<b>\$1,528,209</b>	<b>\$1,528,209</b>

## BIENNIAL COMPARISON

### Finance-Risk Management

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Material and Services</b>	\$1,854,395	\$2,489,296	\$3,085,770	\$3,056,418
<b>Personnel Services</b>	\$276,238	\$227,264	\$0	\$0
<b>Capital Outlay</b>	\$356,694	\$0	\$0	100



(Risk Con't)

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>TOTAL</b>	\$2,487,327	\$2,716,560	\$3,085,770	\$3,056,418

# OPERATING

---

# COMMUNITY

# SERVICES

# CODE COMPLIANCE & HOUSING

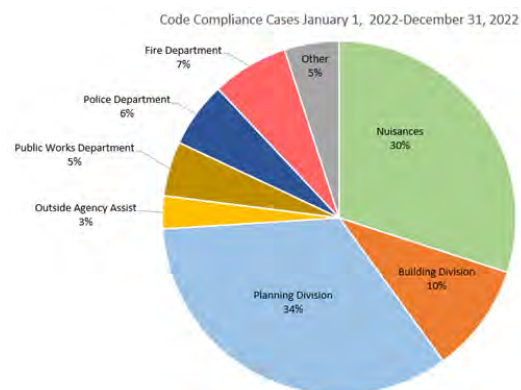
2023-2025 BIENNIUM BUDGET



## CODE COMPLIANCE OVERVIEW

The City code compliance specialist is responsible for responding to calls for service and addressing a variety of complaints related to potential infractions of Ashland's Municipal Code. It is common for a substantial portion of the position's time to be directed at land use and zoning issues, building safety and actions impacting environmentally sensitive areas. Many factors influence code compliance activity including the time of year, increases in development and construction activity, as well the adoption of additional City codes. The code compliance specialist responds on average to approximately 800 calls for service annually, with a daily active case load of between 30-50 cases. The position works closely with many City departments, as well as State and Federal agencies to provide a comprehensive and coordinated response.

## CODE COMPLIANCE CASES



## SERVICES

**Mandated Services** - AMC Chapter 1.08 – General Penalties provides the authority for the code compliance specialist to seek compliance and enforce all the provisions of the municipal. The code compliance specialist has the authority to investigate infractions related to buildings and properties after first making a reasonable effort to secure permission by the owner or other person having charge of the premises.

**Expected Services** - Resolving complaints and seeking agreed upon compliance through mediation and a solution-oriented approach is expected, rather than impersonal enforcement and the presenting of citations in City's municipal court.

**Discretionary Services** - The nature of the position and assortment of inquiries often creates opportunities to employ non-conventional techniques. While time-consuming, settling a long-

standing neighborhood nuisance through the soliciting community volunteers can result in more resilient communities and achieve long-standing results.

## HOUSING PROGRAM OVERVIEW

The Housing program is responsible for addressing various housing needs in the community. Since there is no single solution to adequately address the housing issues facing the City, the program takes a comprehensive approach to program development. This approach ensures that all available tools are used to increase the supply of affordable housing and address the social service needs of residents in the community.

The Housing Program Manager works closely with the Housing and Human Services Advisory Committee, the Planning Commission, and the City Council to achieve Council Goals. These goals guide the focus of the Housing program, which includes providing financial assistance to non-profit organizations through Community Development Block Grants, Affordable Housing Funds, and Social Service Grants.

In addition to providing financial assistance, the Housing Program Manager coordinates with other City departments, public and private organizations, contractors, citizen groups, and the public to develop and maintain housing and social service programs. This administrative work is crucial to ensuring that the needs of the community are met effectively and efficiently.



## SERVICES

**Mandated Services** - The State of Oregon has established policies and regulations to encourage the development and preservation of affordable housing Oregon does, however, have laws that relate to housing and affordable housing. For example, Oregon's Land Use Planning and Zoning laws require that cities plan for and provide for housing that is affordable to a range of income levels within their jurisdictions.

Additionally, the state provides grant funding for affordable housing development and preservation through programs such as the Oregon Housing and Community Services Department. Therefore, while the establishment of a housing program is not mandated by Oregon law, cities within the state are required to plan for and provide affordable housing, and the state provides resources to support the development and preservation of such housing.

The Federal Community Development Block Grant (CDBG) program is subject to federal regulations and guidelines. The program is authorized under Title I of the Housing and Community Development Act of 1974, as amended, and is further governed by the Code of Federal Regulations (CFR), specifically 24 CFR Part 570. To receive funding under the CDBG program, the City of Ashland must submit an annual Action Plan to HUD that describes how the funds will be used to meet the program's statutory objectives, and is required to comply with other federal requirements, such as environmental and fair housing regulations, as well as maintain adequate records and reporting systems to ensure accountability and transparency in the use of CDBG funds.

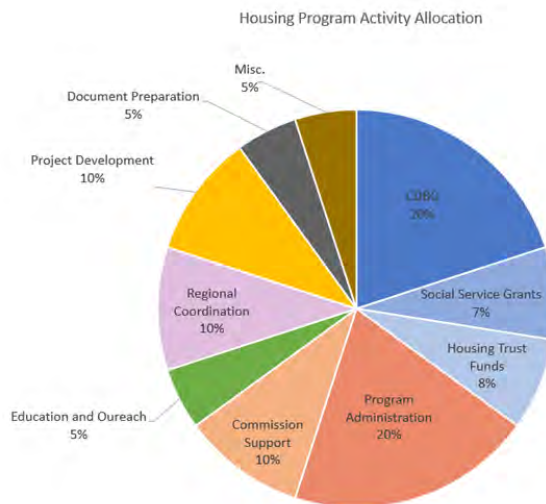
The Housing Production Strategy (HPS) is a document that outlines a plan to address Ashland’s unmet housing needs with a focus on equity and public input. The Housing Production Strategy report identifies a set of specific actions the city intends to undertake over an 8-year period to promote the development needed housing. The City will be required to report annually on the City’s progress toward consideration and implementation of the identified actions in the HPS document over an eight-year period to the State of Oregon.

**Expected Services** - The Housing Program oversees all affordable housing in the City, including reviewing contracts, verifying household incomes, and monitoring rent or sale prices using tax information to maintain program integrity. The program conducts studies and collects data to identify housing needs and provide policy recommendations that meet City Council Goals and distribute limited resources effectively.

The Housing Program also manages grant administration services for the City's Social Service Grant Program, CDBG program, and Affordable Housing Fund. The Social Service Grant Program allocates general funds to agencies and organizations that help vulnerable citizens, and the Affordable Housing Fund receives \$100,000 annually from Marijuana Tax Revenue. The Housing Program supports the Housing and Human Services Advisory Committee, which reviews and recommends CDBG allocations, grant awards, and monitors projects funded by CDBG, City of Ashland Social Service Grants, and the Ashland Housing Fund. The Committee is established in AMC 2.19. Additionally, the Housing Program coordinates with local and regional service providers and community partners to provide emergency assistance to homeless individuals and families and households at risk of homelessness. They allocate state and federal resources and develop new resources using tax revenue as needed to address emergency sheltering needs and provide direct services to the homeless.

**Discretionary Services** - The Ashland City Council has consistently promoted the development of policies to support and expand workforce housing and regulated affordable housing within the City, and engagement and collaboration with regional efforts to address homelessness.

## HOUSING PROGRAM ACTIVITY ALLOCATION



## DEPARTMENTAL EXPENDITURES (DETAILS)

Com Dev-Housing Line Items

## Building & Planning

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$200,000	\$223,798
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$200,000</b>	<b>\$223,798</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$200,000</b>	<b>\$223,798</b>
<b>TOTAL</b>	<b>\$200,000</b>	<b>\$223,798</b>

## BIENNIAL COMPARISON

### Com Dev-Housing Fund

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Material and Services</b>	\$300,000	\$154,657	\$50,079	\$423,798
<b>TOTAL</b>	<b>\$300,000</b>	<b>\$154,657</b>	<b>\$50,079</b>	<b>\$423,798</b>

### Com Dev-CDBG

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Personnel Services</b>	\$62,880	\$111,454	\$66,410	\$63,820
<b>Material and Services</b>	\$189,836	\$334,067	\$498,106	\$345,927
<b>TOTAL</b>	<b>\$252,716</b>	<b>\$445,521</b>	<b>\$564,516</b>	<b>\$409,747</b>

### Com Dev-Social Service

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Material and Services</b>	\$268,000	\$134,000	\$134,000	\$134,000
<b>TOTAL</b>	<b>\$268,000</b>	<b>\$134,000</b>	<b>\$134,000</b>	<b>\$134,000</b>

# BUILDING AND PLANNING

2023-2025 BIENNIUM BUDGET

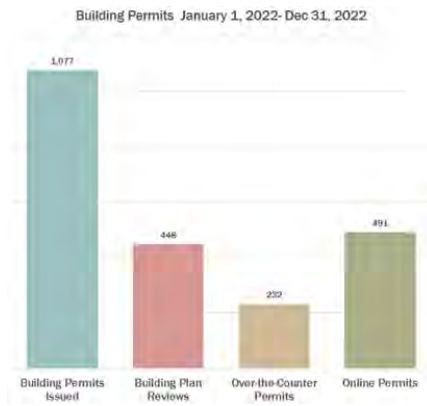


## BUILDING DIVISION OVERVIEW

The City of Ashland Building Division's main role is to ensure that all buildings meet the applicable building codes, zoning regulations, and safety standards set by the State and local government. The Building Division is responsible for reviewing and approving building plans and issuing building permits for new construction or alterations to existing buildings. Inspections by the Building Division during various stages of construction ensure new developments are being built according to the approved plans and meet the relevant building codes and safety standards.

## BUILDING PERMITS





## BUILDING SERVICES AND GOALS

**Mandated Services** - ORS 455.467 requires the building inspection program to approve a permit application within ten business days of receiving a complete application for plan reviews of simple low-rise residential dwellings. For commercial reviews, the statute requires the building inspection program develop a reasonable process for plan review services. The building inspection program plan is required to be updated every four years to ensure the needs of the department, and participants, are being met (ORS 455.148).

OAR 918-020-0090 mandates municipalities to administer and enforce a building inspection program. These standards cover requirements that must be identified for compliance through the Oregon Building Codes Division. They are reviewed for compliance and renewed every four years (OAR 918-020-0070). Building plan examiners and inspectors are also required to maintain key certifications at the State level in order to administer program requirements. Code cycles are updated every three years and continuing education and code update classes are required to maintain these certifications.

OAR 918-020-0010 addresses expected cooperation between local municipalities and the Oregon State Fire Marshal's local designee to consider uniform fire code in the plan review process.

### Goals

The Building Division has the following goals for the 2023-2025 biennium.

- Establish a consistent and uniform code inspection program with other nearby cities by creating Standards, Educational, and Code Committees with representatives from local jurisdictions.
- Develop an online self-service portal for EnerGov Permitting software, allowing customers to monitor their permit status, submit applications, request inspections, review fees, and communicate with the Community Development Department remotely.
- Implement mandated State building codes addressing Wildfire Hazards, Energy Conservation, and Climate Change.

## BUDGET LINE ITEMS (EXPENDITURES)

### Com Dev-Building Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$416,155	\$428,505
Vacation Pay Out	\$1,000	\$1,000
Sick Leave Pay Out	\$1,000	\$1,000
Overtime	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$418,655</b>	<b>\$431,005</b>

## Building & Planning

	2023-24 Adopted	2024-25 Adopted
Group Health Insurance	\$130,660	\$130,660
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$35,000	\$16,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$35,000</b>	<b>\$16,000</b>
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$12,312	\$12,312
Licensing	\$8,000	\$8,000
Internal Chg - Fleet Maint	\$3,114	\$3,238
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$23,426</b>	<b>\$23,550</b>
Other Purchased Svcs		
Training	\$6,000	\$7,500
Lodging	\$4,000	\$4,850
Meals	\$1,650	\$2,000
Dues	\$1,650	\$1,750
Personal vehicle mileage	\$800	\$1,000
Air	\$600	\$900
Printing & Binding	\$250	\$250
Advertising	\$100	\$150
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$15,050</b>	<b>\$18,400</b>
Communications		
Communications	\$5,500	\$5,500
Postage	\$200	\$200
<b>COMMUNICATIONS TOTAL</b>	<b>\$5,700</b>	<b>\$5,700</b>
Supplies		
Books & Periodicals	\$1,700	\$1,700
Technical Supplies	\$1,500	\$1,500
Office Supplies	\$1,250	\$1,250
Small Tools & Ops Supplies	\$200	\$300
Uniforms - Clothing	\$200	\$200
Meeting Supplies	\$75	\$75
<b>SUPPLIES TOTAL</b>	<b>\$4,925</b>	<b>\$5,025</b>
Rental, Repair, Maintenance		
Rental Charges	\$1,750	\$2,000
Fuel	\$1,200	\$1,200
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$2,950</b>	<b>\$3,200</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$87,051</b>	<b>\$71,875</b>
PERS Employer's Share	\$46,497	\$47,866
FICA/MEDICARE Contribution	\$32,065	\$33,010
PERS Employee Share Paid by Cty/Pks	\$25,149	\$25,890
HRAVEBA	\$12,575	\$12,945
Deferred Comp	\$2,820	\$2,820
Workers Compensation	\$2,519	\$2,591
Other Benefits	\$210	\$210
<b>TOTAL</b>	<b>\$758,202</b>	<b>\$758,872</b>

## BIENNIAL COMPARISON

### Com Dev-Building Safety

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$737,329	\$980,938	\$1,167,641	\$1,358,147
Material and Services	\$685,949	\$610,806	\$127,192	\$158,927
<b>TOTAL</b>	<b>\$1,423,279</b>	<b>\$1,591,744</b>	<b>\$1,294,833</b>	<b>\$1,517,074</b>

## PLANNING DIVISION OVERVIEW

**Long Range Planning Program** - The Long Range Planning program maintains and updates the Ashland Comprehensive Plan and AMC Title 18 Land Use, and performs technical studies as required by the Statewide Planning Program, as well as the City Council, Planning Commission, advisory committees, and other citizen-initiated projects.

**Mandated Services** - The City is legally required to maintain its Comprehensive Plan in accordance with the Oregon Statewide Planning Program and implement land use regulations that align with the Plan (ORS 197.175). This involves conducting research, revising the land use code, and updating the Comprehensive Plan. Over the past decade, around one-third of long-range planning projects were mandated by state or federal laws, one-sixth were initiated by the City Council's goals, and half came from citizen advisory commission or grassroots efforts. In the current decade, more than half of the nine legislative actions taken so far were required by state mandates and new state legislation. These include updating the Buildable Lands Inventory (BLI), revising the land use code to permit duplexes (House Bill 2001), conducting a Housing Capacity Analysis (HB 2003), carrying out a Housing Production Analysis (HB 2003), and implementing Middle Housing Land Divisions (Senate Bill 458).

Several recent long range planning projects were required due to new state legislation or federal requirements, including amending the land use and building codes for floodplains in Ashland, updating the flood insurance study and insurance rate map by the Federal Emergency Management Agency (FEMA), adding the Regional Plan to the Ashland Comprehensive Plan, updating the Transportation System Plan (TSP), amending ordinances for medical and recreational marijuana use at home, and adopting new codes for Middle Housing Land Divisions (MHLDs). Although it's challenging to predict the extent of work resulting from new state legislation or agency requirements, such as Climate Friendly and Equitable Communities requirements or Housing Needs Analysis and Housing Production Strategy requirements, staff expects an increase in workload in addressing state land use mandates in the coming biennium due to the state's growing concerns with housing, homelessness, and climate change.

The City will seek grant opportunities, and allocate professional services funding to aid in completing code amendments in response to state legislative requirements, amend manufactured housing park zoning, and prepare a new Economic Opportunity Analysis (EOA) at Council direction. If development activity decreases during FY 23-25 in response to rising interest rates, staff resources will be reallocated from Current Planning to the Long Range program to address new state legislation and agency requirements.

**Expected Services** - In the past, the Long Range Planning program was expected to perform projects generated by City Council goals as well as those projects initiated at the request of advisory committees or the general public. Examples of past projects include adoption of wildfire development standards, Middle Housing code amendments, the update to the affordable housing standards in the land use code, the development of the Transit Triangle overlay and land use code, and the recent adoption of Food Truck code amendments.

**Discretionary Services** - Long Range Planning program resources are used to support the review of legislative planning actions by the Historic Preservation Advisory, Tree and Urban Forest Management Advisory, Housing and Human Services Advisory, and Transportation Advisory Committees. All of the aforementioned advisory committees are assigned an advisory role in the review of amendments to the Comprehensive Plan and land use code in under Resolution #2023-06.

## PLANNING ACTIONS

---

Planning Actions January 1, 2022 - December 31, 2022



## CURRENT PLANNING PROGRAM

The Current Planning program reviews development proposals, conducts the public noticing and hearing process for development proposals, reviews building permits for compliance with land use standards and staffs the Planning Commission and three advisory committees.

**Mandated Services** - The City has a statutory obligation to make land use decisions in compliance with the Comprehensive Plan and adopted land regulations (ORS 197.175). Current Planning program resources are necessary to satisfy this state mandate as well as specific state laws which outline the land use process requirements such as public noticing requirements, timelines for land decisions, public hearing requirements and appeal requirements. The Planning Commission serves as the body that largely satisfies the Statewide Planning Program Goal 1 Citizen Involvement [OAR 660-015-0000(1)] as well as the requirement for a Citizen Involvement Committee (CIC) which is reflected in the Ashland Comprehensive Plan.

AMC 18.5.1.050.C requires a decision on Type I planning applications within 45 days of when an application is deemed complete. In contrast, state law requires cities to make a final decision on a land use application with 120 days after the application is deemed complete (ORS 227.178). The use of the considerably shorter 45 days to make a final decision for Type I applications is an example of the City's emphasis on customer service.

**Expected Services** - Provide mandated Current Planning program services with a high emphasis on clarity, responsiveness, accessibility, and customer service. Assist other city departments on areas of mutual concern, such as coordinated development services and implementation of council goals.

The Current Planning program attempts to meet its adopted customer services targets as identified in the Community Development Operational and Organizational Review. This includes response time goals such as returning customer inquiries (i.e., phone calls and emails) within 24 hours and finishing completeness reviews of land use applications within seven days where state law allows up to 30 days.

**Discretionary Services** - Current Planning program resources are used to support the Historic Preservation Advisory Committee, Public Arts Advisory Committee and Tree and Urban Forest Management Advisory Committee. The Historic Preservation Advisory and Tree and Urban Forest Management Advisory Committees serve in advisory roles in planning applications to assess conformance with Historic District Design and Tree Protection and Removal standards. Approximately 23 percent of planning applications are within nationally designated historic

districts and are therefore reviewed by the Historic Preservation Advisory Committee. The Historic Preservation, Public Arts and Tree and Urban Forest Advisory Committees were established by Resolution #2023-06.

Ashland was designated as a Certified Local Government (CLG) by the National Park Service in 2000. As a CLG, the City must meet certain qualifications to receive the CLG certification including having a locally appointed body of a variety of experts in the historic preservation field and general citizens to oversee the City’s historic preservation program. The Historic Preservation Advisory Committee fulfills this CLG requirement. The CLG designation qualifies the City to receive federal grants through Oregon State Historic Preservation Office (SHPO) and additional technical assistance.

## BUDGET LINE ITEM

### Com Dev-Planning Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$775,724	\$798,696
Vacation Pay Out	\$5,775	\$5,775
Sick Leave Pay Out	\$4,500	\$4,500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$785,999</b>	<b>\$808,971</b>
Group Health Insurance	\$252,285	\$251,208
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$160,000	\$72,125
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$160,000</b>	<b>\$72,125</b>
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$12,312	\$12,312
Licensing	\$8,000	\$8,000
Internal Chg - Fleet Maint	\$609	\$633
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$20,921</b>	<b>\$20,945</b>
Other Purchased Svcs		
Training	\$5,200	\$5,200
Lodging	\$3,900	\$4,000
Dues	\$2,725	\$2,850
Personal vehicle mileage	\$1,300	\$1,300
Advertising	\$1,150	\$1,250
Meals	\$1,150	\$1,200
Air	\$1,000	\$1,000
Other	\$700	\$750
Printing & Binding	\$400	\$400
Rental car	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$17,725</b>	<b>\$18,150</b>
Supplies		
Office Supplies	\$7,100	\$7,100
Technical Supplies	\$2,000	\$2,000
Books & Periodicals	\$650	\$650
Meeting Supplies	\$450	\$500
Uniforms - Clothing	\$250	\$250
Small Tools & Ops Supplies	\$100	\$100
<b>SUPPLIES TOTAL</b>	<b>\$10,550</b>	<b>\$10,600</b>
Communications		
Postage	\$4,100	\$5,250
Communications	\$2,000	\$2,000
<b>COMMUNICATIONS TOTAL</b>	<b>\$6,100</b>	<b>\$7,250</b>
Rental, Repair, Maintenance		
Rental Charges	\$6,000	\$6,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$6,000</b>	<b>\$6,000</b>

## Community Development

	2023-24 Adopted	2024-25 Adopted
Commission		
Planning Commission	\$500	\$500
Historic Preservation Comm.	\$300	\$300
Housing & Human Svcs Comm.	\$300	\$300
Tree Commission	\$150	\$150
COMMISSION TOTAL	\$1,250	\$1,250
MATERIAL AND SERVICES TOTAL	\$222,546	\$136,320
PERS Employer's Share	\$74,235	\$76,517
FICA/MEDICARE Contribution	\$60,008	\$61,875
PERS Employee Share Paid by Cty/Pks	\$47,065	\$48,529
HRAVEBA	\$23,533	\$24,265
Deferred Comp	\$5,445	\$5,454
Workers Compensation	\$2,997	\$3,078
Other Benefits	\$140	\$140
TOTAL	\$1,474,255	\$1,416,357

## BIENNIAL COMPARISON

### Com Dev-Planning

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$2,416,991	\$2,406,595	\$2,293,448	\$2,531,745
Material and Services	\$681,927	\$899,550	\$228,694	\$358,867
TOTAL	\$3,098,918	\$3,306,146	\$2,522,142	\$2,890,612

# COMMUNITY DEVELOPMENT

2023-2025 BIENNIUM BUDGET



## OVERVIEW

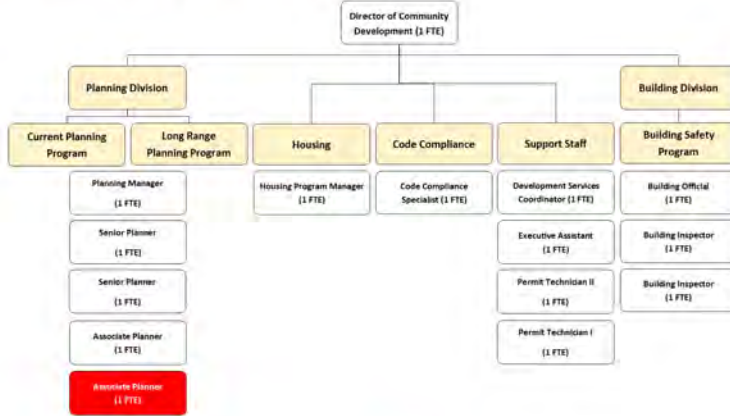
The [Community Development Department](#) comprises two divisions, namely [Planning and Building](#). The Planning Division is responsible for the maintenance and update of Ashland's Comprehensive Plan and Ashland Municipal Code Title 18 Land Use. In addition, it is tasked with reviewing development proposals, evaluating building permits for compliance with land use standards, providing support to various advisory committees and the City's Planning Commission. The Planning Division also oversees the City's [Housing Program](#), which aims to promote affordable housing through public education/outreach, zoning initiatives, grants, direct funding, and other financial incentives. Furthermore, the [Code Compliance](#) program is responsible for providing assistance to individuals and businesses who violate municipal codes and can take enforcement actions through the municipal court.

The Building Division, on the other hand, has the mandate of implementing Oregon's statewide building codes program. This program is administered through a comprehensive building plan review and inspection program. As such, the Building Division is responsible for ensuring

compliance with Oregon's building codes and ensuring that buildings are constructed safely and meet the required standards.

# ORGANIZATIONAL CHART

## Community Development



- Planning Commission
- Historic Preservation Advisory Committee
- Housing & Human Services Advisory Committee
- Public Arts Advisory Committee

**LEGEND**

	General Fund & Enterprise Fund Positions
	Non-General Fund Positions
	Legally Mandated Commissions/Committees
	Discretionary Commissions/Advisory Boards
	Vacant-Unfunded





## ACCOMPLISHMENTS

- Reviewed and issued 2,138 building permits and conducted over 7,300 inspections from January 1, 2021 to December 31, 2022.
- Processed 173 Planning Actions and issued 347 zoning permits from January 1, 2021 to December 31, 2022.
- Supported the development of 60 new low income housing units by Housing Authority of Jackson County and 29 new permanent supportive housing units for low income households by Columbia Care. The creation of these 89 new affordable units were supported with City of Ashland Affordable Housing Funds and the waiver of System Development Charges.
- Awarded and distributed \$750,000 in local Community Development Block Grants, Social Service Funds, and Affordable Housing Funds to local non-profit organizations assisting extremely low-income and low-income households obtain housing, food, and emergency shelter, most notably, the OHRA Project Turnkey shelter project.
- Completed the 2021-2041 Housing Capacity Analysis, and drafted a Housing Production Strategy document that addresses the housing needs identified in the Housing Capacity Analysis document.

## GOALS AND OBJECTIVES

- Develop an online self-service portal for EnerGov Permitting software, allowing customers to monitor their planning and building permit status, submit applications, request inspections, review fees, and communicate with the Community Development Department remotely.
- Ensure that the Department maintains optimal staffing levels and provides new employees with the necessary training to obtain the required certifications that enable them to competently perform their assigned duties.
- Develop and implement a consistent and standardized code inspection program across neighboring cities by establishing Standards, Educational, and Code Committees consisting of representatives from local jurisdictions. This will ensure that inspections are conducted uniformly across all jurisdictions and reduce any confusion or discrepancies that may arise.
- The city of Ashland has identified several key initiatives to improve the community's well-being and economic vitality. These include drafting and implementing land use ordinances to promote a Climate Friendly and Equitable Community by encouraging walkable neighborhoods and activity centers, preserving manufactured home parks as identified in the Housing Production Strategy, and redeveloping the Croman Mill District to enhance economic development and improve residents' quality of life. These initiatives are designed to address housing, economic, and environmental challenges in Ashland and promote a more sustainable and equitable community.

## PERFORMANCE MEASURES

**Affordability and Attainable Housing:** Measure the effectiveness of policies and incentives designed to encourage the production of affordable housing. Monitor progress towards completing the strategic actions identified in Ashland's 2024-2032 Housing Production Strategy. Track the number of regulated affordable housing units, the number of multifamily housing units, and the number of single family housing units developed within the City.

**Economic Development:** Streamline the development review process and evaluate potential land use ordinance amendments to promote the development of new businesses and retention of existing ones within Ashland, with a focus on activity centers such as the Croman Mill District and the Southern Oregon University District. Measure the effectiveness of policies and incentives designed to encourage investment and growth within the City and track the square footage of new commercial buildings developed within the City.

**Climate Energy Action Plan (CEAP) goals:** Evaluate and adopt land use codes in accordance with the State of Oregon Climate Friendly and Equitable Communities initiative policies and Ashland's Climate Energy Action Plan. Designate and implement Climate Friendly Areas through the zoning code to encourage sustainable development practices. Measure the effectiveness of policies and incentives designed to encourage the development of the designated Climate Friendly Areas.

**Wildfire Risk Reduction:** Implement and monitor new statewide building codes related to wildfire safety, and update the local building code accordingly. Conduct educational sessions to inform builders and developers about the new standards and how to comply with them, including best practices for wildfire safety in building design and construction.

## SIGNIFICANT CHANGES FROM 2021-2023

- Funds included to conduct the Economic opportunities Analysis.
- Funds included to perform records digitization to improve transparency and access.

## FUTURE OUTLOOK

Challenges:

- Climate change: Climate change can have severe consequences for communities, such as increased frequency and severity of natural disasters, rising sea levels, and droughts. These effects can challenge community development efforts and require innovative solutions.
- A slowdown in development due to rising interest rates could lead to a decrease in revenue to the General Fund, as building and planning permit fees and taxes generated from construction and real estate transactions may decrease. This could impact the ability of the General Fund to fund community development initiatives, potentially leading to delays or cancellations of long-range planning projects.

Opportunities:

- Advancements in technology: The use of technology can help community development departments improve efficiency and effectiveness in delivering services, engaging residents, and monitoring progress.
- Community engagement: Community development departments can leverage community involvement to build support, identify local priorities, and promote collaboration.
- Increases in Federal and State funding to address needed housing may provide opportunities for the city to work cooperatively with housing providers and homeless service providers to address Ashland's housing goals. By leveraging these resources, the city may be able to expand

affordable housing options and address homelessness, which could have a positive impact on the community's well-being and economic vitality.

## BUDGET LINE ITEMS (EXPENDITURES)

### Community Development Department Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$1,211,979	\$1,247,903
Vacation Pay Out	\$6,775	\$6,775
Sick Leave Pay Out	\$5,500	\$5,500
Overtime	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$1,224,754</b>	<b>\$1,260,678</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$395,000	\$311,923
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$395,000</b>	<b>\$311,923</b>
Grants		
Other Grants	\$204,024	\$141,903
Social Services Grants	\$67,000	\$67,000
<b>GRANTS TOTAL</b>	<b>\$271,024</b>	<b>\$208,903</b>
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$24,625	\$24,625
Licensing	\$16,000	\$16,000
Internal Chg - Fleet Maint	\$3,723	\$3,871
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$44,348</b>	<b>\$44,496</b>
Other Purchased Svcs		
Training	\$11,200	\$12,700
Lodging	\$7,900	\$8,850
Dues	\$4,375	\$4,600
Meals	\$2,800	\$3,200
Personal vehicle mileage	\$2,100	\$2,300
Air	\$1,600	\$1,900
Advertising	\$1,250	\$1,400
Other	\$700	\$750
Printing & Binding	\$650	\$650
Rental car	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$32,775</b>	<b>\$36,550</b>
Supplies		
Office Supplies	\$8,350	\$8,350
Technical Supplies	\$3,500	\$3,500
Books & Periodicals	\$2,350	\$2,350
Meeting Supplies	\$525	\$575
Uniforms - Clothing	\$450	\$450
Small Tools & Ops Supplies	\$300	\$400
<b>SUPPLIES TOTAL</b>	<b>\$15,475</b>	<b>\$15,625</b>
Communications		
Communications	\$7,500	\$7,500
Postage	\$4,300	\$5,450
<b>COMMUNICATIONS TOTAL</b>	<b>\$11,800</b>	<b>\$12,950</b>
Rental, Repair, Maintenance		
Rental Charges	\$7,750	\$8,000
Fuel	\$1,200	\$1,200
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$8,950</b>	<b>\$9,200</b>
Commission		
Planning Commission	\$500	\$500
Historic Preservation Comm.	\$300	\$300
Housing & Human Svcs Comm.	\$300	\$300
Tree Commission	\$150	\$150

Community Development

	2023-24 Adopted	2024-25 Adopted
COMMISSION TOTAL	\$1,250	\$1,250
MATERIAL AND SERVICES TOTAL	\$780,622	\$640,897
Group Health Insurance	\$389,200	\$388,123
PERS Employer's Share	\$122,413	\$126,113
FICA/MEDICARE Contribution	\$93,611	\$96,469
PERS Employee Share Paid by Cty/Pks	\$73,421	\$75,662
HRAVEBA	\$36,710	\$37,831
Deferred Comp	\$8,400	\$8,409
Workers Compensation	\$5,532	\$5,685
Other Benefits	\$350	\$350
TOTAL	\$2,735,013	\$2,640,217

## BIENNIAL COMPARISON

### Community Development Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$3,217,200	\$3,498,987	\$3,527,499	\$3,953,711
Material and Services	\$2,125,712	\$2,133,081	\$1,038,071	\$1,421,519
TOTAL	\$5,342,913	\$5,632,068	\$4,565,570	\$5,375,230

### Com Dev-CDBG

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$62,880	\$111,454	\$66,410	\$63,820
Material and Services	\$189,836	\$334,067	\$498,106	\$345,927
TOTAL	\$252,716	\$445,521	\$564,516	\$409,747

### Com Dev-Social Service

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$268,000	\$134,000	\$134,000	\$134,000
TOTAL	\$268,000	\$134,000	\$134,000	\$134,000

## PERS UNFUNDED ACTUARIAL LIABILITY

### Community Development Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$60,567	\$303,955	\$355,413
TOTAL	\$0	\$60,567	\$303,955	\$355,413

### CDBG Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$2,100	\$5,394	\$5,835
TOTAL	\$0	\$2,100	\$5,394	\$5,835

# MUNICIPAL COURT

2023-2025 BIENNIUM BUDGET

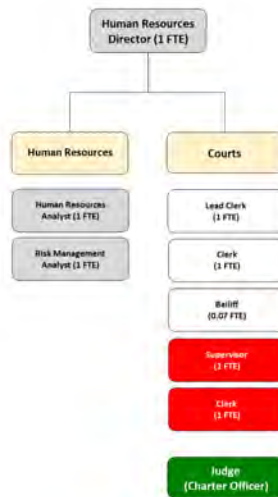


## OVERVIEW

The Ashland Municipal Court (AMC) provides Ashland with a unique opportunity to have cases heard by a local judge elected by our citizens. It is the judicial branch of the city government, providing a local forum for the resolution of traffic violations, violations of the City Municipal Code, and various misdemeanors (crimes) when they occur within our city limits.

## ORGANIZATIONAL CHART

### Human Resources / Courts



#### LEGEND

	General Fund & Enterprise Fund Positions
	Non General Fund Positions
	Legally Mandated Commissions/Committees
	Discretionary Commissions/Advisory Boards
	Vacancies Unfilled

## ACCOMPLISHMENTS

- Staff and the Judge continued to serve our community throughout the pandemic. Clerks were available during regular business hours by phone and email, and in person for specific emergency situations.
- Established Zoom Court which allowed defendants to appear before the Judge virtually.
- Conducted virtual court trials on violations as well as in person jury trials for crimes.

## GOALS AND OBJECTIVES

- Maintain current high levels of customer service.
- Expand current walk-in hours.

## SIGNIFICANT CHANGES FROM 2021-2023

- Increase in contract funds for court appointed attorney needs

## FUTURE OUTLOOK

- Opportunity: Technological upgrades would reduce paper usage, allow for higher productivity, and enable staff to send text reminders for upcoming appearances and payments.
- Challenge: Without more staff (plus .5), AMC would not be able to increase current walk-in hours. In addition, it would be very difficult to maintain a high level of customer service as well as handle the increased work load which full staffing of APD would create.

## BUDGET LINE ITEMS (EXPENDITURES)

### Administration-Municipal Court Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$262,335	\$270,467
Overtime	\$3,000	\$3,000
Sick Leave Pay Out	\$965	\$965
Vacation Pay Out	\$300	\$300
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$266,600</b>	<b>\$274,732</b>
Group Health Insurance	\$103,698	\$103,698
<b>Material and Services</b>		
Internal Charges & Fees		
Licensing	\$22,498	\$12,500
Internal Chg - Insurance Svc	\$6,243	\$6,243
State Court Assessment	\$3,000	\$3,000
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$31,741</b>	<b>\$21,743</b>
Contractual Services		
Professional Services	\$18,000	\$18,000
Legal	\$5,150	\$5,149
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$23,150</b>	<b>\$23,149</b>
Supplies		
Office Supplies	\$1,850	\$1,850
Books & Periodicals	\$1,030	\$1,000
<b>SUPPLIES TOTAL</b>	<b>\$2,880</b>	<b>\$2,850</b>
Other Purchased Svcs		
Personal vehicle mileage	\$600	\$600
Training	\$575	\$575
Lodging	\$550	\$550
Dues	\$435	\$435
Meals	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$2,360</b>	<b>\$2,360</b>
Rental, Repair, Maintenance		
Rental Charges	\$2,060	\$2,060
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$2,060</b>	<b>\$2,060</b>
Communications		126

## Electric Department

	2023-24 Adopted	2024-25 Adopted
Communications	\$1,030	\$1,030
<b>COMMUNICATIONS TOTAL</b>	<b>\$1,030</b>	<b>\$1,030</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$63,221</b>	<b>\$53,192</b>
PERS Employer's Share	\$26,105	\$26,904
FICA/MEDICARE Contribution	\$20,395	\$21,017
PERS Employee Share Paid by Cty/Pks	\$15,996	\$16,484
HRAVEBA	\$7,998	\$8,242
Deferred Comp	\$1,746	\$1,746
Workers Compensation	\$213	\$220
Other Benefits	\$140	\$140
<b>TOTAL</b>	<b>\$506,112</b>	<b>\$506,375</b>

## BIENNIAL COMPARISON

### Admin-Municipal Court

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$756,122	\$911,247	\$1,018,562	\$896,074
Material and Services	\$249,613	\$388,745	\$88,152	\$116,414
<b>TOTAL</b>	<b>\$1,005,735</b>	<b>\$1,299,992</b>	<b>\$1,106,714</b>	<b>\$1,012,487</b>

# ELECTRIC DEPARTMENT

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The department is responsible for the construction, maintenance, and repair of both overhead and underground electric infrastructure, including vegetation management.

The Electric Utility is responsible to meet Public Utility Commission (PUC) regulations for infrastructure safety and vegetation management. Our operations typically fall under the guidelines of Occupational Safety and Health Administration (OSHA) 1910.269 and the The National Electrical Safety Code (NESC). Remaining operational controls are the purview of City Council.

Electric is organized in three divisions- Most operations fall under the distribution division, the Supply division is dedicated to the acquisition of wholesale energy and the operation of City owned generation, the Transmission division is dedicated to the cost related to getting wholesale energy to Ashland.

## ORGANIZATIONAL CHART



## Electric / Conservation



## ACCOMPLISHMENTS

- 2021 Excellence in Reliability Award
- Completed State mandated Wildfire Mitigation Plan
- Completed purchase of Mountain Avenue substation from Bonneville Power Administration (BPA)
- Director served as President of Oregon Municipal Electric Utilities Association (OMEU) for 2022



## GOALS AND OBJECTIVES

- Add capacity at Mountain Ave substation.
- Complete master plan for the Electric Utility.
- Return to full staffing level.
- Maintain or improve safety and reliability metrics.
- Begin implementation of system automation

## PERFORMANCE MEASURES

ASAI - 99.9933%  
 CAIDI - 106.552 minutes

SAIDI – 34.775 minutes

SAIFI – 0.326

\* As of 2021

**Definitions:**

***ASAI-average service availability index***

The Average Service Availability Index (ASAI) is a reliability index commonly used by electric power utilities. ASAI can be represented in relation to SAIDI (when the annual SAIDI is given in hours) ASAI= 1- SAIDI/8760.

***CAIDI-customer average interruption duration index***

CAIDI gives the average outage duration that any given customer would experience. CAIDI can also be viewed as the average restoration time. CAIDI is measured in units of time, often minutes or hours. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.36 hours.

***SAIDI-system average interruption duration index***

SAIDI is measured in units of time, often minutes or hours. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.50 hours.

***SAIFI-system average interruption frequency index***

SAIFI is measured in units of interruptions per customer. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.10 interruptions per customer.

## SIGNIFICANT CHANGES FROM 2021-2023

- Money included in budget for implementation of the Wildfire Protection Plan implementation. Plan was completed 21/23BN
- No rate increases
- Purchase of substation has resulted in a decrease of \$150,000 in utility delivery charges per year
- Overcollection by Bonneville has resulted in \$1.3 million rebate to the utility



## FUTURE OUTLOOK

- Many potential State and Federal grant opportunities.
- Continued work on the post 2028 BPA contracts presents both challenges and opportunities.
- Attracting qualified Journey level employees.

\*Photo by Bob Palermini

## BUDGET LINE ITEMS (EXPENDITURES)

Electric Department Line Items

## Electric Department

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Other Purchased Svcs		
Energy	\$6,860,000	\$7,000,000
Transmission	\$1,100,000	\$1,100,000
Demand	\$600,000	\$600,000
Dues	\$95,000	\$97,000
Training	\$38,000	\$40,000
Local Power Purchased	\$10,000	\$10,000
Lodging	\$5,000	\$5,000
Air	\$5,000	\$5,000
Personal vehicle mileage	\$2,500	\$2,500
Meals	\$2,000	\$2,100
Rental car	\$1,200	\$1,200
Printing & Binding	\$1,030	\$1,060
Advertising	\$1,030	\$1,060
Other	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$8,720,960</b>	<b>\$8,865,120</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$951,672	\$951,672
Internal Chg - Tech Debt	\$540,150	\$540,150
Internal Chg - Equip Replacmnt	\$430,890	\$439,796
Internal Chg - Fleet Maint	\$178,027	\$185,148
Internal Chg - Facility Use	\$153,749	\$153,749
ALIEAP	\$113,300	\$116,699
Internal Chg - Insurance Svc	\$109,540	\$109,540
Bad Debt Expense	\$70,000	\$70,000
Senior Discount	\$45,000	\$45,000
Licensing	\$10,000	\$10,000
Heat assistance	\$5,871	\$6,047
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$2,608,199</b>	<b>\$2,627,801</b>
Franchise		
Franchise Tax	\$1,900,000	\$1,900,000
<b>FRANCHISE TOTAL</b>	<b>\$1,900,000</b>	<b>\$1,900,000</b>
Rental, Repair, Maintenance		
Infrastructure	\$467,800	\$475,834
Fuel	\$44,000	\$44,000
Electricity	\$23,000	\$23,000
Rental Charges	\$5,000	\$5,000
Maintenance	\$4,120	\$4,244
Disposal & Sanitary Service	\$2,200	\$2,334
Wastewater & Other	\$515	\$530
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$546,635</b>	<b>\$554,942</b>
Contractual Services		
Professional Services	\$154,500	\$159,135
Other	\$3,000	\$3,000
Legal	\$2,163	\$2,228
Physician/Health	\$773	\$796
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$160,436</b>	<b>\$165,159</b>
Supplies		
Uniforms - Clothing	\$32,500	\$33,500
Small Tools & Ops Supplies	\$25,750	\$26,523
Technical Supplies	\$10,300	\$10,610
Uniforms - Other	\$9,270	\$9,548
Office Supplies	\$7,000	\$7,214
Books & Periodicals	\$2,060	\$2,122
Miscellaneous Supplies	\$515	\$530
Emergency work	\$515	\$530
Meeting Supplies	\$515	\$530
<b>SUPPLIES TOTAL</b>	<b>\$88,425</b>	<b>\$91,107</b>
Communications		
Computers	\$25,750	\$26,130

Electric Department

	2023-24 Adopted	2024-25 Adopted
Communications	\$10,000	\$10,000
Postage	\$1,030	\$1,060
<b>COMMUNICATIONS TOTAL</b>	<b>\$36,780</b>	<b>\$37,583</b>
Programs		
Safety	\$7,500	\$7,500
<b>PROGRAMS TOTAL</b>	<b>\$7,500</b>	<b>\$7,500</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$14,068,935</b>	<b>\$14,249,212</b>
Transfer-Out, Contingency, Ending Fund Balance		
Ending Fund Balance	\$0	\$5,031,986
Contingency		
Contingency	\$565,976	\$570,628
<b>CONTINGENCY TOTAL</b>	<b>\$565,976</b>	<b>\$570,628</b>
<b>TRANSFER-OUT, CONTINGENCY, ENDING FUND BALANCE TOTAL</b>	<b>\$565,976</b>	<b>\$5,602,614</b>
Salaries & Wages		
Regular Employees	\$1,932,622	\$1,990,600
Overtime	\$65,000	\$51,000
Vacation Pay Out	\$42,650	\$42,650
Duty Pay	\$44,600	\$35,700
Sick Leave Pay Out	\$10,000	\$10,000
Holiday Pay Out	\$10	\$0
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$2,094,882</b>	<b>\$2,129,950</b>
Capital Outlay		
Improvements Other than Bldgs		
Capital Outlay	\$800,000	\$800,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$800,000</b>	<b>\$800,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$800,000</b>	<b>\$800,000</b>
Group Health Insurance	\$486,500	\$486,500
Debt Services		
Debt - Principal		
Place Holder for new debt	\$122,812	\$122,812
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$122,812</b>	<b>\$122,812</b>
Debt - Interest		
Place holder for new debt	\$99,000	\$99,000
<b>DEBT - INTEREST TOTAL</b>	<b>\$99,000</b>	<b>\$99,000</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$221,812</b>	<b>\$221,812</b>
PERS Employer's Share	\$208,126	\$213,886
FICA/MEDICARE Contribution	\$158,506	\$162,941
PERS Employee Share Paid by Cty/Pks	\$124,318	\$127,797
HRAVEBA	\$62,159	\$63,899
Workers Compensation	\$22,899	\$23,534
Deferred Comp	\$10,500	\$10,500
Other Benefits	\$980	\$980
<b>TOTAL</b>	<b>\$18,825,593</b>	<b>\$24,093,626</b>

## BIENNIAL COMPARISON

Electric Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$4,752,272	\$5,160,989	\$5,817,361	\$6,388,857
Material and Services	\$24,883,216	\$25,382,133	\$27,108,442	\$28,318,147
Debt Services	\$0	\$0	\$443,624	\$443,624
Capital Outlay	\$1,322,890	\$639,927	\$1,250,000	\$1,600,000
<b>TOTAL</b>	<b>\$30,958,378</b>	<b>\$31,183,049</b>	<b>\$34,619,427</b>	<b>\$36,750,628</b>

Electric-Distribution Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services		131

Electric Department

	2023-24 Adopted	2024-25 Adopted
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$951,672	\$951,672
Internal Chg - Tech Debt	\$540,150	\$540,150
Internal Chg - Equip Replacmnt	\$430,890	\$439,796
Internal Chg - Fleet Maint	\$178,027	\$185,148
Internal Chg - Facility Use	\$153,749	\$153,749
ALIEAP	\$113,300	\$116,699
Internal Chg - Insurance Svc	\$109,540	\$109,540
Bad Debt Expense	\$70,000	\$70,000
Senior Discount	\$45,000	\$45,000
Licensing	\$10,000	\$10,000
Heat assistance	\$5,871	\$6,047
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$2,608,199</b>	<b>\$2,627,801</b>
Franchise		
Franchise Tax	\$1,900,000	\$1,900,000
<b>FRANCHISE TOTAL</b>	<b>\$1,900,000</b>	<b>\$1,900,000</b>
Rental, Repair, Maintenance		
Infrastructure	\$267,800	\$275,834
Fuel	\$44,000	\$44,000
Electricity	\$23,000	\$23,000
Rental Charges	\$5,000	\$5,000
Maintenance	\$4,120	\$4,244
Disposal & Sanitary Service	\$2,200	\$2,334
Wastewater & Other	\$515	\$530
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$346,635</b>	<b>\$354,942</b>
Contractual Services		
Professional Services	\$154,500	\$159,135
Other	\$3,000	\$3,000
Legal	\$2,163	\$2,228
Physician/Health	\$773	\$796
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$160,436</b>	<b>\$165,159</b>
Other Purchased Svcs		
Dues	\$95,000	\$97,000
Training	\$38,000	\$40,000
Lodging	\$5,000	\$5,000
Air	\$5,000	\$5,000
Personal vehicle mileage	\$2,500	\$2,500
Meals	\$2,000	\$2,100
Rental car	\$1,200	\$1,200
Printing & Binding	\$1,030	\$1,060
Advertising	\$1,030	\$1,060
Other	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$150,960</b>	<b>\$155,120</b>
Supplies		
Uniforms - Clothing	\$32,500	\$33,500
Small Tools & Ops Supplies	\$25,750	\$26,523
Technical Supplies	\$10,300	\$10,610
Uniforms - Other	\$9,270	\$9,548
Office Supplies	\$7,000	\$7,214
Books & Periodicals	\$2,060	\$2,122
Miscellaneous Supplies	\$515	\$530
Emergency work	\$515	\$530
Meeting Supplies	\$515	\$530
<b>SUPPLIES TOTAL</b>	<b>\$88,425</b>	<b>\$91,107</b>
Communications		
Computers	\$25,750	\$26,523
Communications	\$10,000	\$10,000
Postage	\$1,030	\$1,060
<b>COMMUNICATIONS TOTAL</b>	<b>\$36,780</b>	<b>\$37,583</b>
Programs		
Safety	\$7,500	\$7,500

## Electric Department

	2023-24 Adopted	2024-25 Adopted
<b>PROGRAMS TOTAL</b>	<b>\$7,500</b>	<b>\$7,500</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$5,298,935</b>	<b>\$5,339,212</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$1,932,622	\$1,990,600
Overtime	\$65,000	\$51,000
Vacation Pay Out	\$42,650	\$42,650
Duty Pay	\$44,600	\$35,700
Sick Leave Pay Out	\$10,000	\$10,000
Holiday Pay Out	\$10	\$0
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$2,094,882</b>	<b>\$2,129,950</b>
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capital Outlay	\$800,000	\$800,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$800,000</b>	<b>\$800,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$800,000</b>	<b>\$800,000</b>
Group Health Insurance	\$486,500	\$486,500
PERS Employer's Share	\$208,126	\$213,886
FICA/MEDICARE Contribution	\$158,506	\$162,941
PERS Employee Share Paid by Cty/Pks	\$124,318	\$127,797
HRAVEBA	\$62,159	\$63,899
Workers Compensation	\$22,899	\$23,534
Deferred Comp	\$10,500	\$10,500
Other Benefits	\$980	\$980
<b>TOTAL</b>	<b>\$9,267,805</b>	<b>\$9,359,200</b>

## Electric-Distribution

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$4,752,272	\$5,160,989	\$5,817,361	\$6,388,857
Material and Services	\$8,589,230	\$8,638,536	\$9,552,442	\$10,638,147
Capital Outlay	\$1,322,890	\$639,927	\$1,250,000	\$1,600,000
<b>TOTAL</b>	<b>\$14,664,393</b>	<b>\$14,439,453</b>	<b>\$16,619,803</b>	<b>\$18,627,004</b>

## Electric-Supply Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Other Purchased Svcs		
Energy	\$6,860,000	\$7,000,000
Demand	\$600,000	\$600,000
Local Power Purchased	\$10,000	\$10,000
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$7,470,000</b>	<b>\$7,610,000</b>
Rental, Repair, Maintenance		
Infrastructure	\$200,000	\$200,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$200,000</b>	<b>\$200,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$7,670,000</b>	<b>\$7,810,000</b>
<b>TOTAL</b>	<b>\$7,670,000</b>	<b>\$7,810,000</b>

## Electric-Supply

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$14,475,306	\$14,948,597	\$15,328,500	\$15,480,000
<b>TOTAL</b>	<b>\$14,475,306</b>	<b>\$14,948,597</b>	<b>\$15,328,500</b>	<b>\$15,480,000</b>

## Electric-Transmission Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Other Purchased Svcs		
Transmission	\$1,100,000	\$1,100,000
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$1,100,000</b>	<b>\$1,100,000</b>

Electric Department

	2023-24 Adopted	2024-25 Adopted
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,100,000</b>	<b>\$1,100,000</b>
<b>Debt Services</b>		
Debt - Principal		
Place Holder for new debt	\$122,812	\$122,812
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$122,812</b>	<b>\$122,812</b>
Debt - Interest		
Place holder for new debt	\$99,000	\$99,000
<b>DEBT - INTEREST TOTAL</b>	<b>\$99,000</b>	<b>\$99,000</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$221,812</b>	<b>\$221,812</b>
<b>TOTAL</b>	<b>\$1,321,812</b>	<b>\$1,321,812</b>

Electric-Transmission

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>Material and Services</b>	<b>\$1,818,680</b>	<b>\$1,794,999</b>	<b>\$2,227,500</b>	<b>\$2,200,000</b>
<b>Debt Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$443,624</b>	<b>\$443,624</b>
<b>TOTAL</b>	<b>\$1,818,680</b>	<b>\$1,794,999</b>	<b>\$2,671,124</b>	<b>\$2,643,624</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

Electric Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>PERS Employer's UAL Share</b>	<b>\$0</b>	<b>\$91,799</b>	<b>\$527,135</b>	<b>\$601,155</b>
<b>TOTAL</b>	<b>\$0</b>	<b>\$91,799</b>	<b>\$527,135</b>	<b>\$601,155</b>

Electric Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>PERS Employer's UAL Share</b>	<b>\$0</b>	<b>\$101,594</b>	<b>\$597,172</b>	<b>\$667,144</b>
<b>TOTAL</b>	<b>\$0</b>	<b>\$101,594</b>	<b>\$597,172</b>	<b>\$667,144</b>



# FIRE OPERATIONS

2023-2025 BIENNIUM BUDGET



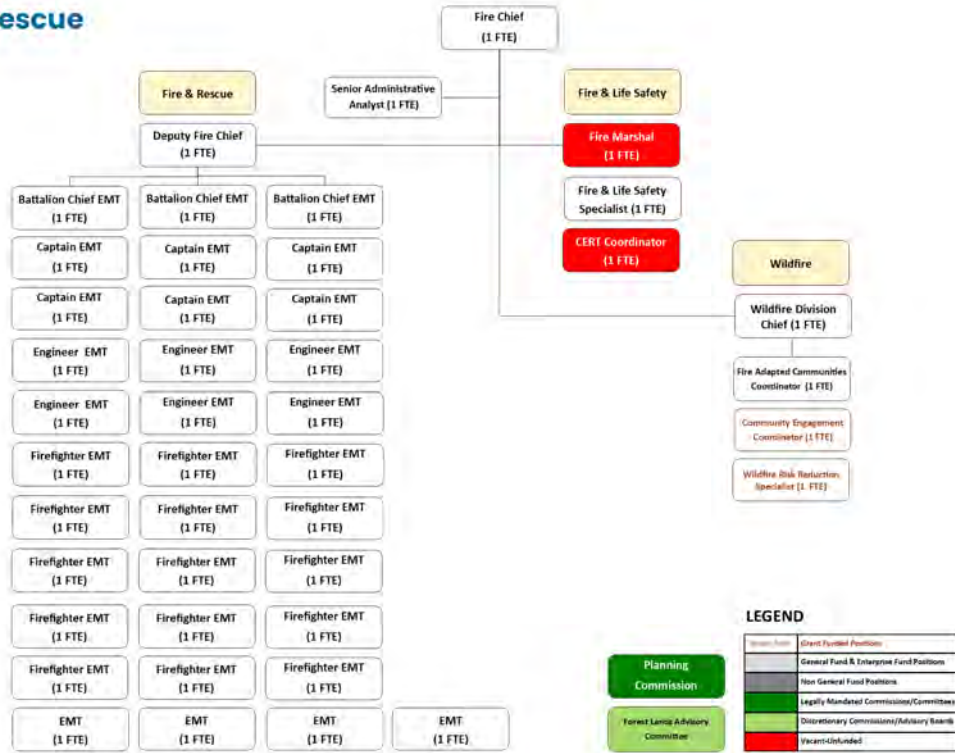
## OVERVIEW

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 individuals 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, and participate in daily firefighting and EMS training. Department personnel are also assigned organizational duties, greatly reducing the need for additional administrative staff.

Fire operations continue to operate without a dedicated training officer or training facility. This leads to on duty line personnel having to conduct necessary training while being available to respond to Emergency Service calls. Fire operations also observed a decrease in staffing levels in 2020 from 9/10 to 8/10 which is an 11.11 % reduction in available staff to respond to calls. Operations personnel participate in regional and state responses during times of need, for example: wildland deployments requests from the Oregon State Fire Marshal's office for fire conflagration assignments in the protection of life and property for our fellow Oregonians.

## ORGANIZATIONAL CHART

## Ashland Fire & Rescue



## ACCOMPLISHMENTS

- 2022 Responded to 5,264 calls for service (946 Fire Calls, 4,313 medicals, and 1 Special Rescue). No resources available to respond to calls 200 times, Requested Mercy Assistance 181 times.
- 2021 Responded to 4,836 calls for service (965 Fire Calls, 3,854 medicals, and 17 Special Rescues). No resources available to respond to calls 202 times, Requested Mercy Assistance 176 times.
- Responded to 97% of all medical calls within established response time requirements.
- Provided engine and personnel to the Van Meter Fire in Klamath Falls.
- Received an AFG grant in the amount of \$195,000 to purchase Self Contained Breathing Apparatus (SCBA).
- Received an AFG grant in the amount of \$185,000 to conduct annual cancer and medical screening for all staff members for 2 years



## GOALS AND OBJECTIVES

- Hire a Training Officer (1 full time FTE).
- Develop a dedicated training site for realistic hands-on fire training.
- Accelerate apparatus replacement schedule where needed to maintain engine and ambulance operational readiness.
- Increase staffing to 36-Operational line personnel.
- Increase staffing to 8-Single Role EMS Providers.
- Increase staffing to a daily minimum of nine personnel.
- Purchase a quint style aerial apparatus (ladder/pumper).

## SIGNIFICANT CHANGES FROM 2021-2023

Emergency Work - Cost of items secondary to inflation.

Station Supplies - Reduced and sent to other accounts to adjust budget for actual expense.

Professional Services - Cost of items secondary to inflation and contracts to keep current systems and programs in place.

Bad Debt Collection - Increase amount is secondary to an increase in patients not paying for medical transport or treat and release non-payment.

Medical Laboratory - Cost of increase is secondary to supply issues and increase in price index.

Emergency Operations Coordinator - Moved to Emergency Management Budget.

## PERFORMANCE MEASURES

- 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 - \$12,583,900 in property saved (\$230,500 in losses)
- Indicator #4: Each firefighter receives an average of 426 hours of training for the year

## BUDGET LINE ITEMS (EXPENDITURES)

### Fire-Operations Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$2,784,379	\$2,867,910
Overtime	\$350,000	\$350,000
FLSA	\$246,209	\$253,595
Holiday Pay Out	\$113,324	\$116,127

Fire Operations

	2023-24 Adopted	2024-25 Adopted
Vacation Pay Out	\$25,000	\$25,000
Temporary Employees	\$10,000	\$10,000
Sick Leave Pay Out	\$3,890	\$3,890
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$3,532,802</b>	<b>\$3,627,120</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Equip Replacmnt	\$593,173	\$606,332
Internal Chg - Insurance Svc	\$221,699	\$221,699
Internal Chg - Fleet Maint	\$210,043	\$218,445
Bad Debt Expense	\$206,000	\$212,180
Licensing	\$43,039	\$44,346
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$1,273,954</b>	<b>\$1,303,002</b>
Contractual Services		
Professional Services	\$435,214	\$448,689
Physician/Health	\$2,052	\$2,112
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$437,266</b>	<b>\$450,801</b>
Supplies		
Technical Supplies	\$276,816	\$29,708
Uniforms - Other	\$32,960	\$33,949
Uniforms - Clothing	\$48,444	\$15,952
Small Tools & Ops Supplies	\$12,993	\$13,413
Office Supplies	\$8,476	\$8,760
Station Supplies	\$7,296	\$7,514
Emergency work	\$2,500	\$2,575
Miscellaneous Supplies	\$1,545	\$1,591
Meeting Supplies	\$1,236	\$1,273
Books & Periodicals	\$530	\$561
<b>SUPPLIES TOTAL</b>	<b>\$392,796</b>	<b>\$115,296</b>
Other Purchased Svcs		
Medical & Laboratory	\$249,611	\$71,705
Training	\$19,354	\$19,933
Lodging	\$4,635	\$4,774
Printing & Binding	\$3,090	\$3,183
Dues	\$2,678	\$2,758
Air	\$2,060	\$2,122
Advertising	\$2,060	\$2,122
Meals	\$1,545	\$1,591
Personal vehicle mileage	\$1,545	\$1,591
Rental car	\$824	\$849
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$287,402</b>	<b>\$110,628</b>
Communications		
Radios	\$167,438	\$56,021
Communications	\$30,236	\$31,143
Computers	\$11,536	\$11,882
Postage	\$927	\$955
<b>COMMUNICATIONS TOTAL</b>	<b>\$210,137</b>	<b>\$100,001</b>
Rental, Repair, Maintenance		
Fuel	\$40,320	\$41,680
Electricity	\$30,838	\$31,763
Building Maintenance	\$15,450	\$15,914
Wastewater & Other	\$14,853	\$15,298
Natural Gas	\$7,313	\$7,532
Water	\$7,002	\$7,212
Rental Charges	\$4,120	\$4,244
Custodial	\$3,708	\$3,819
Vehicle Repair and Parts	\$3,605	\$3,713
Grounds Care	\$3,296	\$3,398
Disposal & Sanitary Service	\$2,864	\$2,950
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$133,369</b>	<b>\$137,523</b>
Programs		
Safety	\$4,120	\$4,120

## Fire Operations

	2023-24 Adopted	2024-25 Adopted
<b>PROGRAMS TOTAL</b>	<b>\$4,120</b>	<b>\$4,244</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,739,044</b>	<b>\$2,221,495</b>
Group Health Insurance	\$834,000	\$834,000
PERS Employer's Share	\$591,281	\$600,888
FICA/MEDICARE Contribution	\$257,148	\$264,363
PERS Employee Share Paid by Cty/Pks	\$211,968	\$217,627
Workers Compensation	\$107,153	\$110,133
HRAVEBA	\$105,984	\$108,814
Deferred Comp	\$18,000	\$18,000
Other Benefits	\$2,100	\$2,100
<b>TOTAL</b>	<b>\$8,399,481</b>	<b>\$8,004,540</b>

## Fire-Operations

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$11,294,480	\$10,703,646	\$10,694,621	\$11,443,482
Material and Services	\$3,485,147	\$3,200,274	\$4,082,861	\$4,960,539
Capital Outlay	\$87,366	\$157,074	\$0	\$0
<b>TOTAL</b>	<b>\$14,866,993</b>	<b>\$14,060,994</b>	<b>\$14,777,482</b>	<b>\$16,404,021</b>

## Fire-Fire and Life Safety Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$170,504	\$172,514
Temporary Employees	\$27,611	\$22,178
Vacation Pay Out	\$940	\$940
Sick Leave Pay Out	\$910	\$910
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$199,965</b>	<b>\$196,542</b>
<b>Material and Services</b>		
<b>Programs</b>		
Weed Abatement	\$20,000	\$20,600
CERT	\$19,673	\$20,264
Fire Prevention	\$11,845	\$12,201
CPR Training Program	\$4,120	\$4,244
<b>PROGRAMS TOTAL</b>	<b>\$55,638</b>	<b>\$57,309</b>
<b>Internal Charges &amp; Fees</b>		
Internal Chg - Equip Replacmnt	\$18,975	\$18,975
Bad Debt Expense	\$1,030	\$1,061
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$20,005</b>	<b>\$20,036</b>
<b>Other Purchased Svcs</b>		
Dues	\$3,605	\$3,713
Training	\$3,605	\$3,713
Lodging	\$3,090	\$3,183
Meals	\$1,648	\$1,697
Air	\$1,545	\$1,591
Advertising	\$1,545	\$1,591
Rental car	\$773	\$796
Personal vehicle mileage	\$412	\$424
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$16,223</b>	<b>\$16,708</b>
<b>Communications</b>		
Radios	\$6,180	\$6,367
Communications	\$3,090	\$3,182
Computers	\$2,060	\$2,122
<b>COMMUNICATIONS TOTAL</b>	<b>\$11,330</b>	<b>\$11,671</b>
<b>Supplies</b>		
Books & Periodicals	\$6,180	\$3,183
Small Tools & Ops Supplies	\$2,575	\$2,652
Uniforms - Clothing	\$1,545	\$1,591
Office Supplies	\$773	\$796
<b>SUPPLIES TOTAL</b>	<b>\$11,073</b>	<b>\$8,222</b>

## Fire Operations

	2023-24 Adopted	2024-25 Adopted
Rental, Repair, Maintenance		
Fuel	\$3,399	\$3,501
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$3,399</b>	<b>\$3,501</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$117,668</b>	<b>\$117,447</b>
Group Health Insurance	\$27,800	\$27,800
PERS Employer's Share	\$6,229	\$6,397
FICA/MEDICARE Contribution	\$5,388	\$5,542
PERS Employee Share Paid by Cty/Pks	\$4,226	\$4,347
HRAVEBA	\$2,113	\$2,173
Deferred Comp	\$600	\$600
Workers Compensation	\$56	\$58
<b>TOTAL</b>	<b>\$364,046</b>	<b>\$360,906</b>

## Fire-Fire & Life Safety

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$612,551	\$521,325	\$474,442	\$489,837
Material and Services	\$154,779	\$126,141	\$263,190	\$235,115
<b>TOTAL</b>	<b>\$767,331</b>	<b>\$647,466</b>	<b>\$737,632</b>	<b>\$724,952</b>

## Fire-EMT Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services		
Internal Charges & Fees		
Bad Debt Expense	\$1,992,429	\$2,092,051
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$1,992,429</b>	<b>\$2,092,051</b>
Other Purchased Svcs	\$18,330	\$18,330
Contractual Services	\$13,964	\$13,964
Rental, Repair, Maintenance	\$5,000	\$5,000
Supplies	\$4,000	\$4,000
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,033,723</b>	<b>\$2,133,345</b>
Salaries & Wages		
Regular Employees	\$323,415	\$330,206
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$323,415</b>	<b>\$330,206</b>
Group Health Insurance	\$111,200	\$111,200
PERS Employer's Share	\$29,765	\$30,658
FICA/MEDICARE Contribution	\$17,316	\$17,835
PERS Employee Share Paid by Cty/Pks	\$13,581	\$13,988
Workers Compensation	\$7,162	\$7,376
HRAVEBA	\$6,791	\$6,994
Deferred Comp	\$2,400	\$2,400
Other Benefits	\$280	\$280
<b>TOTAL</b>	<b>\$2,545,632</b>	<b>\$2,654,283</b>

## Fire-EMT

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$0	\$0	\$0	\$4,167,068
Personnel Services	\$0	\$0	\$0	\$1,032,847
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,199,915</b>

# WILDFIRE & RISK REDUCTION

2023-2025 BIENNIUM BUDGET



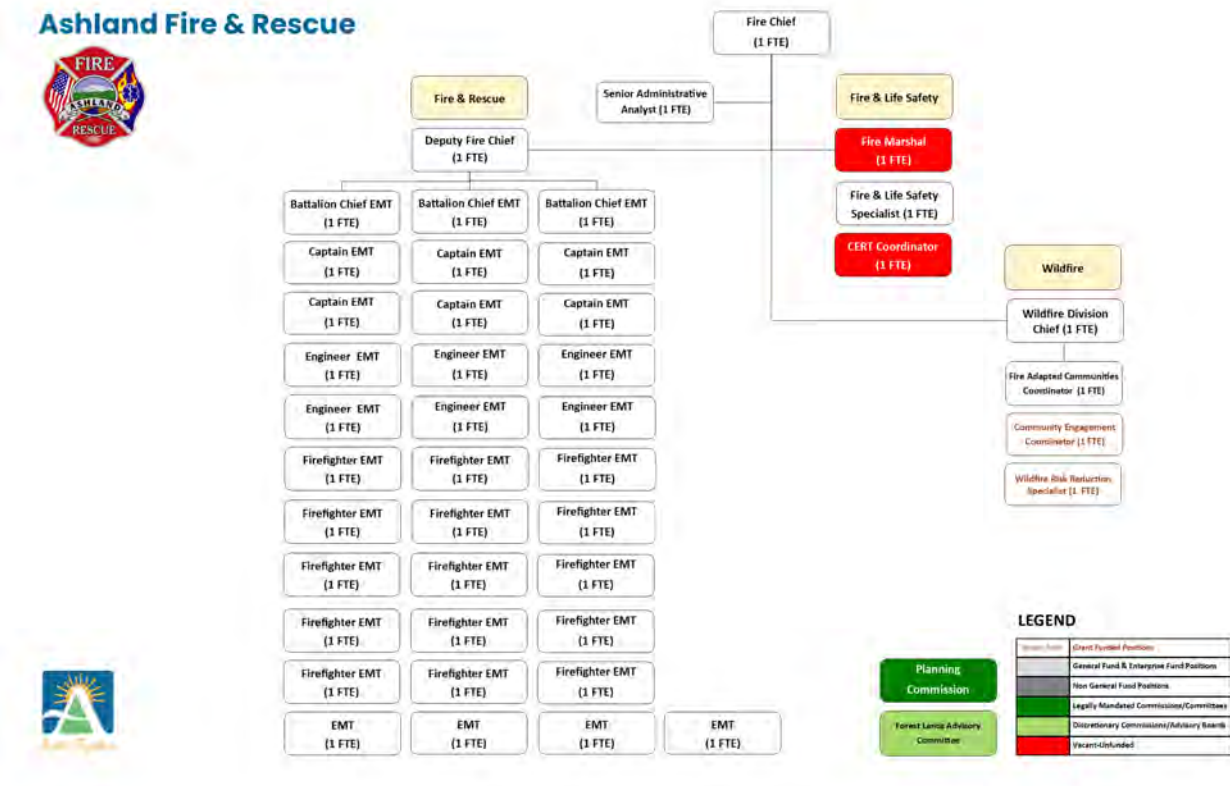
## OVERVIEW

Wildfire & Community Risk Reduction is primarily focused on activities that save lives and property by preventing fires and mitigating hazardous conditions. Duties under Community Risk Reduction include plan reviews, fire code enforcement, commercial property inspections, new construction inspections, land use code, emergency management, emergency operations center development, weed abatement enforcement, fire investigations, public information, public education, and the [Community Emergency Response Team](#), or CERT.

The Wildfire Division guides wildfire mitigation, prevention, and forest stewardship to help protect homes, property, critical infrastructure, and the City's municipal water supply. Staff partners with citizens, state and federal agencies, the Ashland Chamber and local businesses, and non-profit groups for healthier and safer forests and neighborhoods. Programs include Firewise USA, the [Ashland Forest Resiliency Stewardship Project](#), [Smokewise Ashland](#), and [Fire Adapted Ashland](#). City forestlands management, watershed fire patrol, wildfire prevention and education, [Nixle emergency alerting](#), wildland fire training, and AF&R Management Advisory Committees including Forest Lands and Fire Adapted Ashland (previously known as the City's Forest Lands Commission and Wildfire Safety Commission, respectively) also fall under the Division's program of work.

## ORGANIZATIONAL CHART





## ACCOMPLISHMENTS

- Reviewed 561 third party Brycer inspection reports. These reports revealed that Ashland’s commercial fire suppression systems comprising of fire sprinklers, fire alarms, restaurant hood fire protection systems, paint booths, and emergency generators are 88.41% compliant and without deficiencies. This leaves 11.59% or 65 structures systems in danger of not working if the system is needed.
- Completed 50 regularly scheduled fire safety inspections in areas of higher risk, including schools, care facilities, residential buildings, areas of assembly, and downtown businesses.
- Created and hired the Fire and Life Safety Specialist position by combining part-time Weed Abatement and CERT Coordinator positions.
- 215.5 acres of property in the City of Ashland completed weed abatement hazard mitigation following inspection and education.
- Provided public education and outreach to 5,734 children and adult residents.
- Assisted State Legislators to rewrite portions of Senate Bill 762 addressing wildfire risk and building codes.
- The weed abatement coordinator pursued 186 weed abatement cases of which 165 (89%) were resolved. Received and processed 124 citizen complaints in reference to fire danger, of which 8 were repeat property violators from multiple years. 137 weed abatement violation notices were issued in 2022, and after extensive work to abate the hazards without compliance, eight citations were issued.
- Partnered with the American Red Cross to develop a smoke alarm program for residents of Ashland. Free smoke alarms are installed in homes according to the guidelines set by the Oregon State Fire Marshal. Over 55 new alarms have been installed during the first few months of the program.
- The Ashland CERT program maintains an active roster of 125 volunteers. Ten new CERT members were added from the first basic training since COVID began.
- CERT volunteers provided service to the community through public education, outreach activities, as well as everyday shelter staffing.

## Wildfire & Risk Reduction

- Fire Adapted Ashland (FAA) developed the volunteer-led Wildfire Risk Assessment Program in partnership with the Wildfire Safety Commission in 2021. We completed training and certification of the first cohort of volunteers in Sept. 2021. Six volunteers have performed over 300 individual property risk assessments as of January 2023.
- Secured \$3 million FEMA grant for wildfire safety on 1,100 properties. The grant was approved and contract signed in April of 2021.
- Conducted over 275 wildfire risk reduction consultations to homeowners throughout Ashland as part of the FEMA Pre-Disaster Mitigation Grant.
- Wildfire risk was reduced on 180 homes to create or improve defensible space on the highest risk properties in Ashland. We reimbursed over \$300,000 to residents through our FEMA-funded grant program.
- Replaced 8 wood shake roofs with ignition-resistant construction materials and reimbursed \$78,256.00 to homeowners through the FEMA grant program.
- Continued our [Fire Adapted Ashland](#) program of work and brand development, including a new logo design in 2022.
- Continued the four-month wildfire preparedness campaign in collaboration with the Wildfire Safety Commission. Local businesses hosted displays, in addition to Fire Adapted Ashland media outreach and community messaging.
- Annual woody debris drop-off days continued in partnership with Ashland Recology, resulting in over 240 cubic yards of flammable debris disposed each year.
- Staff and Wildfire Safety Commissioners continued the partnership with Rogue Valley Association of Realtors to institute wildfire safety inspections during home sales and host realtor education classes. Two Continuing Education Courses were held for local realtors in 2022, one virtual, one hybrid.
- Staff and Wildfire Safety Commissioners hosted and instructed a Fire-resistant Landscaping Best Practices class for Landscaping Architects and Service providers in Feb. 2022 with 28 individuals from local businesses in attendance.
- Staff hosted and instructed a Fire Adapted Landscaping and Defensible Space webinar in April 2022 with 99 online participants in attendance. The recording of which is available on our Fire Adapted Ashland website.
- Staff and partner agencies hosted and instructed a “How to be Smokewise” webinar in March 2022. The recording is available at [smokewiseashland.org](http://smokewiseashland.org).
- One Wildfire Division staff was recertified as a NFPA Certified Wildfire Mitigation Specialist.
- Received a State of Oregon grant for \$450,000 for prescribed burning in the Ashland Watershed along with creating fuel breaks around Ashland neighborhoods.
- Controlled burning of piles was completed on 1,374 acres of City and Rogue River-Siskiyou National Forest Land as part of the Ashland Forest Resiliency Project and City/APRC forestlands management.
- 198 acres of “good fire” was returned to our local landscape on private and U.S. Forest Service land despite ongoing drought and a burn moratorium on federal land in spring of 2022. Reintroducing the long-absent role of mild fire reduces the intensity of summer wildfires and helps forests adapt to a changing climate.
- An Ashland Forest Plan climate change addendum was finished by staff and the Forest Lands Commission/Committee and presented to Council.
- Continued a relationship with [Options for Helping Residents of Ashland \(OHRA\)](#) to educate clients on wildfire safety and smoke preparedness, and strategize outreach to the larger unhoused population. We fostered OHRA staff awareness and understanding of wildfire risks, smoke preparedness, indoor clean-air spaces, and vegetation maintenance best practices relating to the new Community Resource Center through risk assessments and AF&R participation in volunteer-led on-site mitigation activities.
- A watershed drone patrol program piloted in the BN2019-21 was successfully continued through BN 2021-23 to identify and prevent potential ignition sources in the lower Ashland watershed. High risk campsites were identified and removed from watershed lands.
- Conducted flammability tests on locally available bark mulches and non-flammable wood fence coatings. We found grant dollars to publish the results for the public to make better

landscaping choices.

## GOALS AND OBJECTIVES

---

- Hire a Fire Marshal to ensure code compliance and reduce community risk by beginning a commercial inspection program. Position will be funded from plan review/land development and commercial inspections from established fees.
- Continue to pursue grant funds for commercial building safety system updates.
- Gain compliance with State Fire Code and City Resolution by completion of required fire inspections.
- Improve fee and permit collection processes.
- Provide an additional 825 wildfire risk consultations to Ashland residents as part of the FEMA Pre-Disaster Mitigation Grant.
- Decrease Ashland's wildfire risk by completing wildfire mitigation projects on 825 properties in BN 2023-25 through the FEMA grant.
- Track changes in community wildfire risk through updating property risk assessments when work is completed on a property through FEMA grant projects or voluntary means. Report the change in risk annually.
- Replace nine remaining eligible wood shake roofs in Ashland with ignition-resistant construction materials of Class B or better.
- Pending grant approval, update the City of Ashland's Community Wildfire Protection Plan (CWPP) within BN 2023-25.
- Pending grant approval from the Oregon State Fire Marshal's Office, initiate community wildfire mitigation projects on multi-unit complex properties within City limits that reduce risks to vulnerable populations.
- Implement ramp-up of wildfire home assessments through the volunteer Wildfire Risk Assessment Program (WRAP) to at least 700 properties in BN 2023-25.
- Increase annual controlled "underburn" acres to 500 acres/year from current 150 acres average along with completion of all backlogged pile burn acres. This goal will require significant community outreach using the Smokewise Ashland program and continued use of the Ashland Community Smoke Response Plan.
- Offer at least three contractor training courses for fire safe construction and landscaping per year. This addresses Climate Change Mitigation goals.
- Implement actions identified in the Community Smoke Response Plan to increase awareness and action in protecting residents from smoke. This addresses Climate Change Mitigation goals.

## SIGNIFICANT CHANGES FROM 2021-2023

Due to recent drought and widespread tree mortality, more funding is needed to manage fuels and conduct prescribed burns. Additional grant opportunities will continue to be pursued.



## PERFORMANCE MEASURES

- Measure # 1: Complete Fire Plan reviews for new construction within two weeks of submittal, 80 % of the time.
- Measure # 2: Initiate code violation complaint inspections/enforcement actions within 5 business days for immediate hazards, 100% of the time; and within 10 business days for low and moderate reported hazards, 100% of the time.
- Measure # 3: Complete nationally recognized fire inspection timelines on all commercial and multi-family residential properties.
- Measure # 4: Complete new-construction inspections and certificates of occupancy inspections within 2 weeks of notification 80% of the time.
- Respond to Community Risk Complaints for vegetation within 5 days.
- Continue to re-evaluate properties for vegetation fire risks.
- Measure # 5: Continue bi-annual CERT academies.
- Conduct at least 700 wildfire home risk assessments per year.
- Increase Underburning acres completed to goal of 500 acres per year.
- Work with AFR Project partners to field fuels projects on at least 12 new private properties that have not participated in previous fuels reduction programs.
- Complete 50 individual property wildfire mitigation projects per month with goal of 350 per year.
- Increase participation of vulnerable communities and the reach of Smokewise Ashland, 100 more residential air purifiers, three large capacity air scrubbers, and two yearly classes for the public.

## BUDGET LINE ITEMS (EXPENDITURES)

Fire-Wildfire Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services		
Programs		145

Wildfire & Risk Reduction

	2023-24 Adopted	2024-25 Adopted
Firewise Program	\$1,154,833	\$1,117,953
<b>PROGRAMS TOTAL</b>	<b>\$1,154,833</b>	<b>\$1,117,953</b>
Contractual Services		
Other	\$165,000	\$100,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$165,000</b>	<b>\$100,000</b>
Other Purchased Svcs		
Printing & Binding	\$2,060	\$2,122
Training	\$1,500	\$1,545
Advertising	\$1,000	\$1,030
Lodging	\$900	\$927
Dues	\$608	\$626
Meals	\$595	\$613
Personal vehicle mileage	\$103	\$106
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$6,766</b>	<b>\$6,969</b>
Internal Charges & Fees		
Internal Chg - Equip Replacmnt	\$5,449	\$5,449
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$5,449</b>	<b>\$5,449</b>
Rental, Repair, Maintenance		
Fuel	\$5,000	\$5,150
Rental Charges	\$155	\$155
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$5,155</b>	<b>\$5,305</b>
Supplies		
Uniforms - Clothing	\$2,500	\$2,575
Miscellaneous Supplies	\$1,030	\$1,061
Office Supplies	\$1,030	\$1,061
<b>SUPPLIES TOTAL</b>	<b>\$4,560</b>	<b>\$4,697</b>
Commission		
Forest Commission	\$1,103	\$1,136
<b>COMMISSION TOTAL</b>	<b>\$1,103</b>	<b>\$1,136</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,342,866</b>	<b>\$1,241,509</b>
Salaries & Wages		
Regular Employees	\$271,537	\$252,361
Vacation Pay Out	\$940	\$940
Sick Leave Pay Out	\$890	\$890
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$273,367</b>	<b>\$254,191</b>
Group Health Insurance	\$111,200	\$83,400
PERS Employer's Share	\$29,158	\$27,741
FICA/MEDICARE Contribution	\$20,913	\$19,446
PERS Employee Share Paid by Cty/Pks	\$16,402	\$15,251
HRAVEBA	\$8,201	\$7,626
Deferred Comp	\$2,400	\$1,800
Workers Compensation	\$1,743	\$1,250
<b>TOTAL</b>	<b>\$1,806,249</b>	<b>\$1,652,214</b>

Fire-Wildfire

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$2,924,605	\$2,124,467	\$2,640,924	\$2,584,375
Personnel Services	\$741,378	\$790,702	\$505,518	\$874,088
Capital Outlay	\$50,000	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$3,715,983</b>	<b>\$2,915,169</b>	<b>\$3,146,442</b>	<b>\$3,458,463</b>

# ASHLAND FIRE & RESCUE

2023-2025 BIENNIUM BUDGET



## OVERVIEW

Ashland Fire & Rescue Divisions: AF&R is comprised of three divisions: Administration, Operations, Wildfire & Community Risk Reduction. Ashland Fire & Rescue provides fire suppression, fire prevention, emergency medical, rescue, and watershed management services to the 21,621 citizens and 6.9 square miles of Ashland. Ashland Fire & Rescue also provides advanced life support medical transportation for Jackson County Ambulance Service Area #3 making up 650 square miles from the California border to Phoenix. Ashland Fire & Rescue also provides the following services:

Firewise USA	Fire Adapted Ashland	Community Risk Reduction
Public Safety Education	Emergency Management	Emergency Preparedness
Community Emergency Response Team (CERT)	Ashland Forest Resiliency Stewardship Project	Fire Alarm and Sprinkler Plan Reviews
Fire Prevention Inspections	Community Alerting (Nixle)	Fire Investigations
Municipal Forestlands Management	Weed Abatement	Citizen Complaints

Administration Division provides the operational oversight of the fire department. Sets department standards and provides leadership to the professional staff that makes up AF&R. 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.





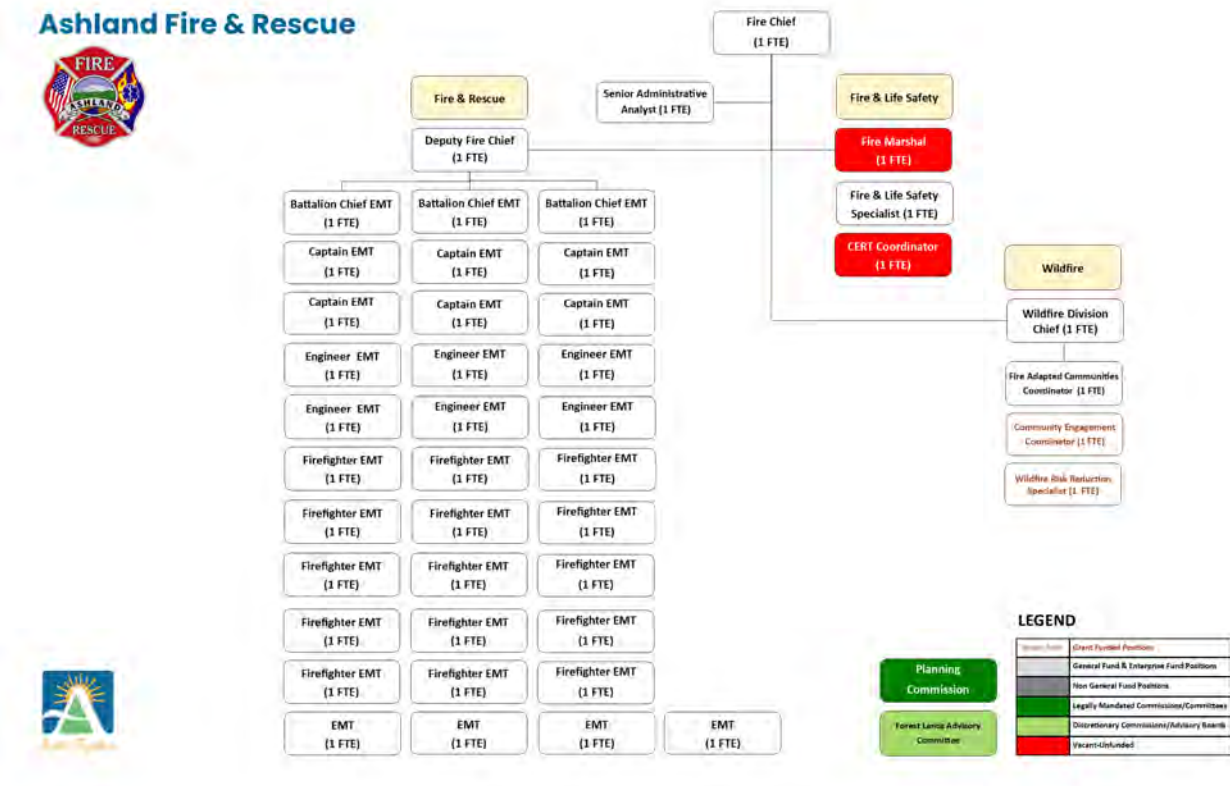
Mission Statement:

Ashland Fire & Rescue 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.

## ORGANIZATIONAL CHART

---





## ACCOMPLISHMENTS

- Completed Ambulance Transporting Services Cost and Service Analysis report.
- Completed Portland State feasibility study.
- Realigned Fire Department Organization.
- Projected to receive a total of \$23,060 in reimbursement payments from Oregon for employee and vehicle expenses related to our deployments to state conflagrations.
- Received a total of \$702,686 in Ground Emergency Management Transport (GEMT & GEMT CCO reimbursement).
- Secured Ashland's first full time Emergency Management Coordinator.
- Continued work with the Emergency Management Advisory Council.
- Switched to in-house Ambulance Membership program.

## GOALS AND OBJECTIVES

- Continue working on the Oregon State GEMT program which will lead to an increase in our ambulance revenues.
- Streamline Ambulance Membership Program.
- Launch software to aide in community inspection and response awareness. Allows community members to input data to the fire department such as there are three dogs in the house, the power meter is located in the garage etc. Allows for real time inspection and photos to be upgraded for instant access on commercial structures.

## SIGNIFICANT CHANGES FROM 2021-2023

- An increase in staffing, as well as ladder aerial access, will result in direct reduction of ISO rating of a 3 to a 2, and quite possibly to an ISO 1, which would be the first in the state.

## Fire & Rescue

- An increase in staffing will reduce the times there are no staff personnel available to respond to calls.
- An increase in staff will allow for an increase in revenue from interfacility transfers, which are quite often not able to be performed due to lack of staffing.

## PEFFORMANCE MEASURES

- Reach a minimum of 5,000 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.



## FUTURE OUTLOOK

- Staffing- Need to find a sustainable way to increase Fire Fighting Staffing by 6-Operational line personnel, 4 additional Single Role EMS providers, 1 Fire Marshal, and 1 Training & EMS Officer.
- Obtain a 75ft Ladder/Pumper to adequately suppress fires and rescue persons above two stories.
- Obtain software for ambulance membership processing.
- Need to reach 2 sets of turnouts per firefighter to meet recommended 10-year replacement of sets or replacement schedule.
- Need for a training center or OT funding to allow for crews to attend fire training at local fire agencies with established training grounds.
- Continuing tree mortality on City and APRC lands necessitates larger action to remove dead biomass and anticipate future die-off and shifting vegetation communities. Projects can include helicopter-based tree thinning, tree planting, and increased prescribed burning. Funding for urgent work will be a challenge.
- Completing wildfire mitigation/defensible space on all existing Ashland buildings that don't currently meet code is an enormous challenge. The FEMA grant has funded 1,100 homes but there are 4,000 more plus commercial and institutional buildings that have not yet been evaluated. We need funds to assess the buildings and to cost-share mitigation beyond what is currently funded by FEMA.

## BUDGET LINE ITEMS (EXPENDITURES)

### Finance Department Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services	\$2,578,632	\$2,582,258
Salaries & Wages	\$1,195,076	\$1,229,033
Group Health Insurance	\$444,800	\$444,800
PERS Employer's Share	\$108,969	\$112,128
FICA/MEDICARE Contribution	\$91,344	\$94,012
Capital Outlay	\$75,000	\$75,000
PERS Employee Share Paid by Cty/Pks	\$71,417	\$73,502
HRAVEBA	\$35,708	\$36,750

## Fire & Rescue

	2023-24 Adopted	2024-25 Adopted
Deferred Comp	\$10,200	\$10,200
Workers Compensation	\$5,493	\$5,636
Other Benefits	\$560	\$560
<b>TOTAL</b>	<b>\$4,617,199</b>	<b>\$4,663,880</b>

## Fire Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$12,648,409	\$12,770,417	\$12,335,626	\$15,056,953
Material and Services	\$6,564,532	\$5,581,866	\$7,191,077	\$12,199,560
Capital Outlay	\$137,366	\$157,074	\$0	\$0
<b>TOTAL</b>	<b>\$19,350,307</b>	<b>\$18,509,357</b>	<b>\$19,526,703</b>	<b>\$27,256,513</b>

## Fire-Administration Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$378,216	\$389,563
Vacation Pay Out	\$5,392	\$9,376
Sick Leave Pay Out	\$4,393	\$4,569
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$388,001</b>	<b>\$403,508</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$48,389	\$49,843
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$48,389</b>	<b>\$49,843</b>
Supplies		
Office Supplies	\$15,708	\$16,149
Uniforms - Clothing	\$4,000	\$4,120
Small Tools & Ops Supplies	\$2,000	\$2,060
Books & Periodicals	\$1,854	\$1,910
Meeting Supplies	\$1,339	\$1,379
Uniforms - Other	\$800	\$824
<b>SUPPLIES TOTAL</b>	<b>\$25,701</b>	<b>\$26,442</b>
Other Purchased Svcs		
Dues	\$4,237	\$4,367
Training	\$3,600	\$3,708
Printing & Binding	\$3,090	\$3,183
Advertising	\$3,090	\$3,183
Lodging	\$2,060	\$2,122
Air	\$2,000	\$2,060
Meals	\$675	\$696
Rental car	\$400	\$412
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$19,152</b>	<b>\$19,731</b>
Rental, Repair, Maintenance		
Cleaning Services	\$7,817	\$8,052
Rental Charges	\$3,708	\$3,819
Fuel	\$3,090	\$3,183
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$14,615</b>	<b>\$15,054</b>
Internal Charges & Fees		
Internal Chg - Equip Replacmnt	\$12,647	\$12,647
Other	\$2,000	\$2,060
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$14,647</b>	<b>\$14,707</b>
Communications		
Postage	\$2,060	\$2,122
<b>COMMUNICATIONS TOTAL</b>	<b>\$2,060</b>	<b>\$2,122</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$124,564</b>	<b>\$127,899</b>
Group Health Insurance	\$83,400	\$83,400
PERS Employer's Share	\$54,276	\$55,904
FICA/MEDICARE Contribution	\$28,934	\$29,802
PERS Employee Share Paid by Cty/Pks	\$22,693	\$23,374
<b>HRAVEBA</b>	<b>\$11,346</b>	<b>\$11,657</b>

Fire & Rescue

	2023-24 Adopted	2024-25 Adopted
Workers Compensation	\$8,264	\$8,512
Deferred Comp	\$1,800	\$1,800
<b>TOTAL</b>	<b>\$723,278</b>	<b>\$745,885</b>

Fire-Administration

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$0	\$754,744	\$661,045	\$1,216,700
Material and Services	\$0	\$130,984	\$204,102	\$252,463
<b>TOTAL</b>	<b>\$0</b>	<b>\$885,728</b>	<b>\$865,147</b>	<b>\$1,469,163</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

Fire Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$201,554	\$1,043,562	\$1,295,921
<b>TOTAL</b>	<b>\$0</b>	<b>\$201,554</b>	<b>\$1,043,562</b>	<b>\$1,295,921</b>

# PARKS AND RECREATION

2023-2025 BIENNIUM BUDGET



## OVERVIEW

**Parks 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.

**Parks Operations** - This division includes urban forestry and environmental and ornamental horticulture and 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) that enhance habitats for wildlife and control erosion while providing aesthetic and educational values to park users. The Volunteers in Parks Program (VIP) trains and assigns volunteers to help maintain parks and trails and assist APRC in a variety of events, programs, and services.

**Open Space and Trails**- This division manages 577 acres of open space and parks forest lands and 51 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.

**Recreation** - The Recreation Division provides recreational and educational opportunities for participants of all ages and abilities including aquatics, health and fitness classes, environmental education programs and lifetime activities. The Division oversees operations of the [Daniel Meyer Memorial Pool](#), [Ashland Rotary Centennial Ice Rink](#), [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 Rogue Valley Bike Swap, Rogue Valley Bird Day, Ashland World Music Festival, 4th of July Run and the Bear Creek Salmon Festival.

**Oak Knoll Golf Course** -This Golden Era Samuel Whiting course design has been enjoyed by locals for almost 100 years. The par 36, 9-hole golf course is characterized by sweeping vistas of the surrounding valley mountains and old growth Oak Trees. The Golf Division operates and maintains the nine-hole Oak Knoll Golf Course, which is Southern Oregon's only municipal golf course.

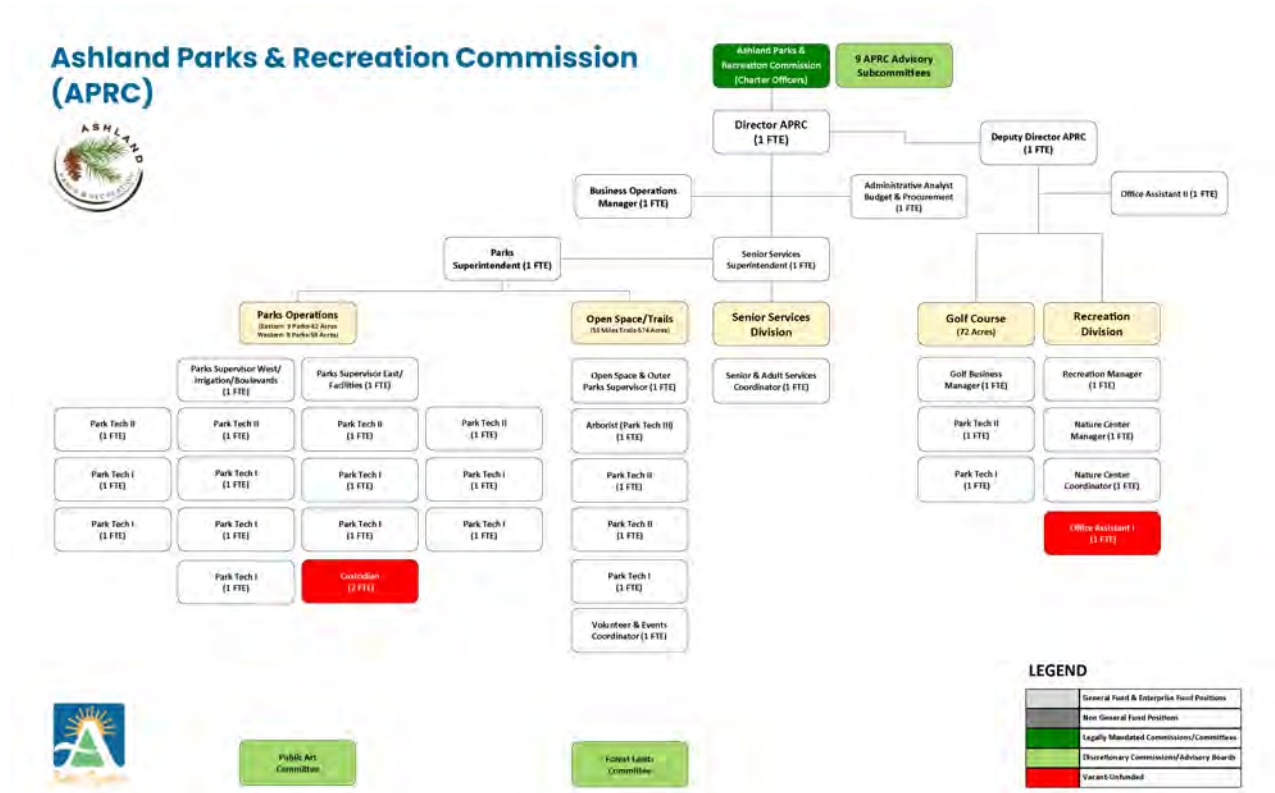
**Senior Services** - The Senior Services Division enhances the lives of seniors by promoting healthy aging, well-being, dignity and independence and advocates for the diverse needs of seniors and their families throughout Ashland. Support services, community referrals, and a variety of free or low cost recreational, fitness, social and educational opportunities are offered at Ashland Senior

Center and other locations. The Division also hosts the RCOG Food & Friends senior meal program and many other partners to ensure service access for local seniors.

The mission of APRC is to provide and promote recreational opportunities and to preserve and maintain public lands.

Since December 1908, when the Ashland City Charter was amended, APRC has been overseen by a five (5) member, elected Commission. The Commissioners have control and management of all City land and facilities for park purposes. In addition, the Commissioners have control and management over all park funds.

## ORGANIZATIONAL CHART



## ACCOMPLISHMENTS

- The renovated Japanese Garden opened in October of 2022, with over 2000 people attending the grand opening despite pouring rain. This project was made possible with grants from the



Ashland Parks Foundation and the generous donation of Jeffery Mangin.

- Eight pickleball courts with night lighting were created in Lithia Park to meet the community demand for this increasingly popular sport. The project was partially funded by Ashland Parks Foundation.
- Continued improvements in the Ashland Watershed trail system to improve safety and access for hikers and mountain bikers, including adding a pedestrian bypass to the Waterline Trail.

## GOALS AND OBJECTIVES

- Investigate, develop and implement a dedicated permanent funding source to ensure the long-term financial sustainability of the Ashland Parks and Recreation Commission.
- Develop an environmental sustainability and implementation plan.
- Improve public aquatic recreation and competitive options in Ashland and ensure the continuous operation of a recreational pool in Ashland during the summer months, at minimum, until construction begins on a new pool.
- Build East Main Street neighborhood park including the dog park, bike-skills park and pump track.
- Seek/support community-building activities in parks, trails and open space that promote art, music, sports and nature.
- Continue to improve and develop the hiking and mountain bike trail system.





## SIGNIFICANT CHANGES

### Parks Administration

- This Division has combined with Recreation Administration.
- Reorganized staff into this division
- Hiring Parks Superintendent that has been vacant since April of 2020
- Advertising - increase due to the loss of Marketing position and will contract out work. Moved from Rec Admin
- Rental Equipment – Increases in lease charges for Copier/Plotter
- Training/Travel – training and travel has been cut since 2020. Increase to begin training and conference attendance and to maintain certifications.

## SIGNIFICANT CHANGES

### Parks Operations

- Professional Services increase for contracting services, Pathways, now includes Temps.
- Uniforms – increase for the change in clothing reimbursement.
- Small Tools – increase to replace older equipment.
- Utilities - Per direction moved all utilities and Parks maintenance from other divisions into Parks Operations. Increases for Utilities and Fuel accounts for rate increases.
- Training/Travel – training and travel has been cut since 2020. Increase to begin training and conference attendance and to maintain certifications.
- Maintenance – this biennium focusing on deferred maintenance of facilities.

## SIGNIFICANT CHANGES

### Forestry and Open Space

- Uniforms- increase for the change in clothing reimbursement.
- Small Tools - increase to replace older equipment. Moved volunteer coordination into this division.
- Trails Work – increase to build and maintain new trails.
- Forestry and Maintenance – increase for fuels reduction.
- Training/Travel - training and travel has been cut since 2020. Increase to begin training and conference attendance and to maintain certifications.

### Recreation Programs

- Move office supplies and copier charges from Rec Admin
- Computers – moved from Rec Admin
- Bank Charges – Moved from Rec Admin. Charges for program/recreation class attendance.
- Training/Travel- training and travel has been cut since 2020. Increase to begin training and conference attendance and to maintain certifications.

## FUTURE OUTLOOK

### Opportunities

- Staff outreach to partners and the community (VIP Program, Staff outreach, Events Bear Creek Festival, sustainability programs)
- Continue the Cost Recovery Project and fee evaluation
- Opportunities for adapted programming
- Partnerships for nature programming (Scienceworks, Salmon Watch, Jackson County Library Services)
- Connection and collaboration with the Ashland school district

### Challenges

Parks & Recreation

- Aging facilitates and deferred maintenance
- Lack of space for community programs, meetings
- Continued decreases in budget & staffing since pandemic

## BUDGET LINE ITEMS (EXPENDITURES)

### Parks Department Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$6,443,932	\$9,270,700
Parks Improvements	\$50,000	\$50,000
Capital Outlay	\$25,000	\$25,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$6,518,932</b>	<b>\$9,345,700</b>
Equipment		
Equipment	\$65,000	\$65,000
<b>EQUIPMENT TOTAL</b>	<b>\$65,000</b>	<b>\$65,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$6,583,932</b>	<b>\$9,410,700</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$2,506,292	\$2,580,820
Vacation Pay Out	\$35,200	\$35,200
Overtime	\$11,500	\$11,500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$2,552,992</b>	<b>\$2,627,520</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$736,414	\$737,846
Other	\$45,000	\$45,000
Forestry	\$35,000	\$35,000
Urban Tree Service & Pruning	\$15,000	\$15,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$831,414</b>	<b>\$832,846</b>
Rental, Repair, Maintenance		
Water	\$320,000	\$322,000
Electricity	\$92,520	\$99,697
Fuel	\$56,758	\$57,096
Wastewater & Other	\$48,123	\$49,979
Natural Gas	\$34,626	\$38,606
Custodial	\$35,172	\$35,181
General Maintenance	\$24,731	\$38,624
Disposal & Sanitary Service	\$29,709	\$29,945
Irrigation Maintenance	\$26,953	\$27,051
Grounds Care	\$25,377	\$25,389
Forestry/Trail Maintenance	\$25,000	\$25,000
Building Maintenance	\$25,000	\$25,000
Rental Charges	\$22,725	\$22,912
Horticulture Maintenance	\$9,000	\$9,000
Fertilizer	\$7,775	\$7,775
Equipment Repair	\$2,627	\$2,600
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$786,096</b>	<b>\$815,855</b>
Internal Charges & Fees		
Internal Chg - Fleet Maint	\$289,695	\$301,283
Internal Chg - Insurance Svc	\$139,428	\$139,428
Bank Charges	\$15,000	\$15,000
Licensing	\$126	\$263
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$444,249</b>	<b>\$455,974</b>
Supplies		
Small Tools & Ops Supplies	\$36,010	\$36,022
Trails Work	\$25,000	\$25,000
Food & related items	\$18,713	\$19,572
Office Supplies	\$15,521	\$15,569

## Parks & Recreation

	2023-24 Adopted	2024-25 Adopted
Pro Shop Expense	\$15,000	\$15,000
Uniforms - Clothing	\$13,500	\$12,500
Miscellaneous Supplies	\$8,675	\$8,675
Aquatics Facilities Supplies	\$3,315	\$5,250
Meeting Supplies	\$3,500	\$3,500
Safety Supplies	\$2,500	\$2,500
Chemicals	\$650	\$650
Technical Supplies	\$500	\$500
<b>SUPPLIES TOTAL</b>	<b>\$142,884</b>	<b>\$144,738</b>
Programs		
Rink Program	\$51,429	\$54,001
Aquatic Program	\$16,433	\$17,255
4th of July Run	\$10,000	\$10,000
<b>PROGRAMS TOTAL</b>	<b>\$77,862</b>	<b>\$81,256</b>
Other Purchased Svcs		
Advertising	\$21,624	\$21,790
Training	\$16,355	\$16,433
Lodging	\$7,055	\$7,082
Dues	\$6,253	\$6,357
Air	\$4,390	\$4,390
Meals	\$3,337	\$3,345
Special Programs	\$2,900	\$2,900
Personal vehicle mileage	\$2,820	\$2,881
Miscellaneous	\$2,500	\$2,625
Rental car	\$1,500	\$1,500
Other	\$1,100	\$1,100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$69,834</b>	<b>\$70,403</b>
Communications		
Communications	\$21,180	\$21,388
Computers	\$11,914	\$9,414
Postage	\$2,959	\$2,959
<b>COMMUNICATIONS TOTAL</b>	<b>\$36,053</b>	<b>\$33,761</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,388,392</b>	<b>\$2,434,833</b>
Group Health Insurance	\$973,000	\$973,000
PERS Employer's Share	\$249,133	\$256,369
FICA/MEDICARE Contribution	\$195,304	\$201,005
PERS Employee Share Paid by Cty/Pks	\$153,180	\$157,651
HRAVEBA	\$71,715	\$73,804
Workers Compensation	\$31,239	\$32,167
Deferred Comp	\$21,600	\$21,600
<b>TOTAL</b>	<b>\$13,220,485</b>	<b>\$16,188,649</b>

## Parks Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$7,633,033	\$7,554,988	\$8,075,932	\$8,591,278
Material and Services	\$4,445,975	\$4,332,514	\$6,463,834	\$4,823,224
Capital Outlay	\$842,661	\$1,360,068	\$10,119,000	\$15,994,632
<b>TOTAL</b>	<b>\$12,921,669</b>	<b>\$13,247,570</b>	<b>\$24,658,766</b>	<b>\$29,409,135</b>

## Parks-Administration Line Items

	2023-24 Adopted	2024-25 Adopted
Salaries & Wages		
Regular Employees	\$610,272	\$628,310
Vacation Pay Out	\$4,500	\$4,500
Overtime	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$615,272</b>	<b>\$633,310</b>
Material and Services		
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$139,428	\$139,428

Parks & Recreation

	2023-24 Adopted	2024-25 Adopted
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$139,428</b>	<b>\$139,428</b>
Contractual Services		
Other	\$27,500	\$27,500
Professional Services	\$15,000	\$15,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$42,500</b>	<b>\$42,500</b>
Other Purchased Svcs		
Advertising	\$15,000	\$15,000
Dues	\$3,500	\$3,500
Training	\$2,500	\$2,500
Air	\$2,500	\$2,500
Personal vehicle mileage	\$1,500	\$1,500
Rental car	\$1,500	\$1,500
Other	\$1,000	\$1,000
Meals	\$1,000	\$1,000
Lodging	\$1,000	\$1,000
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$29,500</b>	<b>\$29,500</b>
Communications		
Communications	\$7,500	\$7,500
Computers	\$5,000	\$2,500
Postage	\$1,500	\$1,500
<b>COMMUNICATIONS TOTAL</b>	<b>\$14,000</b>	<b>\$11,500</b>
Rental, Repair, Maintenance		
Rental Charges	\$12,000	\$12,000
Equipment Repair	\$500	\$500
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$12,500</b>	<b>\$12,500</b>
Supplies		
Office Supplies	\$5,000	\$5,000
Meeting Supplies	\$3,500	\$3,500
Miscellaneous Supplies	\$1,000	\$1,000
Food & related items	\$1,000	\$1,000
Uniforms - Clothing	\$500	\$500
<b>SUPPLIES TOTAL</b>	<b>\$11,000</b>	<b>\$11,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$248,928</b>	<b>\$246,428</b>
Group Health Insurance	\$166,800	\$166,800
PERS Employer's Share	\$57,103	\$58,767
FICA/MEDICARE Contribution	\$47,068	\$48,448
PERS Employee Share Paid by Cty/Pks	\$36,916	\$37,999
HRAVEBA	\$13,583	\$13,978
Workers Compensation	\$4,650	\$4,789
Deferred Comp	\$3,600	\$3,600
<b>TOTAL</b>	<b>\$1,193,920</b>	<b>\$1,214,119</b>

Parks-Administration

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$872,581	\$1,011,342	\$681,648	\$1,912,684
Material and Services	\$1,226,503	\$1,513,424	\$3,109,587	\$495,355
<b>TOTAL</b>	<b>\$2,099,084</b>	<b>\$2,524,766</b>	<b>\$3,791,235</b>	<b>\$2,408,040</b>

Parks-Construction Line Items

	2023-24 Adopted	2024-25 Adopted
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$6,216,100	\$9,125,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$6,216,100</b>	<b>\$9,125,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$6,216,100</b>	<b>\$9,125,000</b>
<b>TOTAL</b>	<b>\$6,216,100</b>	<b>\$9,125,000</b>

Parks & Recreation

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$88,753	\$8,574	\$404,000	\$0
Capital Outlay	\$385,938	\$1,092,457	\$9,834,000	\$15,341,100
<b>TOTAL</b>	<b>\$474,691</b>	<b>\$1,101,032</b>	<b>\$10,238,000</b>	<b>\$15,341,100</b>

Parks-Open Space Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$400,140	\$411,995
Vacation Pay Out	\$4,000	\$4,000
Overtime	\$2,000	\$2,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$406,140</b>	<b>\$417,995</b>
Group Health Insurance	\$166,800	\$166,800
<b>Material and Services</b>		
Contractual Services		
Forestry	\$35,000	\$35,000
Professional Services	\$29,000	\$29,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$64,000</b>	<b>\$64,000</b>
Supplies		
Trails Work	\$25,000	\$25,000
Small Tools & Ops Supplies	\$5,000	\$5,000
Safety Supplies	\$500	\$500
Office Supplies	\$150	\$150
<b>SUPPLIES TOTAL</b>	<b>\$30,650</b>	<b>\$30,650</b>
Rental, Repair, Maintenance		
Forestry/Trail Maintenance	\$25,000	\$25,000
General Maintenance	\$5,000	\$5,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$30,000</b>	<b>\$30,000</b>
Other Purchased Svcs		
Training	\$1,500	\$1,500
Lodging	\$1,500	\$1,500
Meals	\$500	\$500
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$3,500</b>	<b>\$3,500</b>
Communications		
Computers	\$500	\$500
Communications	\$200	\$200
<b>COMMUNICATIONS TOTAL</b>	<b>\$700</b>	<b>\$700</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$128,850</b>	<b>\$128,850</b>
PERS Employer's Share	\$46,990	\$48,362
FICA/MEDICARE Contribution	\$31,070	\$31,977
PERS Employee Share Paid by Cty/Pks	\$24,368	\$25,080
HRAVEBA	\$12,184	\$12,540
Workers Compensation	\$5,354	\$5,514
Deferred Comp	\$3,600	\$3,600
<b>TOTAL</b>	<b>\$825,357</b>	<b>\$840,717</b>

Parks-Open Space

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$0	\$812,603	\$1,086,812	\$1,408,375
Material and Services	\$0	\$97,956	\$155,420	\$257,700
Capital Outlay	\$0	\$8,767	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$919,325</b>	<b>\$1,242,232</b>	<b>\$1,666,075</b>

Parks-Operations Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Rental, Repair, Maintenance		
Water	\$320,000	\$322,000
Electricity	\$92,520	\$99,160

## Parks &amp; Recreation

	2023-24 Adopted	2024-25 Adopted
Fuel	\$56,758	\$57,096
Wastewater & Other	\$48,123	\$49,979
Natural Gas	\$34,626	\$38,606
Irrigation Maintenance	\$26,953	\$27,051
General Maintenance	\$19,731	\$33,624
Grounds Care	\$25,377	\$25,389
Disposal & Sanitary Service	\$25,000	\$25,000
Building Maintenance	\$25,000	\$25,000
Custodial	\$15,000	\$15,000
Horticulture Maintenance	\$9,000	\$9,000
Fertilizer	\$7,775	\$7,775
Equipment Repair	\$2,127	\$2,100
Rental Charges	\$1,300	\$1,325
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$709,290</b>	<b>\$738,642</b>
Contractual Services		
Professional Services	\$360,770	\$360,770
Other	\$15,000	\$15,000
Urban Tree Service & Pruning	\$15,000	\$15,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$390,770</b>	<b>\$390,770</b>
Internal Charges & Fees		
Internal Chg - Fleet Maint	\$289,695	\$301,283
Licensing	\$126	\$263
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$289,821</b>	<b>\$301,546</b>
Supplies		
Small Tools & Ops Supplies	\$30,000	\$30,000
Uniforms - Clothing	\$13,000	\$12,000
Aquatics Facilities Supplies	\$3,315	\$5,250
Safety Supplies	\$2,000	\$2,000
Office Supplies	\$1,000	\$1,000
Chemicals	\$650	\$650
Food & related items	\$500	\$500
<b>SUPPLIES TOTAL</b>	<b>\$50,465</b>	<b>\$51,400</b>
Other Purchased Svcs		
Training	\$5,000	\$5,000
Lodging	\$3,255	\$3,255
Air	\$1,890	\$1,890
Meals	\$1,187	\$1,187
Dues	\$500	\$500
Personal vehicle mileage	\$420	\$473
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$12,252</b>	<b>\$12,305</b>
Communications		
Communications	\$8,000	\$8,000
Computers	\$2,500	\$2,500
<b>COMMUNICATIONS TOTAL</b>	<b>\$10,500</b>	<b>\$10,500</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,463,098</b>	<b>\$1,505,163</b>
SALARIES & WAGES		
Regular Employees	\$891,738	\$918,565
Vacation Pay Out	\$13,500	\$13,500
Overtime	\$2,500	\$2,500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$907,738</b>	<b>\$934,565</b>
Group Health Insurance	\$417,000	\$417,000
Capital Outlay		
Improvements Other than Bldgs		
Parks Improvements	\$50,000	\$50,000
Capital Outlay	\$25,000	\$25,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$75,000</b>	<b>\$75,000</b>
Equipment		
Equipment	\$65,000	\$65,000
<b>EQUIPMENT TOTAL</b>	<b>\$65,000</b>	<b>\$65,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$140,000</b>	<b>\$140,000</b>
PERS Employer's Share	\$91,917	\$94,121

## Parks & Recreation

	2023-24 Adopted	2024-25 Adopted
FICA/MEDICARE Contribution	\$69,442	\$71,494
PERS Employee Share Paid by Cty/Pks	\$54,464	\$56,074
HRAVEBA	\$27,232	\$28,037
Workers Compensation	\$17,168	\$17,683
Deferred Comp	\$9,600	\$9,600
<b>TOTAL</b>	<b>\$3,197,660</b>	<b>\$3,274,244</b>

## Parks-Operations

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$3,897,034	\$2,772,223	\$3,083,995	\$3,223,643
Material and Services	\$2,036,022	\$1,906,374	\$1,752,450	\$2,968,261
Capital Outlay	\$9,921	\$53,257	\$135,000	\$280,000
<b>TOTAL</b>	<b>\$5,942,978</b>	<b>\$4,731,854</b>	<b>\$4,971,445</b>	<b>\$6,471,904</b>

## Parks-SDC Parks Line Items

	2023-24 Adopted	2024-25 Adopted
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$227,832	\$145,700
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$227,832</b>	<b>\$145,700</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$227,832</b>	<b>\$145,700</b>
<b>TOTAL</b>	<b>\$227,832</b>	<b>\$145,700</b>

## Parks-SDC Parks

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$5,000	\$0	\$0	\$0
Capital Outlay	\$1,444,342	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,449,342</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### Parks Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$111,298	\$695,558	\$740,813
<b>TOTAL</b>	<b>\$0</b>	<b>\$111,298</b>	<b>\$695,558</b>	<b>\$740,813</b>

### Parks General Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$111,298	\$695,558	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$111,298</b>	<b>\$695,558</b>	<b>\$0</b>



# PARKS - GOLF, NATURE CENTER, SENIOR SERVICES



2023-2025 BIENNIUM BUDGET

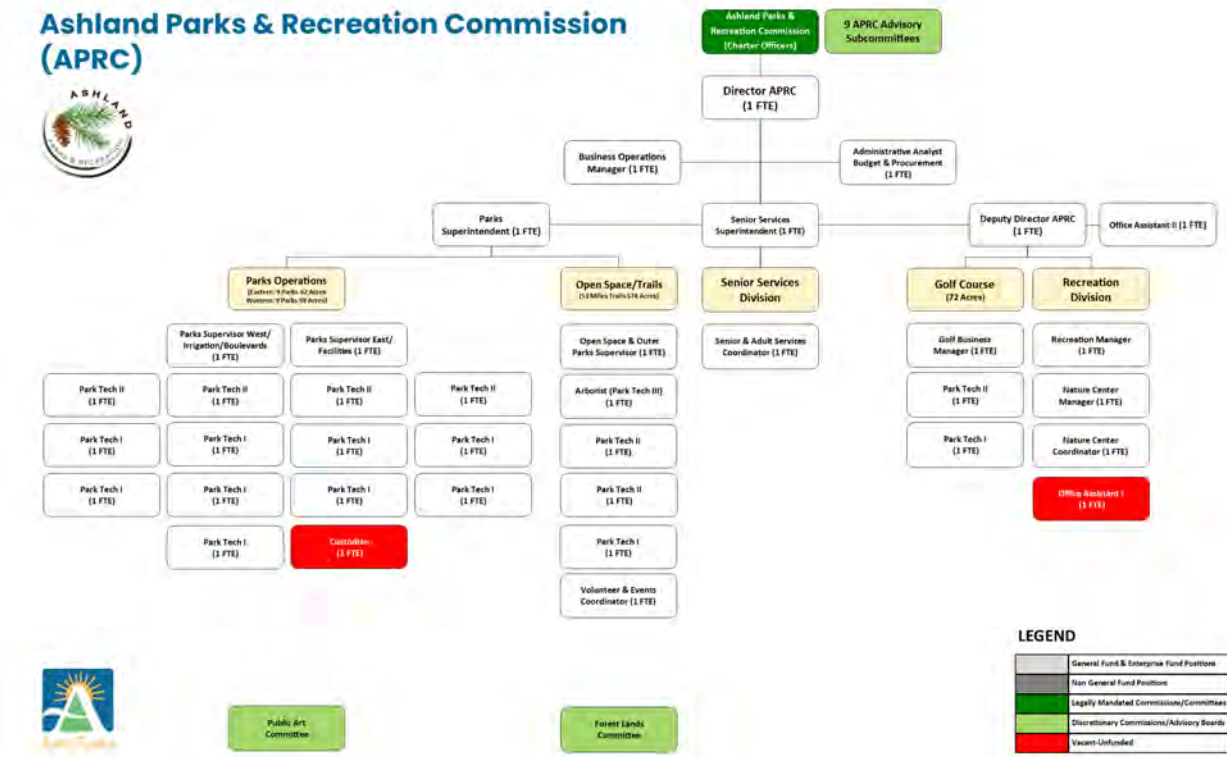
## OVERVIEW

**Recreation** - The Recreation Division provides recreational and educational opportunities for participants of all ages and abilities including aquatics, health and fitness classes, environmental education programs and lifetime activities. The Division oversees operations of the [Daniel Meyer Memorial Pool](#), [Ashland Rotary Centennial Ice Rink](#), [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 Rogue Valley Bike Swap, Rogue Valley Bird Day, Ashland World Music Festival, , 4th of July Run and the Bear Creek Salmon Festival.

**Oak Knoll Golf Course** -This Golden Era Samuel Whiting course design has been enjoyed by locals for almost 100 years. The par 36, 9-hole golf course is characterized by sweeping vistas of the surrounding valley mountains and old growth Oak Trees. The Golf Division operates and maintains the nine-hole Oak Knoll Golf Course, which is Southern Oregon's only municipal golf course.

**Senior Services** - The Senior Services Division enhances the lives of seniors by promoting healthy aging, well-being, dignity and independence and advocates for the diverse needs of seniors and their families throughout Ashland. Support services, community referrals, and a variety of free or low cost recreational, fitness, social and educational opportunities are offered at Ashland Senior Center and other locations. The Division also hosts the RVCOG Food & Friends senior meal program and many other partners to ensure service access for local seniors.

## ORGANIZATIONAL CHART



## ACCOMPLISHMENTS

- Ashland Senior Center reopened in January, with full offerings back by March and many new activities by the end of the year. A total of 12,521 visits to services/classes were provided in 2022, increasing support and connection for seniors.
- Daniel Meyer Pool and Ashland Rotary Centennial Ice Rink also fully reopened, nearing pre-pandemic numbers served 8600\_, and 15,850\_ respectively. In addition, all major events resumed, including record numbers at Ashland World Music Festival, Bear Creek Salmon Festival, Bike Swap, 4th of July Fun Run, and a new Tri 4 Youth adaptive triathlon, hosting a combined total of 4000 people. These gatherings helped rebuild a sense of community after the long pandemic disruption.

## SIGNIFICANT CHANGES FROM 2021-2023

### Nature Center

- Special Programs – increase for educational programs offered. Was reduced during pandemic.

### Golf

- Food and Related items – currently no concessioner contract for services. Increase for purchases of food and related items.

### Senior Services

- Custodial – increase for Pathways contract janitorial services.

## BUDGET LINE ITEMS (EXPENDITURES)

### Parks-Nature Center Line Items

	2023-24 Adopted	2024-25 Adopted
Salaries & Wages		164

Gold, Nature Center & Senior Services

	2023-24 Adopted	2024-25 Adopted
Regular Employees	\$149,671	\$154,071
Vacation Pay Out	\$2,500	\$2,500
Overtime	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$152,671</b>	<b>\$157,071</b>
Group Health Insurance	\$55,600	\$55,600
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$9,000	\$9,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$9,000</b>	<b>\$9,000</b>
Other Purchased Svcs		
Special Programs	\$2,900	\$2,900
Miscellaneous	\$2,500	\$2,625
Training	\$1,500	\$1,575
Lodging	\$500	\$525
Advertising	\$500	\$525
Meals	\$150	\$158
Personal vehicle mileage	\$150	\$158
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$8,200</b>	<b>\$8,466</b>
Supplies		
Office Supplies	\$5,000	\$5,000
Miscellaneous Supplies	\$2,000	\$2,000
Small Tools & Ops Supplies	\$750	\$750
Technical Supplies	\$500	\$500
<b>SUPPLIES TOTAL</b>	<b>\$8,250</b>	<b>\$8,250</b>
Rental, Repair, Maintenance		
Rental Charges	\$5,000	\$5,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$5,000</b>	<b>\$5,000</b>
Communications		
Computers	\$1,500	\$1,500
<b>COMMUNICATIONS TOTAL</b>	<b>\$1,500</b>	<b>\$1,500</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$31,950</b>	<b>\$32,216</b>
PERS Employer's Share	\$12,956	\$13,324
FICA/MEDICARE Contribution	\$11,679	\$12,016
PERS Employee Share Paid by Cty/Pks	\$9,160	\$9,424
HRAVEBA	\$4,580	\$4,712
Deferred Comp	\$1,200	\$1,200
Workers Compensation	\$73	\$73
<b>TOTAL</b>	<b>\$279,869</b>	<b>\$285,636</b>

Parks-Nature Center

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$594,528	\$503,813	\$421,734	\$501,339
Material and Services	\$90,508	\$64,693	\$81,832	\$64,166
<b>TOTAL</b>	<b>\$685,037</b>	<b>\$568,505</b>	<b>\$503,566</b>	<b>\$565,505</b>

## BUDGET LINE ITEMS (EXPENDITURES)

Parks-Golf Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$195,157	\$200,922
Vacation Pay Out	\$4,000	\$4,000
Overtime	\$2,000	\$2,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$201,157</b>	<b>\$206,922</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$77,621	\$77,852
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$77,621</b>	<b>\$77,852</b>

Gold, Nature Center & Senior Services

	2023-24 Adopted	2024-25 Adopted
Supplies		
Food & related items	\$17,190	\$18,050
Pro Shop Expense	\$15,000	\$15,000
Office Supplies	\$964	\$1,012
Small Tools & Ops Supplies	\$260	\$272
<b>SUPPLIES TOTAL</b>	<b>\$33,414</b>	<b>\$34,334</b>
Rental, Repair, Maintenance		
Disposal & Sanitary Service	\$4,709	\$4,945
Rental Charges	\$3,237	\$3,399
Custodial	\$172	\$181
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$8,118</b>	<b>\$8,525</b>
Other Purchased Svcs		
Advertising	\$2,816	\$2,957
Dues	\$2,088	\$2,192
Training	\$55	\$58
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$4,959</b>	<b>\$5,207</b>
Communications		
Communications	\$2,852	\$2,995
<b>COMMUNICATIONS TOTAL</b>	<b>\$2,852</b>	<b>\$2,995</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$126,964</b>	<b>\$128,913</b>
Group Health Insurance	\$83,400	\$83,400
PERS Employer's Share	\$17,106	\$17,588
FICA/MEDICARE Contribution	\$15,389	\$15,830
PERS Employee Share Paid by Cty/Pks	\$12,069	\$12,415
HRAVEBA	\$6,035	\$6,208
Workers Compensation	\$2,367	\$2,437
Deferred Comp	\$1,800	\$1,800
<b>TOTAL</b>	<b>\$466,286</b>	<b>\$475,513</b>

Parks-Golf

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$757,682	\$794,346	\$847,043	\$685,922
Material and Services	\$299,185	\$320,222	\$307,373	\$255,877
<b>TOTAL</b>	<b>\$1,056,867</b>	<b>\$1,114,568</b>	<b>\$1,154,416</b>	<b>\$941,799</b>

Parks-Senior Services Line Items

	2023-24 Adopted	2024-25 Adopted
Salaries & Wages		
Regular Employees	\$174,265	\$179,403
Vacation Pay Out	\$4,000	\$4,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$178,265</b>	<b>\$183,403</b>
Material and Services		
Contractual Services		
Professional Services	\$21,000	\$21,000
Other	\$500	\$500
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$21,500</b>	<b>\$21,500</b>
Rental, Repair, Maintenance		
Custodial	\$20,000	\$20,000
Rental Charges	\$1,188	\$1,188
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$21,188</b>	<b>\$21,188</b>
Supplies		
Miscellaneous Supplies	\$5,675	\$5,675
Office Supplies	\$1,407	\$1,407
Food & related items	\$23	\$22
<b>SUPPLIES TOTAL</b>	<b>\$7,105</b>	<b>\$7,104</b>
Other Purchased Svcs		
Advertising	\$3,308	\$3,308
Lodging	\$800	\$802
Training	\$800	<del>\$800</del>

Gold, Nature Center & Senior Services

	2023-24 Adopted	2024-25 Adopted
Personal vehicle mileage	\$750	\$750
Meals	\$500	\$500
Dues	\$165	\$165
Other	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$6,423</b>	<b>\$6,425</b>
Communications		
Postage	\$1,459	\$1,459
Communications	\$1,336	\$1,336
Computers	\$914	\$914
<b>COMMUNICATIONS TOTAL</b>	<b>\$3,709</b>	<b>\$3,709</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$59,925</b>	<b>\$59,926</b>
Group Health Insurance	\$55,600	\$55,600
PERS Employer's Share	\$15,128	\$15,557
FICA/MEDICARE Contribution	\$13,637	\$14,030
PERS Employee Share Paid by Cty/Pks	\$10,696	\$11,004
HRAVEBA	\$5,348	\$5,502
Workers Compensation	\$1,526	\$1,570
Deferred Comp	\$1,200	\$1,200
<b>TOTAL</b>	<b>\$341,326</b>	<b>\$347,793</b>

Parks-Senior Services

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$289,866	\$566,679	\$642,383	\$569,268
Material and Services	\$113,009	\$69,139	\$98,650	\$119,851
<b>TOTAL</b>	<b>\$402,875</b>	<b>\$635,818</b>	<b>\$741,033</b>	<b>\$689,119</b>

Parks-Recreation Programs Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$224,023	\$225,224
Other	\$2,000	\$2,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$226,023</b>	<b>\$227,224</b>
Programs		
Rink Program	\$51,429	\$54,001
Aquatic Program	\$16,433	\$17,255
4th of July Run	\$10,000	\$10,000
<b>PROGRAMS TOTAL</b>	<b>\$77,862</b>	<b>\$81,256</b>
Internal Charges & Fees		
Bank Charges	\$15,000	\$15,000
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$15,000</b>	<b>\$15,000</b>
Other Purchased Svcs		
Training	\$5,000	\$5,000
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$5,000</b>	<b>\$5,000</b>
Communications		
Computers	\$1,500	\$1,500
Communications	\$1,292	\$1,357
<b>COMMUNICATIONS TOTAL</b>	<b>\$2,792</b>	<b>\$2,857</b>
Supplies		
Office Supplies	\$2,000	\$2,000
<b>SUPPLIES TOTAL</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$328,677</b>	<b>\$333,337</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$85,048	\$87,554
Overtime	\$4,000	\$4,000
Vacation Pay Out	\$2,700	\$2,700
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$91,748</b>	<b>\$94,254</b>
Group Health Insurance	\$27,800	\$27,800
PERS Employer's Share	\$7,933	\$8,167

Gold, Nature Center & Senior Services

	2023-24 Adopted	2024-25 Adopted
FICA/MEDICARE Contribution	\$7,019	\$7,210
PERS Employee Share Paid by Cty/Pks	\$5,505	\$5,655
HRAVEBA	\$2,752	\$2,828
Deferred Comp	\$600	\$600
Workers Compensation	\$100	\$100
<b>TOTAL</b>	<b>\$472,134</b>	<b>\$479,927</b>

Parks-Recreation Programs

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$1,221,341	\$1,093,983	\$1,312,317	\$290,047
Material and Services	\$591,995	\$349,145	\$554,522	\$662,014
<b>TOTAL</b>	<b>\$1,813,335</b>	<b>\$1,443,128</b>	<b>\$1,866,839</b>	<b>\$952,061</b>

# POLICE DEPARTMENT

2023-2025 BIENNIUM BUDGET



## OVERVIEW

The [Ashland Police Department \(APD\)](#) is responsible for responding to and investigating criminal complaints and matters of public safety. Patrol/emergency response is the backbone of the department. Other critical functions are the Criminal Investigations Division (CID), traffic enforcement and event planning, downtown patrol, records management and property control.

The Ashland Police Department partners with the community to promote public safety, public order, and the development of innovative crime prevention strategies while providing exceptional service. The City is legally obligated to provide police services to the community 24/7 police response and service, full service criminal investigations services.

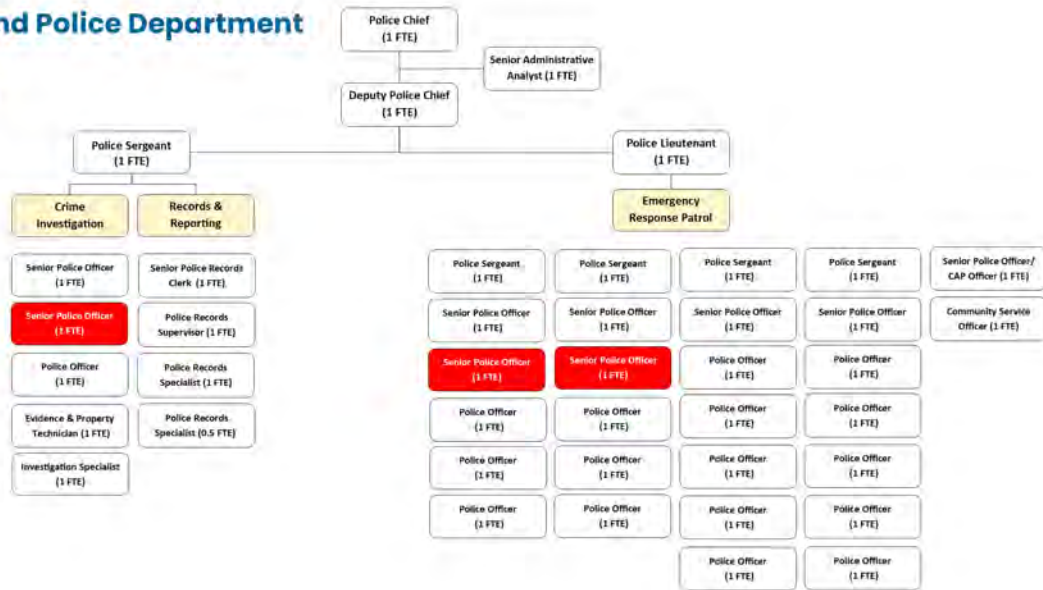
There are three divisions in the Department:

- Administration including an Administrative Analyst and the Police Chief.
- Support which is headed by the Deputy Chief and includes the, Records section, Criminal Investigations Division (detectives), Evidence/property, and Crime Analyst.
- Operations under the supervision of the Patrol Lieutenant (Patrol Commander) including Patrol, Community Service Officer, Central Area Patrol, and Cadets.

## ORGANIZATIONAL CHART



## Ashland Police Department



### LEGEND

	General Fund & Enterprise Fund Positions
	Non General Fund Positions
	Legally Mandated Commissions/Committees
	Discretionary Commissions/Advisory Boards
	Vacant-Unfunded



## ACCOMPLISHMENTS

- Handled over 64,000 calls for service
- Investigated over 5,400 criminal cases
- Re-established adequate staffing after suffering significant losses
- Secured regional grant to obtain crowd control equipment
- Successfully returned to coordinating special large scale events

## GOALS AND OBJECTIVES

- Increase authorized staffing to 32 sworn officers
- Re-engage with a regional task force
- Host an annual community engagement event
- Provide specialized training in the area
- Maintain low emergency response time



## PERFORMANCE MEASURES

- Maintain a response time of under 264 seconds for property calls
- Maintain a clearance rate of >80% for violent crimes
- Retain accreditation with the Oregon Accreditation Alliance

## SIGNIFICANT CHANGES FROM 2021-2023

In the BN2019-2021 budget the police department's authorized sworn strength was raised to 32 officers. In the BN2021-2023 budget this was lowered to 28 sworn officers. Additionally, the department saw the cadet program substantially cut, as well as park patrol. For various reasons, the department saw an operational drop in its sworn ranks from 28 to 19, at its lowest, meaning a full third of the department's officers left City employment. Over the last two years the department has strived to re-establish itself at full strength. As of March 31st the department is closing in on being fully staffed. The department's call load remains high, at approximately 30,000 calls for service each calendar year. The department continues to work toward slowing each contact down in an effort to build rapport and minimize the need to use force when taking people into custody.

## FUTURE OUTLOOK

- Continue to work with Ashland School District to development relationships and work toward a School Resource Officer program.
- The police chief plans on returning to Council in the near future and asking for additional funding to return to the previous staffing level of 32 officers.
- It is unknown how pending legislative matters (such as Measure 144) will impact the police department.

## BUDGET LINE ITEMS (EXPENDITURES)

### Police Department Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$3,446,330	\$3,555,091
Overtime	\$247,000	\$231,072
Temporary Employees	\$145,000	\$131,680
Holiday Pay Out	\$101,542	\$104,589
Temporary Cadets	\$41,000	\$41,000
Sick Leave Pay Out	\$26,000	\$17,310
Vacation Pay Out	\$17,000	\$12,460
Duty Pay	\$1,000	\$1,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$4,024,873</b>	<b>\$4,094,202</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Fleet Maint	\$372,529	\$387,430
Internal Chg - Equip Replacmnt	\$332,786	\$339,414
Internal Chg - Insurance Svc	\$267,191	\$267,191
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$972,506</b>	<b>\$994,035</b>
Contractual Services		
Other	\$755,824	\$772,824
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$755,824</b>	<b>\$772,824</b>
Supplies		
Technical Supplies	\$67,850	\$67,850
Uniforms - Clothing	\$35,300	\$35,300
Office Supplies	\$35,000	\$35,000

Police Department

	2023-24 Adopted	2024-25 Adopted
Miscellaneous Supplies	\$8,700	\$8,700
Meeting Supplies	\$3,900	\$3,900
Books & Periodicals	\$2,900	\$2,900
<b>SUPPLIES TOTAL</b>	<b>\$153,650</b>	<b>\$153,650</b>
Other Purchased Svcs		
Training	\$33,700	\$33,900
Lodging	\$21,800	\$22,500
Personal vehicle mileage	\$10,800	\$11,350
Meals	\$8,800	\$9,450
Air	\$7,500	\$7,800
Medical & Laboratory	\$7,500	\$7,700
Printing & Binding	\$3,500	\$3,550
Dues	\$3,450	\$3,500
Rental car	\$1,770	\$2,000
Other	\$1,250	\$1,400
Advertising	\$600	\$600
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$100,670</b>	<b>\$103,750</b>
Rental, Repair, Maintenance		
Fuel	\$85,000	\$85,500
Rental Charges	\$6,000	\$6,200
Disposal & Sanitary Service	\$3,900	\$3,900
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$94,900</b>	<b>\$95,600</b>
Communications		
Communications	\$45,500	\$45,500
Radios	\$31,000	\$31,000
Computers	\$13,050	\$11,000
Postage	\$950	\$950
<b>COMMUNICATIONS TOTAL</b>	<b>\$90,500</b>	<b>\$88,450</b>
Grants		
Indigent Assistance	\$2,000	\$2,000
<b>GRANTS TOTAL</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,170,050</b>	<b>\$2,210,309</b>
Group Health Insurance	\$1,070,300	\$1,070,300
PERS Employer's Share	\$622,500	\$639,775
FICA/MEDICARE Contribution	\$296,830	\$305,020
PERS Employee Share Paid by Cty/Pks	\$238,944	\$245,652
HRAVEBA	\$119,472	\$122,826
Workers Compensation	\$67,174	\$69,121
Deferred Comp	\$23,100	\$23,100
Other Benefits	\$245	\$245
<b>TOTAL</b>	<b>\$8,633,488</b>	<b>\$8,780,550</b>

Police Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$11,091,682	\$11,423,926	\$11,041,243	\$13,033,679
Material and Services	\$3,610,457	\$3,740,032	\$3,971,310	\$4,380,360
<b>TOTAL</b>	<b>\$14,702,139</b>	<b>\$15,163,957</b>	<b>\$15,012,553</b>	<b>\$17,414,038</b>

Police-Administration Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services		
Contractual Services		
Other	\$755,824	\$772,824
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$755,824</b>	<b>\$772,824</b>
Other Purchased Svcs		
Medical & Laboratory	\$5,000	\$5,200
Lodging	\$2,300	\$2,500
Air	\$2,300	\$2,400
Training	\$2,200	\$2,400

Police Department

	2023-24 Adopted	2024-25 Adopted
Personal vehicle mileage	\$1,700	\$1,800
Meals	\$1,100	\$1,200
Dues	\$700	\$750
Rental car	\$450	\$450
Other	\$250	\$250
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$16,000</b>	<b>\$16,950</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$771,824</b>	<b>\$789,774</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$244,597	\$251,845
Sick Leave Pay Out	\$3,000	\$1,000
Overtime	\$2,000	\$1,040
Vacation Pay Out	\$2,000	\$1,000
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$251,597</b>	<b>\$254,885</b>
Group Health Insurance	\$55,600	\$55,600
PERS Employer's Share	\$37,213	\$38,297
FICA/MEDICARE Contribution	\$18,944	\$19,499
PERS Employee Share Paid by Cty/Pks	\$14,858	\$15,293
HRAVEBA	\$7,429	\$7,647
Workers Compensation	\$3,265	\$3,363
Deferred Comp	\$1,200	\$1,200
<b>TOTAL</b>	<b>\$1,161,931</b>	<b>\$1,185,556</b>

Police-Administration

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$1,346,695	\$1,468,132	\$1,529,293	\$1,561,598
Personnel Services	\$633,979	\$674,173	\$655,610	\$785,889
<b>TOTAL</b>	<b>\$1,980,675</b>	<b>\$2,142,305</b>	<b>\$2,184,903</b>	<b>\$2,347,487</b>

Police-Support Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$740,673	\$762,713
Overtime	\$45,000	\$42,000
Temporary Employees	\$45,000	\$40,000
Temporary Cadets	\$41,000	\$41,000
Holiday Pay Out	\$12,943	\$13,331
Sick Leave Pay Out	\$8,000	\$6,222
Vacation Pay Out	\$7,500	\$5,684
Duty Pay	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$900,616</b>	<b>\$911,450</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$267,191	\$267,191
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$267,191</b>	<b>\$267,191</b>
<b>Supplies</b>		
Office Supplies	\$35,000	\$35,000
Miscellaneous Supplies	\$7,700	\$7,700
Technical Supplies	\$6,200	\$6,200
Uniforms - Clothing	\$4,800	\$4,800
Meeting Supplies	\$2,800	\$2,800
Books & Periodicals	\$200	\$200
<b>SUPPLIES TOTAL</b>	<b>\$56,700</b>	<b>\$56,700</b>
<b>Other Purchased Svcs</b>		
Training	\$6,500	\$6,500
Lodging	\$4,000	\$4,250
Personal vehicle mileage	\$2,500	\$2,750
Medical & Laboratory	\$2,500	\$2,500
Air	\$2,000	\$2,200
Meals	\$1,500	\$1,750

Police Department

	2023-24 Adopted	2024-25 Adopted
Dues	\$1,500	\$1,500
Printing & Binding	\$1,000	\$1,050
Advertising	\$600	\$600
Rental car	\$300	\$350
Other	\$200	\$250
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$22,600</b>	<b>\$23,700</b>
Rental, Repair, Maintenance		
Rental Charges	\$6,000	\$6,200
Fuel	\$5,500	\$5,500
Disposal & Sanitary Service	\$3,900	\$3,900
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$15,400</b>	<b>\$15,600</b>
Communications		
Communications	\$13,500	\$13,500
Computers	\$2,050	\$0
Postage	\$950	\$950
<b>COMMUNICATIONS TOTAL</b>	<b>\$16,500</b>	<b>\$14,450</b>
Grants		
Indigent Assistance	\$2,000	\$2,000
<b>GRANTS TOTAL</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$380,391</b>	<b>\$379,641</b>
Group Health Insurance	\$264,100	\$264,100
PERS Employer's Share	\$128,009	\$131,074
FICA/MEDICARE Contribution	\$68,010	\$69,726
PERS Employee Share Paid by Cty/Pks	\$53,341	\$54,687
HRAVEBA	\$26,671	\$27,344
Workers Compensation	\$7,787	\$8,018
Deferred Comp	\$5,700	\$5,700
Other Benefits	\$245	\$245
<b>TOTAL</b>	<b>\$1,834,870</b>	<b>\$1,851,985</b>

Police-Support

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$3,150,936	\$2,877,435	\$2,606,929	\$2,926,822
Material and Services	\$493,211	\$441,547	\$895,998	\$760,033
<b>TOTAL</b>	<b>\$3,644,147</b>	<b>\$3,318,982</b>	<b>\$3,502,927</b>	<b>\$3,686,855</b>

Police-Operations Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$2,461,061	\$2,540,534
Overtime	\$200,000	\$188,032
Temporary Employees	\$100,000	\$91,680
Holiday Pay Out	\$88,600	\$91,258
Sick Leave Pay Out	\$15,000	\$10,088
Vacation Pay Out	\$7,500	\$5,776
Duty Pay	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$2,872,660</b>	<b>\$2,927,867</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Fleet Maint	\$372,529	\$387,430
Internal Chg - Equip Replacmnt	\$332,786	\$339,414
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$705,315</b>	<b>\$726,844</b>
Supplies		
Technical Supplies	\$61,650	\$61,650
Uniforms - Clothing	\$30,500	\$30,500
Books & Periodicals	\$2,700	\$2,700
Meeting Supplies	\$1,100	\$1,100
Miscellaneous Supplies	\$1,000	\$1,000
<b>SUPPLIES TOTAL</b>	<b>\$96,950</b>	<b>\$96,950</b>

Police Department

	2023-24 Adopted	2024-25 Adopted
Rental, Repair, Maintenance		
Fuel	\$79,500	\$80,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$79,500</b>	<b>\$80,000</b>
Communications		
Communications	\$32,000	\$32,000
Radios	\$31,000	\$31,000
Computers	\$11,000	\$11,000
<b>COMMUNICATIONS TOTAL</b>	<b>\$74,000</b>	<b>\$74,000</b>
Other Purchased Svcs		
Training	\$25,000	\$25,000
Lodging	\$15,500	\$15,750
Personal vehicle mileage	\$6,600	\$6,800
Meals	\$6,200	\$6,500
Air	\$3,200	\$3,200
Printing & Binding	\$2,500	\$2,500
Dues	\$1,250	\$1,250
Rental car	\$1,020	\$1,200
Other	\$800	\$900
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$62,070</b>	<b>\$63,100</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,017,835</b>	<b>\$1,040,894</b>
Group Health Insurance	\$750,600	\$750,600
PERS Employer's Share	\$457,278	\$470,404
FICA/MEDICARE Contribution	\$209,876	\$215,795
PERS Employee Share Paid by Cty/Pks	\$170,744	\$175,672
HRAVEBA	\$85,372	\$87,836
Workers Compensation	\$56,122	\$57,741
Deferred Comp	\$16,200	\$16,200
<b>TOTAL</b>	<b>\$5,636,687</b>	<b>\$5,743,009</b>

Police-Operations

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$7,306,766	\$7,872,317	\$7,778,704	\$9,320,967
Material and Services	\$1,770,551	\$1,830,353	\$1,546,019	\$2,058,729
<b>TOTAL</b>	<b>\$9,077,317</b>	<b>\$9,702,670</b>	<b>\$9,324,723</b>	<b>\$11,379,696</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

Police Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$180,959	\$931,842	\$1,155,023
<b>TOTAL</b>	<b>\$0</b>	<b>\$180,959</b>	<b>\$931,842</b>	<b>\$1,155,023</b>

# PUBLIC WORKS DEPARTMENT

2023-2025 BIENNIUM BUDGET



## OVERVIEW

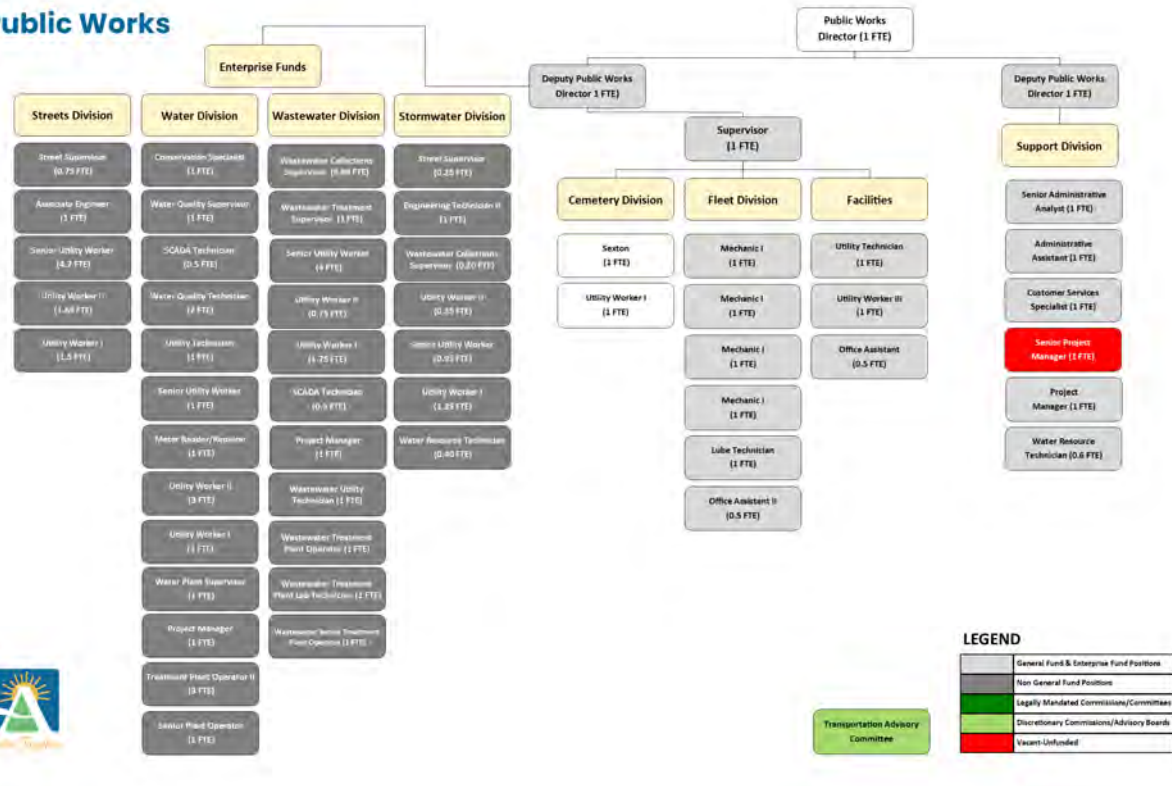
The City of Ashland's [Public Works Department](#) plans for, preserves, and enhances our community infrastructure assets through responsible stewardship. We strive to provide the highest quality public infrastructure and municipal core service to the citizens of Ashland in a safe, efficient, and fiscally 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 sixty-five (65) full-time equivalent (FTE) staff across nine (9) divisions. The Public Works Department and its employees are responsible for regulatory compliance across all divisions within the department.

The Department includes [Water](#), [Wastewater](#), [Streets](#), [Facilities](#), [Fleet Maintenance and Acquisition](#), [Cemetery](#), [Airport](#), [Stormwater](#), and [Administration/ Engineering](#). To ensure regulatory compliance and appropriate public services, Public Works engages in long range planning efforts for all major divisions. Long range planning ensures regulatory compliance, develop capacity requirements for future growth, recommend maintenance activities, capital improvements, staffing levels, and associated financial plans strategies for the associated enterprise funds in order to provide core services to the community. Divisions within Public Works perform construction activities, provide internal and external customer service, develop, and improve physical asset and data management, staff commissions, permits activities in the public right of way, and provides project.

## ORGANIZATIONAL CHART



## Public Works



## ACCOMPLISHMENTS

- Water Sharing Intergovernmental Agreement was formalized and approved by all Partner Cities
- Storm Drain, Wastewater Collection System and Talent-Ashland-Phoenix (TAP) Master Plans were all approved by the Council as the current planning documents
- Coordinated with Stracker solar and received a million-dollar Oregon Department of Energy grant for installation of solar at the service center
- Awarded a 1.3 million dollar grant for improvements to Briscoe School
- Awarded a 3 million dollar grant for improvements to the Talent-Ashland-Phoenix (TAP) water system benefitting Ashland, Talent and Phoenix
- Awarded a Safe Routes to School – Project Identification Grant by the Oregon Department of Transportation

## GOALS AND OBJECTIVES

- Complete Water Management and Conservation Plan Update. Including updating the conservation program, updating the City's supply analysis, and also reviewing water reuse opportunities
- Complete the Hosler Dam Comprehensive Assessment Project and Report
- Begin and complete the Transportation System Plan Update
- Complete critical airport, roadway, storm drain, facilities, water and wastewater capital projects ensuring regulatory compliance, providing system resilience, and reducing maintenance related issues.
- Finalize the new Talent-Ashland-Phoenix (TAP) Intertie Operating Intergovernmental Agreement



## PERFORMANCE MEASURES

- No Oregon Health Authority Violations for Treated Water Annually
- No Department of Environmental Quality National Pollution Discharge Elimination System Permit Violations for Treated Wastewater Annually
- Prepare 100,000 square yards of asphalt for the biennial slurry seal project

## SIGNIFICANT CHANGES FROM 2021-2023

- Fuel: changed the fuel line item to account for inclusion of electric vehicles in the fleet, changing work habits (hybrid/work from home) and keeping the overall fuel cost on the high end for a certain level of protection.
- Technical: shifted some cost burden that was previously placed in the technical line item to small tools and have increased the small tools line across the board to account for what operations staff are actually purchasing for their job requirements.
- Licensing: updated the licensing to tie in with actual expenditures for cartegraph and other related software expenses.
- Small Tools: increased this line item to account for actual expenditures.
- Infrastructure: increased this line item to account for inflationary impacts on all system maintenance related items that come out of this line.
- Chemicals: increased due to increased chemical costs and we expect it to only increase because of supply chain/delivery related issues over the next two year period. Vendors are only quoting costs for a few months at a time, when before we can get locked in pricing for a 12 month period.
- Uniforms Other: have essentially left this line blank and put all uniform related expenses in the "uniforms" line and the technical line for flagging equipment and reduced the uniform line because the boot allowance is now part of a payroll expenses and not a reimbursable.
- Training: increased the training line item for most operations because of the cost for obtaining a CDL is now around \$5k and we have put at least one annual training for CDL in this line on top of just the general training everyone participates in as part of their job.

## Public Works

- Rental (Street Operations): increased the rental line because Street Operations no longer owns a few different pieces of equipment and rent them when needed for operations/maintenance.
- Utilities: updated natural gas and electric to be more in line with actuals.
- Disposal: increased this line in most funds to account for the actual costing of disposal at Dry Creek Landfill, they have been raising their rates pretty consistently and will continue to do so.
- Transitioning from four temporary employees to two full-time employees.
- GIS moved to Innovation Technology.

## FUTURE OUTLOOK

- Resolve staffing related issues within the Public Works Support Division
- Research and coordinate on grant opportunities for the Enterprise Funds - Water, Wastewater, Storm, Streets, Airport, Facilities
- Develop and prioritize facility related improvements to be completed over the next three (3) Biennium's

## BUDGET LINE ITEMS (EXPENDITURES)

### Public Works Department Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$33,347,968	\$66,439,049
Capital Outlay	\$1,153,500	\$1,147,500
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$34,501,468</b>	<b>\$67,586,549</b>
Equipment		
Equipment	\$4,834,119	\$3,389,881
<b>EQUIPMENT TOTAL</b>	<b>\$4,834,119</b>	<b>\$3,389,881</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$39,335,587</b>	<b>\$70,976,430</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$3,672,366	\$3,672,360
Internal Chg - Equip Replacmnt	\$1,329,620	\$1,385,913
Internal Chg - Fleet Maint	\$665,244	\$691,854
Internal Chg - Insurance Svc	\$475,257	\$475,258
Internal Chg - Facility Use	\$459,070	\$459,065
Internal Chg - Tech Debt	\$204,000	\$204,000
Licensing	\$146,300	\$143,000
Bad Debt Expense	\$76,950	\$47,414
Senior Discount	\$37,658	\$19,342
Miscellaneous Charges & Fees	\$6,500	\$6,500
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$7,072,965</b>	<b>\$7,104,706</b>
Rental, Repair, Maintenance		
Infrastructure	\$1,392,500	\$1,777,500
Electricity	\$601,040	\$611,200
Fuel	\$532,600	\$565,700
Disposal & Sanitary Service	\$312,900	\$337,900
Equipment, Parts & Supplies	\$240,000	\$240,000
Water	\$195,750	\$203,250
Outside Services	\$180,000	\$200,000
Custodial	\$146,450	\$151,450
Tires, Tubes & Chains	\$85,000	\$95,000
Grounds Care	\$45,750	\$45,850
Wastewater & Other	\$36,720	\$36,650
Rental Charges	\$33,400	\$33,400
Natural Gas	\$20,400	\$23,400

## Public Works

	2023-24 Adopted	2024-25 Adopted
Maintenance	\$7,500	\$7,500
Building Maintenance	\$1,500	\$1,500
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$3,831,510</b>	<b>\$4,330,300</b>
Franchise		
Franchise Tax	\$1,310,000	\$1,335,000
<b>FRANCHISE TOTAL</b>	<b>\$1,310,000</b>	<b>\$1,335,000</b>
Contractual Services		
Professional Services	\$1,063,000	\$723,000
Other	\$209,000	\$215,000
Bus Fare	\$25,000	\$25,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$1,297,000</b>	<b>\$963,000</b>
Supplies		
Chemicals	\$447,750	\$447,750
Technical Supplies	\$244,500	\$245,500
Small Tools & Ops Supplies	\$60,500	\$59,400
Uniforms - Clothing	\$23,225	\$23,650
Office Supplies	\$20,900	\$21,550
County Services	\$9,800	\$8,600
Books & Periodicals	\$1,300	\$1,200
Meeting Supplies	\$350	\$100
<b>SUPPLIES TOTAL</b>	<b>\$808,325</b>	<b>\$807,750</b>
Other Purchased Svcs		
Water	\$250,000	\$250,000
Medical & Laboratory	\$129,500	\$129,500
Training	\$34,100	\$58,100
Lodging	\$20,200	\$19,700
Dues	\$14,250	\$10,650
Meals	\$7,350	\$7,100
Air	\$7,300	\$6,950
Personal vehicle mileage	\$6,750	\$6,250
Advertising	\$5,500	\$1,500
Rental car	\$1,000	\$1,000
Printing & Binding	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$476,150</b>	<b>\$490,950</b>
Programs		
Conservation Programs - City	\$94,950	\$94,950
Safety	\$36,000	\$39,000
Weed Abatement	\$2,500	\$2,500
<b>PROGRAMS TOTAL</b>	<b>\$133,450</b>	<b>\$136,450</b>
Communications		
Communications	\$44,050	\$44,550
Computers	\$22,600	\$22,600
Postage	\$4,635	\$4,585
Radios	\$3,400	\$3,400
<b>COMMUNICATIONS TOTAL</b>	<b>\$74,685</b>	<b>\$75,135</b>
Commission		
Airport Commission	\$1,500	\$1,500
<b>COMMISSION TOTAL</b>	<b>\$1,500</b>	<b>\$1,500</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$15,005,585</b>	<b>\$15,244,791</b>
SALARIES & WAGES		
Regular Employees	\$4,857,225	\$5,000,623
Overtime	\$179,750	\$199,750
Duty Pay	\$75,200	\$75,940
Sick Leave Pay Out	\$14,610	\$16,110
Vacation Pay Out	\$10,800	\$11,300
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$5,137,585</b>	<b>\$5,303,723</b>
Debt Services		
Debt - Principal		
Place Holder for new debt	\$2,111,492	\$2,217,067
IFA S16021	\$340,000	\$340,000
2013 New Construction Debt	\$295,000	\$299,100

Public Works

	2023-24 Adopted	2024-25 Adopted
2015 Medford Water Commission	\$111,823	\$115,680
DEQ R11751	\$110,854	\$111,965
IFA DEQ S14005	\$104,680	\$105,726
2013 Water Refi of 2003 Water	\$68,600	\$0
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$3,142,449</b>	<b>\$3,190,038</b>
Debt - Interest		
Place holder for new debt	\$234,610	\$246,341
IFA S16021	\$75,000	\$75,000
2015 Medford Water Commission	\$51,933	\$48,076
IFA DEQ S14005	\$31,530	\$30,483
2013 New Construction Debt	\$32,587	\$25,840
DEQ R11751	\$16,845	\$15,177
2013 Water Refi of 2003 Water	\$679	\$0
<b>DEBT - INTEREST TOTAL</b>	<b>\$443,184</b>	<b>\$440,917</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$3,585,632</b>	<b>\$3,630,954</b>
Group Health Insurance	\$1,848,700	\$1,848,700
PERS Employer's Share	\$495,911	\$509,692
FICA/MEDICARE Contribution	\$387,317	\$398,219
PERS Employee Share Paid by Cty/Pks	\$303,778	\$312,330
HRAVEBA	\$151,889	\$156,164
Workers Compensation	\$78,857	\$81,010
Deferred Comp	\$39,900	\$39,900
Other Benefits	\$595	\$525
<b>TOTAL</b>	<b>\$66,371,335</b>	<b>\$98,502,439</b>

Public Works Department

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$12,632,513	\$13,257,695	\$55,500,198	\$110,312,017
Material and Services	\$23,317,809	\$24,150,182	\$29,513,711	\$30,250,375
Personnel Services	\$14,312,343	\$14,115,804	\$15,256,125	\$17,094,796
Debt Services	\$5,286,743	\$7,233,397	\$1,908,260	\$7,216,586
<b>TOTAL</b>	<b>\$55,549,407</b>	<b>\$58,757,079</b>	<b>\$102,178,294</b>	<b>\$164,873,775</b>

PW-Maintenance/Purchasing and Acquisition Line Items

	2023-24 Adopted	2024-25 Adopted
Capital Outlay		
Equipment	\$4,707,619	\$3,255,381
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$4,707,619</b>	<b>\$3,255,381</b>
Material and Services		
Rental, Repair, Maintenance		
Fuel	\$375,000	\$400,000
Equipment, Parts & Supplies	\$240,000	\$240,000
Outside Services	\$180,000	\$200,000
Tires, Tubes & Chains	\$85,000	\$95,000
Infrastructure	\$1,500	\$1,500
Rental Charges	\$900	\$900
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$882,400</b>	<b>\$937,400</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$537,286	\$537,286
Internal Chg - Facility Use	\$94,295	\$94,295
Internal Chg - Equip Replacmnt	\$52,041	\$52,041
Internal Chg - Insurance Svc	\$21,761	\$21,761
Internal Chg - Fleet Maint	\$12,348	\$12,842
Licensing	\$5,000	\$5,000
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$722,731</b>	<b>\$723,225</b>
Supplies		
Technical Supplies	\$20,000	\$20,000
Small Tools & Ops Supplies	\$7,500	\$7,500
Uniforms - Clothing	\$4,000	\$4,000

Public Works

	2023-24 Adopted	2024-25 Adopted
Office Supplies	\$1,500	\$1,500
<b>SUPPLIES TOTAL</b>	<b>\$33,000</b>	<b>\$33,000</b>
Other Purchased Svcs		
Training	\$7,000	\$7,000
Lodging	\$1,000	\$1,000
Dues	\$600	\$600
Meals	\$500	\$500
Air	\$300	\$300
Personal vehicle mileage	\$200	\$200
Advertising	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$9,800</b>	<b>\$9,800</b>
Communications		
Communications	\$2,000	\$2,000
Computers	\$1,500	\$1,500
Radios	\$200	\$200
Postage	\$200	\$200
<b>COMMUNICATIONS TOTAL</b>	<b>\$3,900</b>	<b>\$3,900</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,651,831</b>	<b>\$1,707,325</b>
Salaries & Wages		
Regular Employees	\$409,420	\$421,354
Overtime	\$22,000	\$22,000
Sick Leave Pay Out	\$1,700	\$1,700
Vacation Pay Out	\$600	\$600
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$433,720</b>	<b>\$445,654</b>
Group Health Insurance	\$159,850	\$159,850
PERS Employer's Share	\$42,253	\$43,478
FICA/MEDICARE Contribution	\$30,243	\$31,122
PERS Employee Share Paid by Cty/Pks	\$23,720	\$24,410
HRAVEBA	\$11,860	\$12,205
Workers Compensation	\$8,857	\$9,111
Deferred Comp	\$3,450	\$3,450
Other Benefits	\$18	\$18
<b>TOTAL</b>	<b>\$7,073,422</b>	<b>\$5,692,004</b>

PW-Fleet Maintenance, Purchasing and Acquisition

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$2,757,047	\$2,108,532	\$3,208,800	\$7,963,000
Material and Services	\$2,015,506	\$2,077,876	\$3,026,174	\$3,359,157
Personnel Services	\$1,152,328	\$1,210,678	\$1,206,033	\$1,443,269
<b>TOTAL</b>	<b>\$5,924,881</b>	<b>\$5,397,086</b>	<b>\$7,441,007</b>	<b>\$12,765,426</b>

PW- Grounds Maintenance Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services		
Contractual Services		
Other	\$209,000	\$215,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$209,000</b>	<b>\$215,000</b>
Rental, Repair, Maintenance		
Water	\$48,000	\$50,000
Electricity	\$12,000	\$13,000
Wastewater & Other	\$1,000	\$1,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$61,000</b>	<b>\$64,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$270,000</b>	<b>\$279,000</b>
<b>TOTAL</b>	<b>\$270,000</b>	<b>\$279,000</b>

PW-Grounds Maintenance

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$490,091	\$478,710	\$549,270	\$549,100

Public Works

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>TOTAL</b>	\$490,091	\$478,710	\$549,270	\$549,000

## PERS UNFUNDED ACTUARIAL LIABILITY

### Public Works Department UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$222,257	\$1,279,219	\$1,468,559
<b>TOTAL</b>	\$0	\$222,257	\$1,279,219	\$1,468,559

### Equipment Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$20,202	\$98,456	\$114,715
<b>TOTAL</b>	\$0	\$20,202	\$98,456	\$114,715

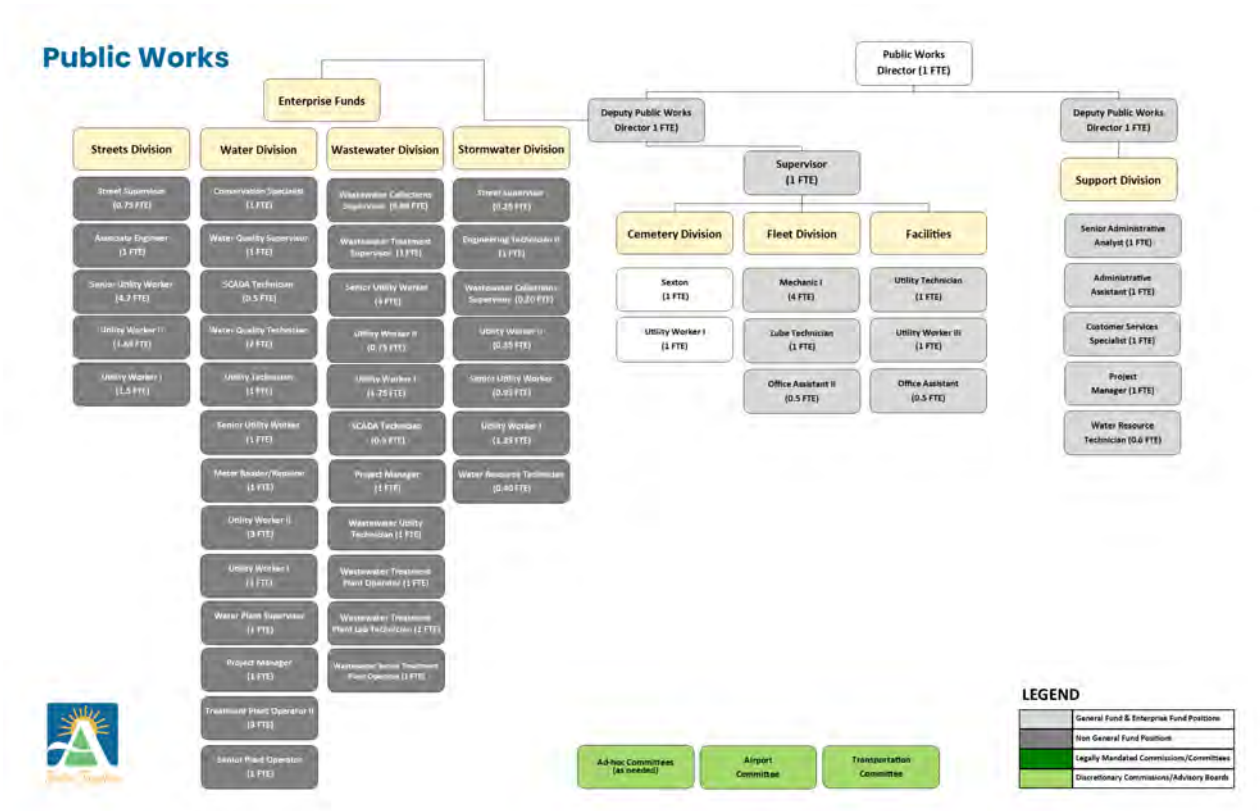


# AIRPORT, CEMETERY & STREET DIVISIONS



2023-2025 BIENNIUM BUDGET

## ORGANIZATIONAL CHART



## OVERVIEW - AIRPORT DIVISION

Ashland Municipal Airport is part of the National Plan of Integrated Airport Systems (NPIAS) and supports a single 3,600' lighted runway with landing aides, adjacent associated taxiway and taxi lanes for ingress/egress to 14 conventional box hangars, four t-hangar complexes (45 spaces) onsite. The airport also supports fuel sales, 74 based aircraft and an estimated 26,000 operations annually.

- The focus for the airport is to actively support and provide oversight to the Fixed Base Operator (FBO) through the Airport Commission for operation and long-term maintenance of the City's municipal airport including fund sustainability.
- The airport operates under Federal Aviation Administration regulatory oversight.

PW-Airport Line Items

	2023-24 Adopted	2024-25 Adopted
Capital Outlay		

Airport, Cemetery & Streets

	2023-24 Adopted	2024-25 Adopted
Improvements Other than Bldgs		
Capitalized Projects	\$1,553,000	\$3,242,000
Capital Outlay	\$60,000	\$60,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$1,613,000</b>	<b>\$3,302,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$1,613,000</b>	<b>\$3,302,000</b>
Material and Services		
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$32,692	\$32,686
Internal Chg - Facility Use	\$8,272	\$8,267
Internal Chg - Insurance Svc	\$7,126	\$7,127
Miscellaneous Charges & Fees	\$6,500	\$6,500
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$54,590</b>	<b>\$54,580</b>
Rental, Repair, Maintenance		
Grounds Care	\$10,000	\$10,000
Maintenance	\$7,500	\$7,500
Infrastructure	\$5,000	\$5,000
Electricity	\$3,640	\$3,800
Water	\$2,500	\$2,500
Wastewater & Other	\$120	\$120
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$28,760</b>	<b>\$28,920</b>
Contractual Services		
Professional Services	\$10,000	\$10,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$10,000</b>	<b>\$10,000</b>
Commission		
Airport Commission	\$1,500	\$1,500
<b>COMMISSION TOTAL</b>	<b>\$1,500</b>	<b>\$1,500</b>
Other Purchased Svcs		
Dues	\$300	\$300
Printing & Binding	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$500</b>	<b>\$500</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$95,350</b>	<b>\$95,500</b>
Transfer-Out, Contingency, Ending Fund Balance	\$0	\$23,756
<b>TOTAL</b>	<b>\$1,708,350</b>	<b>\$3,421,256</b>

PW-Airport

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$98,684	\$167,459	\$3,001,000	\$4,915,000
Material and Services	\$363,533	\$218,202	\$183,398	\$190,849
Debt Services	\$77,072	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$539,288</b>	<b>\$385,661</b>	<b>\$3,184,398</b>	<b>\$5,105,849</b>



## OVERVIEW - CEMETERY DIVISION

The Cemetery Division supports three historic cemeteries including two mausoleums and 25 acres of total cemetery space.

- Maintain all three of the City's historic cemeteries in a respectful manner.
- The operations and maintenance of the cemeteries falls under rules established by the Oregon Cemetery Board.
- Total interments for the three cemeteries are 10,512. Total grave spaces available is 2,435 and 1,160 cremation spaces.

# BUDGET LINE ITEMS (EXPENDITURES)

## PW-Cemetery Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Rental, Repair, Maintenance		
Water	\$80,000	\$85,000
Grounds Care	\$26,000	\$26,000
Infrastructure	\$15,000	\$15,000
Electricity	\$4,500	\$4,500
Fuel	\$3,200	\$3,400
Wastewater & Other	\$1,100	\$1,100
Disposal & Sanitary Service	\$400	\$400
Custodial	\$150	\$150
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$130,350</b>	<b>\$135,550</b>
Internal Charges & Fees		
Internal Chg - Equip Replacmnt	\$38,214	\$38,214
Internal Chg - Fleet Maint	\$34,150	\$35,516
Internal Chg - Insurance Svc	\$9,780	\$9,780
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$82,144</b>	<b>\$83,510</b>
Supplies		
Technical Supplies	\$18,500	\$18,500
County Services	\$1,800	\$1,800
Small Tools & Ops Supplies	\$800	\$800
Office Supplies	\$750	\$800
Uniforms - Clothing	\$500	\$500
<b>SUPPLIES TOTAL</b>	<b>\$22,350</b>	<b>\$22,400</b>
Communications		
Communications	\$1,300	\$1,300
Computers	\$500	\$500
Postage	\$50	\$50
<b>COMMUNICATIONS TOTAL</b>	<b>\$1,850</b>	<b>\$1,850</b>
Other Purchased Svcs		
Training	\$450	\$450
Lodging	\$300	\$300
Dues	\$250	\$250
Meals	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$1,100</b>	<b>\$1,100</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$237,794</b>	<b>\$244,410</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$150,020	\$154,431
Overtime	\$6,500	\$6,500
Sick Leave Pay Out	\$900	\$900
Vacation Pay Out	\$600	\$600
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$158,020</b>	<b>\$162,431</b>
Group Health Insurance	\$61,160	\$61,160
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capital Outlay	\$50,000	\$50,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$50,000</b>	<b>\$50,000</b>
Equipment		
Equipment	\$10,000	\$10,000
<b>EQUIPMENT TOTAL</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$60,000</b>	<b>\$60,000</b>
PERS Employer's Share	\$13,564	\$13,932
FICA/MEDICARE Contribution	\$12,089	\$12,426
PERS Employee Share Paid by Cty/Pks	\$9,481	\$9,746
HRAVEBA	\$4,741	\$4,873
Workers Compensation	\$3,565	\$3,666

	2023-24 Adopted	2024-25 Adopted
Deferred Comp	\$1,320	\$1,320
<b>TOTAL</b>	<b>\$561,733</b>	<b>\$573,963</b>

PW-Cemetery

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$449,153	\$468,449	\$475,072	\$533,493
Material and Services	\$346,061	\$460,014	\$436,706	\$482,204
Capital Outlay	\$0	\$2,225	\$120,000	\$120,000
<b>TOTAL</b>	<b>\$795,214</b>	<b>\$930,688</b>	<b>\$1,031,778</b>	<b>\$1,135,697</b>

## OVERVIEW - STREETS DIVISION

The [Street Division](#) consists of operations and ground maintenance. The core of the system includes 220.98 lane miles, 5,023 signs, 37 miles of markings, 320 cross walks, 365 stop lines, curb/gutter, and ground maintenance of the boulevards.

- The focus for the Street Division is to maintain and provide a safe and efficient integrated network for transportation uses, pedestrian, bicycle, transit and vehicles. This includes signage and marking maintenance, roadway cracksealing, asphalt overlays, curb/gutter and ADA ramp improvements, slurry seals, and chip seals.
- Regulatory oversight comes from numerous adopted standards including: the Oregon Department and Transportation and the Department of Land Conservation and Development and Manual on Uniform Traffic Control Devices.

PW- Street Operations Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$6,288,457	\$4,661,275
Capital Outlay	\$300,000	\$300,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$6,588,457</b>	<b>\$4,961,275</b>
Equipment		
Equipment	\$107,000	\$115,000
<b>EQUIPMENT TOTAL</b>	<b>\$107,000</b>	<b>\$115,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$6,695,457</b>	<b>\$5,076,275</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$771,450	\$771,450
Internal Chg - Equip Replacmnt	\$641,216	\$683,012
Internal Chg - Fleet Maint	\$354,009	\$368,169
Internal Chg - Facility Use	\$98,245	\$98,245
Internal Chg - Insurance Svc	\$65,083	\$65,083
Internal Chg - Tech Debt	\$30,000	\$30,000
Bad Debt Expense	\$15,450	\$15,914
Licensing	\$15,000	\$15,000
Senior Discount	\$3,632	\$3,632
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$1,994,085</b>	<b>\$2,050,505</b>
Rental, Repair, Maintenance		
Infrastructure	\$450,000	\$850,000
Fuel	\$57,000	\$61,000
Disposal & Sanitary Service	\$10,000	\$10,000
Rental Charges	\$10,000	\$10,000
Electricity	\$1,000	\$1,000
Wastewater & Other	\$200	\$200
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$528,200</b>	<b>\$932,200</b>
Contractual Services		187

Airport, Cemetery & Streets

	2023-24 Adopted	2024-25 Adopted
Professional Services	\$30,000	\$30,000
Bus Fare	\$25,000	\$25,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$55,000</b>	<b>\$55,000</b>
Supplies		
Small Tools & Ops Supplies	\$25,000	\$25,000
Technical Supplies	\$12,500	\$12,500
Uniforms - Clothing	\$3,500	\$4,000
Office Supplies	\$1,150	\$1,250
Chemicals	\$1,000	\$1,000
County Services	\$900	\$900
<b>SUPPLIES TOTAL</b>	<b>\$44,050</b>	<b>\$44,650</b>
Other Purchased Svcs		
Training	\$3,000	\$18,000
Dues	\$3,500	\$3,500
Lodging	\$2,500	\$2,500
Meals	\$1,300	\$1,300
Air	\$1,000	\$1,000
Personal vehicle mileage	\$500	\$500
Advertising	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$11,900</b>	<b>\$26,900</b>
Communications		
Communications	\$7,000	\$7,500
Computers	\$4,000	\$4,000
Radios	\$200	\$200
Postage	\$25	\$25
<b>COMMUNICATIONS TOTAL</b>	<b>\$11,225</b>	<b>\$11,725</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,644,460</b>	<b>\$3,120,980</b>
Debt Services		
Debt - Principal		
Place Holder for new debt	\$2,111,492	\$2,217,067
2013 New Construction Debt	\$70,000	\$75,000
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$2,181,492</b>	<b>\$2,292,067</b>
Debt - Interest		
Place holder for new debt	\$234,610	\$246,341
2013 New Construction Debt	\$7,763	\$6,266
<b>DEBT - INTEREST TOTAL</b>	<b>\$242,373</b>	<b>\$252,607</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$2,423,865</b>	<b>\$2,544,674</b>
Salaries & Wages		
Regular Employees	\$654,677	\$673,957
Overtime	\$25,000	\$45,000
Sick Leave Pay Out	\$1,800	\$3,300
Vacation Pay Out	\$1,800	\$2,300
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$683,277</b>	<b>\$724,557</b>
Group Health Insurance	\$266,880	\$266,880
PERS Employer's Share	\$65,012	\$66,845
FICA/MEDICARE Contribution	\$51,766	\$53,241
PERS Employee Share Paid by Cty/Pks	\$40,601	\$41,757
HRAVEBA	\$20,300	\$20,879
Workers Compensation	\$13,454	\$13,826
Deferred Comp	\$5,760	\$5,760
Other Benefits	\$70	\$70
<b>TOTAL</b>	<b>\$12,910,902</b>	<b>\$11,935,743</b>

PW-Street Operations

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$1,105,005	\$4,915,833	\$6,604,192	\$11,771,732
Material and Services	\$3,564,692	\$3,638,236	\$5,739,381	\$5,765,440
Personnel Services	\$1,752,078	\$1,395,342	\$2,113,881	\$2,340,935
Debt Services	\$447,436	\$160,275	\$163,526	\$4,968,539
<b>TOTAL</b>	<b>\$6,869,210</b>	<b>\$10,109,686</b>	<b>\$14,620,980</b>	<b>\$24,846,646</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### Street Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$19,267	\$177,302	\$196,307
<b>TOTAL</b>	<b>\$0</b>	<b>\$19,267</b>	<b>\$177,302</b>	<b>\$196,307</b>

### PW- SDC Streets Line Item

	2023-24 Adopted	2024-25 Adopted
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$1,516,950	\$1,587,925
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$1,516,950</b>	<b>\$1,587,925</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$1,516,950</b>	<b>\$1,587,925</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$25,000	\$25,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>TOTAL</b>	<b>\$1,541,950</b>	<b>\$1,612,925</b>

### PW-SDC Streets

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$2,238	\$569,042	\$268,037	\$3,104,875
Material and Services	\$89,242	\$299	\$300,000	\$50,000
<b>TOTAL</b>	<b>\$91,480</b>	<b>\$569,341</b>	<b>\$568,037</b>	<b>\$3,154,875</b>

# ADMINISTRATION & ENGINEERING, FACILITIES & FLEET

2023-2025 BIENNIUM BUDGET



## OVERVIEW - ADMINISTRATION & ENGINEERING

The Public Works Support Division includes administration and engineering/project management. The Support Division ensures coordinated planning and execution of all master plans along with capital and maintenance related projects within each of the enterprise operating divisions (Airport, Facilities, Streets, Storm, Water, Wastewater). The Support Division, building upon a GIS foundation, provides the framework through which municipal infrastructure is tracked, maintained, and ultimately reported on. The Support Division also manages all right of way permitting, customer related inquiries and various committee staffing assignments.

## BUDGET LINE ITEMS (EXPENDITURES)

### PW- Admin and Engineering Support Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Salaries &amp; Wages</b>		
Regular Employees	\$733,194	\$755,294
Overtime	\$3,500	\$3,500
Sick Leave Pay Out	\$2,660	\$2,660
Vacation Pay Out	\$1,500	\$1,500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$740,854</b>	<b>\$762,954</b>
Group Health Insurance	\$239,080	\$239,080
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$40,213	\$40,213
Internal Chg - Equip Replacmnt	\$28,394	\$28,394
Licensing	\$10,000	\$10,000
Internal Chg - Fleet Maint	\$6,036	\$6,278
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$84,643</b>	<b>\$84,885</b>
Contractual Services		
Professional Services	\$20,000	\$20,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$20,000</b>	<b>\$20,000</b>
Communications		
Communications	\$13,000	\$13,000
Computers	\$5,000	\$5,000
Postage	\$600	\$600
Radios	\$500	\$500
<b>COMMUNICATIONS TOTAL</b>	<b>\$19,100</b>	<b>\$19,100</b>
Other Purchased Svcs		
Training	\$5,000	\$5,000
Lodging	\$4,000	\$4,000
Meals	\$1,500	\$1,500
Personal vehicle mileage	\$1,500	\$1,500
Dues	\$1,000	\$1,000
Rental car	\$1,000	\$1,000
Air	\$1,000	\$1,000
Advertising	\$750	\$750
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$15,750</b>	<b>\$15,750</b>
Rental, Repair, Maintenance		
Rental Charges	\$13,000	\$13,000
Fuel	\$1,500	\$1,500
Electricity	\$300	\$300
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$14,800</b>	<b>\$14,800</b>
Supplies		
Office Supplies	\$7,500	\$7,500
Small Tools & Ops Supplies	\$3,000	\$3,000
Uniforms - Clothing	\$1,650	\$1,650
Books & Periodicals	\$500	\$500
Technical Supplies	\$500	\$500
<b>SUPPLIES TOTAL</b>	<b>\$13,150</b>	<b>\$13,150</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$167,443</b>	<b>\$167,685</b>
PERS Employer's Share	\$77,167	\$79,467
FICA/MEDICARE Contribution	\$56,675	\$58,366
PERS Employee Share Paid by Cty/Pks	\$44,451	\$45,778
HRAVEBA	\$22,226	\$22,889
Deferred Comp	\$5,160	\$5,160
Workers Compensation	\$1,095	\$1,124
Other Benefits	\$182	\$182
<b>TOTAL</b>	<b>\$1,354,333</b>	<b>\$1,382,686</b>



	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Personnel Services	\$3,235,380	\$3,572,007	\$2,908,919	\$2,401,890
Material and Services	\$511,106	\$475,761	\$513,776	\$335,129
<b>TOTAL</b>	<b>\$3,746,486</b>	<b>\$4,047,769</b>	<b>\$3,422,695</b>	<b>\$2,737,019</b>

## OVERVIEW - FACILITIES MAINTENANCE DIVISION

The Facilities Division supports 132,473 square footage of building space from 29 buildings within the City's inventory.

- The focus for the Facilities Division is to provide adequate maintenance and evaluation for long term safety and improvement needs for all City Facilities. All of the evaluation information is captured in the City's asset management database providing the ability to understand future maintenance related replacement schedules and developing required budget requests.
- Facilities maintenance and improvement functions are regulated by Oregon Building Code and Ashland Planning Code.

## BUDGET LINE ITEMS (EXPENDITURES)

### PW-Facilities Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$1,800,000	\$500,000
Capital Outlay	\$280,000	\$280,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$2,080,000</b>	<b>\$780,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$2,080,000</b>	<b>\$780,000</b>
<b>Material and Services</b>		
Rental, Repair, Maintenance		
Custodial	\$144,000	\$149,000
Infrastructure	\$135,000	\$135,000
Electricity	\$125,000	\$132,000
Wastewater & Other	\$33,500	\$34,000
Water	\$30,000	\$32,000
Natural Gas	\$18,000	\$21,000
Disposal & Sanitary Service	\$10,000	\$10,000
Fuel	\$2,600	\$2,800
Rental Charges	\$1,000	\$1,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$499,100</b>	<b>\$516,800</b>
Internal Charges & Fees		
Internal Chg - Insurance Svc	\$21,167	\$21,167
Internal Chg - Equip Replacmnt	\$14,177	\$14,177
Internal Chg - Fleet Maint	\$8,107	\$8,431
Licensing	\$7,500	\$7,500
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$50,951</b>	<b>\$51,275</b>
Programs		
Safety	\$35,000	\$38,000
Weed Abatement	\$2,500	\$2,500
<b>PROGRAMS TOTAL</b>	<b>\$37,500</b>	<b>\$40,500</b>
Contractual Services		
Professional Services	\$30,000	\$30,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$30,000</b>	<b>\$30,000</b>
Supplies		
Small Tools & Ops Supplies	\$2,000	\$2,000
Office Supplies	\$1,500	\$2,000
Technical Supplies	\$1,000	\$1,000

Engineering, Facilities & Fleet

	2023-24 Adopted	2024-25 Adopted
Uniforms - Clothing	\$800	\$800
<b>SUPPLIES TOTAL</b>	<b>\$5,300</b>	<b>\$5,800</b>
Communications		
Communications	\$3,300	\$3,300
Computers	\$1,100	\$1,100
Postage	\$30	\$30
<b>COMMUNICATIONS TOTAL</b>	<b>\$4,430</b>	<b>\$4,430</b>
Other Purchased Svcs		
Training	\$400	\$400
Meals	\$200	\$200
Lodging	\$200	\$200
Advertising	\$150	\$150
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$950</b>	<b>\$950</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$628,231</b>	<b>\$649,755</b>
Salaries & Wages		
Regular Employees	\$182,953	\$188,138
Overtime	\$8,000	\$8,000
Sick Leave Pay Out	\$600	\$600
Vacation Pay Out	\$300	\$300
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$191,853</b>	<b>\$197,038</b>
Group Health Insurance	\$70,890	\$70,890
PERS Employer's Share	\$14,242	\$14,639
FICA/MEDICARE Contribution	\$12,525	\$12,887
PERS Employee Share Paid by Cty/Pks	\$9,823	\$10,108
HRAVEBA	\$4,912	\$5,054
Workers Compensation	\$3,731	\$3,840
Deferred Comp	\$1,530	\$1,530
Other Benefits	\$18	\$18
<b>TOTAL</b>	<b>\$3,017,754</b>	<b>\$1,745,758</b>

PW-Facilities

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$1,366,767	\$1,234,284	\$1,222,133	\$1,277,987
Capital Outlay	\$518,332	\$335,985	\$500,000	\$2,860,000
Personnel Services	\$642,669	\$453,604	\$504,631	\$625,526
<b>TOTAL</b>	<b>\$2,527,767</b>	<b>\$2,023,873</b>	<b>\$2,226,764</b>	<b>\$4,763,512</b>

# PUBLIC WORKS - WASTEWATER & STORMWATER

2023-2025 BIENNIUM BUDGET





## OVERVIEW - WASTEWATER

The **Wastewater Division** consists of collection and treatment of wastewater. The core of the system includes 112.9 miles of collection system piping, 2,245 manholes, six (6) lift stations, telemetry equipment and a wastewater treatment plant.

- The focus for the Wastewater Division is to ensure all sewage is effectively collected and treated to regulated standards for release into Ashland/Bear Creeks.
- The City operates under a National Pollution Discharge Permit (NPDES) that is overseen by the Department of Environmental Quality (DEQ).

## BUDGET LINE ITEMS (EXPENDITURES)

### PW-Wastewater Collection Line Items

	2023 - 24 Budget	2024 - 25 Budget
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$518,790	\$518,790
Internal Chg - Equip Replacmnt	\$147,689	\$147,689
Internal Chg - Insurance Svc	\$91,770	\$91,770
Internal Chg - Tech Debt	\$60,000	\$60,000
Internal Chg - Fleet Maint	\$50,351	\$52,365
Bad Debt Expense	\$23,500	\$23,500
Licensing	\$15,000	\$15,000
Senior Discount	\$13,660	\$14,070
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$920,760</b>	<b>\$923,184</b>
Franchise		
Franchise Tax	\$605,000	\$615,000
<b>FRANCHISE TOTAL</b>	<b>\$605,000</b>	<b>\$615,000</b>
Rental, Repair, Maintenance		
Infrastructure	\$45,000	\$45,000
Fuel	\$30,000	\$30,000
Electricity	\$4,600	\$4,600
Water	\$3,750	\$3,750
Disposal & Sanitary Service	\$1,500	\$1,500
Grounds Care	\$250	\$350
Wastewater & Other	\$200	\$0
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$85,300</b>	<b>\$85,200</b>
Supplies		
Technical Supplies	\$52,000	\$53,000
Chemicals	\$20,000	\$20,000
Small Tools & Ops Supplies	\$4,000	\$4,000
Uniforms - Clothing	\$3,500	\$3,500
Office Supplies	\$750	\$750
Books & Periodicals	\$100	\$100
<b>SUPPLIES TOTAL</b>	<b>\$80,350</b>	<b>\$81,350</b>
Contractual Services		
Professional Services	\$23,500	\$23,500
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$23,500</b>	<b>\$23,500</b>

Wastewater & Stormwater

	2023 - 24 Budget	2024 - 25 Budget
Other Purchased Svcs		
Training	\$3,500	\$8,000
Lodging	\$1,200	\$1,200
Personal vehicle mileage	\$600	\$600
Dues	\$500	\$500
Meals	\$500	\$500
Advertising	\$200	\$200
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$6,500</b>	<b>\$11,000</b>
Communications		
Computers	\$3,000	\$3,000
Communications	\$2,500	\$2,500
Radios	\$1,200	\$1,200
Postage	\$250	\$250
<b>COMMUNICATIONS TOTAL</b>	<b>\$6,950</b>	<b>\$6,950</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$1,728,360</b>	<b>\$1,746,184</b>
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$1,033,440	\$750,000
Capital Outlay	\$112,500	\$112,500
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$1,145,940</b>	<b>\$862,500</b>
Equipment		
Equipment	\$2,500	\$2,500
<b>EQUIPMENT TOTAL</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$1,148,440</b>	<b>\$865,000</b>
Salaries & Wages		
Regular Employees	\$414,849	\$427,025
Duty Pay	\$17,500	\$17,850
Overtime	\$2,750	\$2,750
Sick Leave Pay Out	\$750	\$750
Vacation Pay Out	\$700	\$700
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$436,549</b>	<b>\$449,075</b>
Group Health Insurance	\$175,140	\$175,140
Debt Services		
Debt - Principal		
2013 New Construction Debt	\$40,000	\$40,000
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$40,000</b>	<b>\$40,000</b>
Debt - Interest		
2013 New Construction Debt	\$4,456	\$3,631
<b>DEBT - INTEREST TOTAL</b>	<b>\$4,456</b>	<b>\$3,631</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$44,456</b>	<b>\$43,631</b>
PERS Employer's Share	\$42,346	\$43,510
FICA/MEDICARE Contribution	\$33,396	\$34,327
PERS Employee Share Paid by Cty/Pks	\$26,193	\$26,923
HRAVEBA	\$13,096	\$13,462
Workers Compensation	\$10,940	\$11,239
Deferred Comp	\$3,780	\$3,780
<b>TOTAL</b>	<b>\$3,662,696</b>	<b>\$3,412,271</b>

PW-Wastewater Collection

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
Material and Services	\$3,329,252	\$3,357,304	\$3,130,028	\$3,474,544
Personnel Services	\$1,320,318	\$1,318,296	\$1,347,087	\$1,498,896
Capital Outlay	\$358,488	\$728,991	\$1,027,200	\$2,013,440
Debt Services	\$144,650	\$226,691	\$92,914	\$88,088
<b>TOTAL</b>	<b>\$5,152,707</b>	<b>\$5,631,282</b>	<b>\$5,597,229</b>	<b>\$7,074,968</b>

PW-Wastewater Treatment Line Items

	2023 - 24 Budget	2024 - 25 Budget
Capital Outlay		195

Wastewater & Stormwater

	2023 - 24 Budget	2024 - 25 Budget
Improvements Other than Bldgs		
Capitalized Projects	\$3,078,675	\$3,406,800
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$3,078,675</b>	<b>\$3,406,800</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$3,078,675</b>	<b>\$3,406,800</b>
<b>Material and Services</b>		
Rental, Repair, Maintenance		
Electricity	\$350,000	\$350,000
Infrastructure	\$286,000	\$286,000
Disposal & Sanitary Service	\$250,000	\$275,000
Water	\$30,000	\$30,000
Fuel	\$7,500	\$7,500
Grounds Care	\$2,000	\$2,000
Custodial	\$1,000	\$1,000
Rental Charges	\$500	\$500
Wastewater & Other	\$100	\$100
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$927,100</b>	<b>\$952,100</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$220,571	\$220,571
Internal Chg - Equip Replacmnt	\$181,411	\$184,422
Internal Chg - Facility Use	\$93,866	\$93,866
Internal Chg - Fleet Maint	\$87,372	\$90,867
Licensing	\$55,000	\$55,000
Internal Chg - Insurance Svc	\$48,075	\$48,075
Internal Chg - Tech Debt	\$35,800	\$35,800
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$722,095</b>	<b>\$728,601</b>
Contractual Services		
Professional Services	\$340,000	\$150,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$340,000</b>	<b>\$150,000</b>
Supplies		
Chemicals	\$185,000	\$185,000
Technical Supplies	\$45,000	\$45,000
Uniforms - Clothing	\$1,500	\$1,500
Small Tools & Ops Supplies	\$2,000	\$1,000
Office Supplies	\$1,500	\$1,500
County Services	\$900	\$900
Books & Periodicals	\$250	\$250
<b>SUPPLIES TOTAL</b>	<b>\$236,150</b>	<b>\$235,150</b>
Other Purchased Svcs		
Medical & Laboratory	\$84,000	\$84,000
Training	\$4,500	\$9,500
Lodging	\$4,000	\$4,000
Personal vehicle mileage	\$2,500	\$2,500
Dues	\$1,500	\$1,500
Meals	\$1,200	\$1,200
Air	\$1,000	\$1,000
Advertising	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$98,800</b>	<b>\$103,800</b>
Communications		
Computers	\$3,500	\$3,500
Postage	\$800	\$800
Communications	\$500	\$500
<b>COMMUNICATIONS TOTAL</b>	<b>\$4,800</b>	<b>\$4,800</b>
Programs		
Safety	\$1,000	\$1,000
<b>PROGRAMS TOTAL</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,329,945</b>	<b>\$2,175,451</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$600,959	\$618,808
Overtime	\$22,000	\$22,000
Duty Pay	\$19,500	\$19,890
Vacation Pay Out	\$900	\$900

## Wastewater & Stormwater

	2023 - 24 Budget	2024 - 25 Budget
Sick Leave Pay Out	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$643,859</b>	<b>\$662,098</b>
Group Health Insurance	\$208,500	\$208,500
<b>Debt Services</b>		
Debt - Principal		
DEQ R11751	\$110,854	\$111,965
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$110,854</b>	<b>\$111,965</b>
Debt - Interest		
DEQ R11751	\$16,845	\$15,177
<b>DEBT - INTEREST TOTAL</b>	<b>\$16,845</b>	<b>\$15,177</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$127,699</b>	<b>\$127,142</b>
PERS Employer's Share	\$60,348	\$61,988
FICA/MEDICARE Contribution	\$49,255	\$50,621
PERS Employee Share Paid by Cty/Pks	\$38,632	\$39,702
HRAVEBA	\$19,316	\$19,851
Workers Compensation	\$9,026	\$9,272
Deferred Comp	\$4,500	\$4,500
Other Benefits	\$70	\$0
<b>TOTAL</b>	<b>\$6,569,824</b>	<b>\$6,765,925</b>

## PW-Wastewater Treatment

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
Capital Outlay	\$1,745,877	\$549,557	\$7,374,200	\$6,485,475
Material and Services	\$3,969,935	\$3,369,486	\$3,719,501	\$4,505,395
Debt Services	\$3,361,226	\$4,906,454	\$258,134	\$254,841
Personnel Services	\$1,445,060	\$1,507,581	\$1,715,327	\$2,090,037
<b>TOTAL</b>	<b>\$10,522,098</b>	<b>\$10,333,077</b>	<b>\$13,067,162</b>	<b>\$13,335,749</b>

## PW-SDC Wastewater

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
Material and Services	\$13,669	\$166,640	\$700,000	\$0
Capital Outlay	\$85,242	\$73,877	\$2,717,100	\$1,650,525
<b>TOTAL</b>	<b>\$98,911</b>	<b>\$240,517</b>	<b>\$3,417,100</b>	<b>\$1,650,525</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### Wastewater Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
PERS Employer's UAL Share	\$0	\$47,879	\$256,075	\$313,310
<b>TOTAL</b>	<b>\$0</b>	<b>\$47,879</b>	<b>\$256,075</b>	<b>\$313,310</b>

## OVERVIEW - STORMWATER

The [Stormwater Division](#) consists of collections with staff support included with the Street and Wastewater Divisions. The core of the storm drain system includes 133.4 miles of storm drainage pipe and culverts, 4,348 inlets/catch basins, 990 manholes, and 449 outfalls.

- The focus for the Stormwater Division is to assess, maintain and repair all storm water lines, ditches and water quality treatment structures to effectively move storm flows from streets to waterbodies and reduce contaminants and potential flooding.
- The stormwater conveyance and outfall system operate under a Department of Environmental Quality (DEQ) MS4\* permit, which regulates maintenance and inspection schedules in addition to public outreach and education regarding stormwater conveyance and treatment.



Wastewater & Stormwater

\*A municipal separate storm sewer system, commonly called an MS4, is a conveyance or system of conveyances, such as roads with drainage systems, municipal streets, catch basins, curbs, gutters, constructed channels or storm drains, owned or operated by a governmental entity that discharges to waters of the state.

## DEPARTMENTAL EXPENDITURES (DETAILS)

### PW- Storm water Collection Line Items

	2023 - 24 Budget	2024 - 25 Budget
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$522,670	\$586,304
Capital Outlay	\$75,000	\$75,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$597,670</b>	<b>\$661,304</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$597,670</b>	<b>\$661,304</b>
<b>Material and Services</b>		
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$265,583	\$265,583
Internal Chg - Insurance Svc	\$60,645	\$60,645
Bad Debt Expense	\$8,000	\$8,000
Licensing	\$3,300	\$0
Senior Discount	\$1,640	\$1,640
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$339,168</b>	<b>\$335,868</b>
Rental, Repair, Maintenance		
Disposal & Sanitary Service	\$40,000	\$40,000
Infrastructure	\$30,000	\$30,000
Fuel	\$20,000	\$24,000
Rental Charges	\$5,000	\$5,000
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$95,000</b>	<b>\$99,000</b>
Contractual Services		
Professional Services	\$15,000	\$15,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$15,000</b>	<b>\$15,000</b>
Supplies		
Technical Supplies	\$10,000	\$10,000
Small Tools & Ops Supplies	\$1,500	\$1,500
County Services	\$1,200	\$0
Uniforms - Clothing	\$500	\$500
Office Supplies	\$250	\$250
<b>SUPPLIES TOTAL</b>	<b>\$13,450</b>	<b>\$12,250</b>
Other Purchased Svcs		
Training	\$750	\$750
Medical & Laboratory	\$500	\$500
Lodging	\$500	\$500
Air	\$250	\$250
Meals	\$100	\$100
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$2,100</b>	<b>\$2,100</b>
Communications		
Radios	\$200	\$200
Postage	\$30	\$30
<b>COMMUNICATIONS TOTAL</b>	<b>\$230</b>	<b>\$230</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$464,948</b>	<b>\$464,448</b>
<b>Salaries &amp; Wages</b>		
Regular Employees	\$324,071	\$333,643
Overtime	\$6,000	\$6,000
Duty Pay	\$2,500	\$2,500
Vacation Pay Out	\$1,500	\$1,500
Sick Leave Pay Out	\$400	\$400
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$334,471</b>	<b>\$344,043</b>
Group Health Insurance	\$125,100	\$125,100

## Wastewater & Stormwater

	2023 - 24 Budget	2024 - 25 Budget
PERS Employer's Share	\$32,198	\$33,116
FICA/MEDICARE Contribution	\$25,472	\$26,205
PERS Employee Share Paid by Cty/Pks	\$19,978	\$20,553
Debt Services		
Debt - Principal		
2013 New Construction Debt	\$10,000	\$10,000
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$10,000</b>	<b>\$10,000</b>
Debt - Interest		
2013 New Construction Debt	\$1,150	\$944
<b>DEBT - INTEREST TOTAL</b>	<b>\$1,150</b>	<b>\$944</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$11,150</b>	<b>\$10,944</b>
HRAVEBA	\$9,989	\$10,276
Workers Compensation	\$5,514	\$5,667
Deferred Comp	\$2,700	\$2,700
Other Benefits	\$98	\$98
<b>TOTAL</b>	<b>\$1,629,289</b>	<b>\$1,704,453</b>

## PW-Storm water Collection

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
Personnel Services	\$635,997	\$623,903	\$894,967	\$1,123,278
Material and Services	\$564,873	\$839,506	\$782,526	\$929,396
Debt Services	\$24,499	\$23,700	\$23,300	\$22,094
Capital Outlay	\$40,193	\$16,428	\$657,538	\$1,258,974
<b>TOTAL</b>	<b>\$1,265,561</b>	<b>\$1,503,536</b>	<b>\$2,358,331</b>	<b>\$3,333,742</b>

## PW-SDC Storm water Line Items

	2023 - 24 Budget	2024 - 25 Budget
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$15,169	\$49,739
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$15,169</b>	<b>\$49,739</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$15,169</b>	<b>\$49,739</b>
<b>TOTAL</b>	<b>\$15,169</b>	<b>\$49,739</b>

## PW-SDC Storm water

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
Material and Services	\$115,766	\$121,090	\$550,000	\$0
Capital Outlay	\$0	\$0	\$57,712	\$64,908
<b>TOTAL</b>	<b>\$115,766</b>	<b>\$121,090</b>	<b>\$607,712</b>	<b>\$64,908</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### Stormwater Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Proposed
PERS Employer's UAL Share	\$0	\$9,463	\$72,623	\$96,626
<b>TOTAL</b>	<b>\$0</b>	<b>\$9,463</b>	<b>\$72,623</b>	<b>\$96,626</b>

# PUBLIC WORKS - WATER

2023-2025 BIENNIUM BUDGET



## OVERVIEW - WATER

The [Water Division](#) consists of Supply, Treatment, Distribution and Conservation. The core of the water system includes Hosler Dam and Reeder Reservoir, a water treatment plant, over 119 miles of distribution piping, six booster pump-stations, telemetry equipment, 32 pressure relief valves, 1,281 hydrants and four potable water storage reservoirs providing 6.7 million gallons of storage.

- The focus for the Water Division is to provide the highest quality drinking water for the community, comply with required standards and reporting, maintain the storage and distribution systems and provide fire flow needs.
- The Conservation Division provides the community the tools to understand water as a resource and how to use it efficiently both indoors and outdoors.
- The Oregon Health Authority provides regulatory oversight for the treatment and distribution of potable water.
- The Federal Energy Regulatory Commission provides regulatory oversight on Hosler Dam as the City is a generator of hydroelectric power.

## BUDGET LINE ITEMS (EXPENDITURES)

### PW-Water Supply Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Capital Outlay</b>		
Improvements Other than Bldgs		
Capitalized Projects	\$4,209,603	\$2,484,603
Capital Outlay	\$6,000	\$0
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$4,215,603</b>	<b>\$2,484,603</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$4,215,603</b>	<b>\$2,484,603</b>
<b>Material and Services</b>		
Contractual Services		
Professional Services	\$350,000	\$350,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$350,000</b>	<b>\$350,000</b>
Other Purchased Svcs		
Water	\$250,000	\$250,000
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$250,000</b>	<b>\$250,000</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$162,181	\$162,181
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$162,181</b>	<b>\$162,181</b>
Rental, Repair, Maintenance		
Infrastructure	\$15,000	\$0
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$15,000</b>	<b>\$0</b>
Supplies		
Meeting Supplies	\$250	\$0
<b>SUPPLIES TOTAL</b>	<b>\$250</b>	<b>\$0</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$777,431</b>	<b>\$762,181</b>
<b>Debt Services</b>		<b>200</b>

## Water

	2023-24 Adopted	2024-25 Adopted
Debt - Principal		
IFA DEQ S14005	\$91,071	\$91,981
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$91,071</b>	<b>\$91,981</b>
Debt - Interest		
IFA DEQ S14005	\$27,431	\$26,520
<b>DEBT - INTEREST TOTAL</b>	<b>\$27,431</b>	<b>\$26,520</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$118,502</b>	<b>\$118,501</b>
<b>TOTAL</b>	<b>\$5,111,536</b>	<b>\$3,365,285</b>

## PW-Water Supply

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$1,244,051	\$582,400	\$6,625,170	\$6,700,206
Material and Services	\$934,785	\$1,307,741	\$1,279,430	\$1,539,612
Debt Services	\$19,047	\$373,085	\$255,732	\$237,003
Personnel Services	\$110,546	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,308,430</b>	<b>\$2,263,226</b>	<b>\$8,160,332</b>	<b>\$8,476,821</b>

## PW-Water Treatment Line Items

	2023-24 Adopted	2024-25 Adopted
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$4,337,351	\$41,438,814
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$4,337,351</b>	<b>\$41,438,814</b>
Equipment		
Equipment	\$2,000	\$2,000
<b>EQUIPMENT TOTAL</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$4,339,351</b>	<b>\$41,440,814</b>
Material and Services		
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$207,259	\$207,259
Internal Chg - Insurance Svc	\$33,562	\$33,562
Internal Chg - Facility Use	\$32,238	\$32,238
Internal Chg - Tech Debt	\$28,200	\$28,200
Internal Chg - Equip Replacmnt	\$19,704	\$19,704
Licensing	\$10,500	\$10,500
Internal Chg - Fleet Maint	\$7,954	\$8,272
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$339,417</b>	<b>\$339,735</b>
Supplies		
Chemicals	\$236,250	\$236,250
Technical Supplies	\$50,000	\$50,000
Uniforms - Clothing	\$2,700	\$2,700
Office Supplies	\$2,000	\$2,000
Small Tools & Ops Supplies	\$1,600	\$1,600
Books & Periodicals	\$150	\$150
<b>SUPPLIES TOTAL</b>	<b>\$292,700</b>	<b>\$292,700</b>
Rental, Repair, Maintenance		
Infrastructure	\$200,000	\$200,000
Electricity	\$40,000	\$42,000
Grounds Care	\$7,500	\$7,500
Fuel	\$5,500	\$5,500
Building Maintenance	\$1,500	\$1,500
Custodial	\$1,300	\$1,300
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$255,800</b>	<b>\$257,800</b>
Other Purchased Svcs		
Medical & Laboratory	\$20,000	\$20,000
Training	\$3,000	\$3,000
Lodging	\$2,500	\$2,500
Dues	\$1,000	\$1,000
Meals	\$1,000	\$1,200

## Water

	2023-24 Adopted	2024-25 Adopted
Personal vehicle mileage	\$600	\$600
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$28,100</b>	<b>\$28,100</b>
Contractual Services		
Professional Services	\$15,000	\$15,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$15,000</b>	<b>\$15,000</b>
Communications		
Communications	\$5,000	\$5,000
Computers	\$1,000	\$1,000
Postage	\$600	\$600
Radios	\$100	\$100
<b>COMMUNICATIONS TOTAL</b>	<b>\$6,700</b>	<b>\$6,700</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$937,717</b>	<b>\$940,035</b>
Salaries & Wages		
Regular Employees	\$514,407	\$529,569
Overtime	\$22,000	\$22,000
Duty Pay	\$17,700	\$17,700
Sick Leave Pay Out	\$900	\$900
Vacation Pay Out	\$500	\$500
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$555,507</b>	<b>\$570,669</b>
Debt Services		
Debt - Principal		
IFA S16021	\$306,000	\$306,000
2013 Water Refi of 2003 Water	\$68,600	\$0
2013 New Construction Debt	\$5,250	\$0
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$379,850</b>	<b>\$306,000</b>
Debt - Interest		
IFA S16021	\$67,500	\$67,500
2013 Water Refi of 2003 Water	\$679	\$0
2013 New Construction Debt	\$666	\$0
<b>DEBT - INTEREST TOTAL</b>	<b>\$68,845</b>	<b>\$67,500</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$448,695</b>	<b>\$373,500</b>
Group Health Insurance	\$173,750	\$173,750
PERS Employer's Share	\$55,270	\$56,754
FICA/MEDICARE Contribution	\$42,496	\$43,656
PERS Employee Share Paid by Cty/Pks	\$33,330	\$34,240
HRAVEBA	\$16,665	\$17,120
Workers Compensation	\$7,060	\$7,246
Deferred Comp	\$3,750	\$3,750
Other Benefits	\$70	\$70
<b>TOTAL</b>	<b>\$6,613,662</b>	<b>\$43,661,605</b>

## PW-Water Treatment

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$1,478,478	\$1,965,155	\$16,294,000	\$45,780,165
Material and Services	\$1,214,484	\$1,493,481	\$1,662,126	\$1,877,753
Personnel Services	\$1,216,000	\$1,197,344	\$1,582,021	\$1,795,155
Debt Services	\$282,173	\$457,628	\$150,390	\$822,195
<b>TOTAL</b>	<b>\$4,191,134</b>	<b>\$5,113,607</b>	<b>\$19,688,537</b>	<b>\$50,275,267</b>

## PW-Water Distribution Line Items

	2023-24 Adopted	2024-25 Adopted
Material and Services		
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$919,900	\$919,900
Internal Chg - Equip Replacmnt	\$201,241	\$212,727
Internal Chg - Facility Use	\$115,015	\$115,015
Internal Chg - Fleet Maint	\$104,017	\$108,178
Internal Chg - Insurance Svc	\$72,109	\$72,109
Internal Chg - Tech Debt	\$50,000	\$50,000

## Water

	2023-24 Adopted	2024-25 Adopted
Licensing	\$25,000	\$25,000
Bad Debt Expense	\$30,000	\$0
Senior Discount	\$18,726	\$0
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$1,536,008</b>	<b>\$1,502,929</b>
Franchise		
Franchise Tax	\$705,000	\$720,000
<b>FRANCHISE TOTAL</b>	<b>\$705,000</b>	<b>\$720,000</b>
Rental, Repair, Maintenance		
Infrastructure	\$210,000	\$210,000
Electricity	\$60,000	\$60,000
Fuel	\$30,000	\$30,000
Rental Charges	\$3,000	\$3,000
Natural Gas	\$2,400	\$2,400
Disposal & Sanitary Service	\$1,000	\$1,000
Water	\$1,500	\$0
Wastewater & Other	\$500	\$130
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$308,400</b>	<b>\$306,530</b>
Supplies		
Technical Supplies	\$35,000	\$35,000
Small Tools & Ops Supplies	\$13,000	\$13,000
Chemicals	\$5,500	\$5,500
County Services	\$5,000	\$5,000
Uniforms - Clothing	\$4,500	\$4,500
Office Supplies	\$3,000	\$3,000
Books & Periodicals	\$200	\$200
<b>SUPPLIES TOTAL</b>	<b>\$66,200</b>	<b>\$66,200</b>
Contractual Services		
Professional Services	\$53,000	\$53,000
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$53,000</b>	<b>\$53,000</b>
Other Purchased Svcs		
Medical & Laboratory	\$25,000	\$25,000
Training	\$5,000	\$5,000
Air	\$3,000	\$3,000
Lodging	\$2,500	\$2,500
Dues	\$2,000	\$2,000
Meals	\$350	\$350
Personal vehicle mileage	\$350	\$350
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$38,200</b>	<b>\$38,200</b>
Communications		
Communications	\$8,950	\$8,950
Computers	\$3,000	\$3,000
Postage	\$2,000	\$2,000
Radios	\$1,000	\$1,000
<b>COMMUNICATIONS TOTAL</b>	<b>\$14,950</b>	<b>\$14,950</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$2,721,758</b>	<b>\$2,701,809</b>
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$3,153,000	\$1,307,800
Capital Outlay	\$270,000	\$270,000
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$3,423,000</b>	<b>\$1,577,800</b>
Equipment		
Equipment	\$5,000	\$5,000
<b>EQUIPMENT TOTAL</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$3,428,000</b>	<b>\$1,582,800</b>
Salaries & Wages		
Regular Employees	\$810,289	\$834,148
Overtime	\$60,000	\$60,000
Duty Pay	\$18,000	\$18,000
Sick Leave Pay Out	\$4,000	\$4,000
Vacation Pay Out	\$2,250	\$2,250
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$894,539</b>	<b>\$918,400</b>

## Water

	2023-24 Adopted	2024-25 Adopted
Group Health Insurance	\$340,550	\$340,550
Debt Services		
Debt - Principal		
2013 New Construction Debt	\$169,750	\$174,600
IFA DEQ S14005	\$13,609	\$13,745
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$183,359</b>	<b>\$188,345</b>
Debt - Interest		
2013 New Construction Debt	\$18,551	\$14,999
IFA DEQ S14005	\$4,099	\$3,963
<b>DEBT - INTEREST TOTAL</b>	<b>\$22,650</b>	<b>\$18,962</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$206,009</b>	<b>\$207,307</b>
PERS Employer's Share	\$88,002	\$90,297
FICA/MEDICARE Contribution	\$68,432	\$70,257
PERS Employee Share Paid by Cty/Pks	\$53,672	\$55,104
HRAVEBA	\$26,836	\$27,552
Workers Compensation	\$15,512	\$15,919
Deferred Comp	\$7,350	\$7,350
<b>TOTAL</b>	<b>\$7,850,661</b>	<b>\$6,017,343</b>

## PW-Water Distribution

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$4,237,122	\$4,586,496	\$4,935,094	\$5,423,566
Capital Outlay	\$2,749,293	\$902,747	\$2,939,700	\$5,010,800
Personnel Services	\$2,058,123	\$2,198,029	\$2,291,728	\$3,020,322
Debt Services	\$500,276	\$654,968	\$536,458	\$413,316
<b>TOTAL</b>	<b>\$9,544,814</b>	<b>\$8,342,239</b>	<b>\$10,702,980</b>	<b>\$13,868,004</b>

## PW-SDC Water Line Items

	2023-24 Adopted	2024-25 Adopted
Capital Outlay		
Improvements Other than Bldgs		
Capitalized Projects	\$3,139,129	\$5,520,714
<b>IMPROVEMENTS OTHER THAN BLDGS TOTAL</b>	<b>\$3,139,129</b>	<b>\$5,520,714</b>
<b>CAPITAL OUTLAY TOTAL</b>	<b>\$3,139,129</b>	<b>\$5,520,714</b>
Debt Services		
Debt - Principal		
2015 Medford Water Commission	\$111,823	\$115,680
IFA S16021	\$34,000	\$34,000
<b>DEBT - PRINCIPAL TOTAL</b>	<b>\$145,823</b>	<b>\$149,680</b>
Debt - Interest		
2015 Medford Water Commission	\$51,933	\$48,076
IFA S16021	\$7,500	\$7,500
<b>DEBT - INTEREST TOTAL</b>	<b>\$59,433</b>	<b>\$55,576</b>
<b>DEBT SERVICES TOTAL</b>	<b>\$205,256</b>	<b>\$205,256</b>
Material and Services		
Contractual Services		
Professional Services	\$150,000	\$0
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$150,000</b>	<b>\$0</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$150,000</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$3,494,385</b>	<b>\$5,725,970</b>

## PW-SDC Water

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Capital Outlay	\$449,586	\$339,464	\$2,926,300	\$8,659,843
Debt Services	\$430,365	\$430,597	\$427,806	\$410,511
Material and Services	\$3,502	\$138,541	\$450,000	\$150,000
<b>TOTAL</b>	<b>\$883,453</b>	<b>\$908,602</b>	<b>\$3,804,106</b>	<b>\$9,220,354</b>



Water

PW-Water Conservation Line Items

	2023-24 Adopted	2024-25 Adopted
<b>Material and Services</b>		
Programs		
Conservation Programs - City	\$94,950	\$94,950
<b>PROGRAMS TOTAL</b>	<b>\$94,950</b>	<b>\$94,950</b>
Internal Charges & Fees		
Internal Chg - Administrative Fee	\$36,654	\$36,654
Internal Chg - Facility Use	\$17,139	\$17,139
Internal Chg - Equip Replacmnt	\$5,533	\$5,533
Internal Chg - Insurance Svc	\$3,965	\$3,965
Internal Chg - Fleet Maint	\$900	\$936
<b>INTERNAL CHARGES &amp; FEES TOTAL</b>	<b>\$64,191</b>	<b>\$64,227</b>
Other Purchased Svcs		
Advertising	\$4,000	\$0
Dues	\$3,600	\$0
Training	\$1,500	\$1,000
Lodging	\$1,500	\$1,000
Air	\$750	\$400
Meals	\$600	\$350
Personal vehicle mileage	\$500	\$0
<b>OTHER PURCHASED SVCS TOTAL</b>	<b>\$12,450</b>	<b>\$2,750</b>
Contractual Services		
Professional Services	\$1,500	\$1,500
<b>CONTRACTUAL SERVICES TOTAL</b>	<b>\$1,500</b>	<b>\$1,500</b>
Supplies		
Office Supplies	\$1,000	\$1,000
Meeting Supplies	\$100	\$100
Books & Periodicals	\$100	\$0
Small Tools & Ops Supplies	\$100	\$0
Uniforms - Clothing	\$75	\$0
<b>SUPPLIES TOTAL</b>	<b>\$1,375</b>	<b>\$1,100</b>
Communications		
Communications	\$500	\$500
Postage	\$50	\$0
<b>COMMUNICATIONS TOTAL</b>	<b>\$550</b>	<b>\$500</b>
Rental, Repair, Maintenance		
Fuel	\$300	\$0
<b>RENTAL, REPAIR, MAINTENANCE TOTAL</b>	<b>\$300</b>	<b>\$0</b>
<b>MATERIAL AND SERVICES TOTAL</b>	<b>\$175,316</b>	<b>\$165,027</b>
Salaries & Wages		
Regular Employees	\$62,385	\$64,256
Overtime	\$2,000	\$2,000
Sick Leave Pay Out	\$400	\$400
Vacation Pay Out	\$150	\$150
<b>SALARIES &amp; WAGES TOTAL</b>	<b>\$64,935</b>	<b>\$66,806</b>
Group Health Insurance	\$27,800	\$27,800
PERS Employer's Share	\$5,510	\$5,667
FICA/MEDICARE Contribution	\$4,968	\$5,111
PERS Employee Share Paid by Cty/Pks	\$3,896	\$4,008
HRAVEBA	\$1,948	\$2,004
Deferred Comp	\$600	\$600
Workers Compensation	\$101	\$102
Other Benefits	\$70	\$70
<b>TOTAL</b>	<b>\$285,144</b>	<b>\$277,196</b>

PW-Water Conservation

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Material and Services	\$187,424	\$186,516	\$334,168	\$340,344
Personnel Services	\$294,692	\$170,571	\$216,459	\$221,996

Water

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
<b>TOTAL</b>	<b>\$482,115</b>	<b>\$357,086</b>	<b>\$550,627</b>	<b>\$562,340</b>

## PERS UNFUNDED ACTUARIAL LIABILITY

### Water Fund UAL

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
PERS Employer's UAL Share	\$0	\$54,491	\$344,363	\$439,172
<b>TOTAL</b>	<b>\$0</b>	<b>\$54,491</b>	<b>\$344,363</b>	<b>\$439,172</b>

# NON-DEPARTMENTAL

---

# NON DEPARTMENTAL

2023-2025 BIENNIUM BUDGET



## Non Departmental-Operating Transfers

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
To General Fund	\$539,701	\$426,834	\$230,000	\$1,243,184
To Housing Trust Fund	\$166,351	\$0	\$0	\$200,000
To Capital Improvements	\$82,843	\$0	\$0	\$200,000
To Debt Service Fund	\$640,440	\$593,828	\$597,768	\$591,990
To Central Services Fund	\$1,667,000	\$0	\$0	\$0
To Insurance fund	\$0	\$500,000	\$0	\$0
To Cemetery Trust Fund	\$1,000	\$1,000	\$1,000	\$1,000
To Parks and Rec Fund	\$170,000	\$370,000	\$9,969,936	\$0
<b>TOTAL</b>	<b>\$3,267,335</b>	<b>\$1,891,662</b>	<b>\$10,798,704</b>	<b>\$2,236,174</b>

## Non Departmental-Contingency

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Contingency	\$0	\$0	\$5,722,906	\$5,481,763
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,722,906</b>	<b>\$5,481,763</b>

## Franchise Fees

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Electric Utility Franchise	\$3,228,017	\$3,342,050	\$3,318,662	\$3,800,000
Water Utility Franchise	\$1,315,031	\$1,410,509	\$1,343,000	\$1,425,000
Wastewater Utility Franchise	\$999,724	\$997,394	\$936,200	\$1,220,000
Natural Gas Franchise	\$607,036	\$611,911	\$585,000	\$564,543
Sanitary Service Franchise	\$420,636	\$444,151	\$434,000	\$440,000
Charter Franchise	\$318,552	\$319,251	\$320,000	\$356,289
Telecommunication Franchise	\$218,868	\$239,953	\$0	\$444,000
Ashland Home Net Franchise	\$73,803	\$69,107	\$71,000	\$74,227
<b>TOTAL</b>	<b>\$7,181,668</b>	<b>\$7,434,326</b>	<b>\$7,007,862</b>	<b>\$8,324,059</b>

## Fines and Forfeitures line items

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Regular Parking Fines	\$767,024	\$418,814	\$800,000	\$200,000
Traffic Fines	\$274,374	\$207,593	\$230,000	\$90,000
District Court Fines	\$44,408	\$45,787	\$38,000	\$38,000
Misdemeanor Fines	\$21,167	\$19,951	\$21,000	\$21,000
Downtown Parking Surcharge	\$26,932	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,133,905</b>	<b>\$692,145</b>	<b>\$1,089,000</b>	<b>\$349,000</b>

## Charges for Service by line item

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Residential	\$33,699,605	\$35,451,695	\$37,867,578	\$37,756,858
Commercial & Industrial	\$15,072,706	\$14,469,367	\$15,476,400	\$15,970,000
Central Service Fee	\$13,570,242	\$15,962,914	\$11,488,940	\$10,497,522
Health Insurance Premiums	\$12,061,561	\$11,386,658	\$11,047,137	\$0
Governmental	\$5,565,642	\$5,411,746	\$5,657,664	\$5,832,664
City of Ashland	\$10,601,400	\$10,783,800	\$0	\$0
Internet	\$4,024,652	\$4,592,361	\$5,020,104	\$4,876,438

## Non Departmental

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Replacement of Equipment	\$3,596,659	\$3,526,794	\$4,507,038	\$5,640,798
Ambulance Transports	\$2,181,310	\$2,253,067	\$2,810,000	\$9,574,232
Multifamily	\$2,688,921	\$4,130,245	\$4,156,600	\$4,210,000
Transportation Utility Fee	\$3,100,034	\$3,257,659	\$3,260,000	\$3,360,000
Maintenance Services	\$1,935,948	\$1,933,947	\$3,920,804	\$3,573,064
Technology Fee	\$2,308,600	\$2,413,600	\$2,308,600	\$2,523,190
Irrigation	\$1,899,004	\$2,175,763	\$2,101,200	\$2,200,000
Insurance Service Fee	\$825,847	\$1,379,987	\$3,085,644	\$2,705,052
Use of Facilities Fee	\$1,892,340	\$1,892,340	\$1,338,958	\$1,446,074
Storm Drain Utility	\$1,405,984	\$1,456,210	\$1,509,600	\$1,575,000
SDC - Reimbursement	\$1,138,700	\$1,108,921	\$600,000	\$300,000
New Service Installation	\$554,384	\$766,985	\$600,000	\$600,000
Workers Compensation	\$561,512	\$506,738	\$720,000	\$688,000
Fuel Sales	\$464,635	\$414,073	\$450,000	\$450,000
Engineering Fees	\$403,575	\$458,165	\$520,000	\$222,000
Fiber	\$398,183	\$394,812	\$398,655	\$404,604
Transportation	\$335,914	\$587,770	\$300,000	\$300,000
Hangar	\$297,926	\$340,417	\$326,000	\$345,000
Property	\$263,360	\$336,128	\$220,000	\$329,000
City Area Maintenance	\$378,262	\$378,262	\$378,262	\$0
Police Department Services	\$207,564	\$206,804	\$394,000	\$89,400
Ambulance Membership Svcs	\$131,182	\$244,431	\$224,000	\$210,250
Golf Rental Fees	\$0	\$19,149	\$21,600	\$760,650
Daily Green Fees	\$168,792	\$279,574	\$310,000	\$0
Other Maintenance Agreements	\$60,000	\$93,039	\$97,000	\$500,940
Ambulance Transfers	\$9,592	\$1,826	\$800	\$688,800
CATV	\$152,726	\$164,307	\$154,644	\$147,805
Temp Offensive Surcharge	\$189,900	\$113,956	\$170,000	\$56,666
Parks	\$139,612	\$140,554	\$140,000	\$100,000
Court Diversion Fees	\$211,346	\$84,067	\$164,000	\$54,666
Pool Programs	\$147,278	\$67,686	\$78,500	\$216,000
Administration Services	\$75	\$107	\$0	\$480,000
Recreational Skate	\$200,275	\$109,842	\$170,000	\$0
SDC - Improvement	\$0	\$85,885	\$0	\$350,000
Planning Division Services	\$90,625	\$100,367	\$105,000	\$92,000
Parking Lot Fees	\$119,577	\$63,825	\$120,000	\$84,000
Rink Programs	\$32,307	\$19,468	\$22,000	\$287,000
Power Cart/Club Rentals	\$75,467	\$131,595	\$145,000	\$0
Adult General Recreation	\$104,773	\$39,175	\$95,000	\$90,000
Public Works Services	\$28,414	\$217,212	\$42,600	\$37,000
Connection Fees	\$68,275	\$69,980	\$76,000	\$76,000
Miscellaneous Services	\$73,612	\$46,391	\$79,000	\$79,000
Facility Rentals	\$136,661	\$51,374	\$22,000	\$49,600
Storm Drain	\$63,602	\$44,657	\$65,000	\$60,000
Fire Guard	\$50,585	\$55,222	\$55,080	\$60,000
Driving Range Fees	\$40,712	\$77,629	\$85,000	\$0
Light Guard	\$48,349	\$50,919	\$47,682	\$47,682
Pro shop merchandise	\$40,434	\$75,133	\$73,500	\$0
Monthly Specials	\$74,113	\$34,008	\$70,000	\$0
Calle Revenue	\$64,039	\$0	\$41,000	\$70,000
Pole Attachment Fee	\$38,645	\$35,993	\$36,000	\$36,000
Emergency Medical Svc Fee	\$35,212	\$29,155	\$25,000	\$53,574
Court Fees and Costs	\$46,695	\$33,671	\$46,000	\$15,334
Lien Search	\$28,688	\$33,414	\$36,000	\$36,000
Graves, Niches & Crypts	\$21,357	\$39,390	\$40,800	\$30,300
Sexton Fees	\$30,230	\$33,347	\$28,500	\$28,500
Recreation Events	\$70,051	\$8,750	\$23,000	\$15,000
Annual Pass - 7 day single	\$21,734	\$44,449	\$44,000	\$0
Nature Center	\$54,325	\$18,970	\$16,500	\$17,000
R V T D Tokens & Passes	\$29,492	\$12,739	\$30,000	\$30,000
Fire Inspection Service	\$13,828	\$11,477	\$2,000	\$6,200

Non Departmental

	BN 2017/19 Actual	BN 2019/21 Actual	BN 2021/23 Adopted	BN 2023/25 Adopted
Senior Programs	\$6,534	\$13,384	\$28,000	\$30,000
Recreational Swim	\$27,365	\$16,916	\$27,000	\$0
Building Division Services	\$19,945	\$13,885	\$14,000	\$15,000
Misc Services	\$41,775	\$8,925	\$10,200	\$0
Liners and Markers	\$25,439	\$9,850	\$12,100	\$10,100
Beer Revenue	\$36,056	\$7,846	\$8,550	\$0
Fire Division Services	\$19,327	\$12,988	\$2,000	\$2,152
Annual Pass - 7 day family	\$9,120	\$14,280	\$12,000	\$0
Community Garden	\$7,738	\$8,861	\$9,292	\$0
Rink Concessions	\$12,287	\$4,943	\$7,500	\$0
Golf Course Events	\$4,928	\$7,565	\$11,000	\$0
Youth General Recreation	\$3,634	\$1,266	\$2,500	\$15,000
Pool Concessions	\$8,342	\$2,857	\$5,500	\$0
Services	\$15,000	\$0	\$0	\$0
Alarm System Fees	\$4,365	\$1,955	\$2,400	\$0
Attorney Fee	\$3,890	\$452	\$2,000	\$1,000
Finance Department Services	\$4,019	\$1,719	\$0	\$400
Temporary Service	\$3,060	\$0	\$0	\$0
Master Facilities Permit Prgrm	\$618	\$130	\$0	\$0
Pro Shop Over/Short	-\$190	\$667	\$0	\$0
Trails Map	\$294	\$130	\$0	\$0
Pool Over/Short	\$29	-\$39	\$0	\$0
Rink Over/Short	-\$160	-\$94	\$0	\$0
<b>TOTAL</b>	<b>\$124,600,462</b>	<b>\$130,888,447</b>	<b>\$123,619,432</b>	<b>\$120,466,995</b>

# DEBT INFORMATION

---



# DEBT INFORMATION

2023-2025 BIENNIUM BUDGET



## DEBT POLICY

- 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 level debt service payments over the duration of an issue and consider the level of debt obligations across funding sources when recommending types and amounts of debt instruments.
- 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 a debt coverage ratio, i.e. net revenue to debt service of at least 125% for every debt issue.
- The State of Oregon limits non-self-supporting obligation debt to three percent of the real market value of all taxable property within the City boundaries.
- 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 maintain good communications with bond rating agencies about its financial condition.

## UNBONDED LONG-TERM DEBT

### Existing Debt

Fund	Debt Instrument	June 30, 2023	Payments	June 30, 2025
Street Fund	2013 New Construction - Street	375,000.00	145,000.00	230,000.00
Debt Service	2011 Fire Station #2	1,390,000.00	310,000.00	1,080,000.00
Debt Service	2013 AFN Debt (Ref 2004 AFN Revenue)	2,455,000.00	2,455,000.00	-
Debt Service	2013 New Construction - Parks	185,000.00	70,000.00	115,000.00
Debt Service	Garfield Water Park equipment	236,000.00	198,000.00	48,000.00
Debt Service	Biscoe School (City)	880,000.00	220,000.00	660,000.00
Debt Service	Biscoe School (Parks)	200,000.00	100,000.00	100,000.00
Water Fund	2013 New Construction - Water	925,000.00	355,000.00	570,000.00
Water Fund	IFA - S14005 - Water Fund	3,152,894.00	210,403.64	2,942,490.36
Water Fund	Medford Water Commission	1,546,227.27	227,502.12	1,318,725.15
Wastewater Fund	2013 New Construction - Wastewater	215,000.00	80,000.00	135,000.00
Wastewater Fund	DEQ R11751 - Wastewater Membranes	1,159,899.00	222,819.00	937,080.00
Storm Fund	2013 New Construction - Storm Drain	55,000.00	20,000.00	35,000.00
<b>Total Debt</b>		<b>12,775,020.27</b>	<b>4,603,724.76</b>	<b>8,171,295.51</b>
<b>Summary by Type:</b>				
	GO Bonds & Full Faith	5,600,000.00	3,435,000.00	2,165,000.00
	Revenue Bonds	5,859,020.27	660,724.76	5,198,295.51
	Notes and Contracts	1,316,000.00	508,000.00	808,000.00
<b>Total Obligations</b>		<b>12,775,020.27</b>	<b>4,603,724.76</b>	<b>8,171,295.51</b>

The government has three promissory note agreements for financing:

- Garfield Park – In 2016 the City borrowed \$870,000 for upgrade for the water park within Garfield Park. The debt is funded by park's share of food and beverage tax.

## Debt Information

- Biscoe School – In 2018 the City agreed to purchase Biscoe School from the Ashland School District for \$1,540,000 at zero percent interest. The debt is paid by lease agreement.
- Biscoe Park – In 2018 the City agreed to purchase Biscoe Park from the Ashland School District for \$500,000 at zero percent interest. The debt is paid by park’s share of food and beverage tax.

### Notes and Contract Summary

Purpose	Activity	Original Amount	Interest Rates	Amount Outstanding
Upgrade to Garfield Water Park	Government	\$ 870,000	2.12%	\$ 236,000
Purchase of Briscoe School Building	Government	1,540,000	0.00%	880,000
Purchase of Briscoe School Yard	Government	500,000	0.00%	200,000
				<u>\$ 1,316,000</u>

## NEW DEBT

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

Fund	Debt Instrument	New debt 2024	New debt 2025
Street Fund	*** Potential new debt***	7,950,263.00	6,696,658.00
Water Fund	*** Potential new debt***	11,065,142.00	51,024,168.00
Wastewater Fund	*** Potential new debt***	3,918,858.00	3,966,753.00
Electric Fund	*** Potential new debt***	-	-
	<b>Total Debt</b>	<u>22,934,263.00</u>	<u>61,687,579.00</u>
<b>Summary by Type:</b>			
	GO Bonds & Full Faith	7,950,263.00	6,696,658.00
	Revenue Bonds	14,984,000.00	54,990,921.00
	<b>Total Obligations</b>	<u>22,934,263.00</u>	<u>61,687,579.00</u>

Moody’s Investors Services assigned an “A2” rating to both the Tax-Exempt Bonds and the Taxable Bonds.

The City intends to issue debt in BN 2023-2025 for the purchase of:

- Water Treatment Plant, Dam Safety Improvements, East and West Forks Rehabilitation
- Ashland Street and North Mountain Avenue Rehabilitation Projects
- Hardesty Site Improvements (new operations building and B Street building relocation)
- Wastewater Headworks Rehabilitation
- Expansion of Mountain Ave substation

### Government Activities:

- The citizens of Ashland authorized by vote in November 1999 for the construction of Fire Station #1. In 2005, the Fire Station #1 bond was issued as a refunding bond in 2005 resulting in a savings of at least 3%. This debt is being paid by property tax.
- The citizens of Ashland authorized by vote in May 2011 for the construction of Fire Station #2. This debt is being paid by property tax.
- In 2013, a new issue for AFN Debt as Full Faith and credit bonds was a result of refinancing a previous debt for AFN. The previous debt was at 5.328 to 2.80 interest. This debt is paid by rates.

## GENERAL OBLIGATION BONDS

### GO Bond Summary

Purpose	Activity	Original Amount	Interest Rates	Amount Outstanding
2011 Fire station	Government activities	2,960,000	2.0-4.00%	1,390,000
2013 AFN Debt	Government activities	11,675,000	2-2.8%	2,455,000
2013 GO Bonds New Construction	Government activities	1,520,000	2-2.5%	560,000
2013 GO Bonds New Construction	Business-type activities	3,245,000	2-2.5%	1,195,000
				<u>\$ 5,600,000</u>

The ABOVE schedule shows the debt service requirements for GO bonds as of June 30, 2023.

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both governmental and business-type activities over the previous fiscal years. No new debt was issued in the category of General Obligation Bonds.

#### Debt Information

- In 2013 a new debt of \$ 4,765,000 as Full Faith and credit bonds was issued for 15 years. The purpose for these bonds are projects in the Street & Parks (\$1,520,000) and Water, Wastewater and Stormwater Funds (\$3,245,000). This debt is paid by user fees.

#### Business-Type Activities:

- In 2009, the City financed construction project of \$1,000,000 for the Water and Wastewater Fund. This debt is paid by user fees.
- In 2010, the City refinanced the loan for the Wastewater treatment plant project. The refinancing generated approximately \$1.34 million in net present value savings on the total debt. This debt is paid by Food and Beverage Tax.
- In 2013, the City refunded a portion of the 2003 Water Revenue Bonds in the amount of \$1,580,000. The refund resulted in \$162,000 gross savings, equivalent to \$151,000 in net present value. This debt is paid by user fees.
- In 2013, a new debt of \$ 4,765,000 as Full Faith and credit bonds was issued for 15 years. The purpose of this for these bonds are projects in the Street & Parks (\$1,520,000) and Water, Wastewater and Stormwater Funds (\$3,245,000). This debt is paid by user fees.

## REVENUE BONDS

The government also issues bonds on which the government pledges income derived from the acquired or constructed assets to pay debt service.

- Clean Renewable Energy Bonds, authorized by U.S. Treasury, is for construction of a renewable resource photovoltaic system to generate “green power” for the city’s electrical system. Electric rate revenue is pledged to pay the related debt service.
- IFA #S14005 is complete as of this fiscal year, this loan was for three projects; TAP, Terrace St Pump Station and Park Estates Pump Station. This loan received \$950,000 in principal forgiveness. Water revenue was pledged.
- The DEQ #R11751 loan is for the wastewater treatment plant for the membrane system upgrade in the amount of \$1,645,280. This project is complete and the City is now paying on this loan.
- The Medford Water Commission loan is for the City’s portion of receiving services for TAP. This is being paid by SDC’s Revenue.
- IFA #S16021 is for the new water treatment plant. Total drawdown for this fiscal year was \$1,103,851 bringing the loan to \$2,549,591. No payments will be made until the project is complete. This loan is for a total of \$14,811,865 with \$1,030,000 in principal forgiveness.
- DEQ #R11753 is for the Ashland Canal Piping project. This project was cancelled. The drawdown of \$231,697 was returned.
- DEQ #R11754 is for the Riparian Restoration and Outfall Relocation project. This loan is for a total of \$4,829,000. To date, \$817,588 has be received as a drawdown.

The City of Ashland has signed agreements in the amount of \$23,426,065 as June 30, 2020. Of that amount, the City has drawn down a total of \$1,226,580.

#### Revenue Bonds

Purpose	Activity	Original Amount	Interest Rates	Amount Outstanding
IFA S14005 - Water	Business-type activities	3,515,200	1.00%	3,152,893
DEQ R11751 - Wastewater	Business-type activities	1,645,280	1.00%	1,159,899
Medford Water Commission	Business-type activities	2,358,076	3.42%	1,546,228
				<u>\$ 5,859,020</u>

## Drawdowns

Fund	Debt Instrument	Signed Agreements	Drawdowns
Water Fund	IFA - S16021 - Water Treatment Plant	13,311,790.00	2,549,591.00
Wastewater Fund	DEQ - R11754 Riparian Restoration	4,829,000.00	855,034.59
Wastewater Fund	DEQ - R11752 Oxidation Ditch	9,900,000.00	-
Wastewater Fund	DEQ - R11755 Riparian Restoration	3,500,000.00	913,359.68
<b>Total Revenue Bonds</b>		<u>31,540,790.00</u>	<u>4,317,985.27</u>

# APPENDIX

---

# APPENDIX

2023-2025 BIENNIUM BUDGET



## FINANCIAL MANAGEMENT POLICIES

### 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 and financial wellbeing.
- To ensure the legal use of all City funds through efficient systems of financial security and internal control.

The City of Ashland does not discriminate in providing services, purchasing goods or services, and in matters of employment.

### 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 in accordance with State law and recommended government finance industry standards.

### Accounting

- The City will maintain an accounting and financial reporting system that conforms to Generally Accepted Accounting Principles (GAAP) and Oregon Local Budget Law and in compliance with Government Accounting Standards Board (GASB) statements. 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.
- The City will seek to meet all standards to obtain the Certificate of Achievement for Excellence in financial reporting from the Government Finance Officers Association (GFOA) annually.

### **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 manager'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. Appropriation of fund balance or retained earnings will be solely for the purpose of one-time expenditures such as capital projects.
- 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 emphasize the use of goals and programs to:
  1. Structure budget choices and information in terms of programs or operating units and their related work activities and impact on constituents and the community,
  2. Provide information on what each program or operating unit is committed to accomplish in long-term goals and in short-term objectives, and
  3. Measure the degree of achievement of program or operating unit objectives (performance measures).
- The City will include multi-year projections in the budget document of at least three years beyond the biennium.
- To maintain fund integrity, the City will manage each fund as an independent entity in accordance with applicable statutes, generally accepted accounting principles, and government finance industry standards.
- The City will allocate direct and administrative costs to each fund based upon the cost of the other fund providing these services to the recipient fund. The City will recalculate the cost of administrative services regularly to identify the impact of inflation and other cost increases.
- If the City should receive unbudgeted revenues net of corresponding or related expenditures or proceeds from the sale of assets within any governmental fund, the City will transfer not less than 20 percent of the gain to the Reserve Fund, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less than 20 percent to fund capital projects.
- If the City should receive unbudgeted revenues net of corresponding or related expenditures or proceeds from the sale of assets within any enterprise or internal service fund, the City will commit not less than 10 percent of the gain to net earnings, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less than 20 percent to fund capital projects.
- The City will seek to meet all standards 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, 218

---



Municipal Court Department, Fire and Rescue Department, City Band, Cemeteries, and 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 no less than 20 percent of the average annual expenditures of the prior three years. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- At such time as the unrestricted and undesignated balance exceeds 50 percent of the average annual expenditures of the prior three years, the City will transfer not less than 20 percent of the overage to the Reserve Fund, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less than 20 percent to fund capital projects.
- If at any time the unrestricted and undesignated balance should fall below 20 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- 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 the average annual operating expenditures over the prior three years.

**Parks and Recreation Fund.** The Parks General Fund is managed by the Ashland Parks & Recreation Commission per City Charter. Revenues are from property tax revenue transfers from the General Fund, charges for services, and miscellaneous sources. Expenditures are for parks, recreational, and golf course operations.

- The Parks and Recreation Fund will maintain an unrestricted and undesignated balance no less than 20 percent of the average annual expenditures of the prior three years. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- At such time as the unrestricted and undesignated balance exceeds 50 percent of the average annual expenditures of the prior three years, the City will transfer not less than 20 percent of the overage to the Reserve Fund, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less than 20 percent to fund capital projects.
- If at any time the unrestricted and undesignated balance should fall below 20 percent of the average annual expenditures of the prior three years, the Commission will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- The Commission 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.

### 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. 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 and proceeds are restricted by federal guidelines.

**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.

- The Street Fund will maintain a committed balance of annual revenue of at least 15 percent of the average annual expenditures of the prior three years. 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 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.
- If at any time the unrestricted and undesignated balance should fall below 15 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- 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 of the average annual expenditures of the prior three years. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- If at any time the unrestricted and undesignated balance should fall below 10 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- 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.

**Housing Fund.** The Housing Fund was created in BN2017-2019 with the dedication of up to \$100,000 annually of local marijuana tax proceeds.

### **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, 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 or maximum fund balance.

The System Development Charges (SDCs) for Parks are included in the Capital Improvement 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.

**Parks Capital Improvements Fund.** The Parks Capital Projects Fund is managed by the Ashland Parks & Recreation Commission per City Charter. This fund is used to account for resources from grants and inter-fund transfers that are to be expended for major park renovations. The purpose is to accumulate funds prior to a large construction project; therefore, there is no minimum or maximum fund balance.

### 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 appropriate 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 at least 25 percent of the average annual expenditures of the prior three years, in addition to any amounts held to comply with debt covenants or legal requirements. 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.
- If at any time the unrestricted and undesignated balance should fall below 25 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.

- 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 at least 25 percent of the average annual expenditures of the prior three years, in addition to any amount required to comply with debt covenants or legal requirements. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- If at any time the unrestricted and undesignated balance should fall below 25 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- 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 at least 25 percent of the average annual expenditures of the prior three years, in addition to any amount required to comply with debt covenants or legal requirements. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- Debt service reserves are included in the Electric Fund balance. This portion of the Electric Fund balance is restricted and shall not be used in determining the minimum fund balance.
- If at any time the unrestricted and undesignated balance should fall below 25 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- 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 the average annual expenditures of the prior three years, in addition to any amount required to comply with debt covenants or legal requirements.
- If at any time the unrestricted and undesignated balance should fall below 20 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within

each year.

Debt service reserves are included in the Telecommunications Fund balance. This portion of the Telecommunications 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 non-recurring expenditure. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

**Stormwater Fund.** Revenues are from charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and construction of storm drains.

- The Stormwater Fund will maintain a committed balance of annual revenue of at least 20 percent of the average annual expenditures of the prior three years. 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 Storm Drains and debt service reserves are included in the Stormwater Fund balance. These portions of the Stormwater Fund balance are restricted and shall not be used in determining the minimum fund balance.
- If at any time the unrestricted and undesignated balance should fall below 20 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- 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.

### 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.

**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 50% of the average annual expenses of the prior five years or
- \$500,000 whichever is more, This is the minimum needed to maintain the City's insurance programs and provide for uninsured exposures.
- If at any time the unrestricted and undesignated balance should fall below
- \$500,000, the City will work to restore the balance in no less than two years with not less than one third of the shortfall being restored within each year.
- 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.

**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~~<sup>is</sup>

the equipment replacement function is to accumulate adequate funds to replace equipment. This replacement schedule is updated annually.

- The Equipment Fund will maintain a minimum balance calculated to sufficiently fund equipment replacement as determined by use of the replacement value schedule and not less than 20 percent of the average annual operating expenditures of the prior three years.
- If at any time the unrestricted and undesignated balance should fall below the sum of 20 percent of the average annual operating expenditures of the prior three years and 30% of the replacement value of in-service equipment and vehicles, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- No portion of the Equipment fund balance is legally restricted for specific uses. The City rents 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.

### 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.
- 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 identify user fees to the direct beneficiaries of City services to recover all of the full cost of providing that service and compare with existing rates. All user fees will be reviewed biannually to ensure 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.

## Appendix

- 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.
- The City will adhere to all State of Oregon and local requirements for purchasing goods and services. The City will also review policies and procedures at least annually for adherence with industry best practices.

## 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 itemized, 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 (CIP) will encourage a level capital replacement schedule and anticipate future capital needs. The CIP will present identified needed capital projects for a minimum of six years into the future and include
- known major projects requiring debt obligations to support them for a minimum of fifteen years into the future.

## 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 level debt service payments over the duration of an issue and consider the level of debt obligations across funding sources when recommending types and amounts of debt instruments.
- 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 a debt coverage ratio, i.e. net revenue to debt service of at least 125% for every debt issue.
- The State of Oregon limits non-self-supporting obligation debt to three percent of the real market value of all taxable property within the City boundaries.
- 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 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.
- The risk management program will be reviewed at least annually to assure levels of primary and secondary coverage are consistent with City priorities and needs.
- The risk management function will conduct regular meetings of the City Safety Committee, including representatives from each operating department, to review incidents and consider activities or initiatives to reduce the City's loss experience and to enhance safety of City human and physical resources.

## SUMMARY OF INTERNAL SERVICE CHARGES

City of Ashland Summary of Internal Service Charges BN 23/25							
	Administrative Fee	Insurance Service	Facility Use Fee	Equipment Replacement	Fleet Maintenance	Technology Debt	Total BN 21/23
Admin - Econ Develop	\$ -		\$ -	\$ -	\$ -	\$ -	\$ 3,810
Admin - Muni Court		12,487					13,490
Administration		61,996					60,530
Information Services		25,373		18,154	6,828		60,087
Finance		56,338			2,352		72,590
Band		144					144
City Recorder		7,815					10,821
Police		534,383		672,200	759,959		1,658,237
Fire		443,398		1,273,647	428,487		2,096,763
Public Works - Facilities		42,335		28,354	16,538		73,273
Public Works - Support		80,427		56,788	12,314		173,374
Cemetery		19,560		76,429	69,667		119,706
Comm Dev		49,250			7,594		54,885
Parks		278,855			590,978		2,722,049
<b>General Fund</b>	<b>-</b>	<b>1,612,361</b>	<b>-</b>	<b>2,125,572</b>	<b>1,894,719</b>	<b>-</b>	<b>7,119,760</b>
<b>Street Fund</b>	<b>1,542,899</b>	<b>130,165</b>	<b>196,489</b>	<b>1,324,228</b>	<b>722,177</b>	<b>60,000</b>	<b>3,918,966</b>
<b>Airport Fund</b>	<b>65,383</b>	<b>14,251</b>	<b>16,543</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>88,972</b>
Supply	324,362	-	-	-	-	-	623,930
Distribution	1,839,800	144,217	230,029	413,968	212,194	100,000	2,553,511
Treatment	414,517	67,125	64,476	39,408	16,225	56,400	567,326
Conservation	73,308	7,931	34,277	11,066	1,836		113,519
<b>Water Fund</b>	<b>2,651,988</b>	<b>219,273</b>	<b>328,782</b>	<b>464,442</b>	<b>230,255</b>	<b>156,400</b>	<b>3,858,286</b>
Collection	1,037,580	183,540	-	295,377	102,715	120,000	1,732,307
Treatment	441,141	96,149	187,732	365,833	178,239	71,600	1,160,300
<b>Wastewater Fund</b>	<b>1,478,721</b>	<b>279,689</b>	<b>187,732</b>	<b>661,210</b>	<b>280,954</b>	<b>191,600</b>	<b>2,892,607</b>
<b>Storm Drain Fund</b>	<b>531,166</b>	<b>121,290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>574,186</b>
Conservation	107,769	12,178	41,820	19,168	11,971		178,983
Distribution	1,903,344	219,080	307,498	870,686	363,175	1,080,300	4,276,495
<b>Electric Fund</b>	<b>2,011,113</b>	<b>231,258</b>	<b>349,317</b>	<b>889,854</b>	<b>375,146</b>	<b>1,080,300</b>	<b>4,455,478</b>
<b>Telecomm Fund</b>	<b>998,883</b>	<b>53,241</b>	<b>178,621</b>	<b>71,412</b>	<b>44,623</b>	<b>1,034,889</b>	<b>2,288,918</b>
<b>Insurance Fund</b>	<b>142,798</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>132,220</b>
<b>Equipment Fund</b>	<b>1,074,572</b>	<b>43,523</b>	<b>188,590</b>	<b>104,082</b>	<b>25,190</b>	<b>-</b>	<b>1,337,473</b>
<b>Total</b>	<b>\$ 10,497,522</b>	<b>\$ 2,705,052</b>	<b>\$ 1,446,075</b>	<b>\$ 5,640,800</b>	<b>\$ 3,573,067</b>	<b>\$ 2,523,189</b>	<b>\$ 26,666,866</b>

## COST ALLOCATION PLAN

The City utilizes a Cost Allocation Plan to allocate a portion of each administrative or support department to other departments. Departments "buy" services from the central government

rather than support separate administrative activities. It is particularly important to accurately assess the enterprise or fee-based activities to ensure rate-payers are not subsidizing the primary government services such as police or fire and that any subsidy of the fee activities is specifically approved by Council and not inadvertent.

The City conducted a formal Cost Allocation Plan review in 2018 with consultant assistance to validate the methodology to charge for the services. Finance staff updates the base data each biennium with the most current user and cost information to ensure accurate allocations. Prior to July 2021, internal charges were transferred to the Central Services Fund where some departments were funded. With the BN2021-2023 budget, all primary government functions including the City Council, Legal Department, City Manager, Finance, Information Technology, Human Resources, and Facilities are within the General Fund and other operating funds pay internal charges to the General Fund in purchase of their portion of these services.

Insurance, Fleet Maintenance, and Fleet/Equipment Replacement are also evaluated through the Cost Allocation Plan with related costs being assessed to the operating departments based on usage.

## FUND BALANCES COMPARED TO POLICY LIMITS

---

Fund	Fund Balance	Requirement 24	Requirement 25	Contingency	Requirement 24	Requirement 25
General	No less than two months of regular operating expenditures	5,997,105	6,166,347	3% of average annual operating expenditures over three years	1,079,443	1,200,555
Tourism	No policy			3% of annual operating expenditures	37,053	36,999
Street	Maintain a balance of annual revenue of 15% of the average annual expenditures of the prior three years, less the SDC revenue	608,622	615,929	3% of annual operating expenditures	130,294	146,688
SDC Street	No policy			3% of annual operating expenditures	46,259	48,388
Airport	Maintain a balance of annual revenue of 10% of the average annual expenditures of the prior three years	11,253	9,278	3% of annual operating expenditures	2,861	2,865
SDC Parks	No policy			3% of annual operating expenditures	6,833	4,371
Water	Not less than 25% of the average annual expenditures of the prior three years in addition to debt	2,098,592	3,077,291	3% of annual operating expenditures	219,645	217,148
SDC Water	No policy			3% of annual operating expenditures	103,382	170,534
Wastewater	Not less than 25% of the average annual expenditures of the prior three years in addition to debt	2,187,956	2,146,112	3% of annual operating expenditures	179,633	176,833
SDC Wastewater	No policy			3% of annual operating expenditures	22,424	27,092
Electric	Not less than 25% of the average annual expenditures of the prior three years in addition to debt	4,115,598	4,321,845	3% of annual operating expenditures	565,976	570,628
Telecommunications	Not less than 20% of the average annual expenditures of the prior three years in addition to debt	457,525	576,064	3% of annual operating expenditures	87,135	88,270
Stormwater	Not less than 20% of the average annual expenditures of the prior three years	146,568	205,707	3% of annual operating expenditures	32,043	52,436
SDC Stormwater	No policy			3% of annual operating expenditures	455	1,492
Insurance Services	Not less than 50% of the average annual expenses of the prior five years or \$500,000 whichever is more	668,486	701,155	3% of annual operating expenditures	48,816	48,816
Equipment	Not less than value to fund equipment replacement and not less than 20% of average annual operating expenditures of prior three years	4,897,619	3,065,381	3% of annual operating expenditures	72,015	74,176

# GOVERNMENT FINANCE OFFICERS ASSOCIATION



2023-2025 BIENNIUM BUDGET

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) to encourage and assist state and local governments to prepare budget documents of the very highest quality. The City of Ashland has received this award for the past 31 years.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ashland  
Oregon**

For the Biennium Beginning

**July 01, 2021**

*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, 2021.

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

To view the 2021-23 Biennium Adopted Budget [click here](#).

# GLOSSARY

2023-2025 BIENNIUM BUDGET



## GLOSSARY

**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.

## Glossary

**ASAI-Average Service Availability Index:**

The Average Service Availability Index (ASAI) is a reliability index commonly used by electric power utilities.

ASAI can be represented in relation to SAIDI (when the annual SAIDI is given in hours)  $ASAI = 1 - SAIDI/8760$

**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.

**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).

## Glossary

**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.

**CAIDI-Customer Average Interruption Duration Index:**

CAIDI gives the average outage duration that any given customer would experience. CAIDI can also be viewed as the average restoration time.

CAIDI is measured in units of time, often minutes or hours. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.36 hours.

**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.

CWSRF: Clean Water State Revolving Fund.

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.

## Glossary

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.

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.

IEEE-Institute of Electrical and Electronics Engineers: The world's largest technical professional organization dedicated to advancing technology for the benefit of humanity.

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.

## Glossary

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.

**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.

**SAIDI-System Average Interruption Duration Index:**

SAIDI is measured in units of time, often minutes or hours. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.50 hours.

**SAIFI-System Average Interruption Frequency Index**

:SAIFI is measured in units of interruptions per customer. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.10 interruptions per customer.

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

## LEGAL COMPLIANCE

2023-2025 BIENNIUM BUDGET



## CALENDAR



**CITY OF ASHLAND  
Budget Calendar  
BN 2023-2025**

March 8, 2023	BUDGET COMMITTEE MEETING Kick-off/Training Siskiyou Room 1:00 – 4:00 pm
April 21, 2023	BUDGET COMMITTEE MEETING Chair/Vice Chair Elections & Meet n Greet Siskiyou Room 3:30 – 5:00 pm
April 27, 2023	BUDGET COMMITTEE MEETING Enterprise Funds Council Chamber 3:00 – 5:00 pm
May 4, 2023	BUDGET COMMITTEE MEETING Administration and Finance Funds Council Chamber 3:00 – 5:00 pm
May 11, 2023	BUDGET COMMITTEE MEETING Innovation & Technology and Public Safety Funds Council Chamber 3:00 – 5:00 pm
May 18, 2023	BUDGET COMMITTEE MEETING Parks & Recreation, Community Development and Public Works Funds Council Chamber 3:00 – 5:00 pm
May 25, 2023	BUDGET COMMITTEE MEETING Deliberation/Approval Council Chamber 3:00 – 5:00 pm

Council communications, resolutions and forms can also be viewed as PDF's from the [City of Ashland's website](#).

## Council Business Meeting

January 31, 2023

Agenda Item	Biennium 2023-2025 Budget Calendar and Protocols	
From	Sabrina Cotta	Deputy City Manager & Acting Finance Director
Contact	Sabrina.cotta@ashland.or.us, 541-552-2166	

### SUMMARY

There will be several study sessions in the upcoming months to review the current economic and financial condition of the City. These will be followed by Citizens' Budget Committee meetings to review department missions, workloads, resources, and projected funding needs, primarily focused on General Fund operations. Staff proposes the following meeting dates, times and topics for the Citizens' Budget Committee. The Budget Committee is currently scheduled for its meetings in the City Council Chambers.

### Citizens' Budget Committee

#### Enterprise/Other Funds

1. April 27<sup>th</sup> – 3:00pm-5:00pm, Enterprise/Other Funds Overview

#### General Fund

2. May 4<sup>th</sup> – 3:00pm-5:00pm, Administration and Finance
3. May 11<sup>th</sup> – 3:00pm-5:00pm, Innovation & Technology and Public Safety
4. May 18<sup>th</sup> – 3:00pm-5:00pm, Parks & Recreation, Community Development and Public Works
5. May 25<sup>th</sup> – 3:00pm-5:00pm, Final Questions/Answers & Deliberations if Needed

### City Council Budget Adoption

1. May 23<sup>rd</sup> – Notice deadline for budget ordinances
2. June 6<sup>th</sup> – City Council Business Meeting, regular 6:00pm-9:30pm meeting time  
First reading, adoption of budget and necessary tax ordinances/resolutions
3. June 20 – City Council Business Meeting, regular 6:00pm-9:30pm meeting time  
Second reading, final adoption of budget and necessary tax ordinances/resolutions

### POLICIES, PLANS & GOALS SUPPORTED

To ensure on-going fiscal ability to provide desired and required services at an acceptable level.

### PREVIOUS COUNCIL ACTION

Each Biennium, Council must adopt a balanced budget in which funding sources equal or exceed uses.

### BACKGROUND & ADDITIONAL INFORMATION

State law provides the specific requirements for public participation in the budget process through public hearings and the Citizens' Budget Committee. This calendar provides time between regularly scheduled City Council meetings for the Mayor, Councilors and appointed Committee members to submit questions and staff to prepare

Page 1 of 2



detailed and complete written responses. Written questions may be submitted to Afissa Kolotznik ([afissa.kolotznik@ashland.or.us](mailto:afissa.kolotznik@ashland.or.us)). Please submit questions at least three (3) business days prior to the next Citizen's Budget Committee meeting to ensure adequate time to gather information and provide a written response.

Please refer to Ashland Municipal Code section 2.04.040 Conduct of Meetings and 2.04.080 Conduct with City Employees for information regarding City meeting protocol and conduct.

In accordance with State law, Citizens' Budget Committee is asked to:

- Receive the proposed budget and budget message.
- Hold one or more public hearings following the presentation of the proposed budget, providing citizens the opportunity to comment prior to Council adoption of the budget.
- Recommend the budget for approval and set the ad valorem property taxes.

### FISCAL IMPACTS

None

### STAFF RECOMMENDATIONS

Staff recommends that Council accept the budget calendar for the Biennium (BN) 2023-2025 Budget process.

### ACTIONS, OPTIONS & POTENTIAL MOTIONS

I move to accept the budget calendar for the BN2023-2025 Budget process.

### REFERENCES & ATTACHMENTS

Public Budget Calendar for informational purposes  
AMC Section 2.04.040 Conduct of Meetings  
AMC Section 2.04.080 Conduct with City Employees

Page 2 of 2



## Council Business Meeting

June 6, 2023

Agenda Item	Public Hearing for BN 2023-25 Approval of Budget-Related Resolutions	
From	Sabrina Cotta, Mariane Berry	Administration & Finance
Contact	Sabrina.Cotta@ashland.or.us, Mariane.Berry@ashland.or.us	

### SUMMARY

At its May 25, 2023 meeting, the Citizens' Budget Committee (CBC) recommended approval of the staff budget proposal with the summary of changes listed on page 2 of this document and one amendment. Per Oregon Budget Law, the City Council is responsible for completing the approval process by completing the first four resolutions below after the public hearing. The last resolution is related to the allocation of the Transient Occupancy Tax (TOT) Tourism Revenues to the City's destination marketing organization.

- Approval of resolution for budget appropriations
- Approval of resolution confirming jurisdictional qualification for state subventions (certifying City of Ashland services)
- Approval of resolution to receiving state funds
- Approval of resolution levying property taxes
- Approval of resolution to allocate anticipated TOT Tourism Restricted Revenues for fiscal year 2024

### POLICIES, PLANS & GOALS SUPPORTED

Amendment for City Council and Staff to review the continued viability of Ashland Municipal Court.

### PREVIOUS COUNCIL ACTION

N/A

### BACKGROUND AND ADDITIONAL INFORMATION

#### Resolution for Budget Appropriations:

The Citizens' Budget Committee approved the proposed BN23-25 Budget with the following changes –

1. Net increase to the General Fund budget of \$263,758
2. Increase Charges in Housing Fund Budget \$23,798
3. Increase Electrification and Conservation Budget by a \$1,000,000 from Electric Ending Fund Balance, and Electric Distribution Dues of \$95,000
4. Increase Water Treatment Debt by \$747,000 and Water Conservation Charges by \$98,050
5. Increase SDC Water Debt by \$83,000
6. Increase Fleet Charges by \$44,109

A summary of the changes made from the Budget Officer's Proposed Budget to the CBC recommendations are as follows:

Page 1 of 3



SUMMARY OF CHANGES

General Fund	Expenditures:									
	Total Administration	\$	1,354,890							
	Investment Services to CM Budget		1,000,000							
	Mayor and Council Expense		148,890							
	Deer to Deer/Emergency Shelter		300,000							
	Municipal Court Invoice Software Update		33,000							
	Total Fire Expenditures	\$	1,683,230							
	Fire and Life Safety Temporary Employees		40,759							
	Fire Operations Medical Screening rebudget		92,500							
	Fire Marshal		223,840							
	Fire Training Office		394,150							
	Fire Department Materials & Services rebudget		481,915							
	Additional Inflation Funding		65,000							
	Community Development Fee Approved ADU Plan		30,000							
	Reduce Transfer to Housing Fund		(200,000)							
	Correct PS Budget for Facilities		46,100							
		\$	2,818,219							
	Revenue:									
	Recognize Higher Carryforward	\$	1,374,041							
	Recognize Health Benefits Reversal		480,000							
	Recognize Higher Telecommunications Revenue		(200,000)							
		\$	2,654,041							
	Net change to Ending Fund Balance	\$	(264,756)	\$	6,126,833	\$	5,879,933	\$	248,910	
	Housing Fund									
	Housing Services to CM Budget	\$	(1,000,000)							
	Professional Services*		23,798							
			(976,202)							
	Net change to Ending Fund Balance	\$	(23,798)							
	*increased to use 5% of fund balance									
	Electric Fund									
	Electric Distribution Ours	\$	95,000							
	Electrification and Conservation		3,000,000							
	Reduction to Ending Fund Balance		(3,095,000)	\$	5,081,890	\$	4,821,040	\$	100,140	
	Water Fund									
	Water Treatment Debt	\$	747,000							
	Conservation Incentive		68,000							
	Reduction to Ending Fund Balance		(815,000)	\$	2,808,964	\$	2,272,240	\$	176,724	
	SDC Water Fund									
	SDC Water Debt	\$	83,000							
	Reduction to Ending Fund Balance		(83,000)							
	Equipment Fund									
	Correct PS Budget for Fleet	\$	44,209		\$	4,148,757	\$	3,963,383	\$	3,223,391
	Reduction to Ending Fund Balance		(44,209)							

Proposed CM BN 2023/25 Budget	Staff Revision	Revised CM BN BN2025 Budget
685,731,887	1,454,483	685,186,270



The resolution to establish appropriations has been constructed to reflect the action taken by the CBC on May 25, 2023 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 percent (whichever is greater) of any fund without further review and approval by the CBC. Council cannot change the tax rate without republishing the amended budget and a second hearing before July 1. Total increased changes to a fund beyond 10 percent also would require re-publishing the amended budget and holding another public hearing prior to July 1. Allocation of TOT funds is based on anticipated revenue estimates done within the biennial budget process. From these funds, Staff proposes an allocation of \$517,000 for fiscal year 2024 to the City's destination marketing organization, Travel Ashland, operated by the Visitor and Convention Bureau of the Ashland Chamber of Commerce. This is an increase from \$416,338 which has remained static from previous years, and therefore we are adjusting the allocation for inflationary factors.

FISCAL IMPACTS  
N/A

STAFF RECOMMENDATION

Staff recommends approval of all four resolutions associated and consistent with the recommendations made by the CBC, and the resolution for the allocation of TOT funds to Travel Ashland.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

I move to approve the following resolutions titled:

- Resolution No. 2023-10: A Resolution to Adopt the BN2023-2025 Budget and Appropriates Such Amounts As Necessary to Implement the BN2023-2025 Budget
- Resolution No. 2023-11: A Resolution Certifying City of Ashland Services
- Resolution No. 2023-12: A Resolution Declaring the City's Election to Receive State Revenues
- Resolution No. 2023-13: A Resolution to Levy Taxes for the Fiscal Year July 1, 2023 through June 30, 2024
- Resolution No. 2023-15: A Resolution to Approve Allocation of Transit/Judging Tax Proceeds to Travel Ashland

REFERENCES & ATTACHMENTS

- Attachment 1: Resolution No. 2023-10
- Attachment 2: Resolution No. 2023-11
- Attachment 3: Resolution No. 2023-12
- Attachment 4: Resolution No. 2023-13
- Attachment 5: Resolution No. 2023-15



DocuSign Envelope ID: 4C58F047-6ECD-496D-9C2B-D2C4503F531D

RESOLUTION NO. 2023-10

A RESOLUTION TO ADOPT THE BN2023-2025 BUDGET AND APPROPRIATE SUCH AMOUNTS AS NECESSARY TO IMPLEMENT THE BN2023-2025 BUDGET

RECITALS:

A. The City of Ashland City Council hereby appropriates the following amounts for the biennial budget period beginning July 1, 2023 through June 30, 2025:

THE CITY OF ASHLAND HEREBY RESOLVES AS FOLLOWS:

SECTION 1. The City of Ashland City Council hereby appropriates the 2023-2025 Biennial Budget as shown:

GENERAL FUND	BN 2023/25 ADOPTED BUDGET
Administration Department	9,175,482
Innovation and Technology Department	4,246,114
Finance Department	6,570,211
City Recorder	574,140
Police Department	18,548,062
Fire and Rescue Department	28,552,434
Public Works Department	8,944,655
Community Development Department	4,891,264
Parks Department	14,455,327
Transfers	621,000
Contingency	2,279,998
<b>TOTAL GENERAL FUND</b>	<b>\$98,899,877</b>
Unappropriated Ending Fund Balance	6,126,833
<b>TOURISM FUND</b>	
Personnel Services	145,677
Materials and Services	2,322,876
Contingency	78,050
<b>TOTAL TOURISM FUND</b>	<b>\$2,542,603</b>
Unappropriated Ending Fund Balance	457,831
<b>HOUSING FUND</b>	
Materials and Services	473,798
<b>TOTAL HOUSING FUND</b>	<b>\$473,798</b>
Unappropriated Ending Fund Balance	

DocuSign Envelope ID: 4C58F047-6ECD-496D-9C2B-D2C4503F531D

COMMUNITY DEVELOPMENT BLOCK GRANT FUND	BN 2023/25 ADOPTED BUDGET
Personnel Services	100,854
Materials and Services	1,613,927
<b>TOTAL CDBG FUND</b>	<b>\$1,714,781</b>
Unappropriated Ending Fund Balance	
<b>RESERVE FUND</b>	
Transfers	
<b>TOTAL RESERVE FUND</b>	
Unappropriated Ending Fund Balance	1,334,761
<b>STREET FUND</b>	
Public Works - Street Operations	20,629,419
Public Works - Street Debt	4,608,339
Contingency	276,982
<b>TOTAL STREET FUND</b>	<b>\$25,514,740</b>
Unappropriated Ending Fund Balance	2,039,740
<b>SDC STREET FUND</b>	
Materials and Services	50,000
Capital Outlay	3,169,873
Contingency	28,657
<b>TOTAL SDC STREET FUND</b>	<b>\$3,248,530</b>
Unappropriated Ending Fund Balance	3,138,109
<b>AIRPORT FUND</b>	
Materials and Services	100,849
Capital Outlay	4,913,699
Contingency	5,726
<b>TOTAL AIRPORT FUND</b>	<b>\$5,120,274</b>
Unappropriated Ending Fund Balance	21,246
<b>CAPITAL IMPROVEMENTS FUND</b>	
Public Works - Construction Capital Outlay	1,925,074
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>\$1,925,074</b>
Unappropriated Ending Fund Balance	(202,388)
<b>PARKS CAPITAL IMPROVEMENTS FUND</b>	
Capital Outlay	11,344,100
Transfers Out	12,177,080
<b>TOTAL PARKS CAPITAL IMPROVEMENTS FUND</b>	<b>\$23,521,180</b>
Unappropriated Ending Fund Balance	9,489,939
<b>SDC PARKS FUND</b>	
Capital Outlay	(73,312)
Contingency	12,208
<b>TOTAL SDC PARKS FUND</b>	<b>\$11,896</b>
Unappropriated Ending Fund Balance	140

RN 2023/25 ADOPTED BUDGET	
<b>DEBT SERVICE FUND</b>	
Debt Service	1,720,736
<b>TOTAL DEBT SERVICE FUND</b>	<b>\$3,529,736</b>
Unappropriated Ending Fund Balance	844,885
<b>WATER FUND</b>	
Public Works - Conservation District	481,108
Public Works - Water Operations	11,567,892
Public Works - Water Debt	1,472,514
Transfer Out	400,000
Contingency	416,293
<b>TOTAL WATER FUND</b>	<b>\$74,158,397</b>
Unappropriated Ending Fund Balance	1,808,964
<b>SDC WATER FUND</b>	
Materials and Services	160,000
Capital Outlay	4,679,843
Debt	410,812
Contingency	774,134
<b>TOTAL SDC WATER FUND</b>	<b>\$5,944,479</b>
Unappropriated Ending Fund Balance	7,178,521
<b>WASTEWATER FUND</b>	
Public Works - Wastewater Operations	29,311,694
Public Works - Wastewater Debt	342,928
Contingency	350,666
<b>TOTAL WASTEWATER FUND</b>	<b>\$24,005,493</b>
Unappropriated Ending Fund Balance	4,844,568
<b>SDC WASTEWATER FUND</b>	
Capital Outlay	1,550,823
Contingency	12,416
<b>TOTAL SDC WASTEWATER FUND</b>	<b>\$1,760,041</b>
Unappropriated Ending Fund Balance	1,166,262
<b>STORMWATER FUND</b>	
Public Works - Stormwater Operations	3,408,274
Public Works - Stormwater Debt	23,094
Contingency	144,479
<b>TOTAL STORM FUND</b>	<b>\$3,494,448</b>
Unappropriated Ending Fund Balance	519,009
<b>SDC STORMWATER FUND</b>	
Capital Outlay	64,916
Contingency	1,947
<b>TOTAL SDC STORMWATER FUND</b>	<b>\$66,855</b>
Unappropriated Ending Fund Balance	8,099

RN 2023/25 ADOPTED BUDGET	
<b>ELECTRIC FUND</b>	
Administration - Conservation Division	3,230,027
Electric - Operations	16,608,160
Electric - Debt	143,258
Contingency	1,132,604
<b>TOTAL ELECTRIC FUND</b>	<b>\$18,714,010</b>
Unappropriated Ending Fund Balance	5,011,986
<b>TELECOMMUNICATIONS FUND</b>	
Personnel Services	2,133,711
Materials and Services	3,771,000
Capital Outlay	1,265,881
Contingency	173,405
<b>TOTAL TELECOMMUNICATIONS FUND</b>	<b>\$7,222,997</b>
Unappropriated Ending Fund Balance	1,317,038
<b>INSURANCE SERVICES FUND</b>	
Materials and Services	3,015,418
Contingency	97,413
<b>TOTAL INSURANCE SERVICES FUND</b>	<b>\$3,114,836</b>
Unappropriated Ending Fund Balance	1,482,487
<b>EQUIPMENT FUND</b>	
Public Works - Maintenance	4,917,140
Public Works - Purchasing and Acquisition	7,963,000
Contingency	146,131
<b>TOTAL EQUIPMENT FUND</b>	<b>\$13,026,311</b>
Unappropriated Ending Fund Balance	4,188,757
<b>CEMETERY TRUST FUND</b>	
Transfer In	705,024
<b>TOTAL CEMETERY TRUST FUND</b>	<b>\$298,091</b>
Unappropriated Ending Fund Balance	699,301
<b>TOTAL APPROPRIATIONS ALL FUNDS</b>	<b>\$354,546,120</b>
<b>TOTAL UNAPPROPRIATED ALL FUNDS</b>	<b>\$59,439,180</b>
<b>TOTAL ADOPTED BUDGET ALL FUNDS</b>	<b>\$393,985,279</b>

SECTION 2. This resolution is effective upon adoption.

This resolution was duly PASSED and ADOPTED this 6th day of June, 2023, and takes effect upon signing by the Mayor.

DocuSigned by:  
Melissa Huhtala  
MAYOR/CITY RECORDER  
Melissa Huhtala, City Recorder

SIGNED and APPROVED this 7th day of June, 2023.

DocuSigned by:  
Tonya Graham  
MAYOR  
Tonya Graham, Mayor

Reviewed as to form:

DocuSigned by:  
Douglas M. McGeary  
DOUGLAS M. MCGEARY, ACTING CITY ATTORNEY  
Douglas M. McGeary, Acting City Attorney

**RESOLUTION NO. 2023-11**  
**A RESOLUTION CERTIFYING CITY OF ASHLAND SERVICES**

**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 HEREBY 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 is effective upon adoption.

This resolution was duly PASSED and ADOPTED this 6th day of June, 2023, and takes effect upon signing by the Mayor.

DocuSigned by:  
Melissa Huhtala  
MAYOR/CITY RECORDER  
Melissa Huhtala, City Recorder

SIGNED and APPROVED this 7th day of June, 2023.

DocuSigned by:  
Tonya Graham  
MAYOR  
Tonya Graham, Mayor

Reviewed as to form:

DocuSigned by:  
Douglas M. McGeary  
DOUGLAS M. MCGEARY, ACTING CITY ATTORNEY  
Douglas M. McGeary, Acting City Attorney



RESOLUTION NO. 2023-12
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. The City must also attest that it has allowed for recreational marijuana businesses.
C. A public hearing on the City of Ashland's election to receive State Revenues was held on June 6, 2023.

THE CITY OF ASHLAND HEREBY RESOLVES AS FOLLOWS:

SECTION 1. Pursuant to ORS 221.770, the City hereby elects to receive state revenues for fiscal year 2023-2024.

SECTION 2. This resolution is effective upon adoption.

This resolution was duly PASSED and ADOPTED this 6th day of June, 2023, and takes effect upon signing by the Mayor.

Melissa Huhtala, City Recorder

SIGNED and APPROVED this 7th day of June, 2023.

Tonya Graham, Mayor

Reviewed as to form:

Douglas M. McGeary, Acting City Attorney

RESOLUTION NO. 2023-15
A RESOLUTION TO APPROVE ALLOCATION OF TRANSIENT LODGING TAX
PROCEEDS TO TRAVEL ASHLAND

RECITALS:

- A. The City of Ashland City Council hereby allocates \$517,000 to Travel Ashland, operated by the Visitor and Convention Bureau of the Ashland Chamber of Commerce for the fiscal year beginning July 1, 2023.
B. The Visitors and Convention Bureau promotes the City of Ashland to visitors traveling from more than fifty (50) miles to Ashland and to visitors who stay overnight in Ashland. The City has historically provided transient lodging tax proceeds for the promotion of the City of Ashland to visitors.

THE CITY OF ASHLAND HEREBY RESOLVES AS FOLLOWS:

SECTION 1. This resolution is effective upon adoption.

This resolution was duly PASSED and ADOPTED this 6th day of June, 2023, and takes effect upon signing by the Mayor.

Melissa Huhtala, City Recorder

SIGNED and APPROVED this 7th day of June, 2023.

Tonya Graham, Mayor

Reviewed as to form:

Douglas M. McGeary, Acting City Attorney

RESOLUTION NO. 2023-13
A RESOLUTION TO LEVY TAXES FOR THE FISCAL YEAR
JULY 1, 2023 THROUGH JUNE 30, 2024.

THE CITY OF ASHLAND HEREBY RESOLVES 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.

Table with 2 columns: Bonded Debt, Per \$1000/Assessed Value. Rows include General Fund - Operations (4.2865), 2011 General Obligation Bonds (210,040).

SECTION 4. This resolution is effective upon adoption.

This resolution was duly PASSED and ADOPTED this 6th day of June, 2023, and takes effect upon signing by the Mayor.

Melissa Huhtala, City Recorder

SIGNED and APPROVED this 7th day of June, 2023.

Tonya Graham, Mayor

Reviewed as to form:

Douglas M. McGeary, Acting City Attorney

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

FORM OR-LB-50 2023-2024

To assessor of Jackson County

The City of Ashland has the responsibility and authority to impose 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.

CERTIFICATION - You must check one box if your district is subject to Local Budget Law:
[X] 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 204.456.

Table for PART I: TAXES TO BE IMPOSED. Includes columns for Rate per \$1,000 or Total dollar amount levied, and Excluded from Measure 5 limits. Rows include Local option operating tax, Local option capital project tax, City of Portland Levy, and Levy for bonded indebtedness.

Table for PART II: SCHEDULE OF LOCAL OPTION TAXES. Columns include Property (identifying, abated, project, or mixed), Date votes approved, First tax year levied, Final tax year to be levied, and Tax amount per year authorized per voter.

Table for Part IV: SPECIAL ASSESSMENTS, FEES AND CHARGES. Columns include Description, ORS Authority, Subject to General Government Limitation, and Excluded from Measure 5 Limitation.

If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by taxpayer'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.

FORM LB-1 NOTICE OF BUDGET HEARING			
<p>A public hearing of the Ashland City Council will be held on June 5, 2023 at 9:00 am at City of Ashland Council Chambers, 1195 East Main Street, Ashland, Oregon. The agenda of this meeting is to discuss the budget for 2023. The agenda will include a presentation by the City Manager, a presentation by the City Council, a presentation by the City Council, and a presentation by the City Council. The budget is a proposal to a plan of financing that is based on the existing year.</p>			
<p>Mayor: Melissa Beery, Finance Director: [Name], Telephone: 541-489-2389, Email: [Email]</p>			
TOTAL OF ALL FUNDS			
	Actual Amount 2022-23	Approved Budget 2023-24	Approved Budget 2023-25
General Fund (Business and Industry)	40,565,365	50,532,053	75,111,322
Water (Water, Sewer, Storm, Assessments & Other Capital Charges)	10,382,547	11,686,408	16,800,000
Public Safety (Police, Fire, Public Works, Public Safety, Public Safety, Public Safety)	11,897,855	11,897,855	11,897,855
Public Works (Water, Sewer, Storm, Assessments & Other Capital)	1,515,512	40,441,106	100,000,000
Public Safety (Police, Fire, Public Works, Public Safety, Public Safety)	2,180,863	2,180,863	2,180,863
All Other Municipal Expenses (General Fund Property Taxes)	11,897,855	11,897,855	11,897,855
General Fund Property Taxes Estimated to be Received	13,382,106	28,180,188	27,130,719
<b>Total Expenditures</b>	<b>78,829,083</b>	<b>104,926,368</b>	<b>143,919,754</b>
FINANCIAL SUMMARY - REQUIREMENTS BY DEPARTMENT			
	2022-23	2023-24	2024-25
General Fund	40,565,365	50,532,053	75,111,322
Water	10,382,547	11,686,408	16,800,000
Public Safety	11,897,855	11,897,855	11,897,855
Public Works	1,515,512	40,441,106	100,000,000
All Other Municipal Expenses	11,897,855	11,897,855	11,897,855
<b>Total Expenditures</b>	<b>78,829,083</b>	<b>104,926,368</b>	<b>143,919,754</b>
FINANCIAL SUMMARY - REQUIREMENTS BY FUND SOURCE			
	2022-23	2023-24	2024-25
General Fund	40,565,365	50,532,053	75,111,322
Water	10,382,547	11,686,408	16,800,000
Public Safety	11,897,855	11,897,855	11,897,855
Public Works	1,515,512	40,441,106	100,000,000
All Other Municipal Expenses	11,897,855	11,897,855	11,897,855
<b>Total Expenditures</b>	<b>78,829,083</b>	<b>104,926,368</b>	<b>143,919,754</b>
PROPERTY TAX LEVIES			
	Rate of Annual Increase 2022-23	Rate of Annual Increase New Year 2023-24	Rate of Annual Increase New Year 2024-25
Proposed Rate Levy - (Rate for 2022 - per \$1,000)	4.28%	4.28%	4.28%
Local Capital Levy	-	-	-
Levy for General Obligation Bonds	0.00%	0.00%	0.00%

STATEMENT OF BUDGET HEARING		
LIABILITY INFORMATION	Approved Budget 2023-24	Approved Budget 2024-25
General Obligation Bonds	\$1,000,000	\$1,000,000
Other Bonds	\$1,000,000	\$1,000,000
Other Liabilities	\$1,000,000	\$1,000,000
<b>Total</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>

# AFFIDAVIT OF PUBLICATION

# Grants Pass Daily Courier

P.O. Box 1468, 409 S.E. 7th Street • Grants Pass, Oregon 97528

## AFFIDAVIT OF PUBLICATION

State of Oregon )  
County of Josephine ) ss.

I, Sarah Hannon, being first duly sworn, depose and say that I am a manager of Courier Publishing Co., printer of the Grants Pass Daily Courier, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed and published at Grants Pass, in the aforesaid county and state; that the LEGAL NOTICE, a printed copy of which is herein enclosed, was published in the entire issue of said paper, for one insertion, on the following date:

April 13, 2023.

**LEGAL NOTICE**  
**NOTICE OF BUDGET COMMITTEE MEETING**

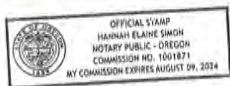
A public meeting of the City of Ashland Budget Committee, Jackson County, Oregon to discuss the budget for the biennium July 1, 2023, to June 30, 2025, will be held at the Skybox room located at 51 Whitburn Way, Ashland, Oregon. The meeting will take place on April 21, 2023, at 3:30 p.m.

The purpose of the meeting is for the Budget Committee to appoint the Chair and Vice Chair and provide an opportunity for the committee members to have a meet and greet. Additional separate meetings of the Budget Committee will be held to take public comment. Any person may appear at the meeting and discuss the proposed programs with the budget committee. The meetings for public comment will be held on April 27, May 4, 11, 18 & 25, 2023 at 3:30 p.m. at the Council Chambers located at 1175 East Main St, Ashland, Oregon.

A copy of the proposed budget document may be reviewed on or after April 27 on the City's website at [www.ashland.or.us](http://www.ashland.or.us). This notice is also posted on the City of Ashland website at [ashland.or.us/23-25Budget](http://ashland.or.us/23-25Budget). No. 00495736 - April 13, 2023

Subscribed and sworn to before me this  
14th day of April, 2023.

Notary Public of Oregon



# Grants Pass Daily Courier

P.O. Box 1468, 409 S.E. 7th Street • Grants Pass, Oregon 97528

## AFFIDAVIT OF PUBLICATION

State of Oregon )  
County of Josephine ) ss.

I, Sarah Hannon, being first duly sworn, depose and say that I am a manager of Courier Publishing Co., printer of the Grants Pass Daily Courier, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed and published at Grants Pass, in the aforesaid county and state; that the LEGAL NOTICE, a printed copy of which is herein enclosed, was published in the entire issue of said paper, for one insertion, on the following date:

April 21, 2023.

Subscribed and sworn to before me this  
twenty-first day of April, 2023.

Notary Public of Oregon



**LEGAL NOTICE**  
**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, 2023, to June 30, 2025, will be held at the Council Chambers located at 1175 East Main St, Ashland, Oregon. The meeting will take place on April 27, 2023, at 3:30 p.m. with subsequent meetings on May 4, 11, 18 & 25, 2023, at the same location and time.

The purpose of the meeting is for the Budget Committee to appoint members to the proposed budget. This is a public meeting, open to all members of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed programs with the budget committee. Those interested in public comment may appear at the meeting and discuss the proposed programs and treatment on the specific day of their respective meeting times.

A copy of the proposed budget document may be reviewed on or after April 27 on the City's website at [www.ashland.or.us](http://www.ashland.or.us). This notice is also posted on the City of Ashland website at [ashland.or.us/23-25Budget](http://ashland.or.us/23-25Budget). In accordance with the Americans with Disabilities Act, if you need special assistance to participate in the meeting, please contact the City Administrator's office at 541-862-8822 (TTY phone number 1-800-735-2900). Notification 72 hours prior to the meeting will allow the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 37.101-31, 54 CFR 119.11). No. 00495737 - April 21, 2023



Grants Pass Daily Courier

P.O. Box 1468, 409 S.E. 7th Street • Grants Pass, Oregon 97528

AFFIDAVIT OF PUBLICATION

State of Oregon )
County of Josephine ) ss.

I, Sarah Hannon, being first duly sworn, depose and say that I am a manager of Courier Publishing Co., printer of the Grants Pass Daily Courier, a newspaper of general circulation, as defined by ORS 193.010 and 193.020, printed and published at Grants Pass, in the aforesaid county and state; that the LEGAL NOTICE, a printed copy of which is herein enclosed, was published in the entire issue of said paper, for one insertion, on the following date:

April 27, 2023.

[Signature]

Subscribed and sworn to before me this 28th day of April, 2023.

[Signature]

Notary Public of Oregon



491524

LEGAL NOTICE
NOTICE OF BUDGET COMMITTEE MEETING
A public meeting of the City of Ashland Budget Committee, Jackson County Oregon to discuss the budget for the calendar year 2023 is being held on June 15, 2022, at 1115 East Main Street, Ashland, Oregon. The meeting will take place on May 4, 2023, at 3:00 p.m. with subsequent meetings on May 11, 18 & 25, 2023 at the same location and time.
The purpose of this meeting is for the Budget Committee to hear presentations on the proposed budget. This is a public hearing where deliberation of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed budget and the Budget Committee. Once submitted budget presentations have completed, a public hearing will be held during which members have opportunity to discuss proposed programs and comment on the calendar year of State Revenue Sharing funds.
A copy of the proposed budget document may be reviewed on or after April 27 at the City's website at www.ashland.or.us. This link is also located 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) 438-6000 (TTY phone number 1-800-735-2900). Notification 72 hours prior to the meeting will enable the City to make appropriate arrangements to ensure accessibility to the meeting. (OR CFR 30.102.35 OR ADA Title II) No. 20221222-April 27, 2023

OFFICIAL STAMP
SARAH ELANE SWOPE
NOTARY PUBLIC - OREGON
COMM. NO. 001815
BY COMMISSION EXPIRES AUGUST 19, 2024



Grants Pass Daily Courier

P.O. Box 1468, 409 S.E. 7th Street • Grants Pass, Oregon 97528

AFFIDAVIT OF PUBLICATION

State of Oregon )
County of Josephine ) ss.

I, Sarah Hannon, being first duly sworn, depose and say that I am a manager of Courier Publishing Co., printer of the Grants Pass Daily Courier, a newspaper of general circulation, as defined by ORS 193.010 and 193.020, printed and published at Grants Pass, in the aforesaid county and state; that the LEGAL NOTICE, a printed copy of which is herein enclosed, was published in the entire issue of said paper, for one insertion, on the following date:

May 4, 2023.

[Signature]

Subscribed and sworn to before me this 5th day of May, 2023.

[Signature]

Notary Public of Oregon



491524

LEGAL NOTICE
NOTICE OF BUDGET COMMITTEE MEETING
A public meeting of the City of Ashland Budget Committee, Jackson County Oregon to discuss the budget for the calendar year 2023 is being held on June 1, 2022, at 1115 East Main Street, Ashland, Oregon. The meeting will take place on May 11, 2023, at 3:00 p.m. with subsequent meetings on May 18 & 25, 2023 at the same location and time.
The purpose of this meeting is for the Budget Committee to hear presentations on the proposed budget. This is a public hearing where deliberation of the Budget Committee will take place. Any person may appear at the meeting to discuss the proposed budget and the Budget Committee. Once submitted budget presentations have completed, a public hearing will be held during which members have opportunity to discuss proposed programs and comment on the calendar year of State Revenue Sharing funds.
A copy of the proposed budget document may be reviewed on the City's website at www.ashland.or.us. This link is also located 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) 438-6000 (TTY phone number 1-800-735-2900). Notification 72 hours prior to the meeting will enable the City to make appropriate arrangements to ensure accessibility to the meeting. (OR CFR 30.102.35 OR ADA Title II) No. 20221222-May 4, 2023

# Grants Pass Daily Courier

P.O. Box 1468, 409 S.E. 7th Street • Grants Pass, Oregon 97528

## AFFIDAVIT OF PUBLICATION

State of Oregon }  
County of Josephine } ss.

I, Sarah Hannon, being first duly sworn, depose and say that I am a manager of Courier Publishing Co., printer of the Grants Pass Daily Courier, a newspaper of general circulation, as defined by ORS 193.010 and 193.020, printed and published at Grants Pass, in the aforesaid county and state; that the LEGAL NOTICE, a printed copy of which is herein enclosed, was published in the entire issue of said paper, for one insertion, on the following date:

May 10, 2023.

*[Signature]*

Subscribed and sworn to before me this  
tenth day of May, 2023

*[Signature]*  
Notary Public of Oregon



**LEGAL NOTICE**

**NOTICE OF BUDGET COMMITTEE MEETING**

A public meeting of the City of Grants Pass Budget Committee, Jackson County Oregon, to discuss the budget for the year ending July 1, 2023, to June 30, 2023, will be held at the Council Chambers located at 1175 East Main St., Grants Pass, Oregon. The meeting will take place on May 10, 2023 at 5:00 pm with a subsequent meeting on May 23, 2023, 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 and the Budget Committee will take public comment on the proposed budget. Any person may appear at the meeting to discuss the proposed budget. Once the budget is adopted, the City will schedule budget implementation. Work completed at public meetings will be made available to the public upon request. The City will provide a copy of the proposed budget and other information to the public upon request. This notice is also posted on the City of Grants Pass website at [www.grantspass.org](http://www.grantspass.org).

A copy of the proposed budget document may be reviewed on the City's website at [www.grantspass.org](http://www.grantspass.org). This notice is also posted on the City of Grants Pass website at [www.grantspass.org](http://www.grantspass.org).

Written testimony will be accepted for the meeting's agenda items as set by the meeting agenda and will be limited to 10 minutes. Budget Committee testimony by 12:00 pm on Wednesday, May 10, 2023. Written testimony received by the deadline will be available to the Budget Committee before the meeting and will be included in the meeting minutes.

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) 862-1000 (TTY phone number 1-800-735-2902). Additional 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting. Call (541) 862-1000 (TTY 1-800-735-2902) for more information. No. 0041700 - May 10, 2023

# Grants Pass Daily Courier

P.O. Box 1468, 409 S.E. 7th Street • Grants Pass, Oregon 97528

## AFFIDAVIT OF PUBLICATION

State of Oregon }  
County of Josephine } ss.

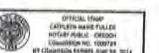
I, Sarah Hannon, being first duly sworn, depose and say that I am a manager of Courier Publishing Co., printer of the Grants Pass Daily Courier, a newspaper of general circulation, as defined by ORS 193.010 and 193.020, printed and published at Grants Pass, in the aforesaid county and state; that the LEGAL NOTICE, a printed copy of which is herein enclosed, was published in the entire issue of said paper, for one insertion, on the following date:

May 17, 2023.

*[Signature]*

Subscribed and sworn to before me this  
seventeenth day of May, 2023

*[Signature]*  
Notary Public of Oregon



**LEGAL NOTICE**

**NOTICE OF BUDGET COMMITTEE MEETING**

A public meeting of the City of Grants Pass Budget Committee, Jackson County Oregon, to discuss the budget for the year ending July 1, 2023, to June 30, 2023, will be held at the Council Chambers located at 1175 East Main St., Grants Pass, Oregon. The meeting will take place on May 23, 2023 at 5:00 pm.

The purpose of the meeting is for the Budget Committee to hear presentations on the proposed budget. This is a public meeting and the Budget Committee will take public comment on the proposed budget. Any person may appear at the meeting to discuss the proposed budget. Once the budget is adopted, the City will schedule budget implementation. Work completed at public meetings will be made available to the public upon request. The City will provide a copy of the proposed budget and other information to the public upon request. This notice is also posted on the City of Grants Pass website at [www.grantspass.org](http://www.grantspass.org).

A copy of the proposed budget document may be reviewed on the City's website at [www.grantspass.org](http://www.grantspass.org). This notice is also posted on the City of Grants Pass website at [www.grantspass.org](http://www.grantspass.org).

Written testimony will be accepted for the meeting's agenda items as set by the meeting agenda and will be limited to 10 minutes. Budget Committee testimony by 12:00 pm on Wednesday, May 23, 2023. Written testimony received by the deadline will be available to the Budget Committee before the meeting and will be included in the meeting minutes.

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) 862-1000 (TTY phone number 1-800-735-2902). Additional 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting. Call (541) 862-1000 (TTY 1-800-735-2902) for more information. No. 0041714 - May 17, 2023