

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

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

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

3:30 PM SPECIAL BUSINESS MEETING*

I. CALL TO ORDER

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

II. PLEDGE OF ALLEGIANCE

Graham led the Pledge of allegiance.

III. ROLL CALL

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

IV. MAYOR'S ANNOUNCEMENTS

Land Acknowledgement**

Mayor Akins read the Land Acknowledgement.

I. NEW AND MISCELLANEOUS BUSINESS – CONTINUED

Public Input

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

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

Items discussed were:

- General Fund Departments

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

Seffinger arrived at 3:45 PM.

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

The PowerPoint Presentation continued. Items discussed were:

General Fund Sources

- Unrestricted
- Restricted

- General Fund Uses
 - Departments
- CIP

General Fund Budget Status

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

Council discussed creating the City brand and bring in Tourism.

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

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

GF Budget Status continued:

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

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

Council discussed options and fiscal impacts regarding this item.

Public Testimony

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

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

Lessard and Chan continued with the PowerPoint Presentation:

General Fund Budget – Strategic Choices

- Operating Expenditure Reductions

Council discussed the Emergency Reserve Fund and process.

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

Strategic Choices – Risk Assessment

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

- Emergency Reserve
- Support Local Economy
- Organization Stability

Trails were discussed.

Council compensation and Council insurance was discussed.

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

Commissions & Advisory Boards/Commissions

Proposed Commissions & Advisors

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

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

Council discussed options.

Council discussed Ad-Hoc vs Commissions.

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

Strategic Choices – Capital Improvement Plan (CIP)

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

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

CIP Ballot was distributed.

Grant options were discussed.

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

Lessard continued with the PowerPoint Presentation:

City Owned Properties – Surplus City Properties

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

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

II. ORDINANCES, RESOLUTIONS AND CONTRACTS

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

Fleury gave a brief Staff report.

Jensen/Hyatt moved approval of a personal services agreement with Jacobs Engineering Group, Inc. for engineering services during construction in the amount of \$996,550 and a public improvement contract with Pilot Rock Excavation in the amount of \$2,555,186.

Discussion: Jensen spoke that it is time to move forward. Hyatt spoke that this meets our legal obligations. She spoke that it is appropriate and necessary and supports our climate action values as a community.

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

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

Chan gave a brief Staff report.


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

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

IV. ADJOURNMENT OF BUSINESS MEETING

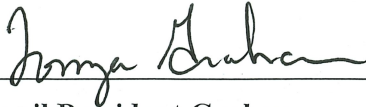
The Special Council Business Meeting was adjourned at 8:07 PM

Respectfully submitted by:

DocuSigned by:

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City Recorder Melissa Huhtala

Attest:



Council President Graham

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

****LAND ACKNOWLEDGEMENT**

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

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

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



Strategic Choices – FY 2022-2023

CITY OF
ASHLAND

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

Strategic Choices - Agenda

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

- **General Fund Deficit Status**

- Organizational Staffing/Structure

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

- General Fund Budget Status

- Priorities & Adjustments

- City Commissions

- CIP Budget

- Transportation
- Storm Drain
- Wastewater
- Water

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

General Fund - Budget Deficit Status

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

- Expenditure reductions due to General Fund budget deficit

- Current Deficit Estimate

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

- April 1, 2022 Financial Operations Memo

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



General Fund - Budget Deficit Status

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

- 1993 parks lands and open space parks program acquisition & other purposes
- 2009 Add wastewater debt (80%) & parks CIP (20%)
- 2016 voters enact Council-approved ordinance that includes park ($\geq 25\%$), tax administration (2%), fixed amounts for wastewater, and adds street repair & rehabilitation provision
- AMC 4.344.020
 - C.5.d Except as provided in subsection D of this section, any remaining amounts shall be appropriated for purposes consistent with this chapter unless other purposes are approved by a Council-adopted ordinance enacted by a vote of the Ashland electorate.



Strategic Choices

Questions?



Strategic Choices - Agenda

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

- ✓ General Fund Deficit Status

- **Organizational Staffing/Structure**

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

- General Fund Budget Status
 - **Priorities & Adjustments**

- City Commissions

- CIP Budget
 - **Transportation**
 - **Storm Drain**
 - **Wastewater**
 - **Water**

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

Strategic Choices - Vision & Plan/Do/Act Cycle



Strategic Choices – Vision for Success

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



Strategic Choices – Values for Success

Values that support the Vision:

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



Strategic Choices – Values for Success

Values that support the Vision:

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

Mayor & City Council – Vision Ballot

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

Yes/No: _____ Edits/Other: _____

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

Yes/No: _____ Edits/Other: _____

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

Yes/No: _____ Edits/Other: _____



Mayor & City Council – Values Ballot

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

Ashland's Characteristics

- **Strengths**

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

- **Demographics**

- Limited population growth
- Aging population
- Small household sizes

Ashland's Characteristics

- **Risks**

- Public Safety

- Fire (urban, wildfire & smoke)
- Pandemic

- Environmental

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

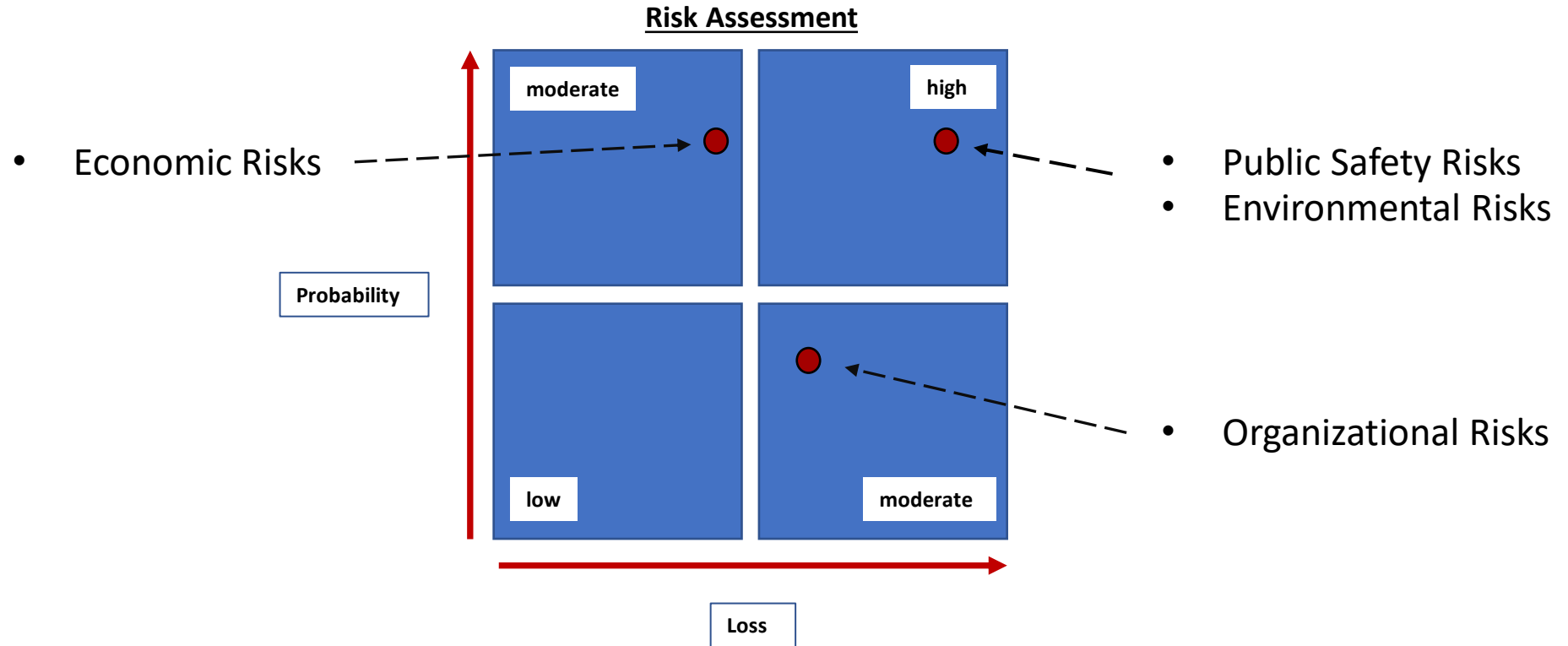
- Economic

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

- Organizational

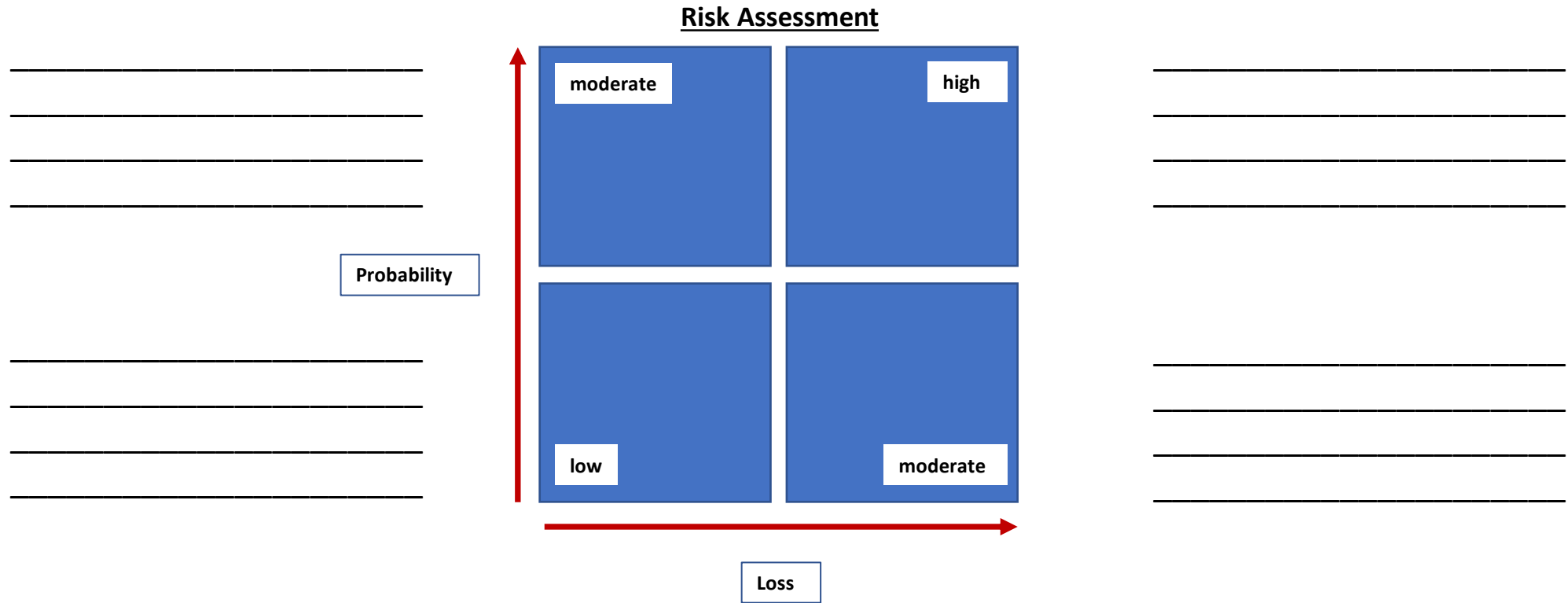
- Turnover
 - Recruit, Train & Retain
 - Lost productivity

Strategic Choices - Risk Assessment



Mayor & City Council – Risks Assessment Ballot

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

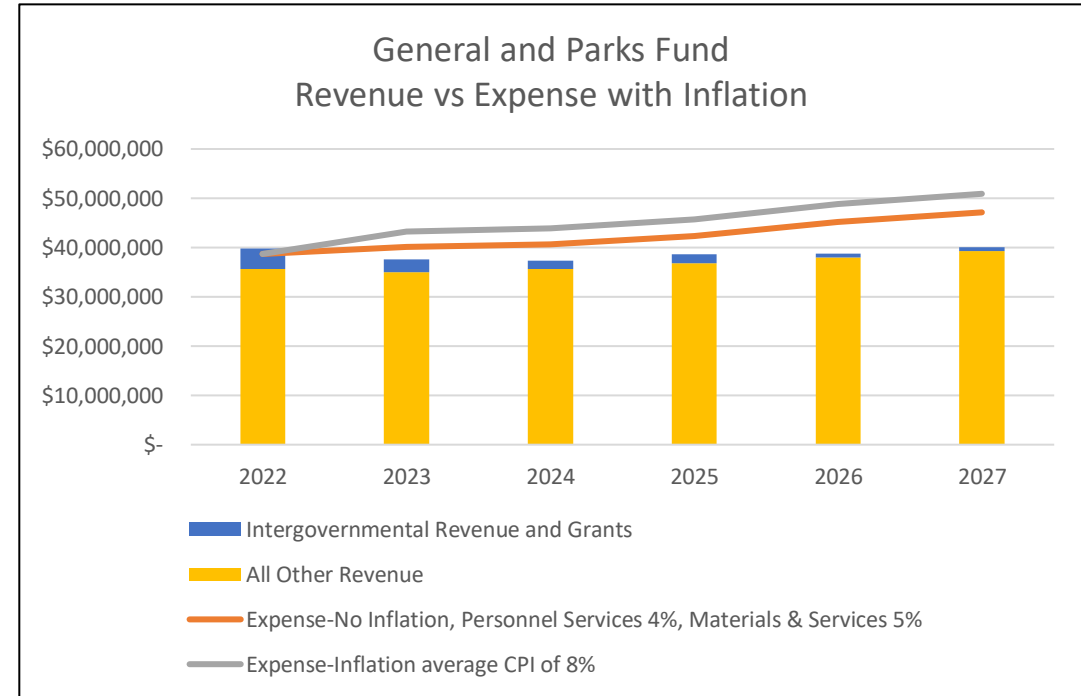
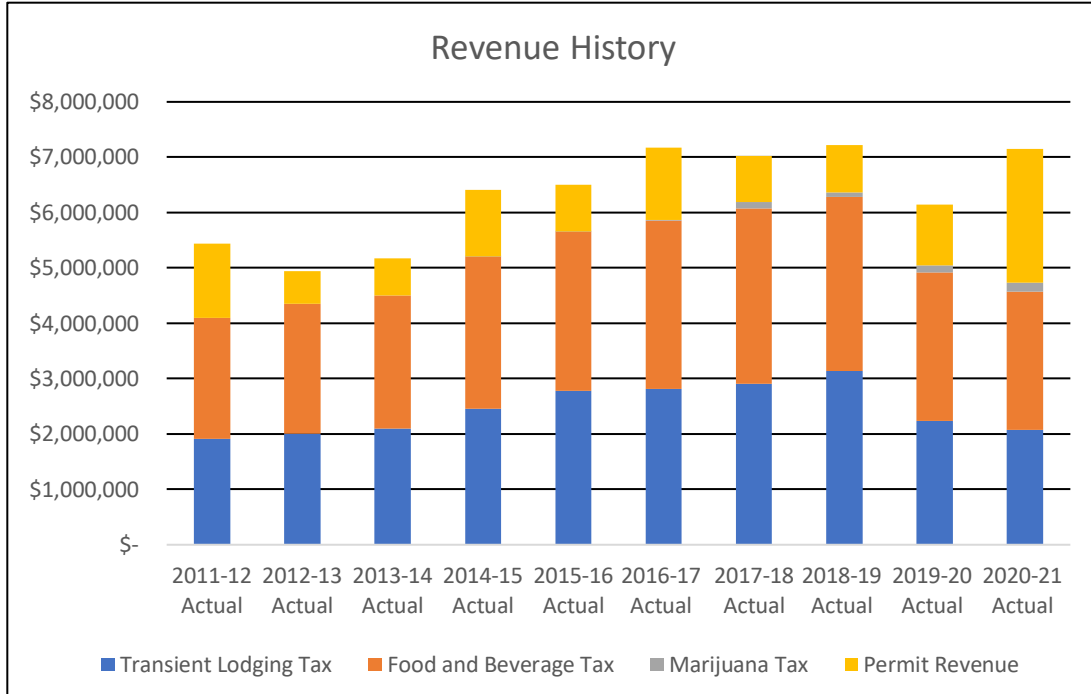


Strategic Choices

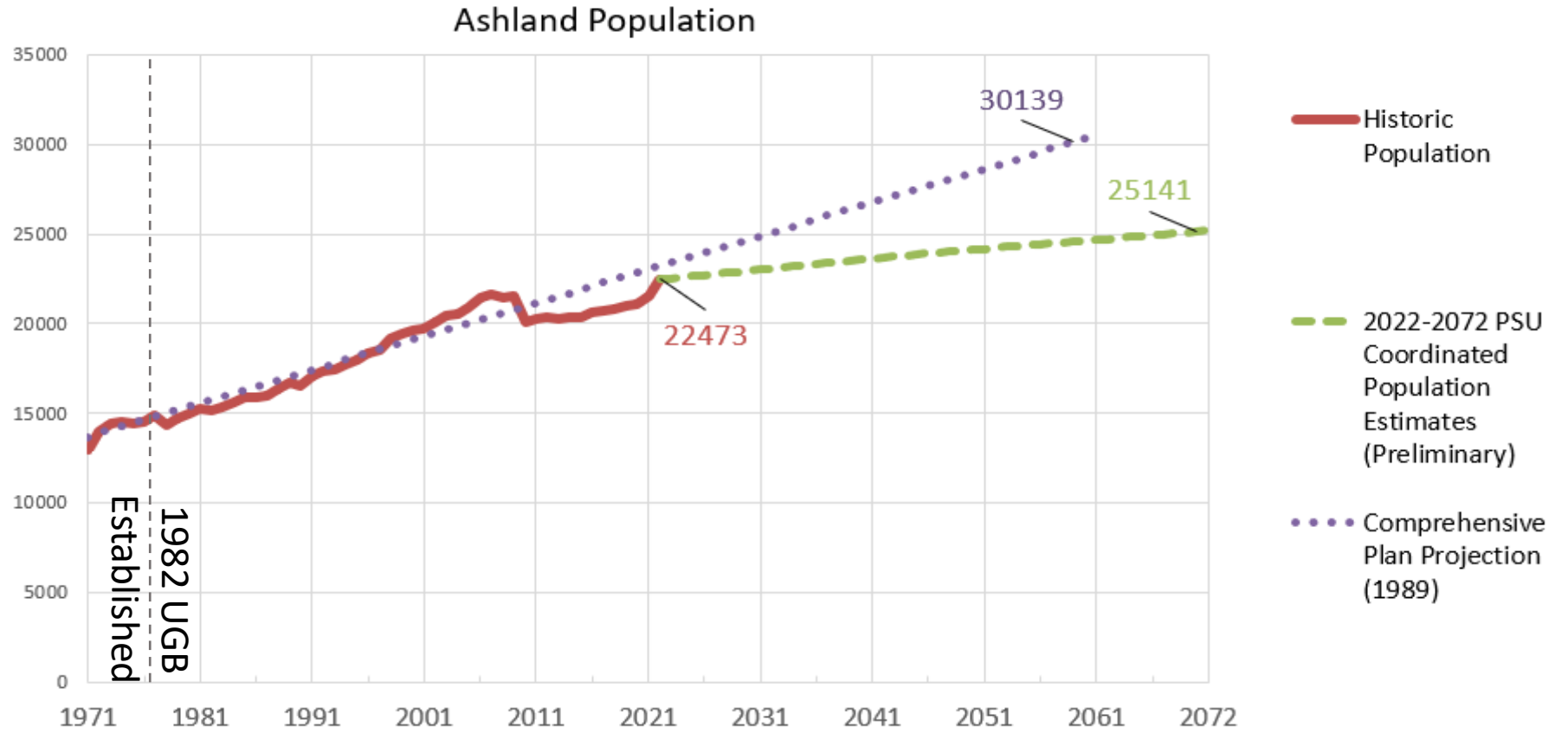
Questions?



Ashland's Characteristics – Economics



Ashland's Characteristics – Economics

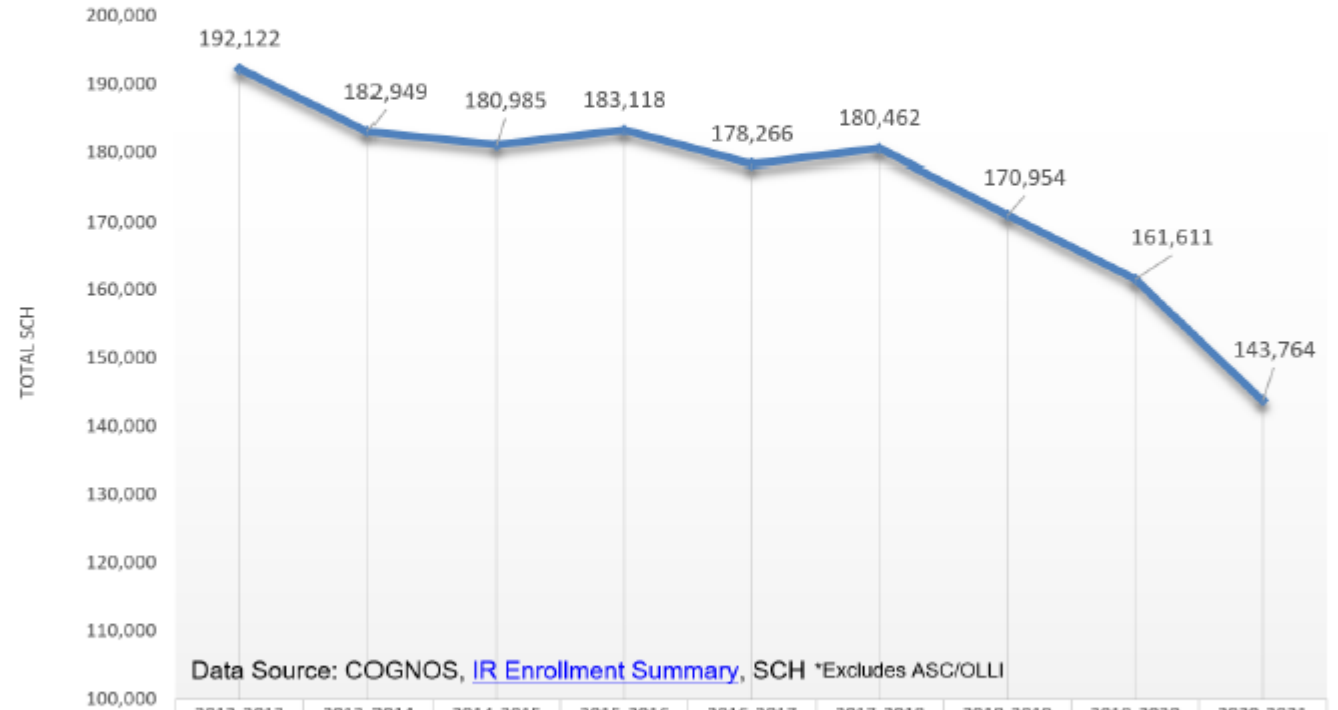


Population growth rate projected to slow over the next 50 years



Enrollment Context: Decline in Student Credit Hours (SCH)

Total SCH Per Academic Year 2012 - 2020



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

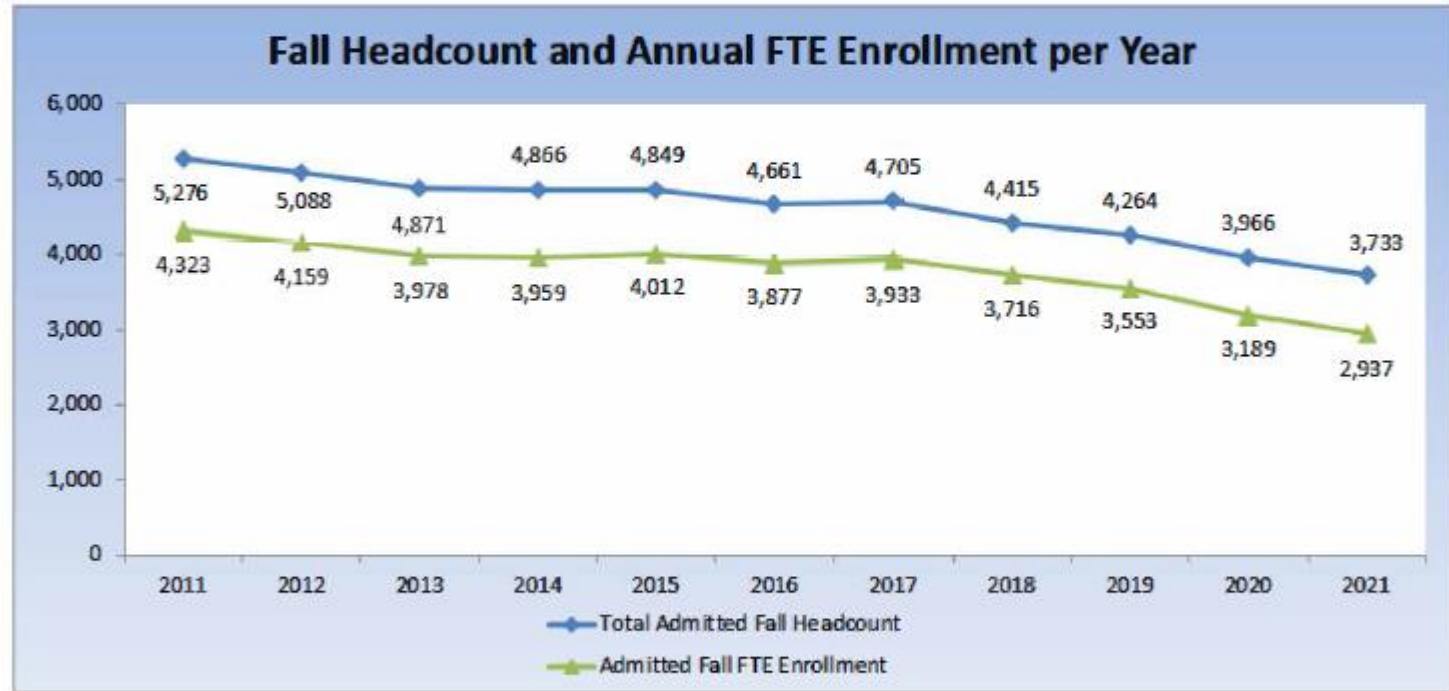
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
AY SCH Total	192,122	182,949	180,985	183,118	178,266	180,462	170,954	161,611	143,764
% Change From Prior AY		-5.0%	-1.1%	1.2%	-2.7%	1.2%	-5.6%	-5.8%	-12.4%

ACADEMIC YEARS

SOU Enrollment Status

Fall 2021 Headcount and FTE Enrollment

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



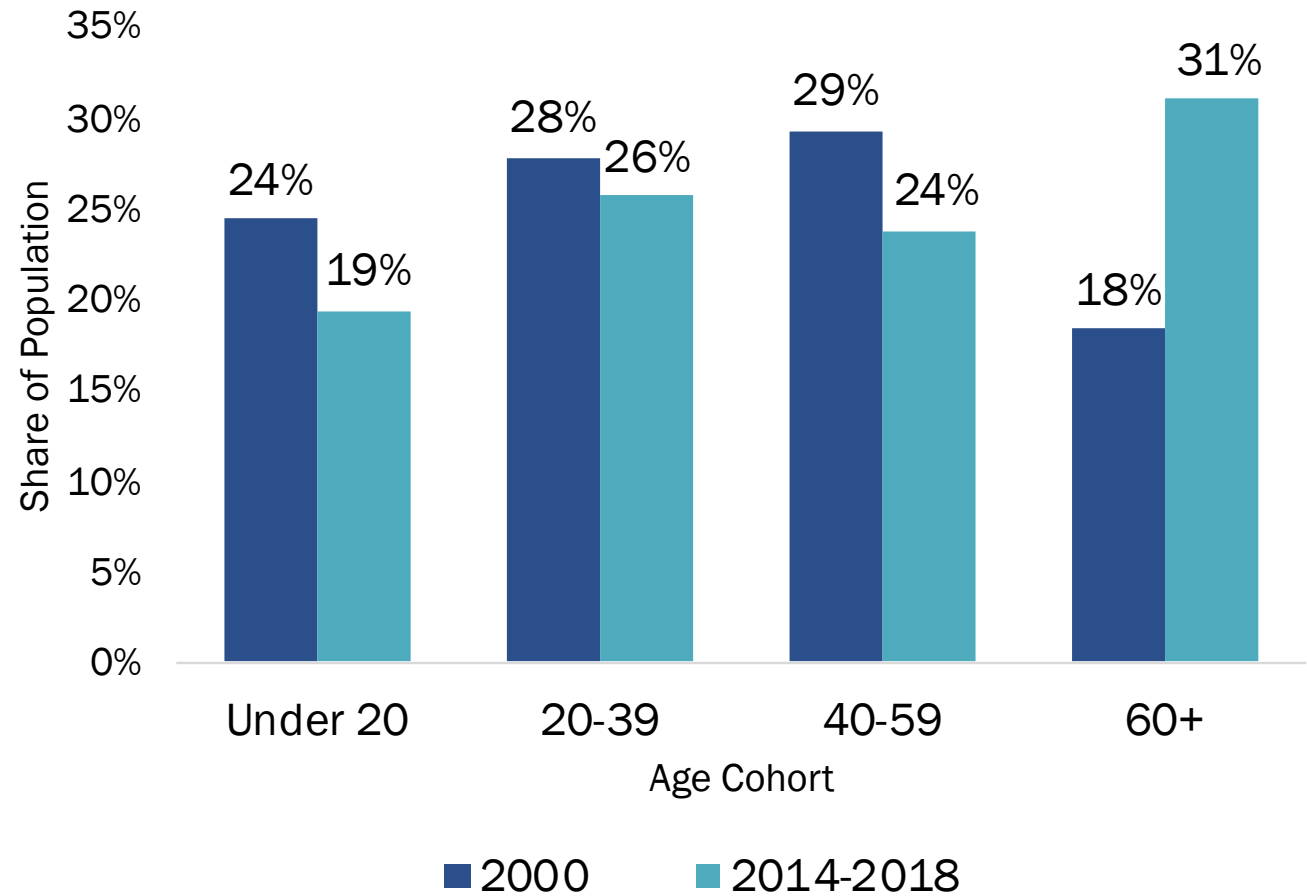
* Source SOU Institutional Research

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

Ashland's Characteristics

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

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

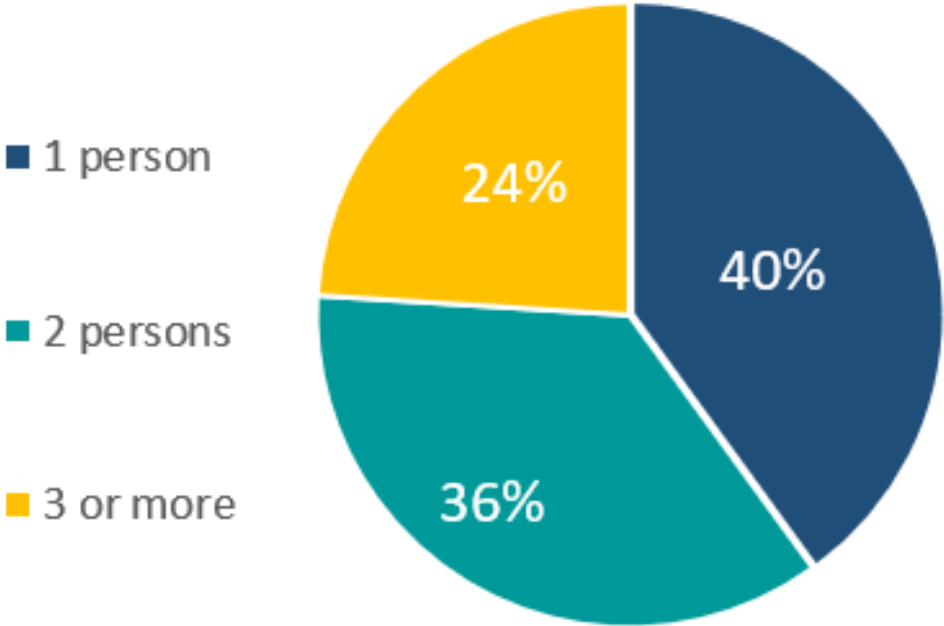


- Ashland's population is increasingly made up of older individuals

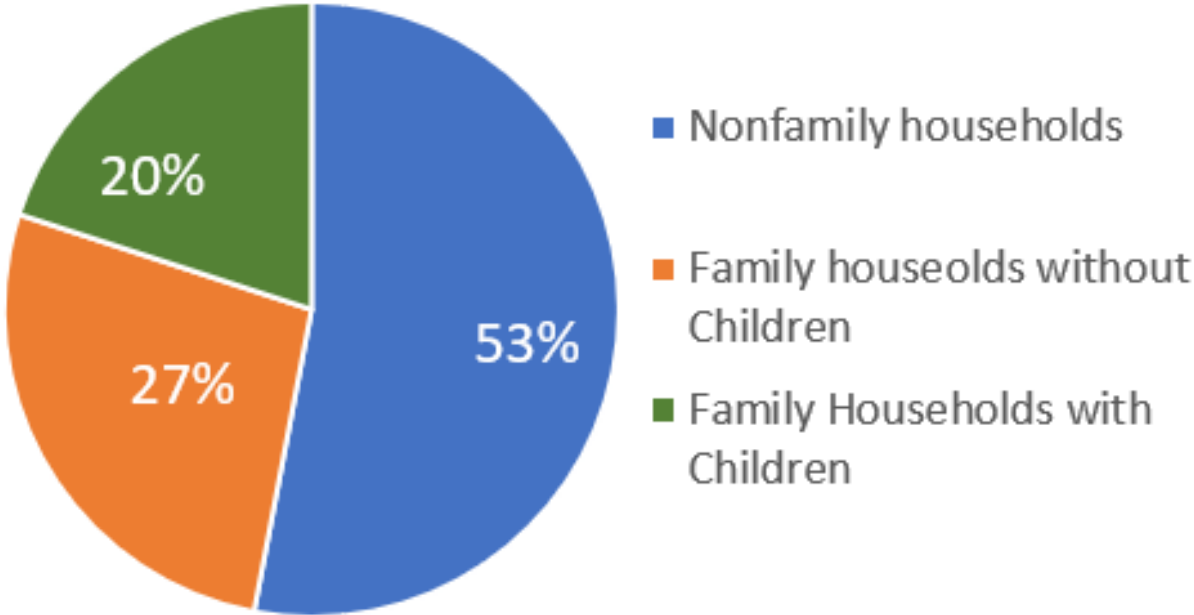
Household Size, Ashland, Jackson County, and Oregon, 2014-2018

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

Ashland Household Sizes



Ashland Familial Status

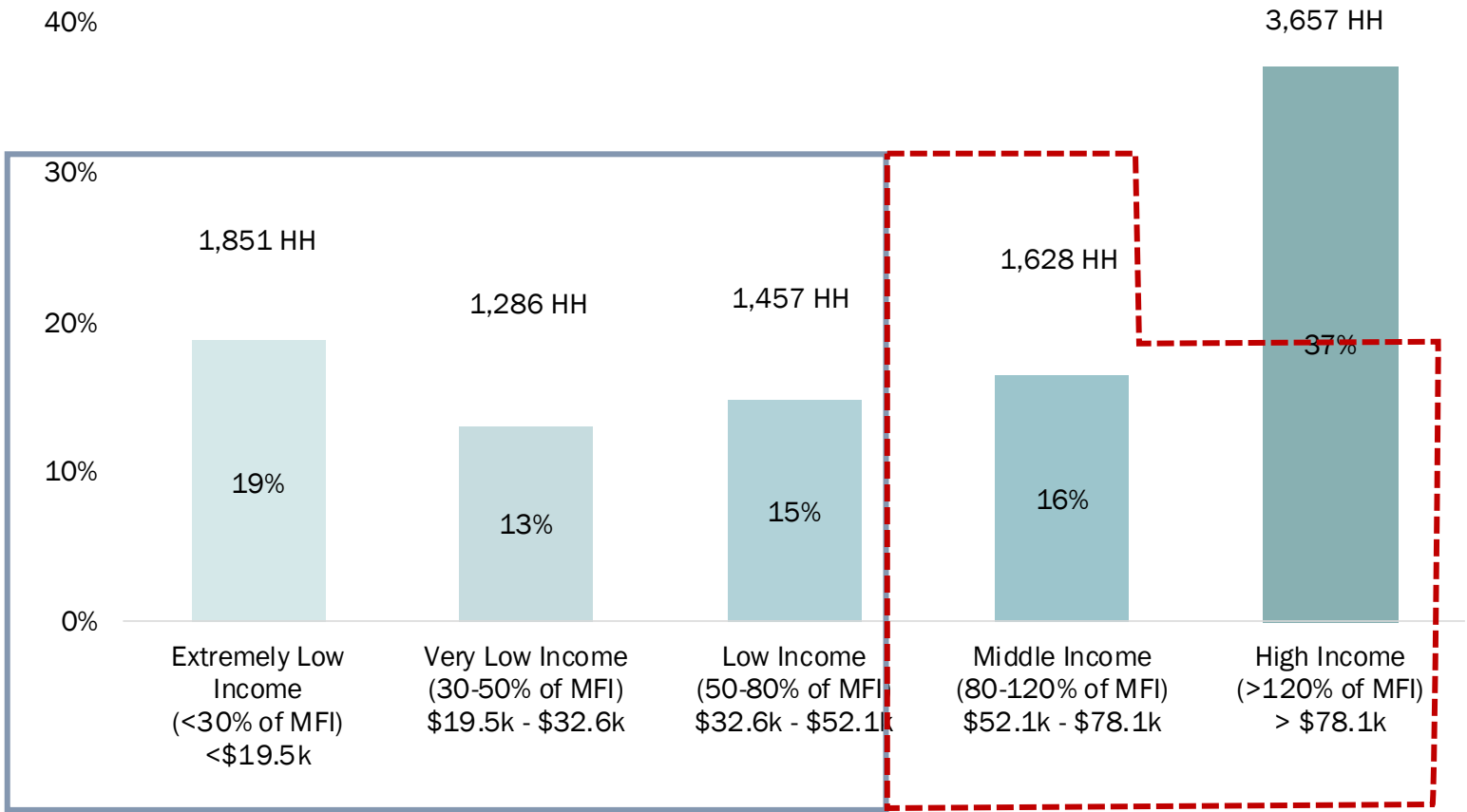


- 3/4th of households are comprised of just 1 or 2 people, and
- 1/5th of households have children present

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

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

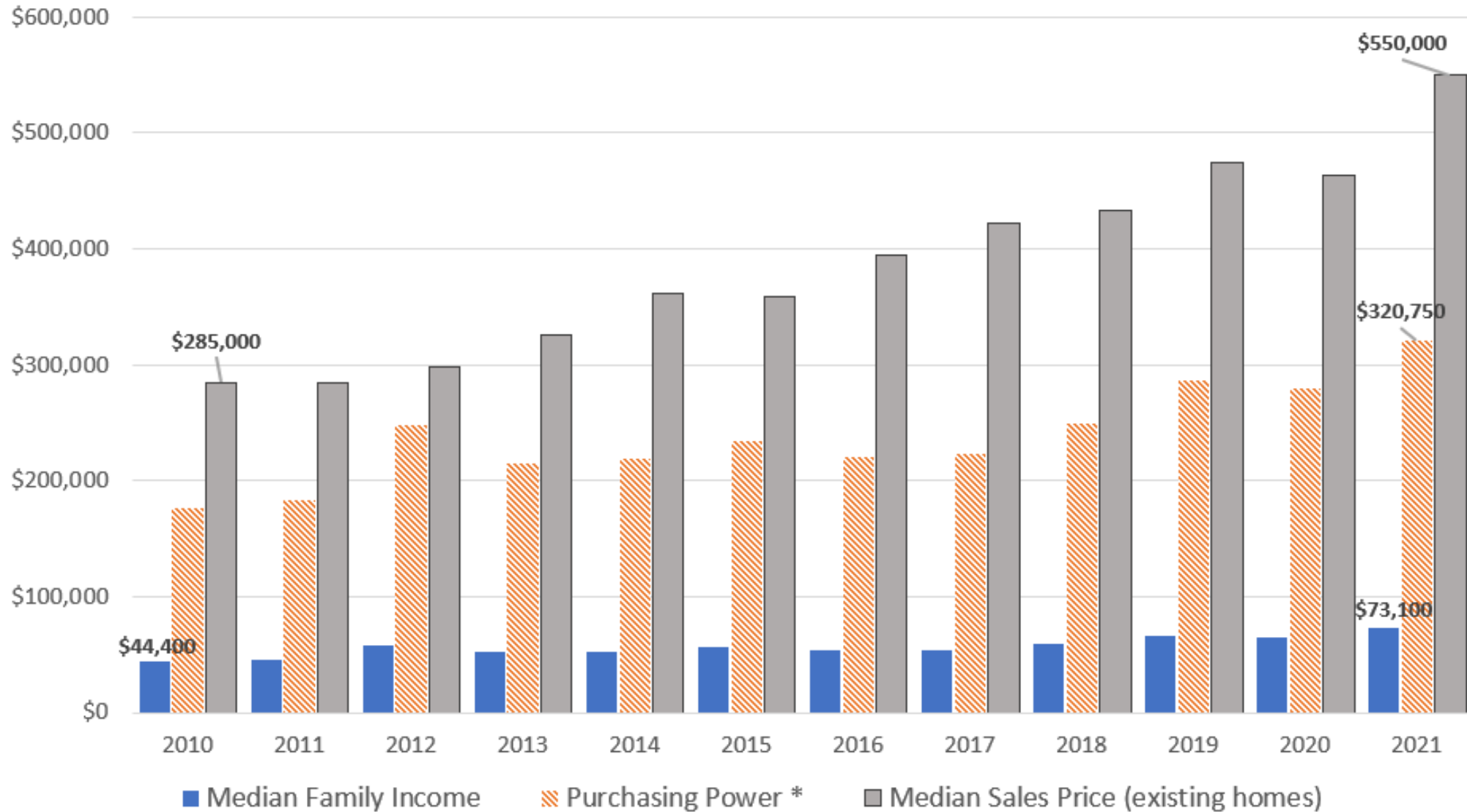
- Housing ownership is increasingly unaffordable
 - Including for middle and high-income households (earning $\leq 165\%$ area median income - \$107,000)



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

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

Ashland Incomes and Housing Sales



Median income lags behind escalating housing costs

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

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

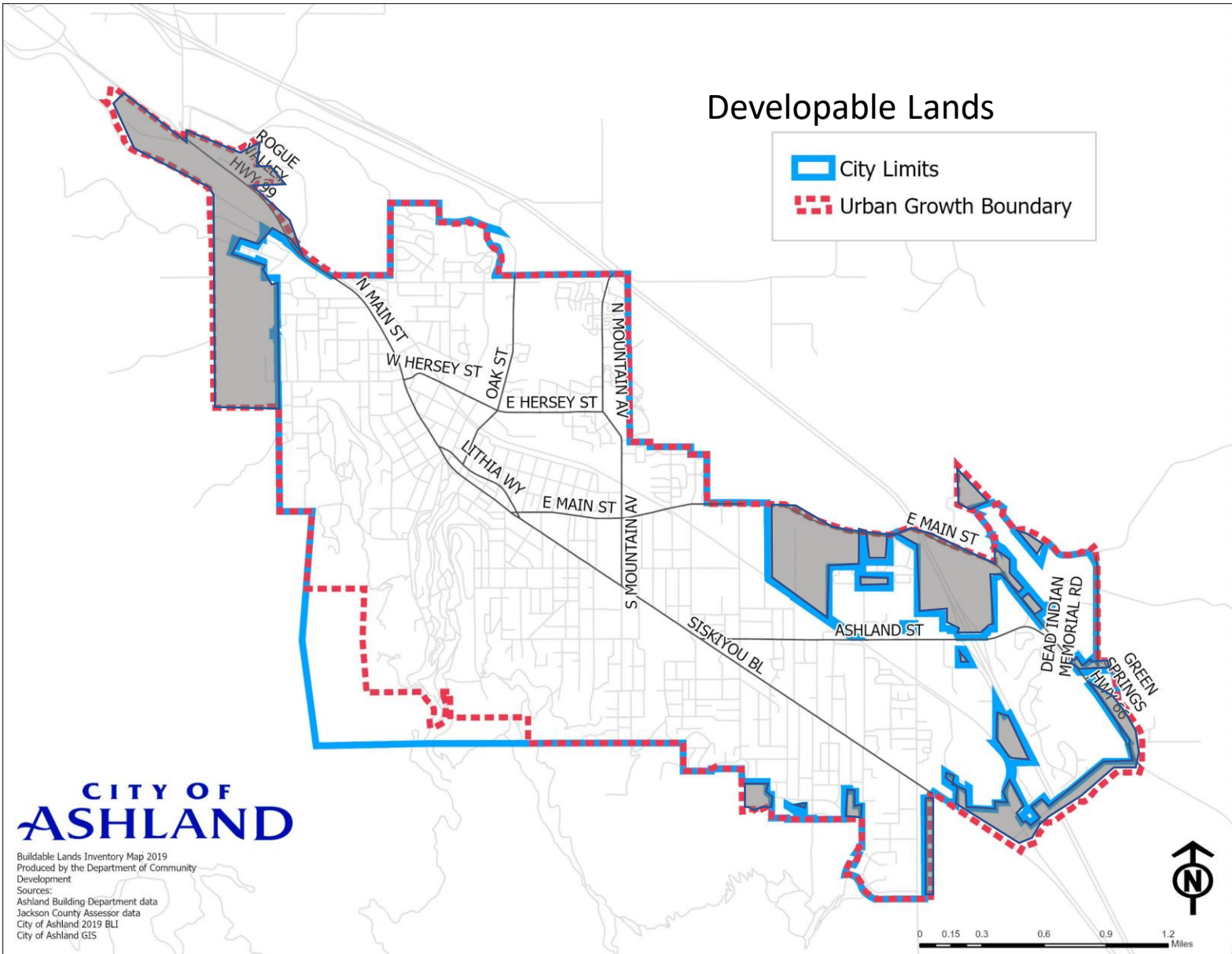
Housing costs: Rogue Valley Association of Realtors: Southern Oregon Multiple Listing Service.

Ashland's Demographics Summary

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

Ashland's Characteristics – Urban Form

- Compact urban form
 - Slow growth
 - Limited Urban Growth Boundary
 - No urban reserve areas
 - Build out
 - 90% Residential in City Limits
 - 80% Residential in UGB
- Current Activity Centers
 - Entertainment – Downtown
 - Education – Southern Oregon Univ.
- Market
 - High market values
 - Aging housing stock
 - Locked Growth Capacity
 - 20+ commercial/employment land
 - Includes Croman Mill

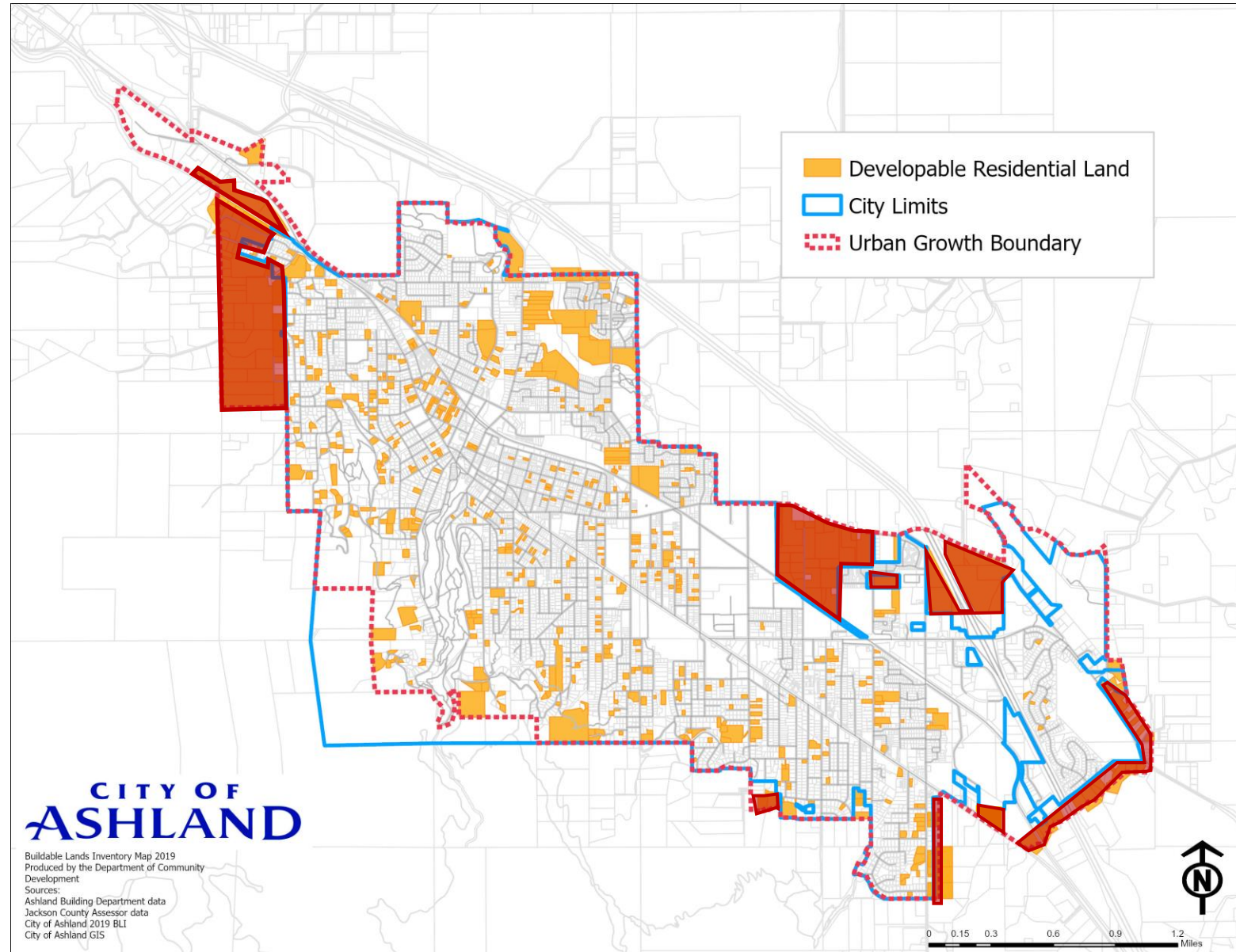


CITY OF ASHLAND

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

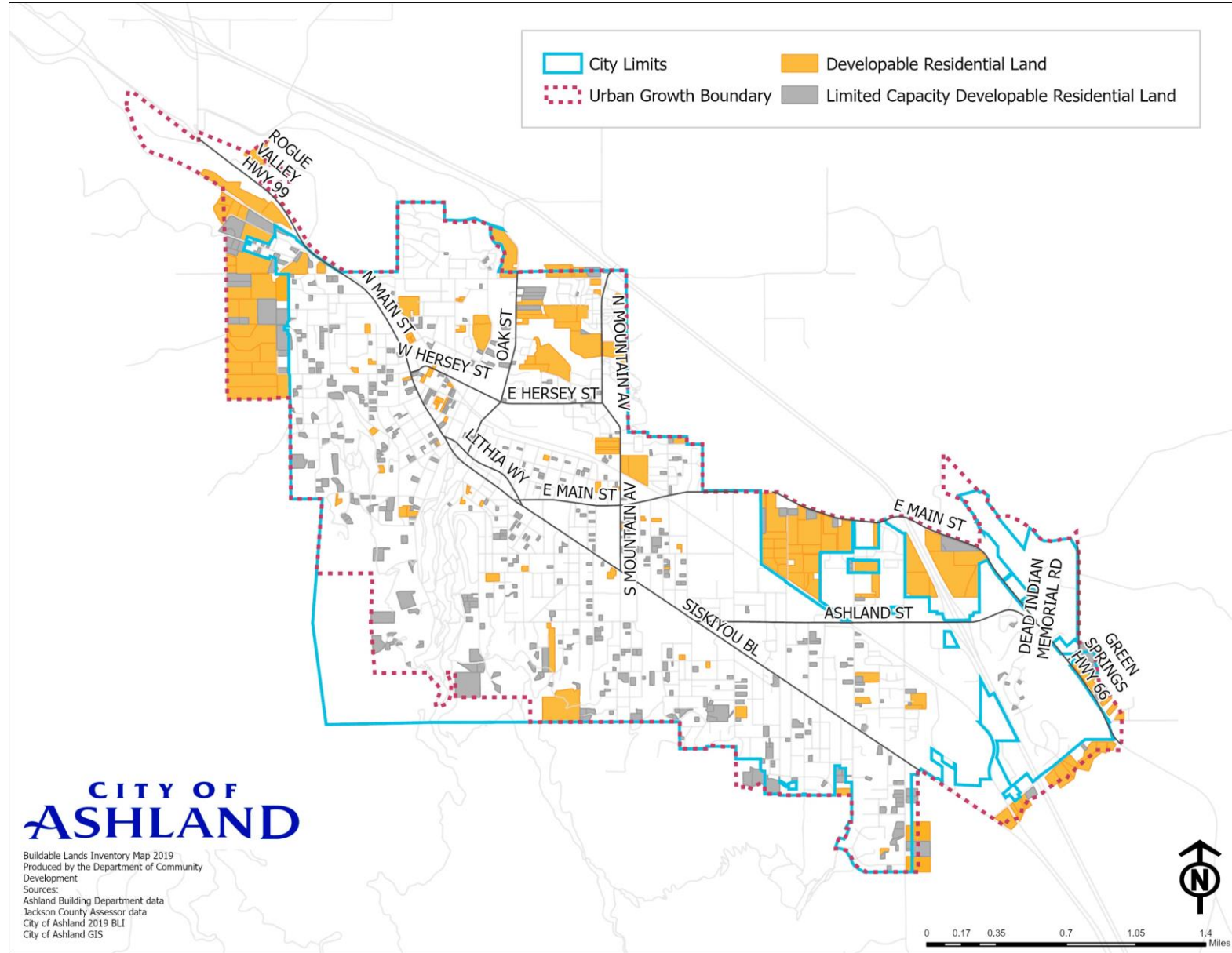
Developable Lands

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



Developable Lands

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



Strategic Choices - Developable Lands

- Affordable and Workforce Housing Development

Required Affordability- Annexations

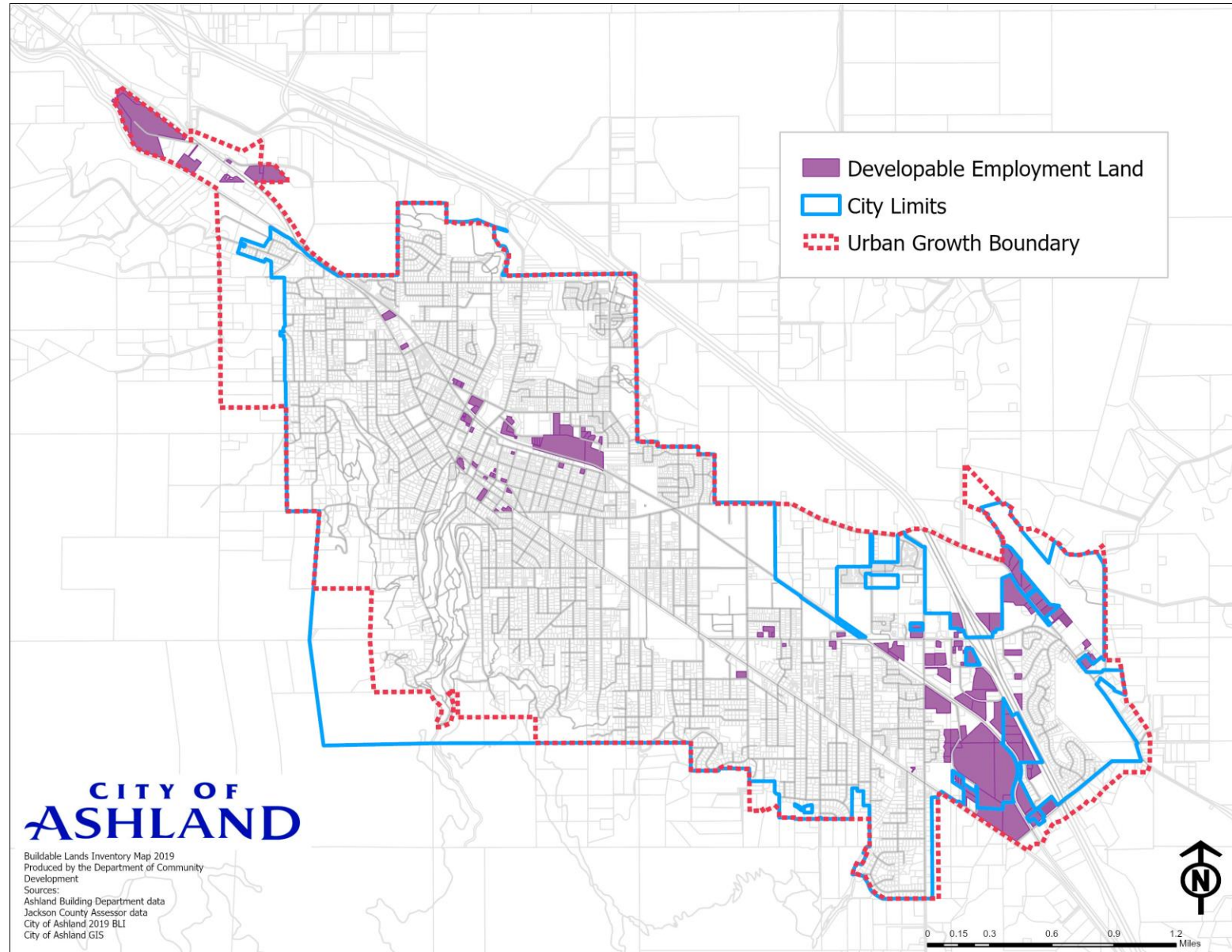
- Dwelling capacity outside City Limits = 1300 units
 - 25% affordable units required (depending on income targets)
- **325** new deed restricted affordable housing units expected

Voluntary affordability - Infill

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

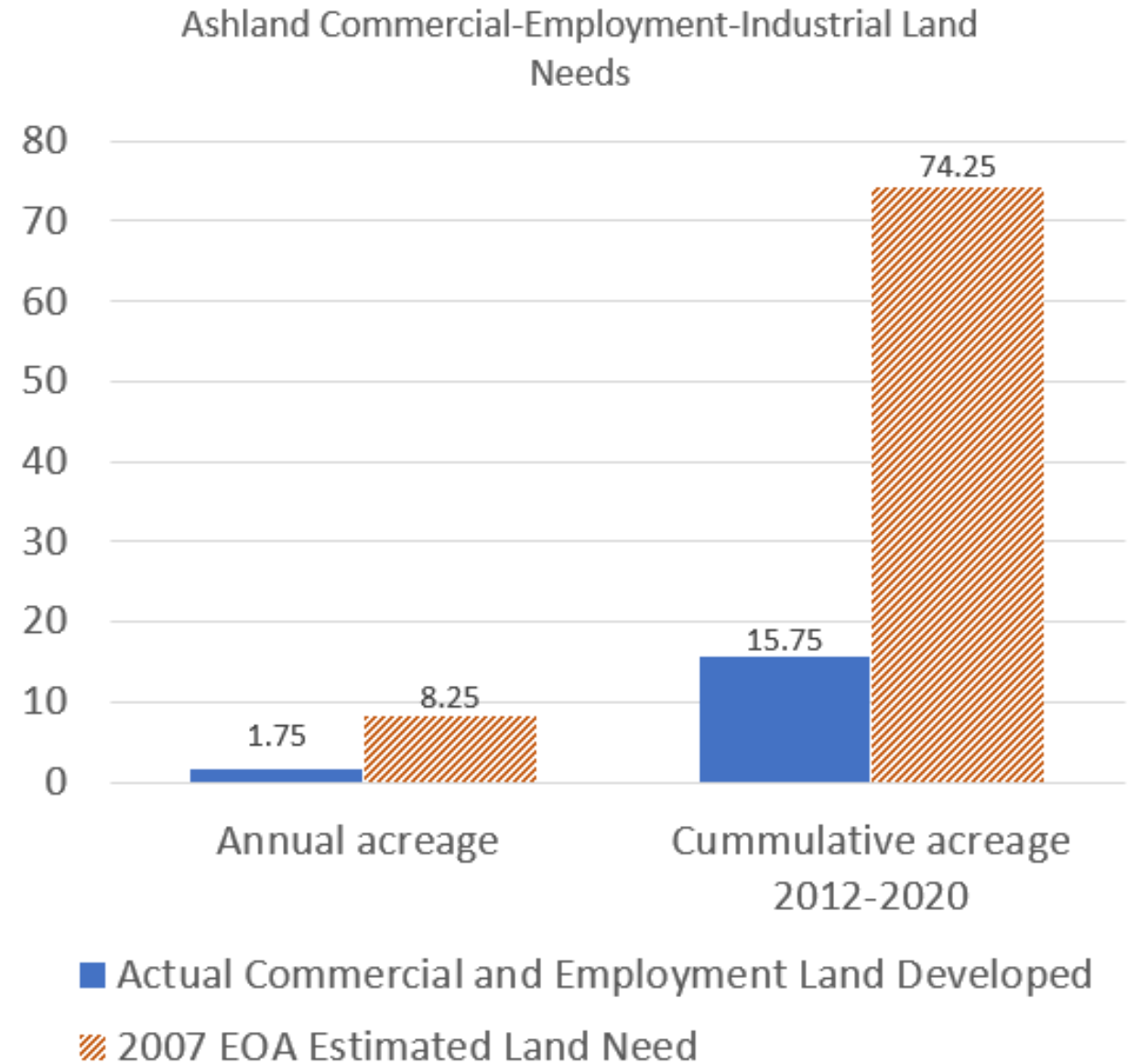
Developable Lands

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



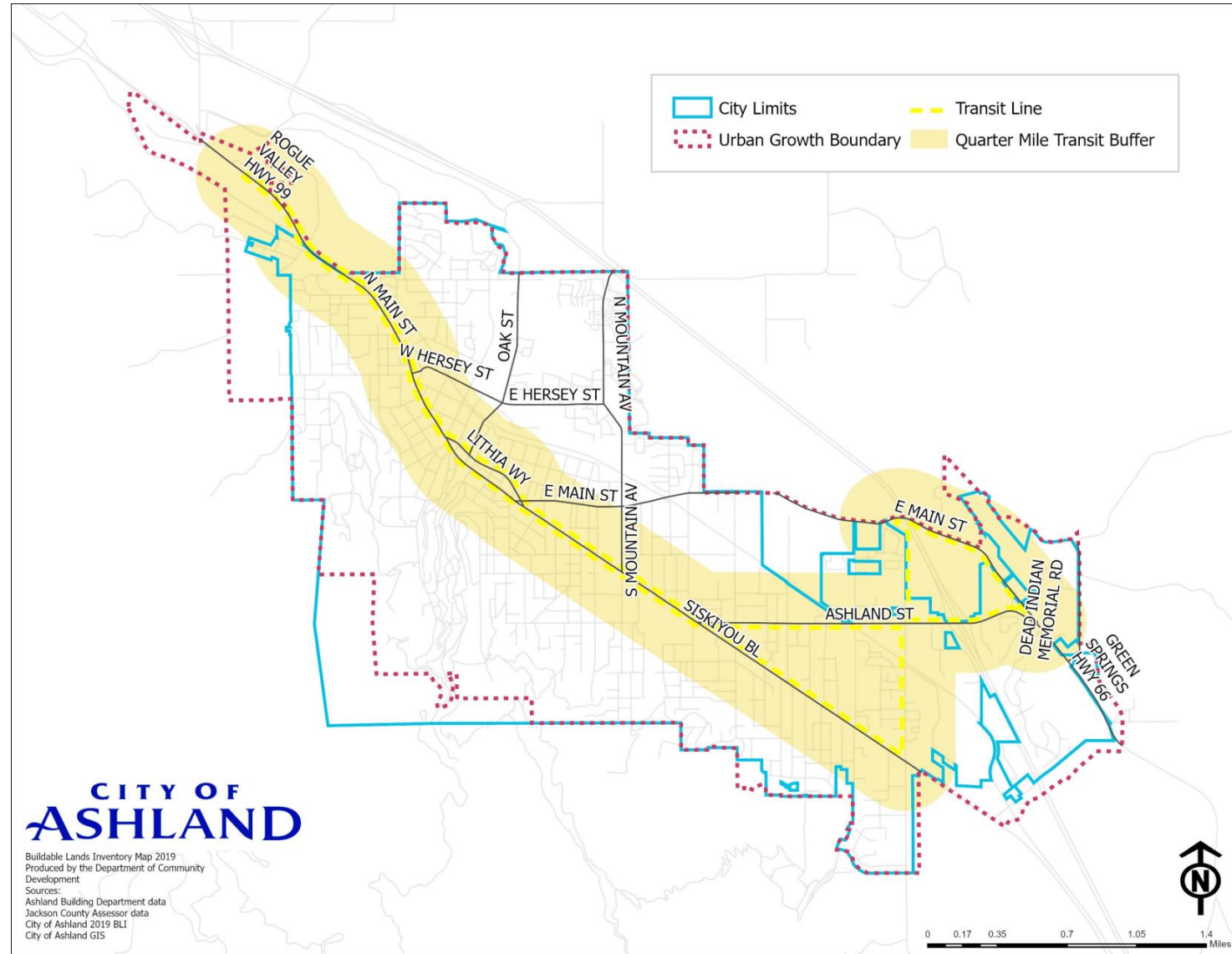
Developable Lands

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



Strategic Choices - Opportunities

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



Strategic Choices - Activity Centers (Investment Districts)



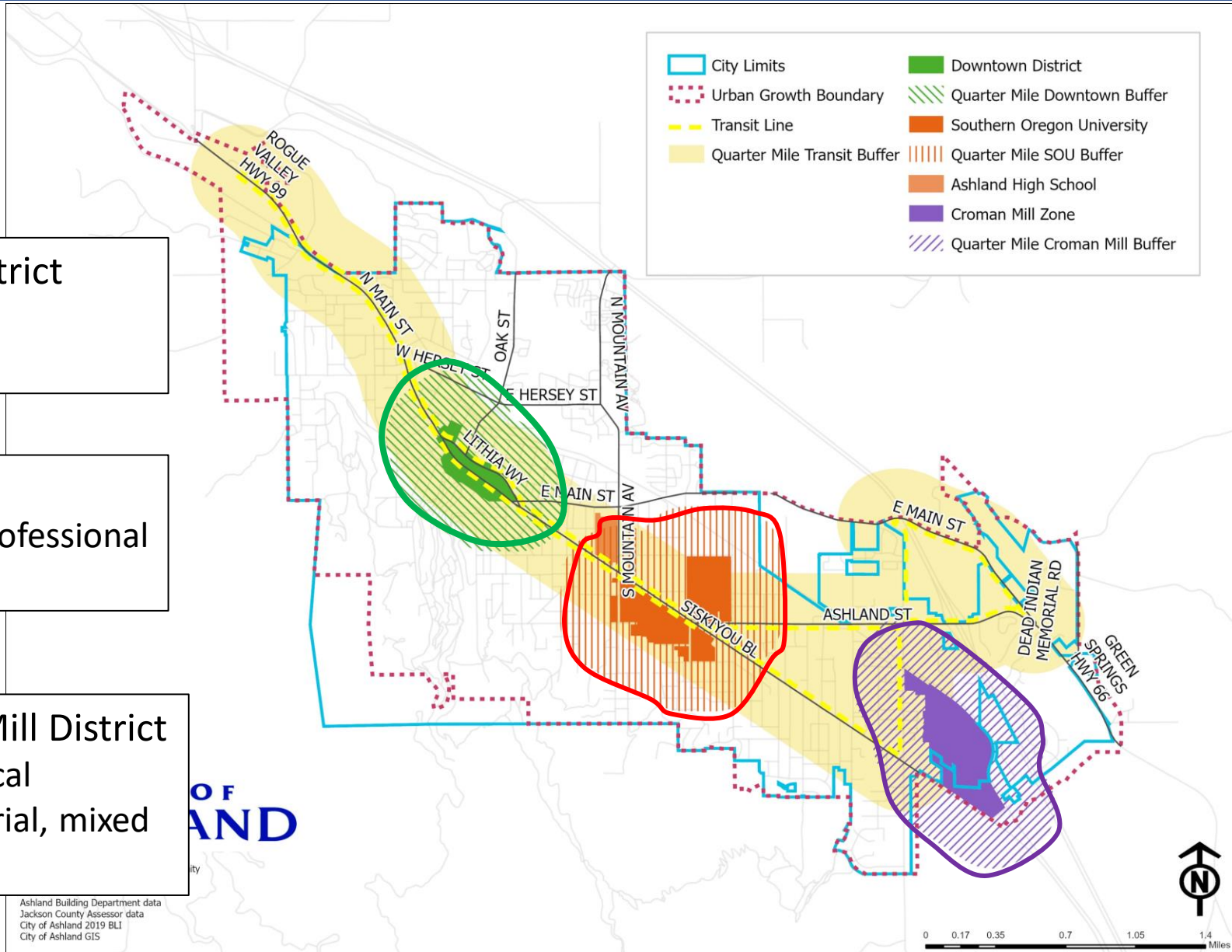
- **Entertainment - Downtown District**
 - Historic district, arts, culture, entertainment



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

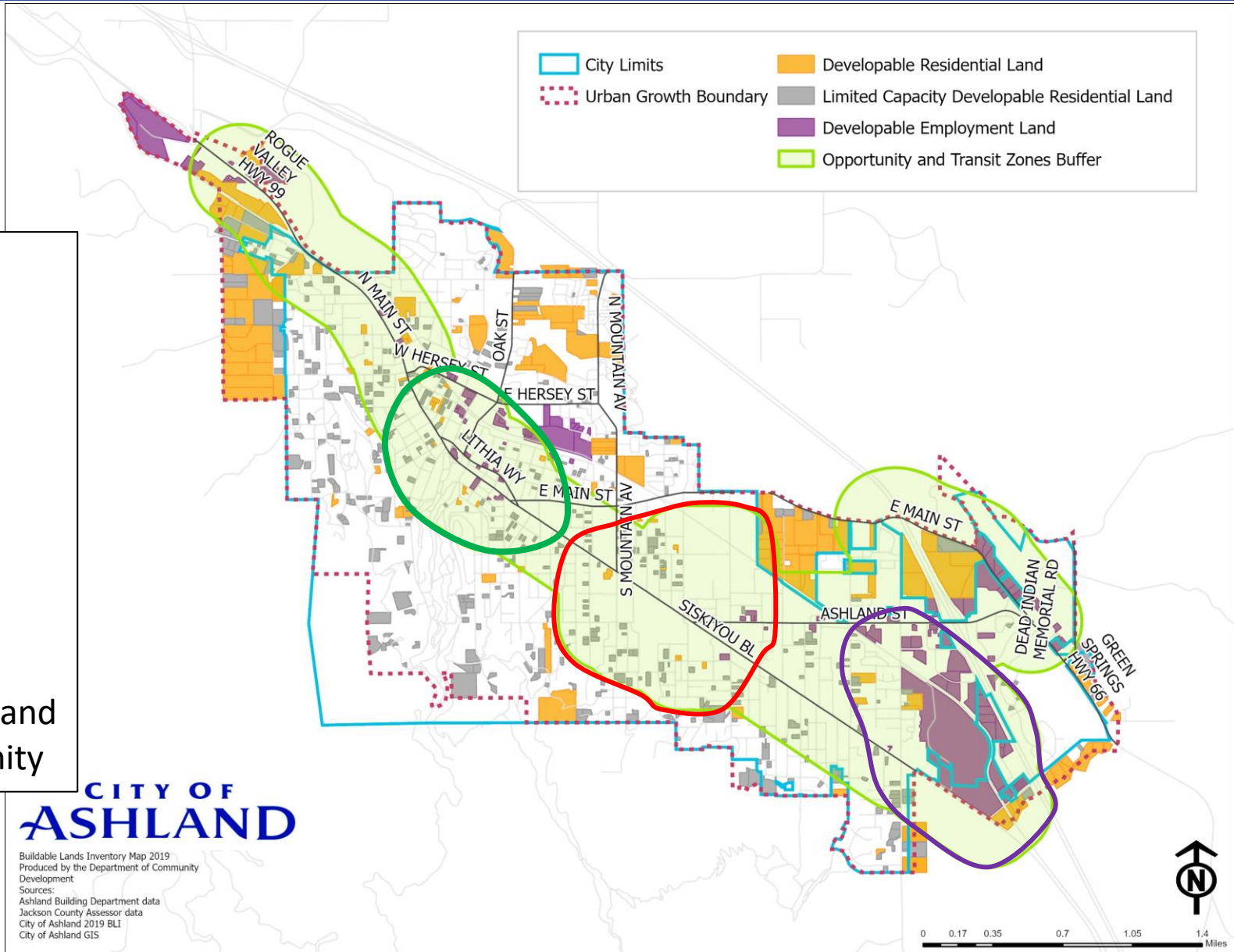


- **Future Employment - Croman Mill District**
 - Current Croman Mill Plan – Local businesses, Office, light industrial, mixed use residential



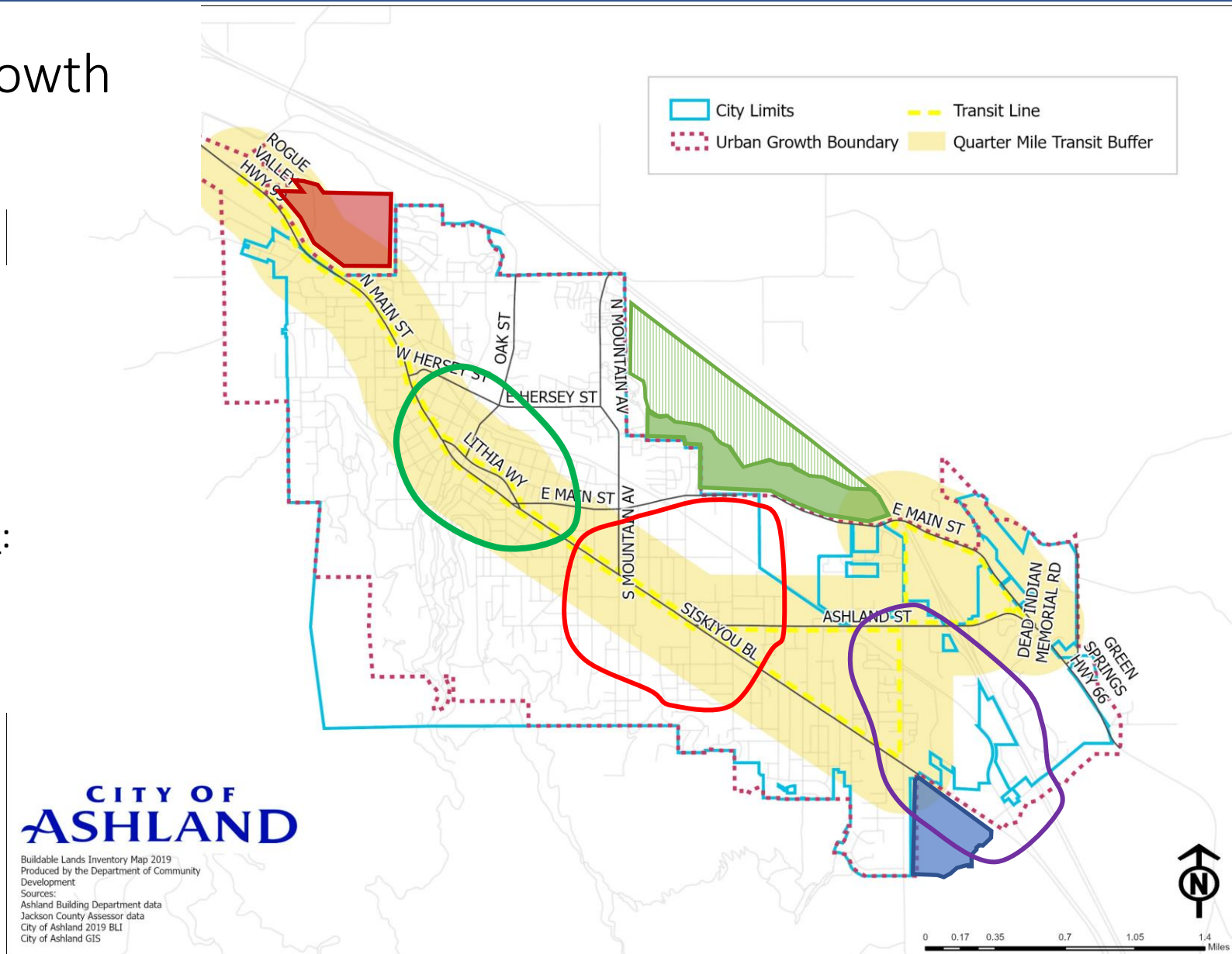
Strategic Choices - Transit Supportive Development

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



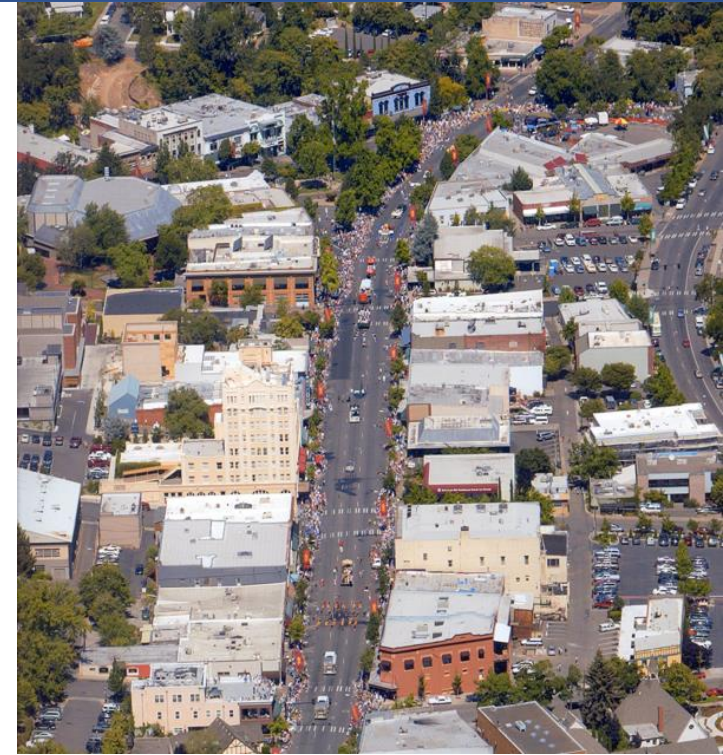
Strategic Choices - Future Growth (next 40+ years)

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



Strategic Choices - Urban Form Summary

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

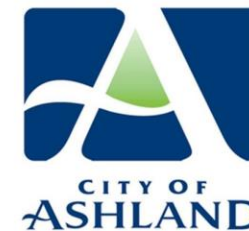
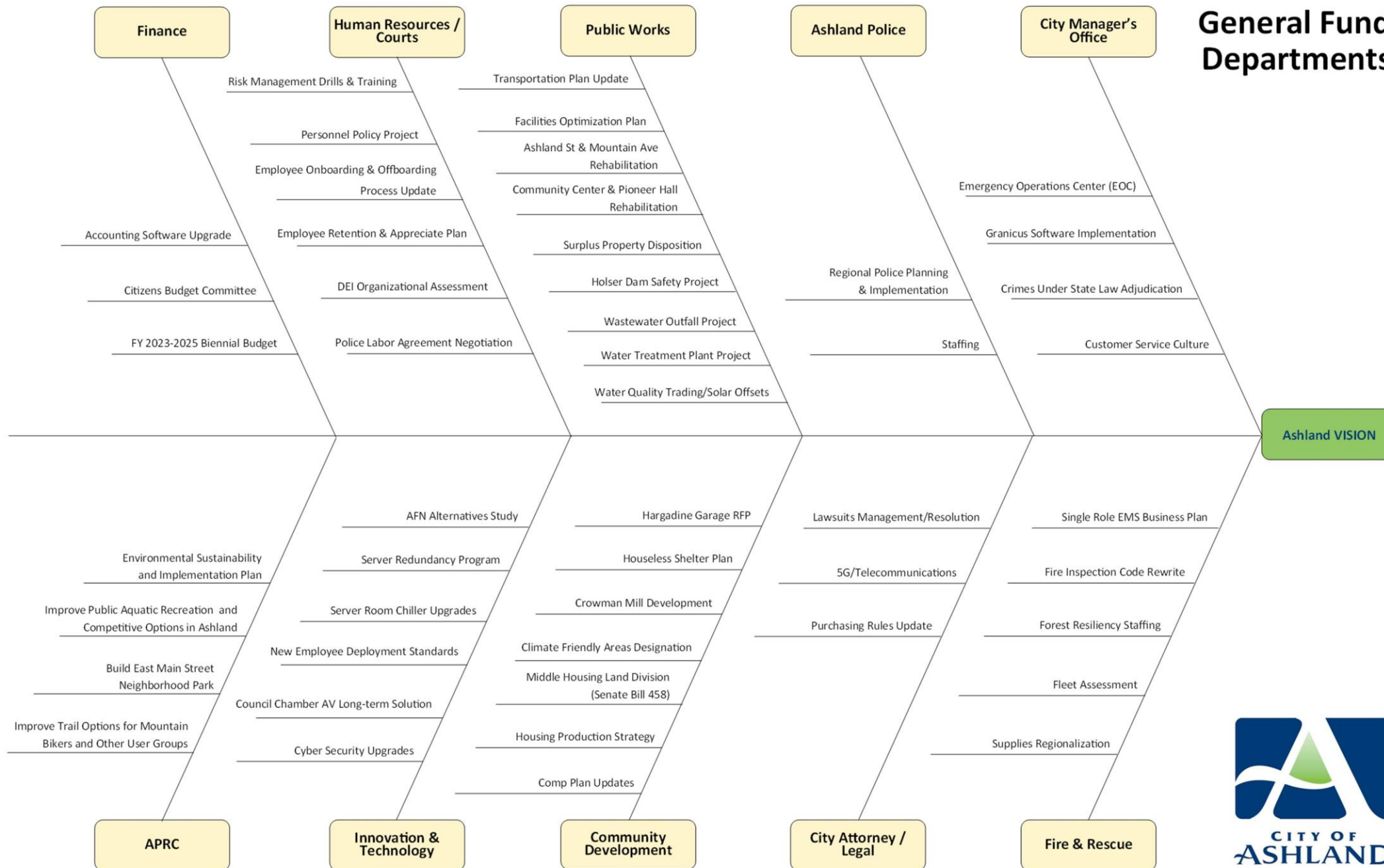


Strategic Choices

Questions?



General Fund Departments



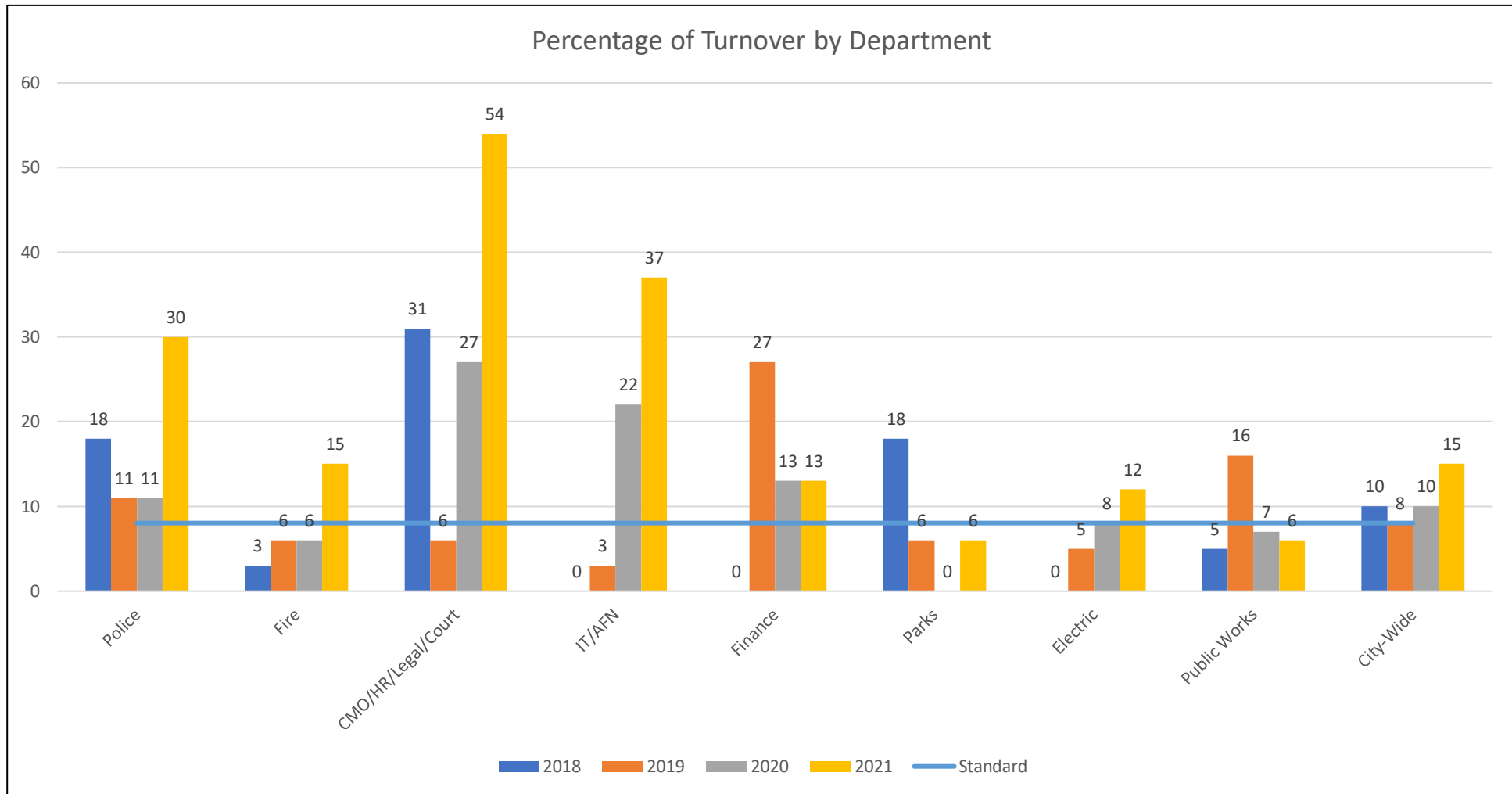
City Organization Profile

- **Total Workforce**

- Approx. 245.25 Full Time Equivalents (FTEs)
 - Includes approx. 30-40 Park & Rec. & Streets temporary positions
- Department Budgeted FTEs
 - Admin.
 - City Recorder
 - City Attorney
 - Finance
 - Community Dev.
 - Police
 - Fire
 - Parks & Recreation
 - Public Works
 - Electric
 - Total

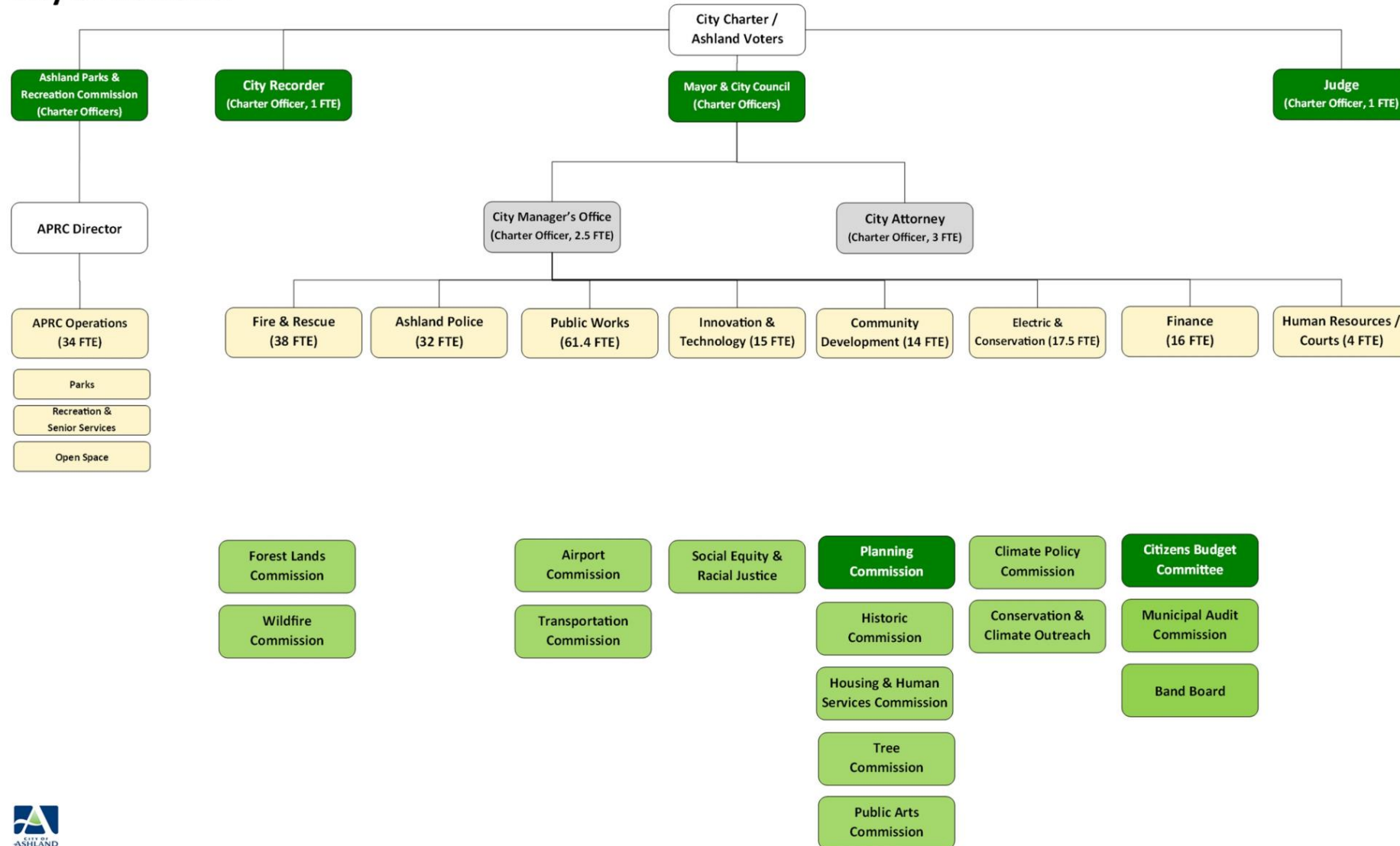
- Bargaining unit affiliation (approx. current)
 - IBEW Clerical 40
 - IBEW Electrical 17
 - Laborers 41
 - Fire 30
 - Police 22
 - Non-affiliated
 - Management/confidential 60.5
 - Parks & Rec. 34.75
 - Total 245.25

Organizational Risk - Turnover Rates

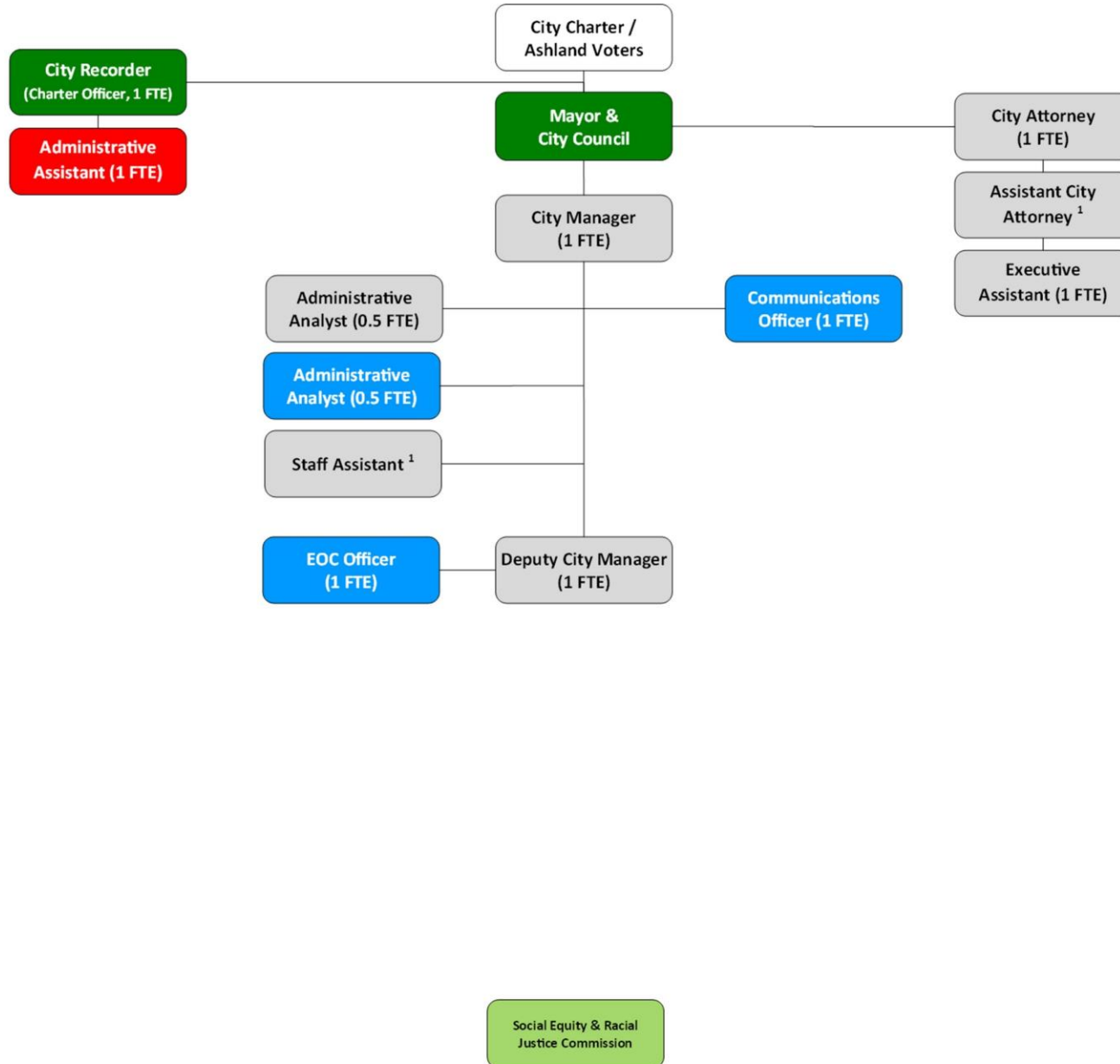


Strategic Choices - Organizational Assessment

City of Ashland



City of Ashland Administration



Notes:

Reduction of the Administrative Analyst position to 0.5FTE

Addition of a Communications Officer for city-wide communication

Addition of an Emergency Operations Coordinator

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

LEGEND

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

¹ Currently, a contracted position



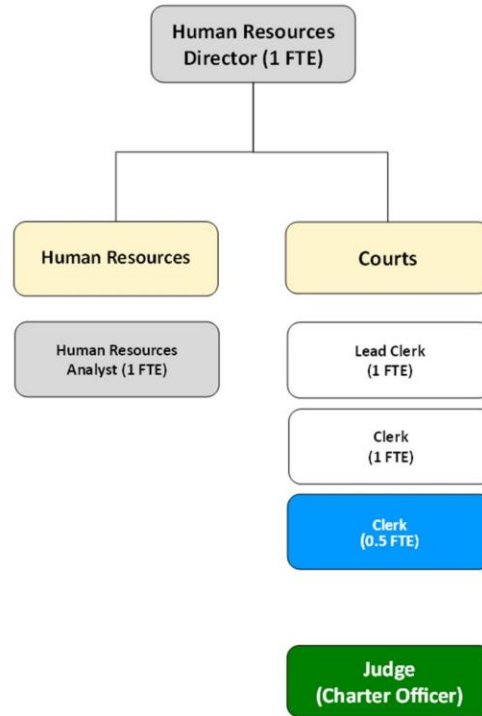
Finance Department



LEGEND

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

Human Resources / Courts

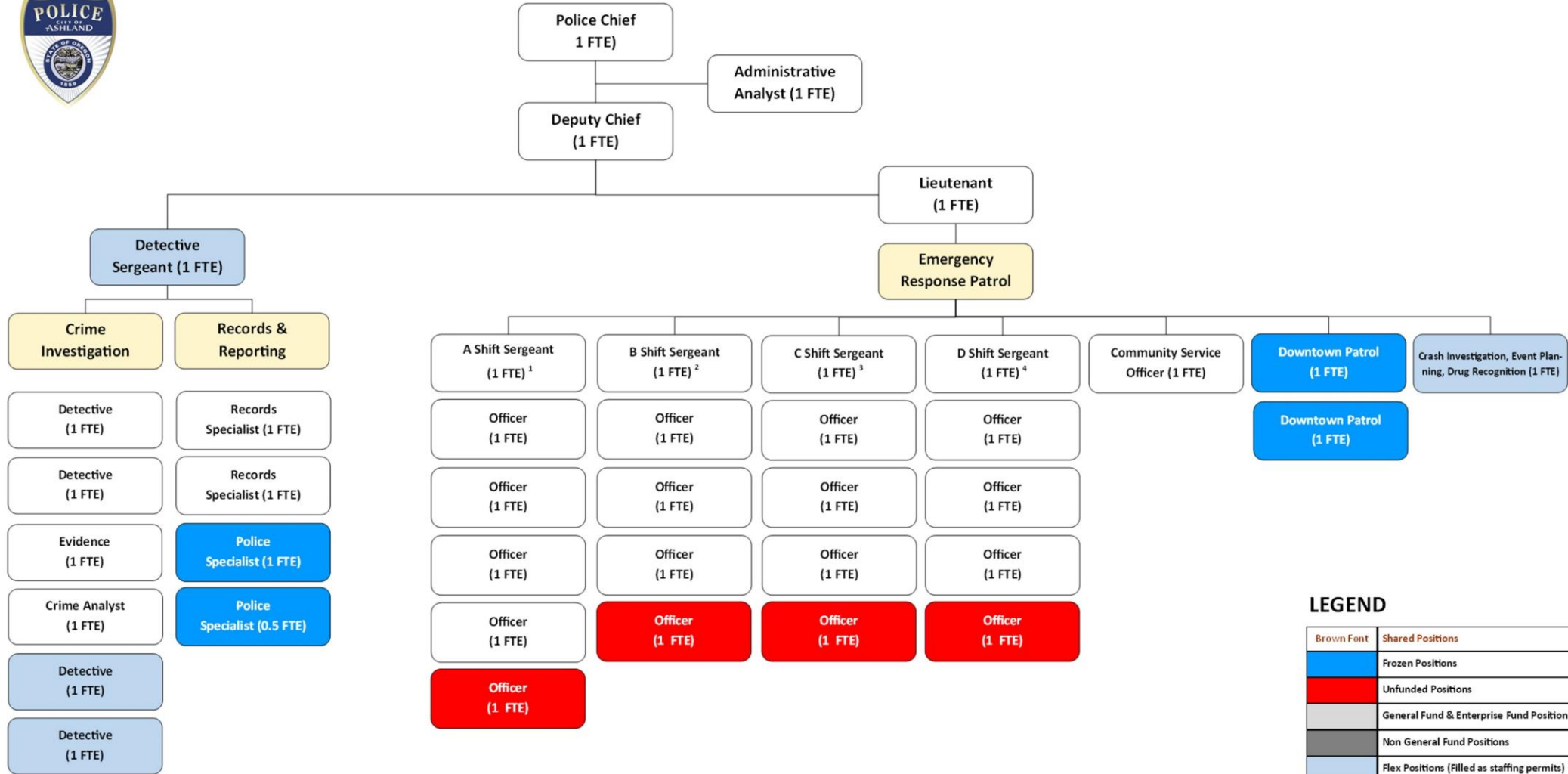


Notes:
 Reduction of the Court Clerk position to 0.5FTE
 (Relocation to City Manager Department)

LEGEND

Brown Font	Shared Positions
Blue	Frozen Positions
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Ashland Police Department



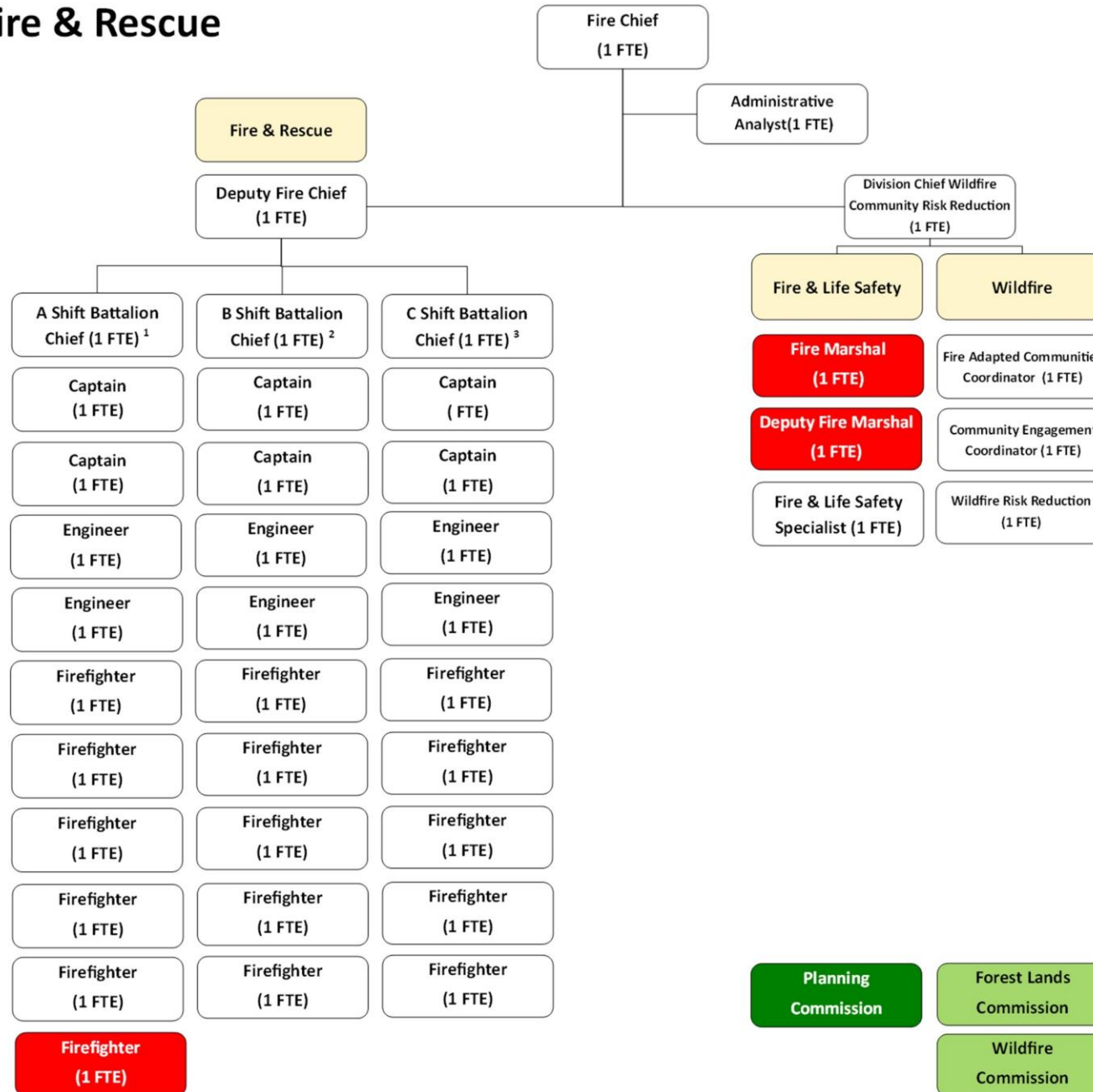
LEGEND

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Dark Green	Legally Mandated Commissions/Committees
Light Green	Discretionary Commissions/Advisory Boards

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



Ashland Fire & Rescue



LEGEND

Brown Font	Shared Positions
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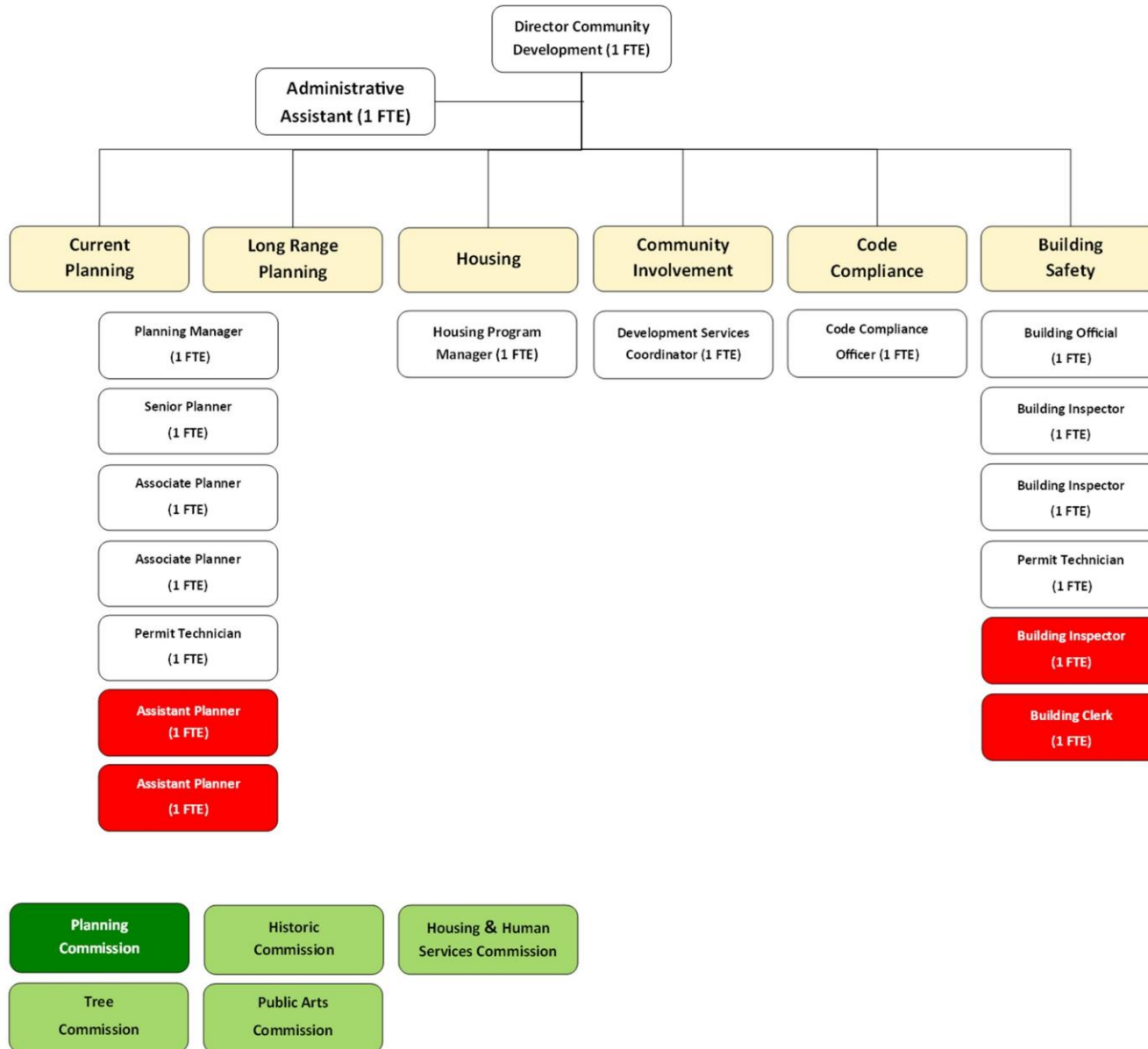
¹ Shift A: Sat, 8 a.m.—Sun, 8 a.m.

² Shift B: Mon, 8 a.m.—Tue 8 a.m.

³ Shift C: Wed, 8 a.m.—Thu, 8 a.m.

Cycle continues with A, B, C

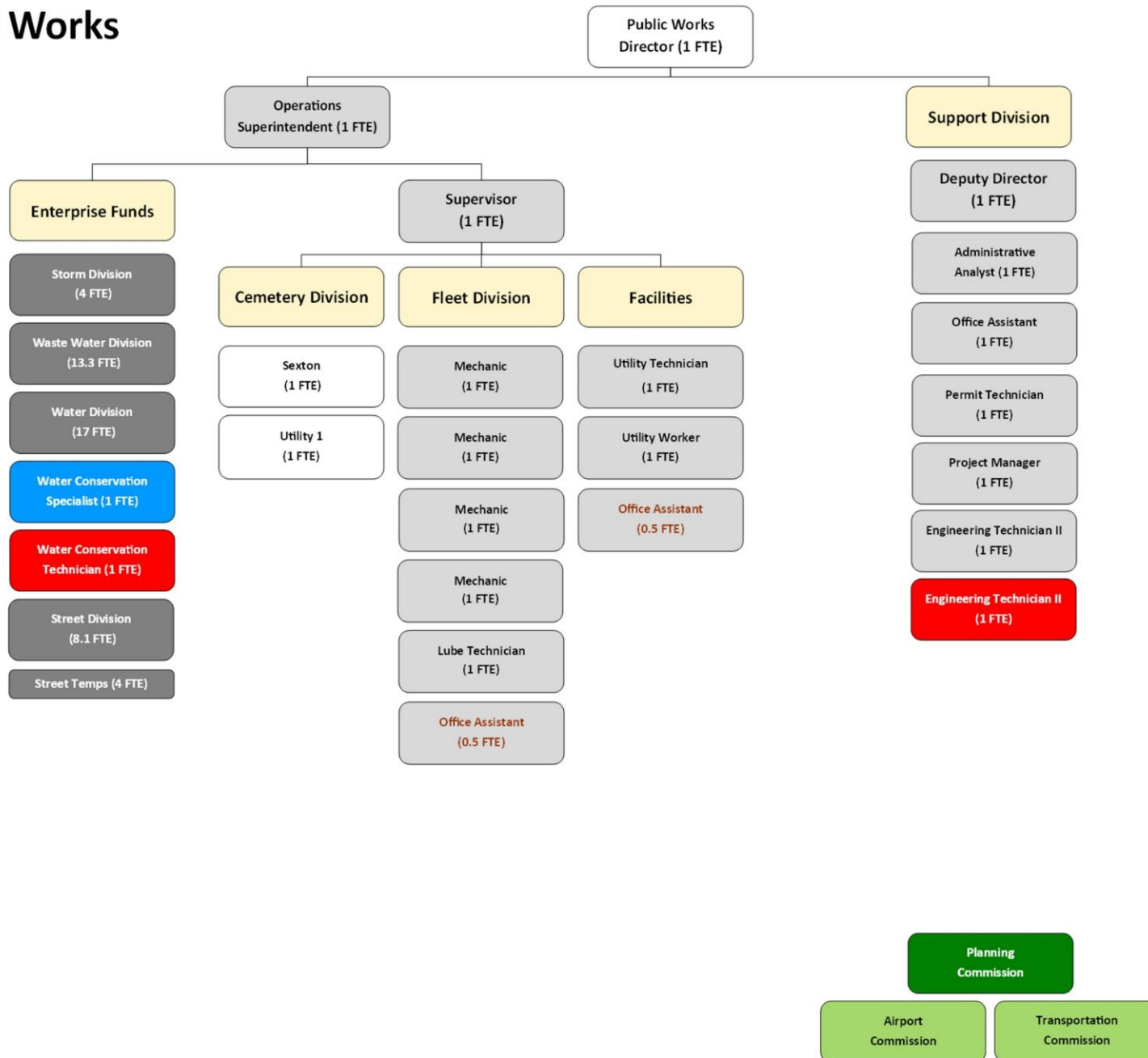
Community Development



LEGEND

Brown Font	Shared Positions
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Public Works



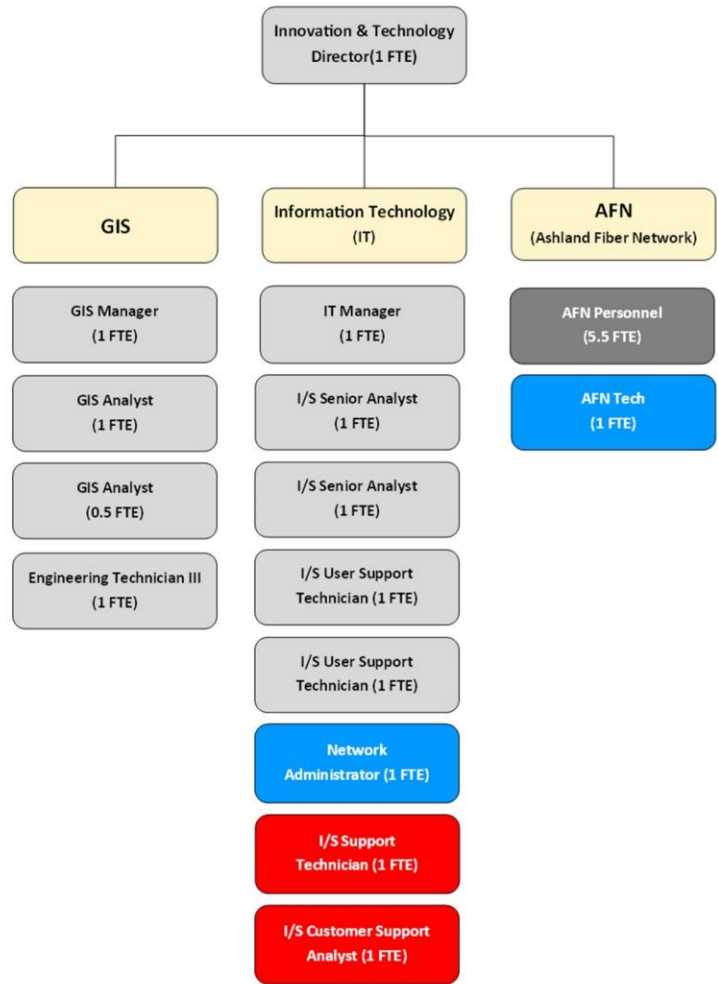
NOTES:
Transition of GIS to the Innovation & Technology Department

LEGEND

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Innovation & Technology



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

LEGEND

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

Strategic Choices

Questions?



Strategic Choices - Agenda

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

- ✓ General Fund Deficit Status

- ✓ Organizational Staffing/Structure

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

- **General Fund Budget Status**

- **Priorities & Adjustments**

- City Commissions

- CIP Budget

- Transportation
- Storm Drain
- Wastewater
- Water

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

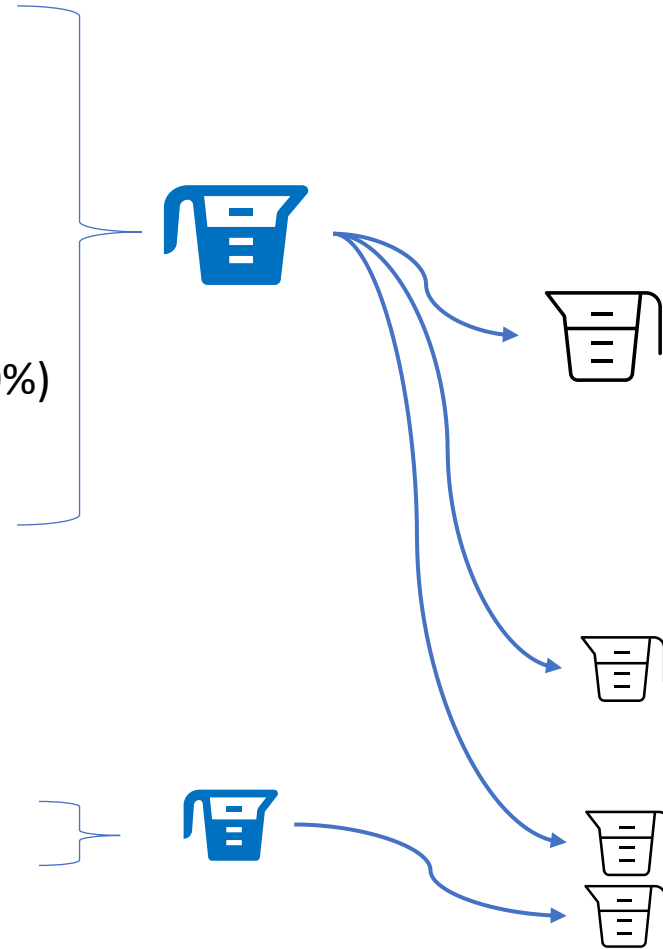
General Fund Sources

- **Unrestricted**

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

- **Restricted**

- Food & Beverage Tax



General Fund Uses

- **Departments**

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

- Housing Trust Fund

- **CIP**

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

General Fund Budget Status

- **Sources growth vs. uses growth**

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

- **Signs of Budget Instability**

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

- **Balancing the Budget with Limited Resources**

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

General Fund Budget Status

- **Expenditure Reductions**

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

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

General Fund Budget – Strategic Choices

- **Operating Expenditure Reductions**

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

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

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

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

Strategic Choices - Risk Assessment

- **Budget Priorities**

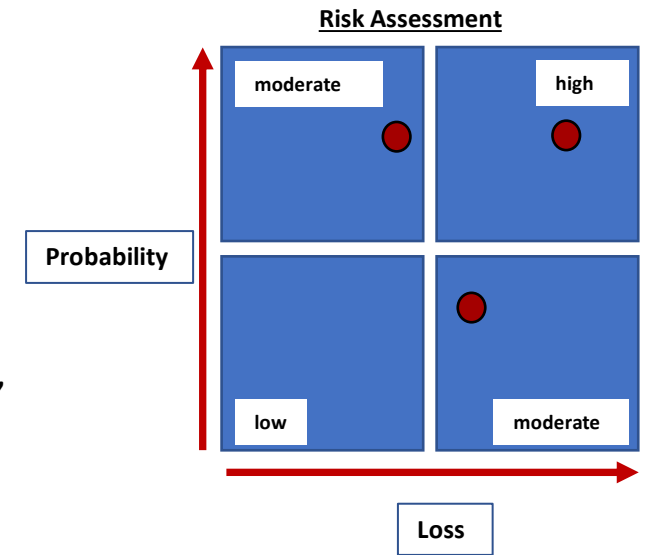
1. Balance 2022-23 Budget
 - Within Budget Authority
 - Within available funding
 - Focus on systemic reductions
 - Vacancy & travel/training
 - Budget reductions
2. Emergency Operations Center (EOC)
 - EOC Officer
 - Communications Officer
 - Immediate Emergency Response
3. Emergency Reserve

4. Support Local Economy

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

5. Organizational Stability

- DEI Assessment
- No current employee layoffs



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

Strategic Choices

- **Priorities**

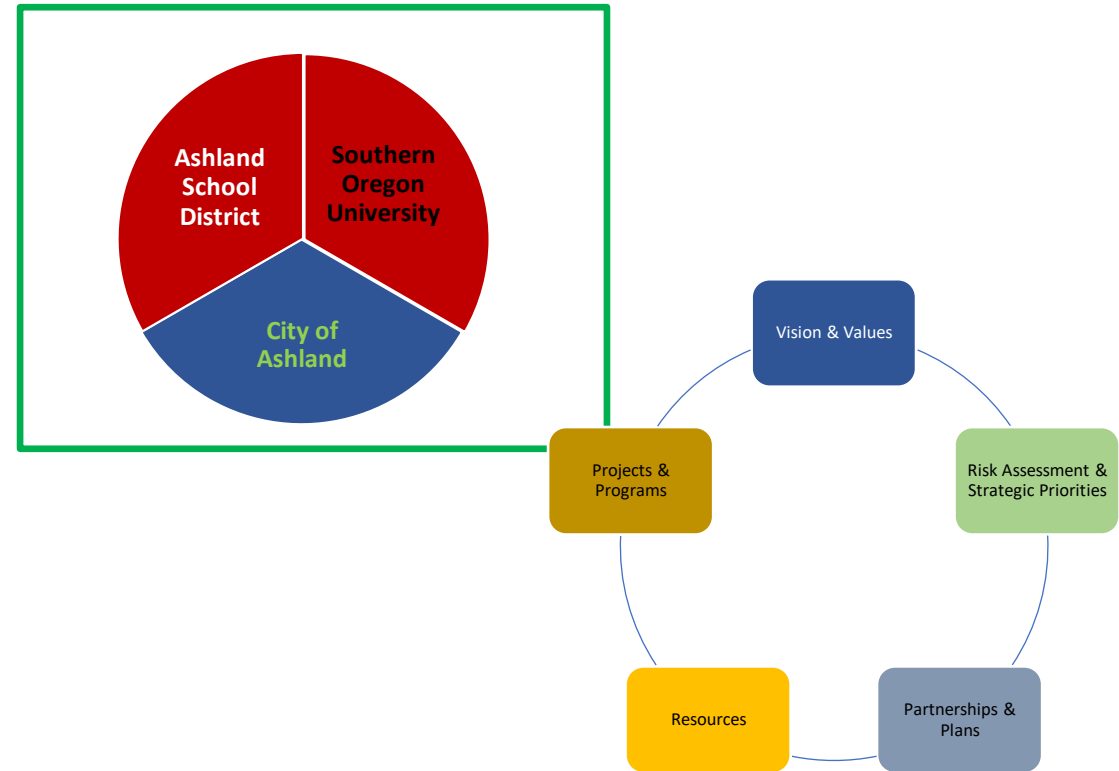
- Emergency Operations Center (EOC)
 - EOC Officer
- Diversity, Equity & Inclusion initiatives
 - Organizational assessment & training Business community “welcoming” initiative
- Houseless Shelter Planning
- Affordable Child Care & Early Childhood Education planning

- **Risk Response**

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

- **Joint Planning Partners**

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



Strategic Choices

Questions?



Strategic Choices - Agenda

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

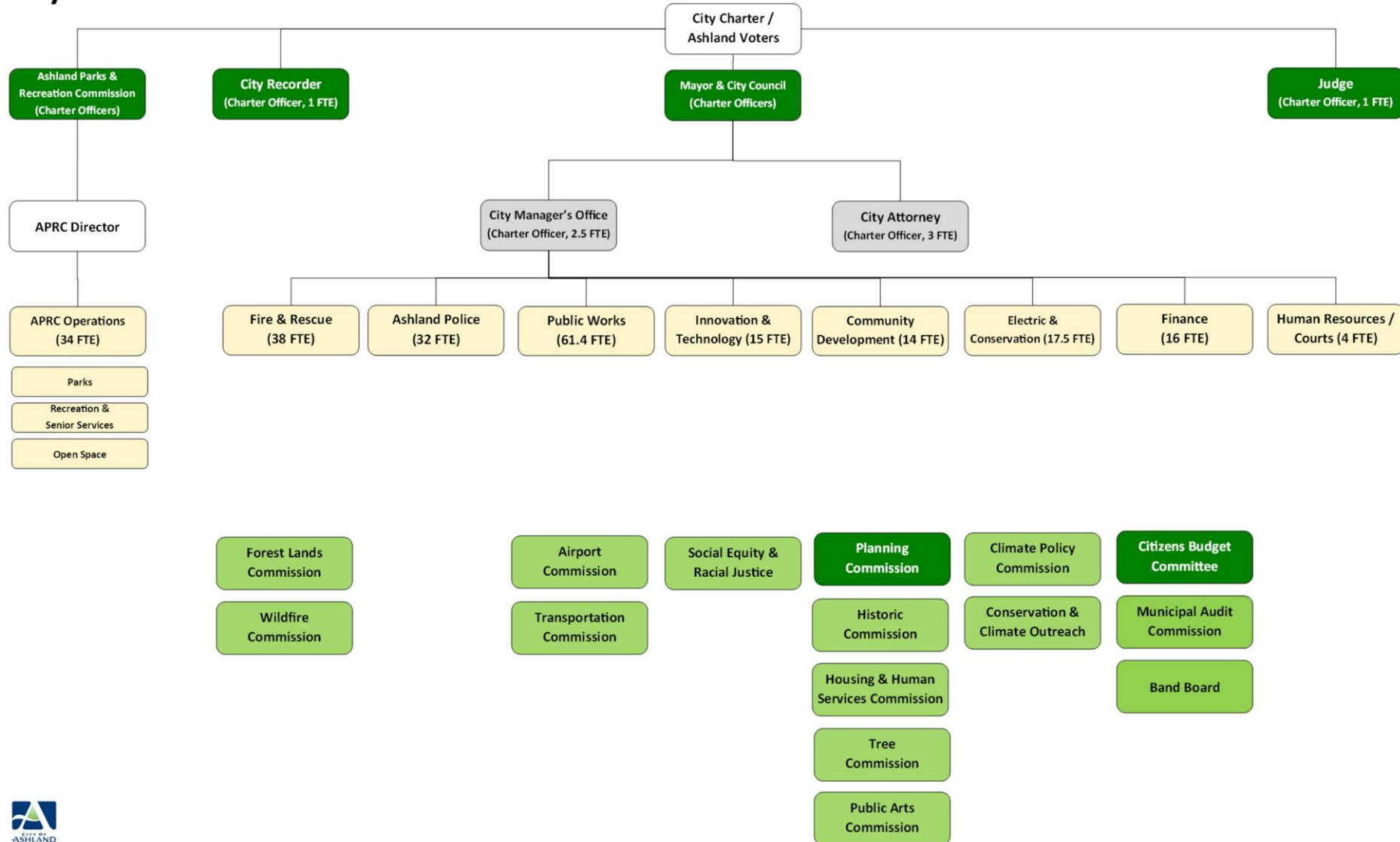
- ✓ General Fund Deficit Status
- ✓ Organizational Staffing/Structure
 - Vision & Values
 - Ashland's Characteristics
 - Strengths, Demographics & Risks
 - Economics & Opportunities
 - Organizational Status
 - Cause-Effect
 - Services Silos
- ✓ General Fund Budget Status
 - Priorities & Adjustments

- **City Commissions**

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

Commissions & Advisory Boards/Committees

City of Ashland



Proposed Commissions & Advisors

Governance/Discretion

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

City Council – Sitting Advisory Boards

1. Housing & Human Services Board
2. Environmental Board

combine

- Climate Policy Commission
- Conservation & Climate Outreach Commission

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

City Council/Staff – Ad Hoc Advisory

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

Ashland – Current Commissions

Commissions

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

Strategic Choices

Questions?



Strategic Choices - Agenda

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

- ✓ General Fund Deficit Status

- ✓ Organizational Staffing/Structure

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

- ✓ General Fund Budget Status

- Priorities & Adjustments

- ✓ City Commissions

- **CIP Budget**

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

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

Strategic Choices – Capital Improvement Plan (CIP)

Master Planning

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



Capital Improvement Program

- **Project Priorities – Biennium Budget**

✓ **Council Adoption**

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

✓ **Council Adoption**

Strategic Choices - Project Implementation

- **Council Approvals**

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

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

Strategic Choices - Street CIP

Transportation System Improvements 2022-2027 Construction Years		Project Totals FY22-FY27									
Project Description		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
Regulatory	Lithia Way (OR 99 NB)/E Main Street Intersection Improvements	\$ 73,750						\$ 73,750	\$ 7,375	\$ 66,375	\$ -
Life Cycle	Ashland St - Siskiyou Blvd to Faith St	58.76	\$ 2,500,000					\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
	N Mountain Ave - I-5 Overpass to E Main St	59.36	\$ 1,000,000	\$ 2,225,000				\$ 3,225,000	\$ -	\$ -	\$ 3,225,000
	Oak St - City Limits to E Main St	36.09		\$ 1,500,000	\$ 1,000,000			\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
	Siskiyou Blvd - E Main St to Walker Ave	37.87			\$ 3,500,000	\$ 3,000,000		\$ 6,500,000	\$ -	\$ -	\$ 6,500,000
	Wightman St - Quincy St to Siskiyou Blvd	17.30				\$ 1,400,000		\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
	Maple St - Chestnut St to N Main St	32.36				\$ 600,000		\$ 600,000	\$ -	\$ -	\$ 600,000
	Tolman Creek Rd - E Main St to Ashland St	65.30					\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000
	Walker Ave - E Main St to Siskiyou Blvd	45.77					\$ 1,700,000	\$ 1,700,000	\$ -	\$ -	\$ 1,700,000
	A St - Oak St to Eighth St	53.89					\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	Grandview Drive Improvements - Phase II			\$ 350,000				\$ 350,000	\$ -	\$ -	\$ 350,000
Deficiency	City Wide Chip Seal Project (CMAQ)	\$ 53,592						\$ 53,592	\$ -	\$ 468,244	\$ 53,592
	N Main Street RRFB Installation - Nursey Street & Van Ness Avenue	\$ 75,000						\$ 75,000	\$ -	\$ -	\$ 75,000
	Clay Street - 300-ft north of Takelma to Siskiyou Boulevard	\$ 2,012,500	\$ 3,035,814					\$ 5,048,314	\$ -	\$ 5,048,314	\$ -
Capacity	N Main Street/Highway 99 - N Main Street to Schofield Street		\$ 73,750					\$ 73,750	\$ 71,626	\$ -	\$ 2,124
	Beaver Slide - Water Street to Lithia Way		\$ 73,750					\$ 73,750	\$ 71,626	\$ -	\$ 2,124
	Diane Street - Clay Street to Tolman Creek Road		\$ 29,500					\$ 29,500	\$ 7,375	\$ 22,125	\$ -
	Walker Avenue - Oregon Street to Woodland Drive			\$ 295,000				\$ 295,000	\$ 73,750	\$ 221,250	\$ -
	Tolman Creek Road - Siskiyou Boulevard to City Limits (west side)				\$ 226,875	\$ 400,000		\$ 626,875	\$ 608,821	\$ -	\$ 18,054
	Garfield Street - E Main Street to Siskiyou Boulevard				\$ 135,000	\$ 971,250		\$ 1,106,250	\$ 276,563	\$ 829,688	\$ -
	A Street - Oak Street to 100' west of 6th Street					\$ 140,000	\$ 228,750	\$ 368,750	\$ 92,188	\$ 276,563	\$ -
	Carol Street - Patterson Street to Hersey Street						\$ 221,250	\$ 221,250	\$ 55,313	\$ 165,937	\$ -
	Wightman Street Bicycle Boulevard - E Main Street to Siskiyou Boulevard	\$ 81,420						\$ 81,420	\$ 27,601	\$ 8,142	\$ 45,677
	Laurel Street Bicycle Boulevard - From Orange Street to Nevada Street	\$ 54,280						\$ 54,280	\$ 18,401	\$ 5,428	\$ 30,451
	B Street Bicycle Boulevard - From Oak Street to N Mountain Avenue		\$ 108,560					\$ 108,560	\$ 36,802	\$ 10,856	\$ 60,902
	Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane		\$ 54,280					\$ 54,280	\$ 18,032	\$ 5,428	\$ 30,820
	8th Street Bicycle Boulevard - A Street to E Main Street		\$ 27,140					\$ 27,140	\$ 9,200	\$ 2,714	\$ 15,226
	Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main Street to Winburn Way			\$ 149,270				\$ 149,270	\$ 50,603	\$ 14,927	\$ 83,740
	Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road				\$ 54,280			\$ 54,280	\$ 18,401	\$ 5,428	\$ 30,451
	Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard					\$ 67,850		\$ 67,850	\$ 23,001	\$ 6,785	\$ 38,064
	Lithia Way Bicycle Boulevard - From Oak Street to Helman Street					\$ 149,270		\$ 149,270	\$ 50,603	\$ 14,927	\$ 83,740
	Normal Avenue Bike Lane - From E Main Street to Siskiyou Boulevard. Coordinate with Project R19						\$ 257,830	\$ 257,830	\$ 87,404	\$ 25,783	\$ 144,643
	Normal Avenue Extension						\$ 500,000	\$ 500,000	\$ 156,146	\$ -	\$ 343,854
Other/Safety	20 Is Plenty Program	\$ 25,000	\$ 25,000					\$ 50,000	\$ -	\$ -	\$ 50,000
	Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street)				\$ 200,000	\$ 950,500		\$ 1,150,500	\$ 416,717	\$ -	\$ 733,783
	Ashland Street (OR 66)/Oak Knoll Drive-E Main Street Intersection Improvements						\$ 602,851	\$ 602,851	\$ 60,285	\$ 542,566	\$ -
	Hardesty Site Development & Equipment Storage	\$ 80,000	\$ 80,000					\$ 160,000	\$ -	\$ -	\$ 160,000

Strategic Choices - Storm Drain CIP

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

Strategic Choices - Wastewater CIP

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

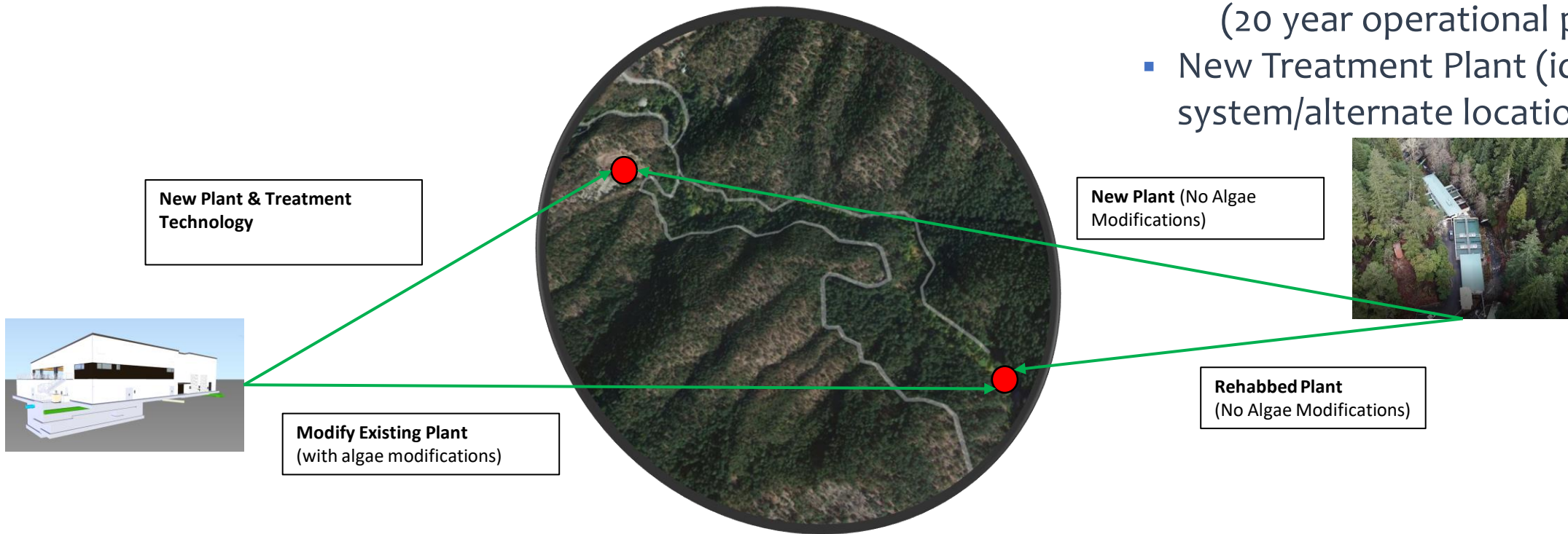
Strategic Choices - Water CIP

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

Water Treatment Plant

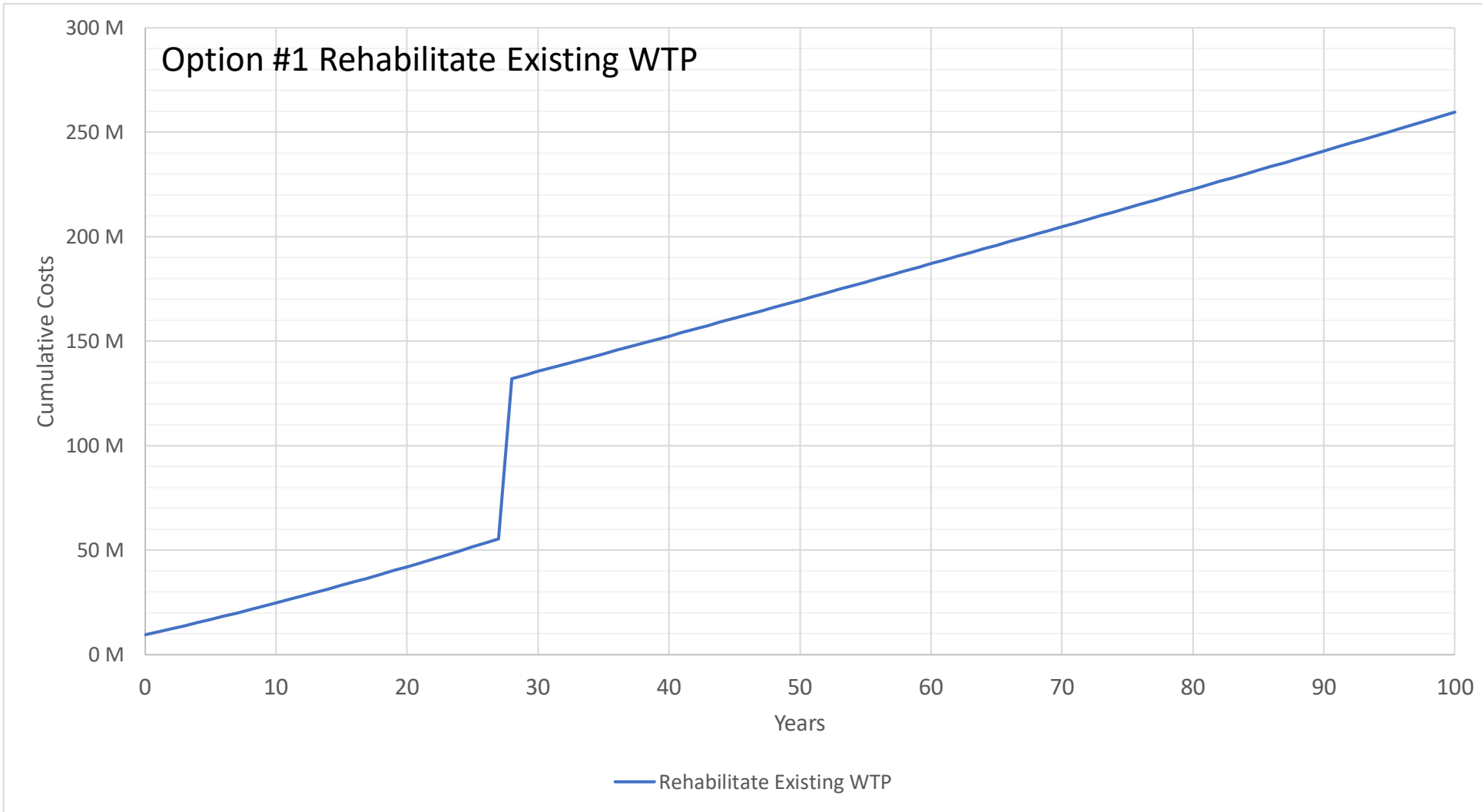
➤ Report Differences

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



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

Water Treatment Plant



Baseline Year 2021

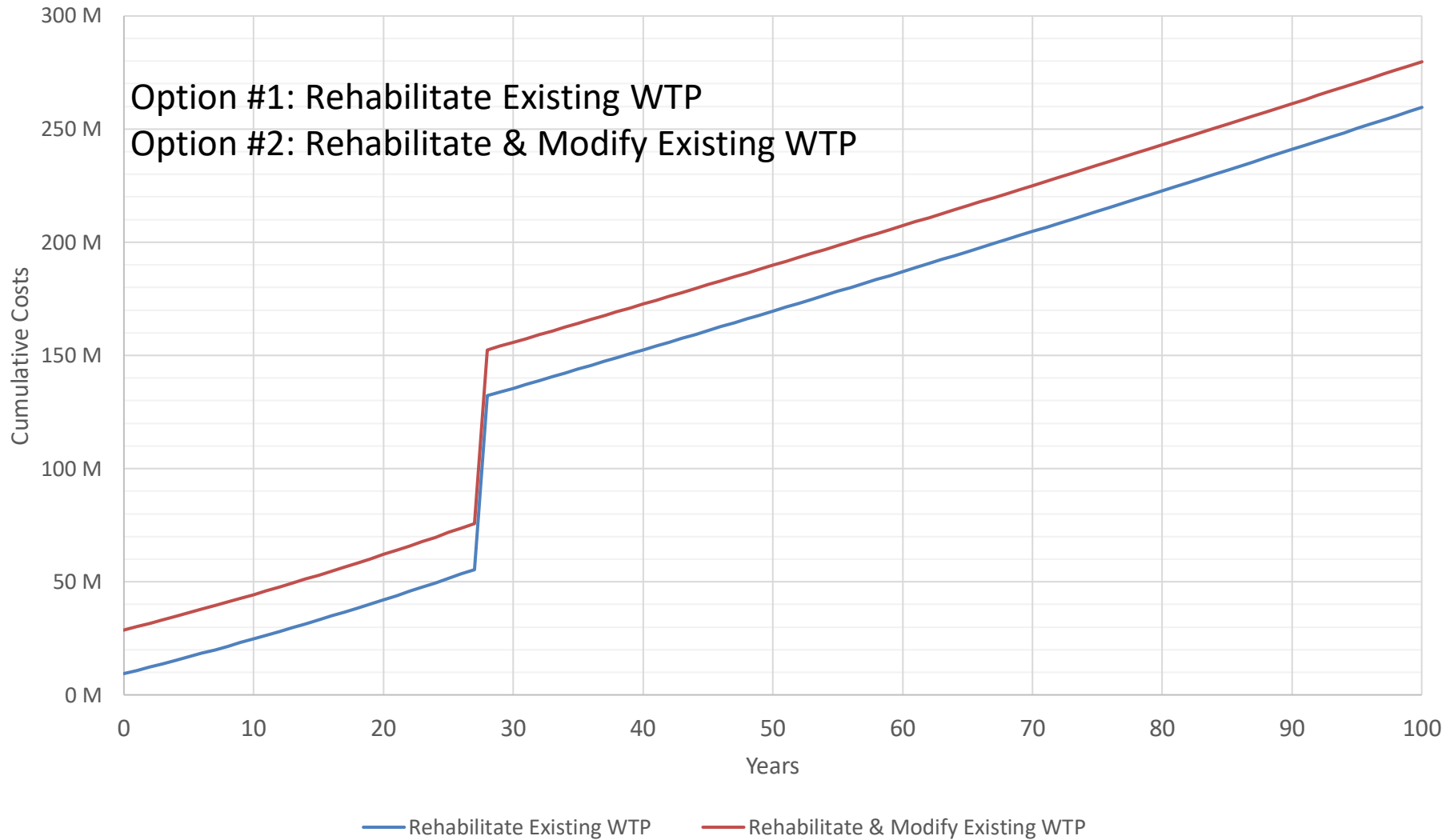
Cumulative Costs (100 years)

\$8 Million Rehabilitation

Year 28

New Plant Construction

Water Treatment Plant



Baseline Year 2021

Cumulative Costs (100 years)

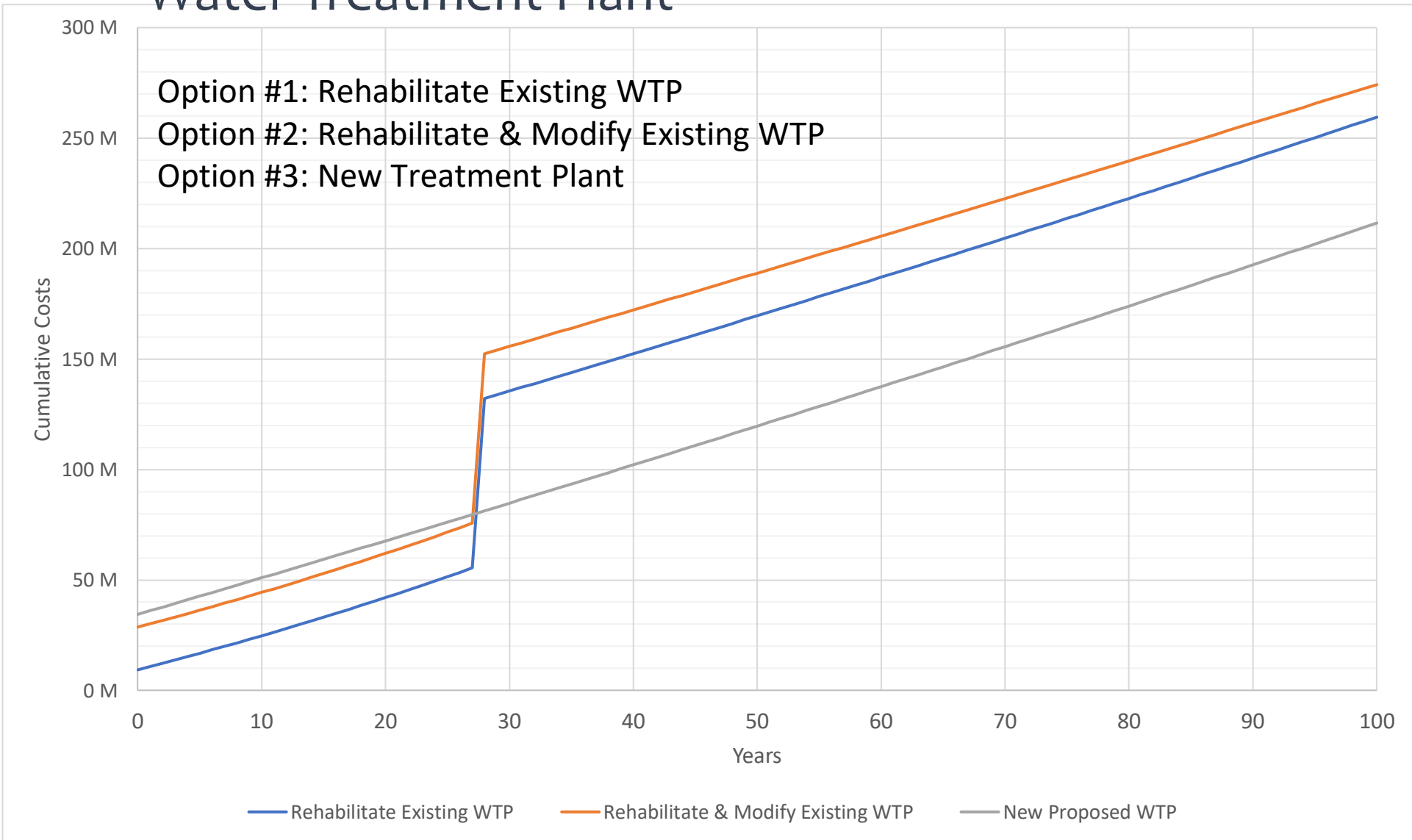
\$27.2 Million Rehabilitation

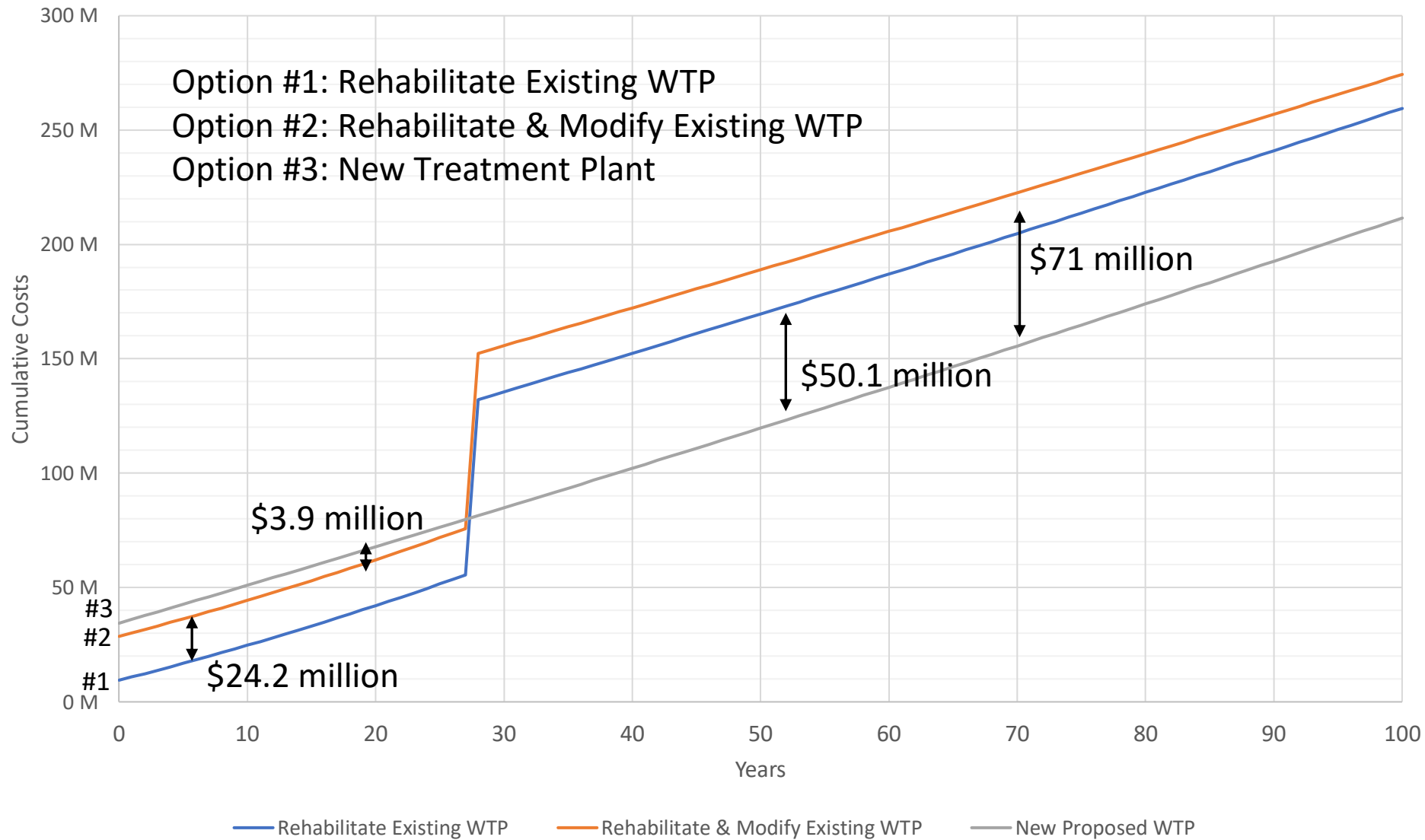
Algal, Taste & Odor Treatment

Year 28

New Plant Construction

Water Treatment Plant





Baseline Year 2021

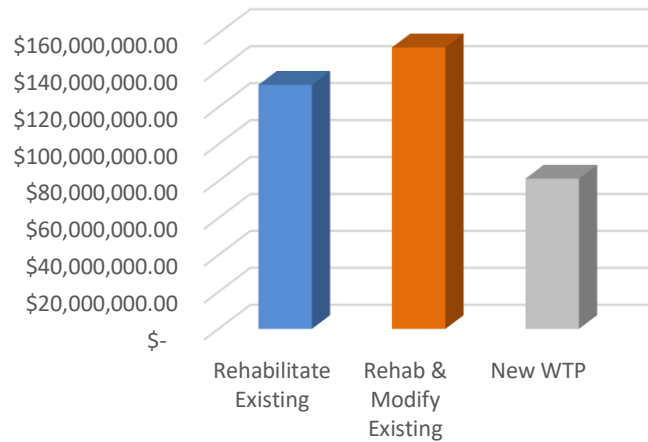
Cumulative Costs (100 years)

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

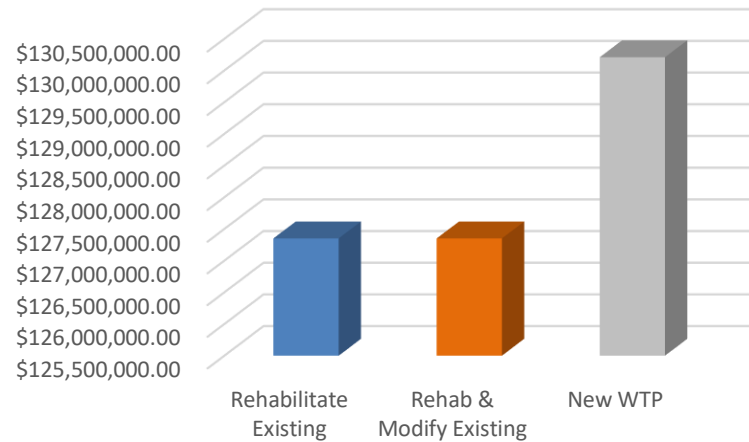
Equity Issue – pay the \$3.9 mil. annually now or \$50-71 mil. annual difference in the future

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

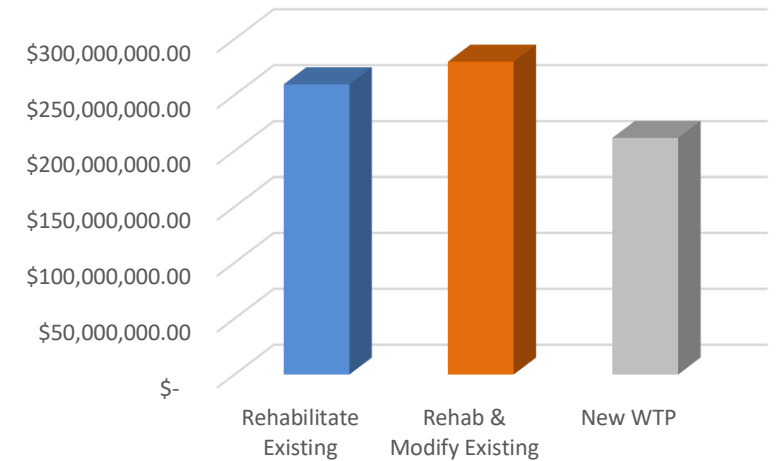
Cumulative Costs Years 0-28



Cumulative Costs Years 29-100



Cumulative Costs 100 Years



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

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

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

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

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

Rehabilitate & Modify Existing	Option #2 Year 0-100
Cummulative Cost	\$274,238,818

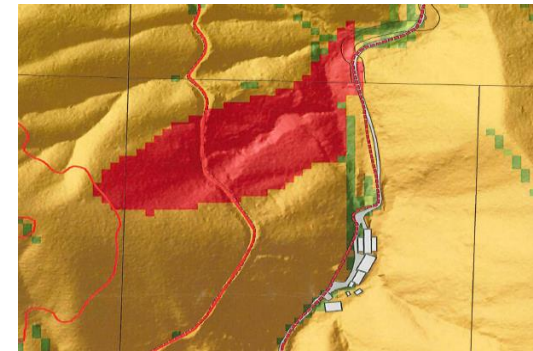
New WTP	Option #3 Year 0-28
Cummulative Cost	\$81,378,571

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

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

Water Treatment Plant - Risks

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



Mayor & City Council – CIP Ballot

- **Transportation CIP Changes**

Yes/No: _____ Edits/Other: _____

- **Storm Drain CIP Changes**

Yes/No: _____ Edits/Other: _____

- **Wastewater CIP Changes**

Yes/No: _____ Edits/Other: _____

- **Water CIP Changes**

Yes/No: _____ Edits/Other: _____

Strategic Choices

Questions?

