



**CITY COUNCIL STUDY SESSION
DRAFT MINUTES**
Monday August 20, 2018
Council Chambers, 1175 E. Main Street

Mayor Stromberg called the Study Session to order at 5:30 PM.

Councilor Slattery, Morris, Bachman, Seffinger, Jensen and Rosenthal were present.

Citizens' Budget Committee Members Garrett Furruchi, Paula Hyatt, Shane Hunter, and Pamela Lucus were present.

I. Public Input (15 minutes, maximum)

Susan Hall, Ashland – Spoke regarding the East Nevada Bridge extension. She thanked Public Works Director Paula Brown for her help regarding the CIP and thanked Administrative Services Director Mark Welch for always being helpful.

II. First Year Budget Review

City Administrator Kelly Madding gave a Staff Report.

Mr. Furuichi requested more time to see the first year review.

Administrative Services Director, Mark Welch gave an overview of the First Year Review of the budget and went over a PowerPoint presentation (*see attached*).

Items discussed were:

- General Fund Review.
- General Fund Highlights - Property taxes came in the above budget, transient occupancy tax 6% increase, food and beverage tax 7% increase, Salary and benefits below budget.
- Salary and Benefits 10-year review.
- Overtime reductions.
- Materials and Services.
- Central Services' Overview.
- Central Services' allocation study.
- Central Services' Contributions.
- Central Services' Departments.
- Cost allocation plan.

For more information, you can go to: AshlandOR.OpenGov.com

III. Second Year Forecast and Planning - Central Service and Enterprises

Public Works Director Paula Brown went over a PowerPoint (*see attached*).

Items discussed were:

- Public Works budget.

- Year one end 2017-2018.
- Year two look ahead 2018-2019.
- Water treatment plant.
- Budget allocation.
- Upcoming projects and execution.

Thomas McBartlett Interim Director of Electric went over a PowerPoint presentation (*see attached*).

Items discussed were:

- How are rates and increases are determined.
- Upgrade system changes.
- Current rate structure.
- Rate calculations.
- Electric updates for FY 2018.
- Upcoming projects for FY 2019
- Complete SCADA Upgrades.

IV. City Administrator Updates

Ms. Madding spoke that Staff has been working with Slattery and Bachman regarding the winter shelter. Not on the agenda is because. September 18th will have more information with the faith community is willing to do. Hasn't fallen off the look ahead. Will have a good idea of what will happen this winter.

The Study Session adjourned to Executive Session at 6:55 PM

V. Executive Session – Immediately following conclusion of study session*

*Purpose of Executive Session Item - Conduct deliberations for labor negotiations, pursuant to **ORS 190.660(2)(e)**.

The Executive Session adjourned at 7:25 PM

Respectfully submitted by:

City Recorder, Melissa Huhtala

Attest:

Mayor Stromberg

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BN 2017/19

First Year Review

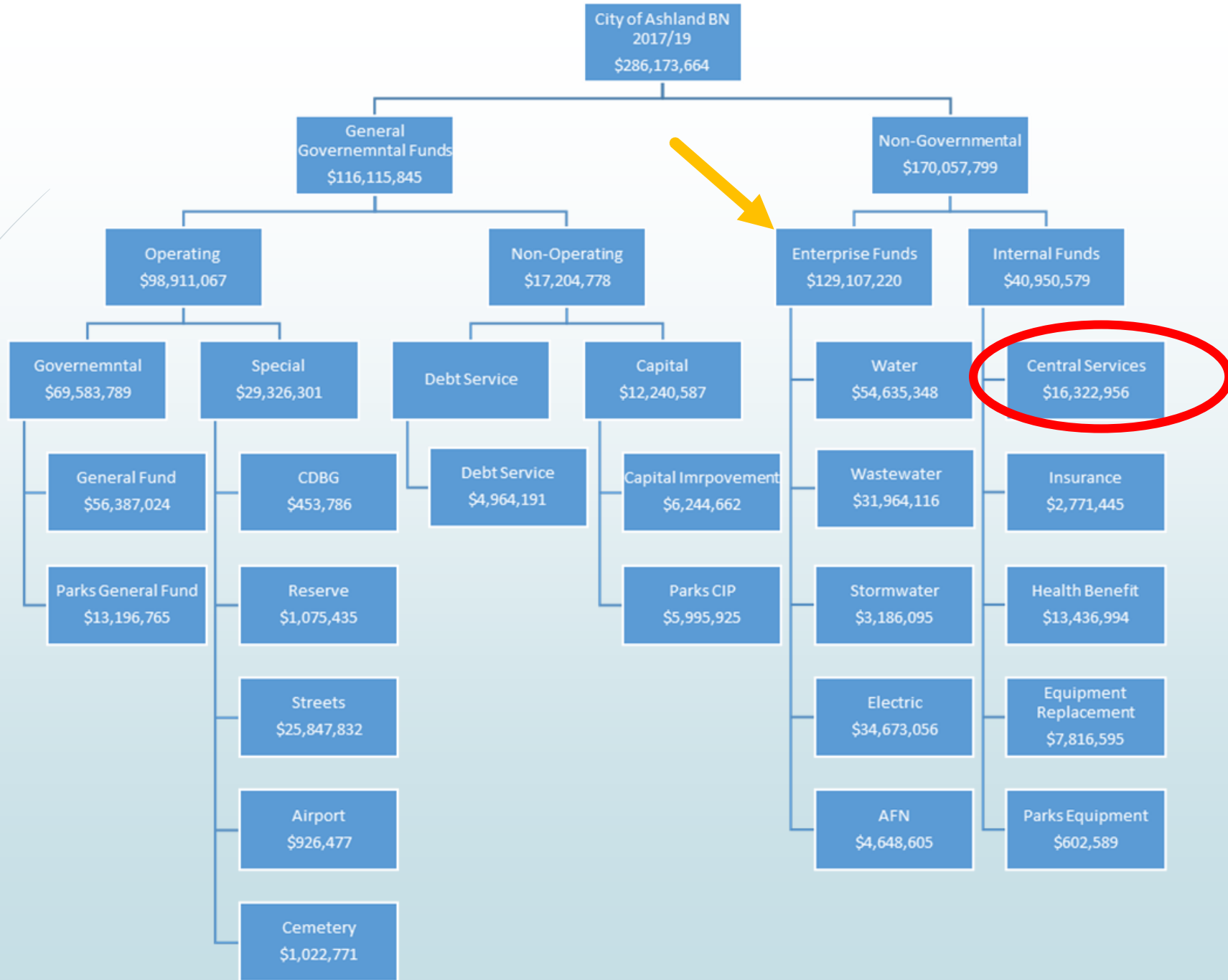
Second Year Look Ahead

August 20, 2018-Meeting #2



Introduction

- ▶ Purpose of this Meeting
- ▶ Format of the review
 - ▶ Review year end General Fund numbers
 - ▶ Review of Central Services
 - ▶ Enterprise Fund Review
 - ▶ Public Works
 - ▶ Electric
 - ▶ Feedback on next steps



General Fund Review

- ▶ Ended FY 2017/18 Positive!!!!!!
- ▶ Good News:
 - ▶ No Ending Fund Balance Drawdown (budgeted \$1.25 million)
 - ▶ Able to utilize those funds moving forward and into BN 2019/21
- ▶ Bad News:
 - ▶ Structural Deficit still exists
 - ▶ Allows for a plan for long term deficit reductions
 - ▶ Savings from deferred/delayed hiring of positions
 - ▶ Most positions filled



General Fund Highlights

- ▶ Property Tax Above Budget
- ▶ Transient Occupancy Tax: 6% Increase
- ▶ Food and Beverage: 7% Increase
- ▶ Salary & Benefits: \$793,681 Below Budget

Salary and Benefits- 10 Year Review

	2008	2018	% Change
PERS General	13.49%	21.43%	59% Increase
PERS Police and Fire	13.49%	26.39%	96% Increase
Healthcare	1,048	1,842	76% increase
COLA			16.5-20% Increase

General Fund Revenue (prelim)

	<u>2017-18 Actual</u>	<u>2017-18 Budget</u>	<u>Variance</u>	<u>2018-19 Budget</u>
Current Property Taxes	10,599,005	10,565,200	33,805	10,931,200
Electric Utility User Tax	3,329,704	3,359,980	-30,276	3,530,490
Lodging TOT Tax	2,909,529	2,887,400	22,129	2,988,500
Prior Property Taxes	256,208	350,000	-93,792	420,000
Water Surcharge for AFR	174,979	175,000	-21	175,000
Other	212,102	37,500	174,602	37,500
Taxes	17,481,526	17,375,080	106,446	18,082,690
Franchise Fees	3,475,651	3,441,180	34,471	3,560,850
Charges for Services	1,622,468	1,611,500	10,968	1,715,500
Licenses and Permits	1,081,346	1,073,350	7,996	1,080,650
Intergovernmental Revenue	1,986,734	3,956,346	-1,969,612	651,520
Fines and Forfeitures	546,213	436,000	110,213	441,900
Miscellaneous Revenues	61,361	187,200	-125,839	188,000
Operating Transfers In	266,103	256,500	9,603	256,500
Interest on Pooled Investments	100,155	40,000	60,155	40,000
Total Revenues	26,621,557	28,377,156	-1,755,599	26,017,610
Removing Grants	24,634,823	24,420,810	214,013	25,366,090

General Fund Salaries and Wages

	<u>2017-18 Actual</u>	<u>2017-18 Budget</u>	<u>Variance</u>	<u>2018-19 Budget</u>
Regular Employees	7,154,135	7,394,652	-240,517	7,601,415
Overtime	627,800	661,650	-33,850	619,542
FLSA	207,195	204,270	2,925	207,960
Holiday Pay Out	179,262	201,467	-22,205	207,260
Temporary Employees	119,269	311,868	-192,599	144,561
Vacation Pay Out	55,970	126,473	-70,503	34,495
Sick Leave Pay Out	17,603	26,055	-8,452	26,625
Temporary Cadets	62,491	0	62,491	0
Duty Pay	61	16,130	-16,069	16,610
Total Salaries & Wages	8,423,785	8,942,565	-518,780	8,858,468

General Fund Benefits

	<u>2017-18 Actual</u>	<u>2017-18 Budget</u>	<u>Variance</u>	<u>2018-19 Budget</u>
Group Health Insurance	1,879,572	1,901,440	-21,868	2,090,160
PERS	2,214,101	2,421,753	-207,652	2,474,241
FICA/MEDICARE Contributions	633,298	646,791	-13,493	669,927
Workers Compensation	153,608	176,440	-22,832	192,420
HRAVEBA	163,736	171,606	-7,870	175,246
Deferred Comp	40,420	44,430	-4,010	44,430
Other Benefits	5,324	2,500	2,824	2,500
Total Benefits	5,090,059	5,364,960	-274,901	5,648,924

General Fund: M&S

	<u>2017-18 Actual</u>	<u>2017-18 Budget</u>	<u>Variance</u>	<u>2018-19 Budget</u>
Contractual Services	8,120,253	10,010,824	-1,890,571	7,218,416
Internal Charges & Fees	2,590,139	2,610,592	-20,453	2,629,469
Grants	927,455	932,425	-4,970	936,815
Rental, Repair, Maintenance	253,927	327,195	-73,268	332,595
Supplies	286,453	337,252	-50,799	306,953
Other Purchased Svcs	261,171	321,041	-59,870	259,060
Communications	178,813	190,755	-11,942	169,405
Operation Transfers Out	271,851	271,851	0	105,500
Equipment	0	15,000	-15,000	15,000
Programs	104,350	208,385	-104,035	96,135
Contingency	0	790,000	-790,000	0
Improvements Other than Bldgs	77,366	0	77,366	0
Commission	2,013	2,371	-358	2,371
Material and Services	13,073,791	16,017,691	-2,943,900	13,974,693



General Fund Overview

	<u>2017-18 Actual</u>	<u>2017-18 Budget</u>	<u>Variance</u>	<u>2018-19 Budget</u>
Total Revenues	26,621,557	28,377,156	(1,755,599)	26,017,610
Total Expenses	26,587,634	30,325,216	(3,737,582)	26,579,111
Revenues Less Expenses	33,923	(1,948,060)	1,981,983	(561,501)

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More Information

AshlandOR.OpenGov.Com



Central Services



What is Central Services

- Services provided to the organization
 - Administration
 - Administrative Services
 - Public Works (Administration, GIS, Engineering)
 - Information Technology
 - City Recorder

- Costing Method to reflect true cost of services

Sample Allocation

<u>Payroll Position</u>	<u>Percentage of Time on Overall Payroll</u>	<u>Cost of Postion to Payroll Function</u>	<u>Fire % of FTE</u>	<u>Fire's Allocation</u>
\$50,000	90%	\$45,000	14%	\$6,311

Fire Department

# of FTE Fire	37
# of FTE Citywide	263.82
% Fire to Citywide	14%

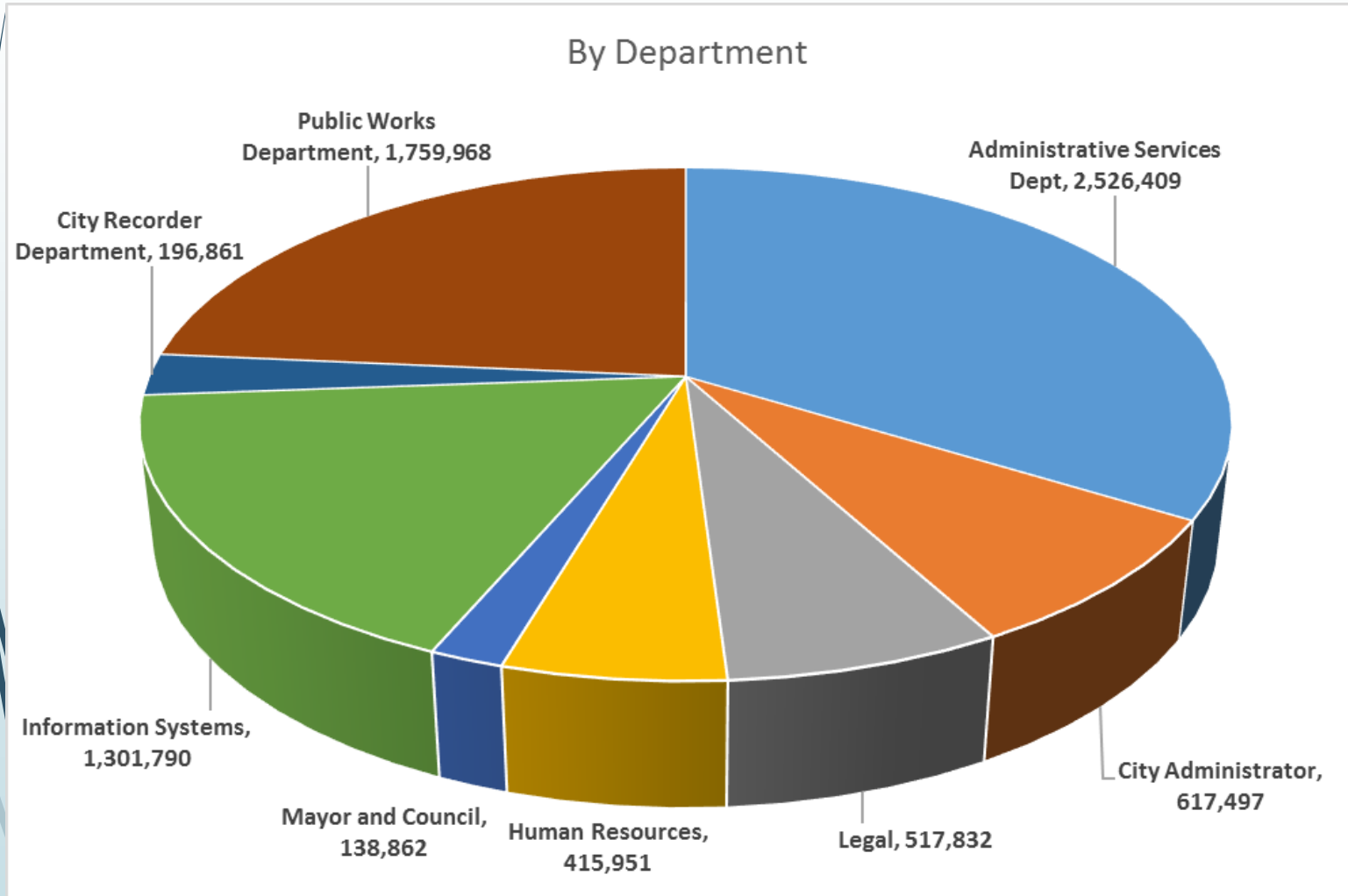
Central Services' Contributions

Program	BN 2017/19 Budget Contribution
Administrative Services Dept	12,982
Adminstration Department	248,460
Cemetery	100,298
Community Development Dept	802,352
Conservation	55,908
Electric Department	2,512,550
Facilities	23,142
Fire and Rescue Department	795,270
Information Technology Dept	980,534
Maintenance - Property & Equip	396,946
Parks Department	766,092
Police Department	1,014,750
Storm Drain Collection	337,470
Wastewater Collection	1,298,814
Wastewater Operations	1,194,344
Wastewater Treatment Plant	792,910
Water Distribution	1,490,716
Water Supply	324,362
Water Treatment Plant	365,638
Total	13,513,538

Central Services' Overview

	BN 2007/09	BN 2009/11	BN 2011/13	BN 2013/15	BN 2015/17	BN 2017/19
	Actual	Actual	Actual	Actual	Actual	Budget
Salary and Wages	8,397,130	8,428,356	8,645,507	10,104,594	10,818,459	11,735,284
Materials and Services	1,938,979	1,726,348	2,347,820	1,860,725	2,392,827	2,432,513
Capital	-	1,291	-	-	299,281	42,500
Internal Charges	927,869	966,826	941,810	1,230,565	1,366,503	1,617,299
Total	11,263,978	11,122,821	11,935,137	13,195,884	14,877,070	15,827,596

Central Services' Departments

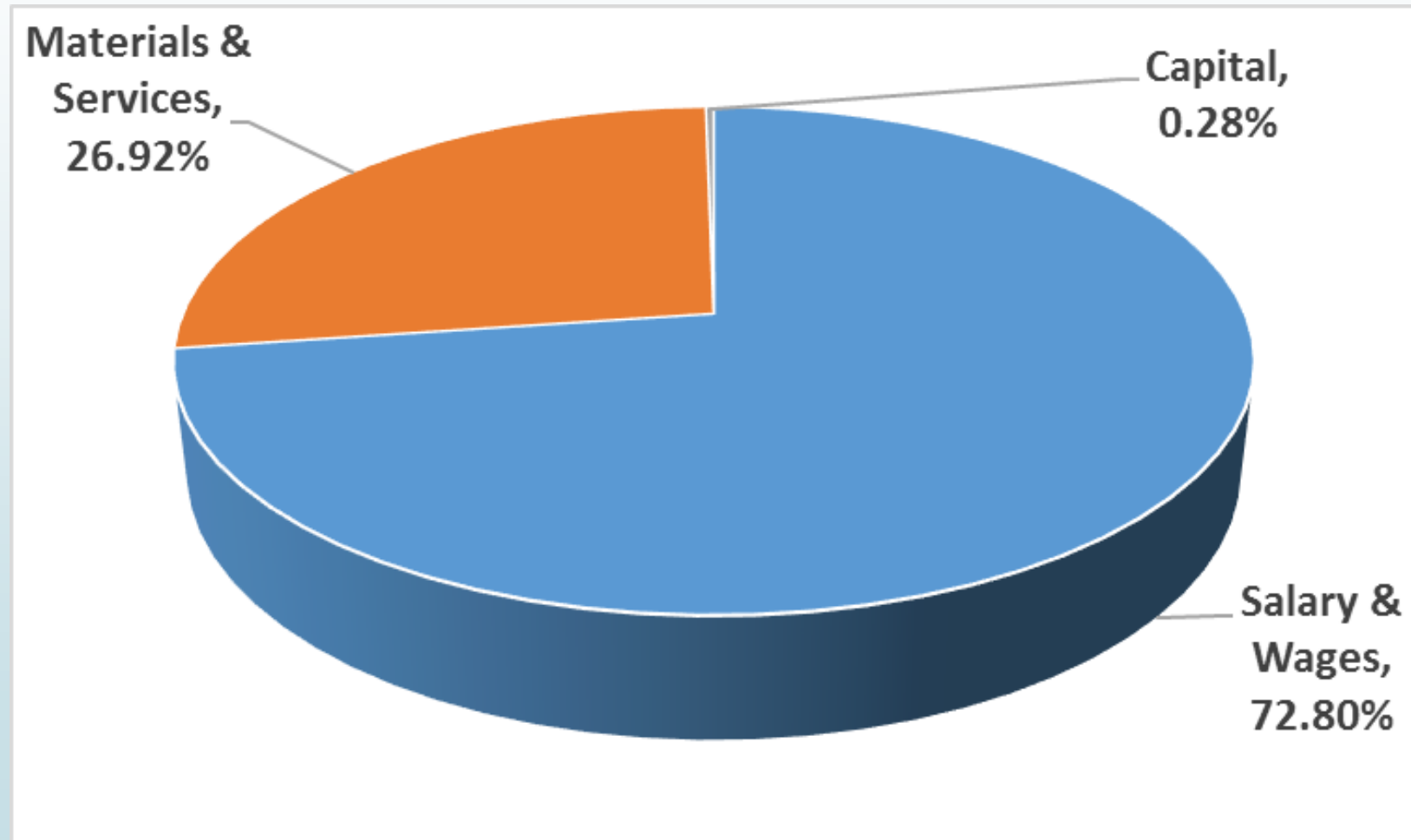


	<u>% Total</u>
Administrative Services Dept	33.80%
Public Works Department	23.54%
Information Systems	17.41%
City Administrator	8.26%
Legal	6.93%
Human Resources	5.56%
City Recorder Department	2.63%
Mayor and Council	1.87%

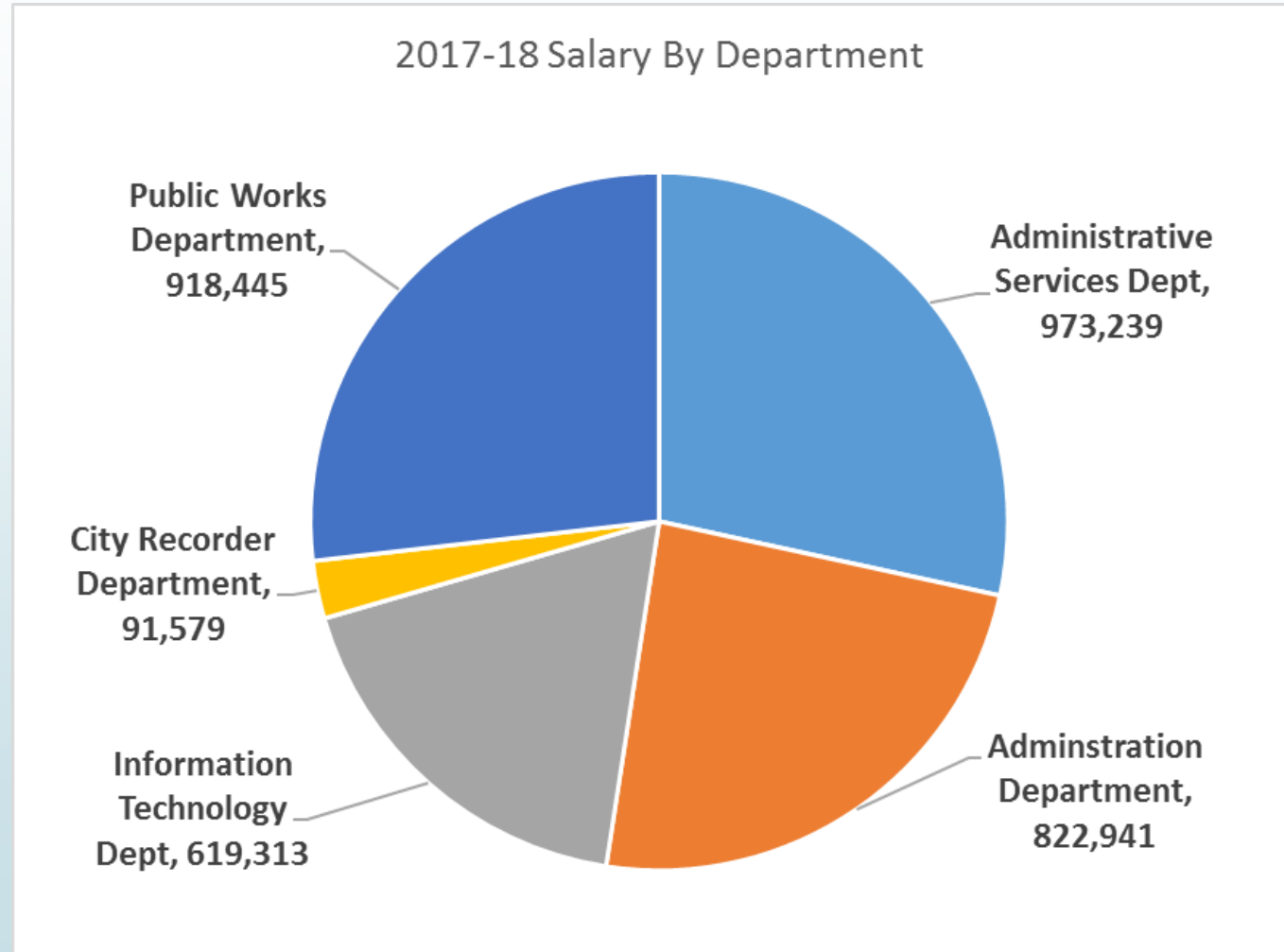
Central Services' by Expense Type

	2017-18 Actual	2017-18 Budget	Year one Actual to Budget	2018-19 Budget
Salaries & Wages	3,425,515	3,471,475	-45,960	3,557,899
Fringe Benefits	2,158,706	2,290,094	-131,388	2,415,816
Internal Charges & Fees	810,679	835,900	-25,221	781,399
Contractual Services	342,347	468,790	-126,443	414,920
Communications	147,157	227,725	-80,568	224,925
Supplies	192,807	171,127	21,680	169,377
Other Purchased Svcs	136,083	159,856	-23,773	160,556
Rental, Repair, Maintenance	96,537	96,151	386	96,151
Equipment	145,043	146,905	-1,862	50,000
Improvements Other than Bldgs	1,100	22,500	-21,400	20,000
Programs	14,346	14,346	0	14,784
Commission	4,851	9,450	-4,599	7,450
Total Expenditures	7,475,171	7,914,319	-439,148	7,913,277

Expense Categories



Central Services' Personnel



Year 1 Review-Revenue

	2017-18 Actual	2017-18 Budget	Year one Actual to Budget	2018-19 Budget
Charges for Services	7,011,567	7,110,748	-99,181	7,124,750
Operating Transfers In	1,200,000	1,200,000	0	467,000
Miscellaneous Revenues	6,731	0	6,731	0
Taxes	45,762	78,225	-32,463	82,550
Interest on Pooled Investments	15,415	8,700	6,715	8,900
Total Revenue	8,279,475	8,397,673	-118,198	7,683,200

Year 1 Review-Expenses

	2017-18 Actual	2017-18 Budget	Year one Actual to Budget	2018-19 Budget
Salaries & Wages	3,425,515	3,471,475	-45,960	3,557,899
Fringe Benefits	2,158,706	2,290,094	-131,388	2,415,816
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Rental, Repair, Maintenance	96,537	96,151	386	96,151
Equipment	145,043	146,905	-1,862	50,000
Improvements Other than Bldgs	1,100	22,500	-21,400	20,000
Programs	14,346	14,346	0	14,784
Commission	4,851	9,450	-4,599	7,450
Total Expenditures	7,475,171	7,914,319	-439,148	7,913,277

Central Services' Review

	2017-18 Actual	2017-18 Budget	Year one Actual to Budget	2018-19 Budget
Total Revenue	8,279,475	8,397,673	-118,198	7,683,200
Total Expenditures	7,475,171	7,914,319	-439,148	7,913,277
Revenue minus Expenditures	804,304	483,354	320,950	-230,077

*\$1.7 million Transfer (\$1.2 million year one)

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Cost Allocation Plan

- ▶ Cost Allocation Plan currently being developed
- ▶ The new plan will more accurately reflect costs for each department
- ▶ Plan to have a review in November



Enterprise Funds



BN 2017-19 Public Works Program Summary Enterprise Funds and More

Paula C. Brown, PE
Public Works Director
(and the whole team)

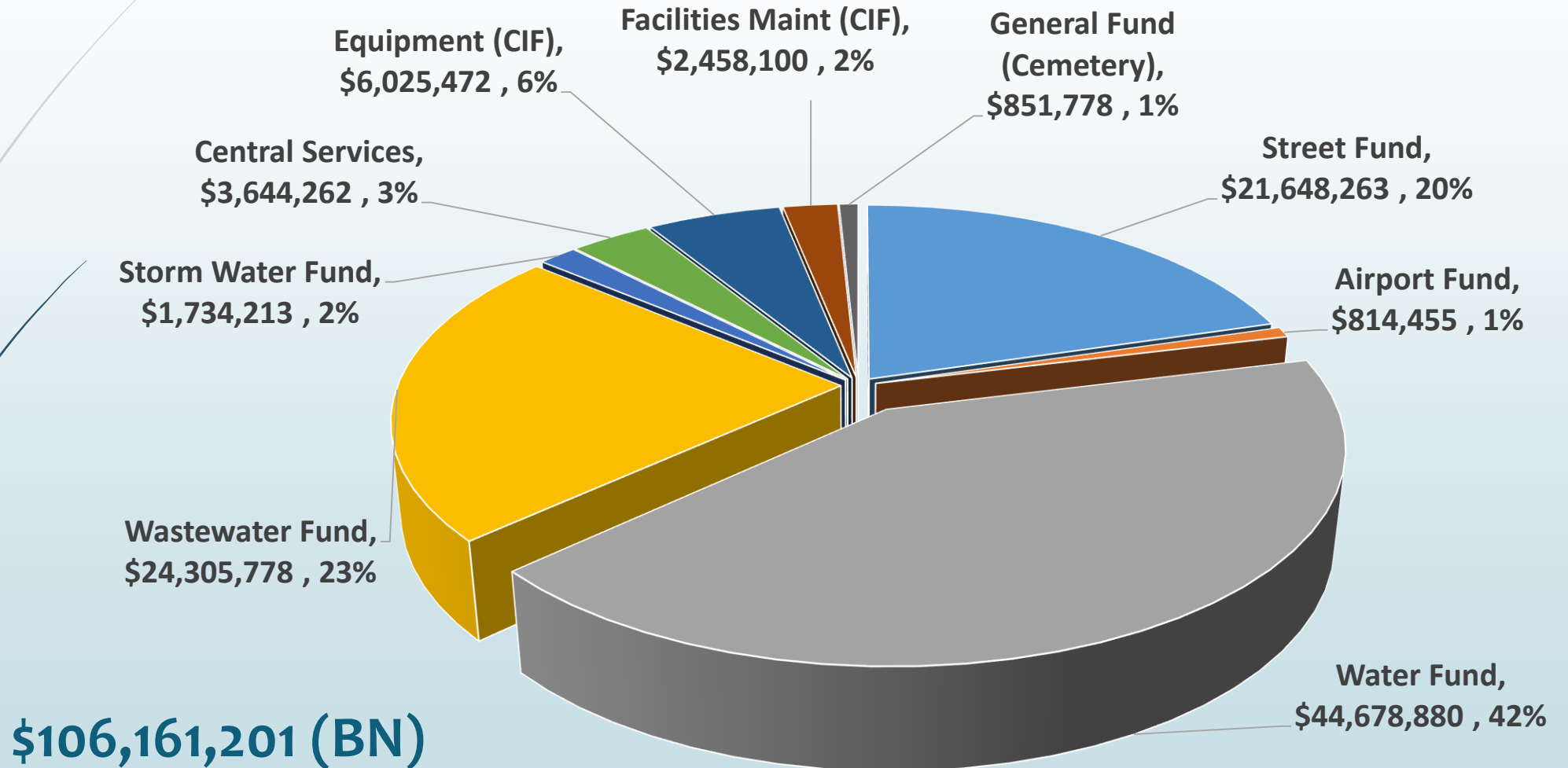


Intent

- Overview
- Year 1 End (2017-18)
 - Review of what *was* completed
- Year 2 Look Ahead (2018-19)
 - Expectations of what *will be* completed
- And Beyond
 - How are we *planning* for the years ahead
 - Master Plans and Capital Improvements Plan
 - Revenue projections



Public Works Budget – BN 2017-19





Year 1 End (2017-18) - Focus

- Analyzing current processes and plans (operations /CIP)
 - Decisions and changes: Water Plant, Transportation SDCs, Wastewater Temperature Solutions (Hardesty property), Wastewater Collections (Inflow/Infiltration)
 - Master Plans in process: Water, Airport, Storm Drainage, Transit Feasibility
- Design efforts for future capital projects
 - Street projects: Hersey, Independent Way, N. Mountain Ave
 - Water: Ashland Canal (TID), Pump Stations, Water Plant
 - Wastewater: Outfall relocation
- Facilities: Gun Club, Pioneer Hall assessment, City Hall concepts



Year 1 End (2017-18) - Execution

- **Capital Improvements - Project Completion**
 - **Wastewater: Grandview Lift Station**
 - **Streets: Hersey Sidewalks (ODOT CMAQ)**
 - **Facilities: Band Shell Repairs, Police Generator**
- **Equipment Purchases**
 - **All but 5 pieces have been procured for the BN**
- **Water Conservation**
 - *Love Your Water – Limit Water Waste*

Significant Carry Forward on Capital Projects



Year 2 Look Ahead (2018-19)

► Focus

- Design Completion and Project Execution
- Complete Master Plans in process (year 1)
 - Start Master Plan Updates: Wastewater Plant, Facilities, Transportation
- FERC / Hosler Dam – Part 12D
- Downtown Revitalization (ODOT TGM grant)
- Safe Routes to School Grants (ODOT)
- Evaluate better use of TID water for irrigation needs
- Complete and receive equipment purchases
- Evaluate funding options for EOC



Year 2 Look Ahead (2018-19)

► Project Execution

► Design Completion

- 7.5 mgd Water Treatment Plant; Phase 1, start Phase 2

- East and West Fork Transmission Line

- Wastewater Water Quality Trading Partnership

- In house: water lines

► Begin DEQ Permit Update for Wastewater Treatment Plant

- Triggers future wetlands, plant improvements, etc.



Year 2 Look Ahead (2018-19)

► Project Execution

► Construction

- **Streets:** Hersey Reconstruction and Rail Crossing, Independent Way, Wightman Overlay, N. Mountain Ave overlay/rebuild, CMAQ Chip Seal various streets, Grandview Phase 2, “Road Diet” Improvements, Plaza E. Main Street Sidewalk
- **Water:** complete pump stations, water line replacement in Oak Street and Siskiyou (Crowson to I-5)
- **Wastewater Collection:** N. Mountain Ave, A Street
- **Facilities:** Roof Replacement at ComDev/Engineering Bldg



And Beyond

➤ Enterprise Funds

- Master Plans drive Capital Improvements Plans
- CIP priorities + revenue projections drive budget decisions
- Engineering / Project Management requirements follow

➤ Operations (enterprise funds)

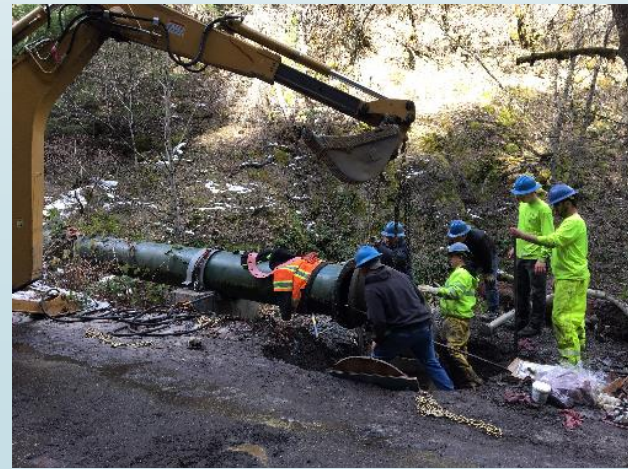
- Evaluate service level requirements and fees
- Maintenance and operational requirements

➤ Facilities

- Operation and Maintenance vs. Capital Improvements



Questions?





CITY OF ASHLAND ELECTRIC UTILITY

UPDATE FOR COUNCIL & BUDGET COMMITTEE

AUGUST 20, 2018

ELECTRIC RATES

Recent questions and concerns

- How are rates and increases determined?
- Why are increases different for each customer type?
- The increase in my bill does not equal the published rate increase for my rate class.

DETERMINING RATES AND INCREASES

In-depth cost of service study completed fall of 2016

- Identifies actual costs to provide service to each rate class
- Identifies and eliminates cross-subsidies between rate classes
- Projects revenue requirements to maintain long-term utility health and implements 10 year infrastructure plan recommendations
- Develops multi-year rate design based on above factors

PRIMARY COST DRIVERS

Rates are influenced by several factors. The most influential are:

- Increased cost of purchased power from BPA
- Increasing available working capital closer to industry standard
- System improvement costs to maintain reliable delivery throughout the local distribution system.

WHY INCREASES VARY

- The variations in rate increases are a result of the identified cost to serve each rate class.
- Rate design is intended to have each customer paying an equitable amount for their actual use of the system and eliminate subsidies across rate classes.

THE MATH ON RATES

- To maintain financial health current utility best practice is to assign more of the fixed operating costs to the customer base fees and relying less on variable sales (customer consumption) to maintain operations.
- Published increase percentage is an average of the effective increase across the customer class.

RATE EXAMPLES RESIDENTIAL FY19

- Published increase 6.18%
- Base fee increase \$2.50 or 25%
- Kwh first 500 increase \$0.00205/kwh or 2.9%
- Kwh 500-5000 increase \$0.00205/kwh or 2.4%
- Kwh over 5000 increase \$0.005/kwh or 4.16%
- Where do you get 6.18% from this? It's an average across the rate class

RATE IMPACTS BY USAGE

<u>Usage Kwh</u>	<u>Effective % increase</u>	<u>\$</u>
250	10.9%	\$3.01
500	7.8%	\$3.52
750	6.1%	\$4.03
1000	5.2%	\$4.54
1500	4.3%	\$5.57
2000	3.8%	\$6.59
2500	3.5%	\$7.61

MORE INFO FROM THE C.O.S

Based on industry standards it is recommend the utility have 70 days cash on hand. At the time of the study, the projections showed the utility with less than 15 days. The recommended rates brings this level up over several years.

QUESTIONS ABOUT RATES?

ELECTRIC UPDATES FOR FY 18

- Installed or replaced 25 poles
- Installed or replaced 18,000 feet of underground conductor
- Expanded and upgraded for several new developments
- Partnered with PW on Winburn Way upgrades and EV charging infrastructure
- Began work to upgrade electric SCADA system

IN THE WORKS FOR FY19

- Complete SCADA upgrades
- Install conduit on Hersey for future upgrades w/PW
- Evaluate feasibility of purchasing Mountain Ave. sub-station
- Continue replacement of aging underground cable
- Planning for system automation in sensitive load areas
- Update 10 year planning study
- Stay active with trade groups and with coming BPA rate case

QUESTIONS?

Thank you all for your time

As always you are welcome to call or visit the electric department for more information and detailed discussion

Thomas McBartlett, 541-552-2314

Thomas.mcbartlett@Ashland.or.us