

Section 1-

Message

April 17, 2019

Dear Ashland Citizen's Budget Committee and Citizens of Ashland

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

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

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

Wildfire smoke does not just harm tourism, but the greater population as a whole. The City of Ashland has been instrumental in working towards changing the model of forest management on the West Coast and how communities can work with the US Forest Service. The Ashland Forest Resiliency (AFR) project, working closely with many

partners, has provided active management to the Ashland Watershed. This model provides a leading example that could be applied to greater areas to help reduce the impacts of wildfires. With two consecutive summers of smoke events, the City is cognizant that this might be a “new normal” with potential impacts to the overall population and is actively working with local, regional and federal partners to expand this successful model of fuels reduction and forest management

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

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

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

The City also faces potential fiscal impacts due to the increasing costs of healthcare. Prior to July 1, 2018, the City provided health insurance to employees through a self-funded health plan. The self-funded health plan presented the City with many advantages for the five years it was in place. The City realized reductions in premiums (claims paid) and also was able to maintain the same benefit offerings to employees. However, the plan was never able to capitalize itself enough to weather unanticipated major claim years. In the last year of the plan’s existence, claims increased over \$1 million. The City was faced with two options, stay self-funded and increase premiums by \$1.25 million to every Department in the City, or change to a more traditional insurance plan through City Insurance Services (CIS). With a move to CIS premiums would be kept flat for 18 months

with the same benefits, but a change to the standard plan after 18 months would be necessary. The City chose to move from the City's self-funded plan to the CIS plan. The CIS model charges premiums to the City and is a large collective style self-funded plan made up of Cities and Counties throughout Oregon. With collective bargaining agreements in place with Police and Fire during the transition, the benefit offerings for those two groups will remain in place for three years, instead of 18 months.

When the 18-month period expires on January 1, 2020, all City employees, outside of Police and Fire, will be faced with a change in the benefit offerings. The current available CIS plans shift a greater portion of the overall healthcare cost onto the employee, away from the City, at a similar premium rate. The new plans require a higher deductible and employee co-pay, as well as an increase in the percent of cost the employees pay for the services they receive. The employee premium contribution rates are not forecasted to change in the BN 2019-21 proposed budget as employees will be financially impacted with the above noted plan changes.

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

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

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

Major Expense Category Assumptions

Personnel

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

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

The BN 2019-21 proposed budget includes the elimination of six positions; two Police Officers, an Administrative Services position, an Administration position, a Court position,

and a position in Community Development. These staff reductions further constrain already lean operations in these Departments but are proposed due to the City’s financial situation. The Budget is also balanced under the presumption that three Firefighters are not eliminated but paid through a \$5 increase in the Public Safety Support Fee. More information in regard to cut can be found in the General Fund Balancing Proposal following the Budget Message.

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

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

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

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

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

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

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

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

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

Total Wages	Normal Cost	Unfunded Liability	Normal Cost (Average)	Unfunded Liability (Average)	Average PERS Rate
43,424,562.00	4,982,876.07	5,269,254.93	11.47%	12.13%	23.61%

Material and Services

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

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

The chart below shows the Material and Services line item citywide.

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

The chart below shows the Material and Services by Departments.

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Dollar Change	% Change
Administration	13,167,613	14,116,701	16,700,110	17,387,246	687,136	4%
Admin Services	11,416,962	13,218,988	14,194,848	14,889,600	694,752	5%
Information Technology	3,143,730	3,093,900	3,387,388	3,370,933	-16,455	0%
City Recorder	453,523	563,667	83,092	78,370	-4,722	-6%
Community Development	1,646,598	1,707,544	2,347,065	2,506,690	159,625	7%
Police Department	3,251,980	3,671,795	3,870,604	4,434,571	563,967	15%
Fire and Rescue Department	3,930,269	4,386,167	7,168,122	5,889,435	-1,278,687	-18%
Public Works	17,085,773	19,641,258	24,385,017	26,466,010	2,080,993	9%
Culture and Recreation	4,069,727	4,471,796	4,788,041	4,655,913	-132,128	-3%
Electric Funds	21,987,828	23,245,211	25,752,980	27,820,435	2,067,455	8%
Total	\$80,154,004	\$88,117,027	\$102,677,267	\$107,499,203	\$4,821,936	5%

Materials and Services also includes internal service charges. The City charges all departments, and funds, an equitable amount for Citywide Overhead, Equipment

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

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

And the changes by fund:

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

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

Proper and equitable funding of Central Services became a priority focus in fiscal year 2018-19. In order to balance the BN 2017-19 Budget, the City transferred \$1.7 million of one time facilities reserve money into Central Services to cover the accumulated under-charging to many Departments. The purpose of this transfer was twofold: 1) to fill a negative fund balance in Central Services; and 2) to ensure no operational impacts/service level reductions to the General Fund. With a very lean existing citywide overhead structure, the City remains limited in its options to reduce costs without noticeable impacts to current service levels. The vast majority of the Central Services Fund budget remains mission critical and reduction would harm overall citywide operations. The elimination of positions, and the new methodology to fund Central Services develops a sustainable system to fund Central Service in the BN 2019-21 and into the future.

Capital

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

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

Debt

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

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

Major Revenue Assumptions

General Fund:

Property Tax

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

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



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

maintenance, rather than its historical use for parkland/open space land acquisition for this budget cycle.

Transient Occupancy Tax

The City of Ashland receives just under \$3 million in Transient Occupancy Tax (TOT) collections annually. By State law, the TOT collections yield a combination of restricted and unrestricted funds. On an aggregate level, 70% of the tax collected remains unrestricted and funds General Fund operations.

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

Franchise Fees

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

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

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

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

Charges for Services

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

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

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

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

Food and Beverage Tax

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

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

New Budget Layout

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

budget books was a time-consuming process that yielded little benefit for Council, the Budget Committee and the public.

With new tools, the City of Ashland can provide all interested readers a budget that provides a better understanding of the City's current financial situation and an overview of its operations. The new budget layout provides more information than previous budget documents and strives for an improved reading experience. The budget book provides a level of detail that can answer almost any question. The new layout also expands on the narrative around what the numbers mean and why they are changing.

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

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

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

Conclusion

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

Where the Money Comes From

	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Carry Forward Fund Balance	\$38,079,780	43,089,944	13%
Taxes	43,110,775	48,278,524	12%
Franchise Fees	7,112,730	7,389,704	4%
Debt Revenue	56,146,312	49,465,124	-12%
Licenses and Permits	1,660,300	1,898,300	14%
Intergovernmental Revenue	12,260,396	12,407,205	1%
Charges for Services	123,276,908	131,441,862	7%
Fines and Forfeitures	857,900	1,210,800	41%
Miscellaneous Revenues	1,305,564	2,370,095	82%
Interfund Loan	1,050,000	0	-100%
Interest on Pooled Investments	482,850	1,561,317	223%
Operating Transfers In	4,047,791	2,074,828	-49%
Total	\$289,391,306	\$301,187,702	4%

Where the Money Goes

	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Administration Department	39,978,998	23,902,266	-40%
Administrative Services Dept	26,984,213	23,177,704	-14%
Information Technology Dept	7,459,880	7,412,073	-1%
City Recorder Department	409,032	375,849	-8%
Community Development	5,859,741	6,183,809	6%
Police Department	15,258,125	16,889,886	11%
Fire and Rescue Department	19,866,282	19,905,049	0%
Public Works	120,529,194	99,006,234	-18%
Culture and Recreation	19,795,277	20,306,875	3%
Electric Funds	33,140,564	35,902,724	8%
Total	\$289,281,306	\$253,062,469	-13%

Biennium 2019/21 General Fund Budget Balancing Proposal

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

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

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

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

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

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

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

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

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

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

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

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

When the proposed expenditure reductions are combined with the revenue enhancements, the deficit is reduced to \$660,281. The \$1,320,562 biennium deficit totals roughly half of the BN 2017-19 budget deficit of \$2,509,559. The now proposed \$1.3 million Biennium deficit could be addressed by utilizing General Fund Carryforward money (money appropriated in previous years but not spent).

Although the City could utilize Carryforward to balance the budget, the intent of the proposal is to eliminate the structural deficit entirely to ensure that the General Fund has a fund balance to cover unanticipated revenue reductions or expenditure increases.

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

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

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

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

There are also long term options that need to be explored and analyzed in the next year. These include an increase of two percent to the Food and Beverage Tax to 7%, with the additional funds generated to be used by the General Fund. It is estimated that this could generate \$1.2 million a year. Another long term solution could be a Local Property Tax

Operating Bond Levy to fund programs. The Operating Levy at 50 cents per \$1,000 of assessed valuation would generate approximately \$1.5 million annually. These long term solutions would require more analysis and could potentially replace utility fees in the future, depending on how they are structured.

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

**General Fund
Balance Proposal**

General Fund Net Position after Department Submittals (2,050,239)

<u>Description</u>	<u>Amount</u>
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Expenditure Reductions

Hold Parks Contribution Flat from Property Taxes	262,260
Reduce 6 FTEs from the Police Department (2) , Community Development (1) , Administration (1), Court (1) and Administrative Services (1)	530,000
Reduce Fire OT by increasing the staffing windrom from 9/10 to 8/10	100,000
Expenditure Reduction Totals	892,260

Revenue Enhancements

Building Fee Increase/Inspection Billing	95,000
Utilize Health Benefits Reserve for the increase in Healthcare premiums experienced in the General Fund	100,000
Do not transfer Local Marijuana Funds (Property Sales instead)	100,000
Raise AFR Fee from \$1.39 to \$3 to Fund Program	202,698
Revenue Enhancement Totals	497,698

Offsetting Revenue and Expenditures

Increase Public Safety Support Fee \$5 or Eliminate 3 Firefighters	600,000
Offsetting Revenue and Expenditures Total	600,000

Reduction in Net Positions	1,989,958
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New General Fund Net Positioin	(60,281)
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Revenue Options

Increase Food and Beverage 2% (all for General Fund)	1,200,000
Operating Levy (50 cents)	1,500,000
Property Tax Increase (4.5 Cents/\$1000)	150,000
Increase Water and Wastewater Franchise Fees	300,000
Parking Lot Meters	60,000
Live Entertainment Ticket Tax	200,000-300,000

Section 2-

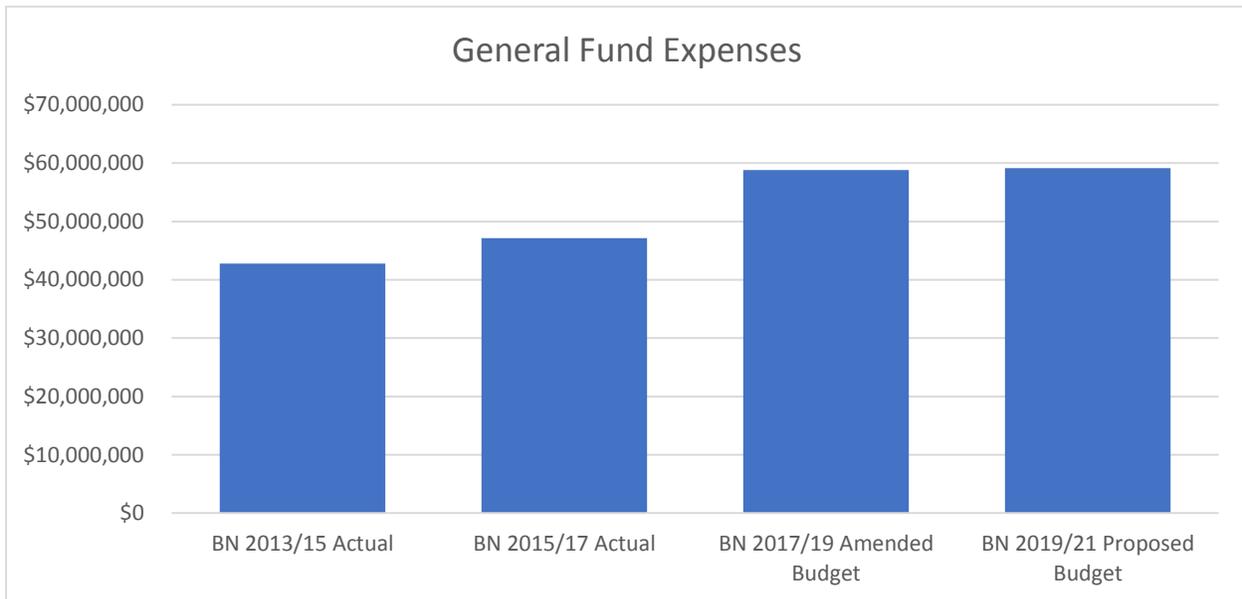
Funds

Fund Summary

General Fund Summary

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

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



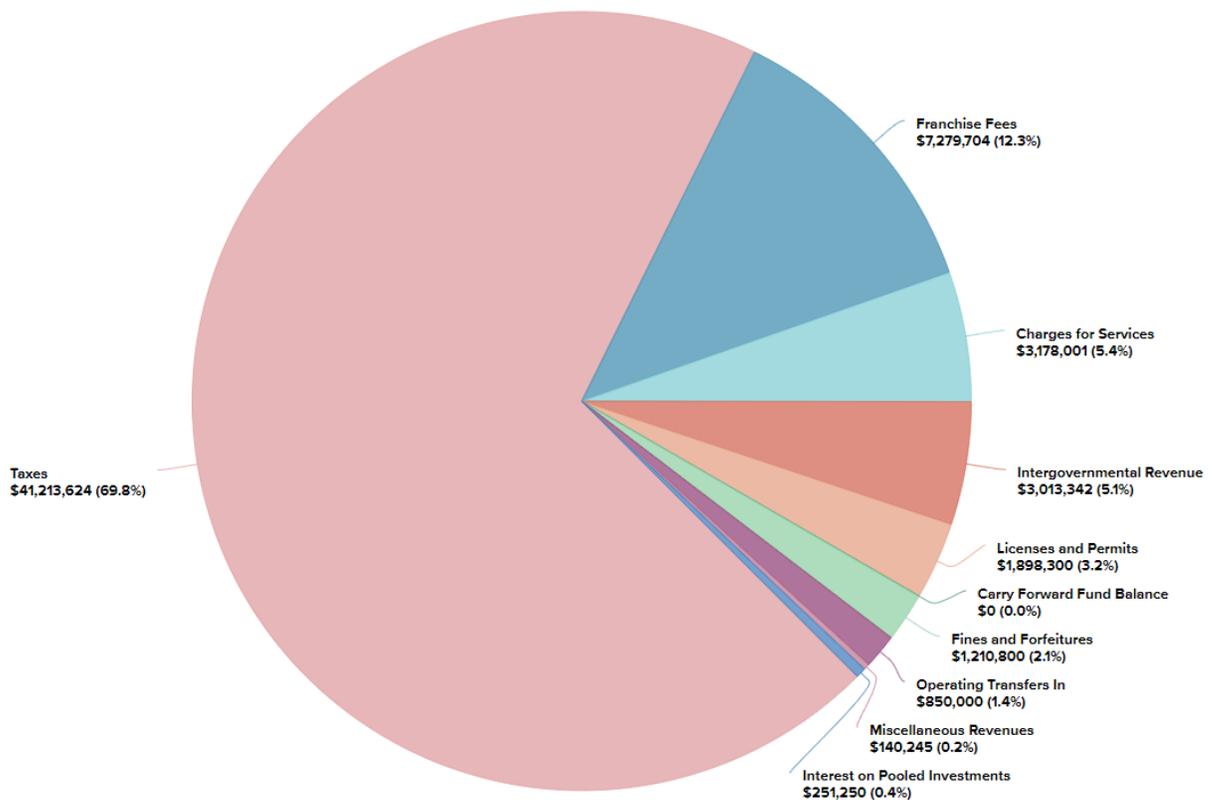
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$22,802,316	\$24,647,508	\$28,814,917	\$31,229,161	8.4%
Material and Services	19,748,825	21,852,979	26,892,059	26,392,555	-1.9%
Transfer-Out, Contingency, Ending Fund Balance	192,824	97,010	3,070,325	1,011,000	-67.1%
Capital Outlay	25,964	547,767	30,000	480,000	1500.0%
Total	\$42,769,930	\$47,145,264	\$58,807,301	\$59,112,716	0.5%

General Fund Revenue

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

Taxes

The City collected almost 70% of its revenue from taxes. Taxes consist of Property Tax, Electric Utility User Tax, Transient Occupancy Tax, along with others. The second largest revenue source is Franchise Fees.



Property Taxes

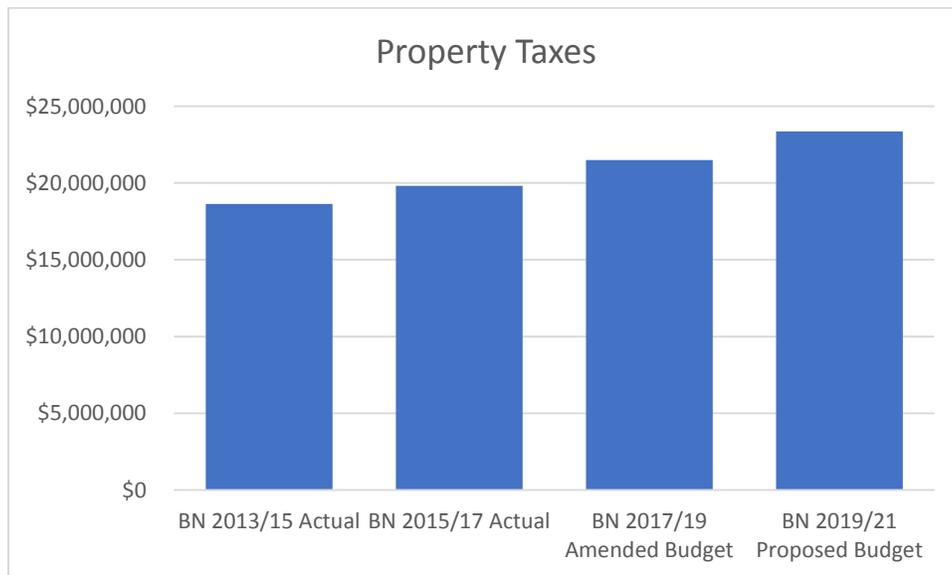
Property Taxes comprise the largest revenue source for the General Fund. Oregon State Law allows for a maximum of three percent growth in the assessed valuation of existing property. The City of Ashland continues to experience higher than the three percent growth in assessed valuation when new development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

to continue to grow four percent. The collection rate remains strong and the budget forecasts a collection rate of 95 percent of the levied amount.

In BN 2013-15 the City began to make a contribution to the Parks and Recreation Commission. All Property Tax collections are received by the City in the General Fund and then provided to the Parks and Recreation Commission (Parks) through a contracted services Memorandum of Understanding (MOU). With a General Fund structural deficit, and Property Tax being the primary revenue driver, the contribution to Parks remains consistent with the previous allocation from the BN 2017-19 budget. By not increasing Parks at the same rate as assessed valuation, the proposed contribution constitutes an over \$550,000 reduction to Parks for the Biennium.

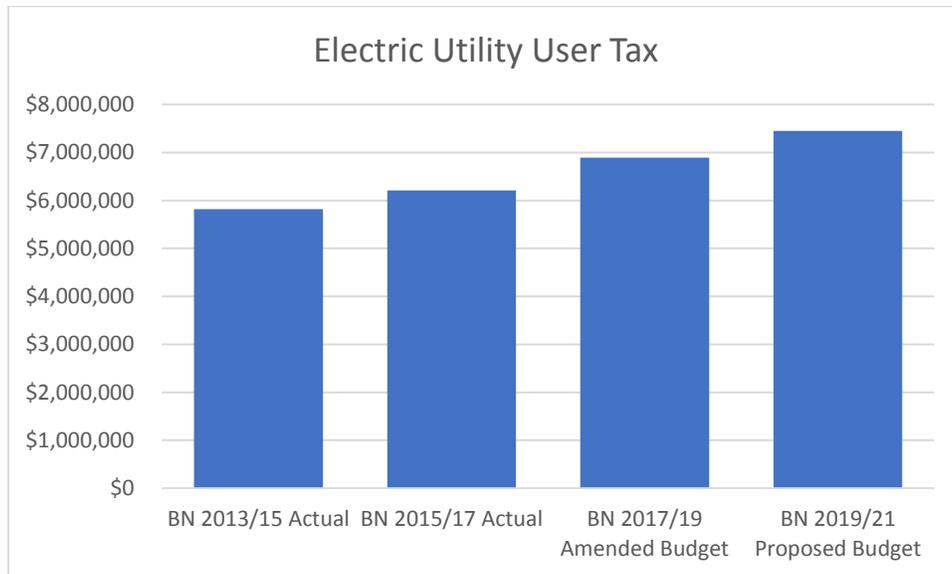
Property owners within the Ashland City limits have a property tax rate \$4.4358 per \$1,000 of assessed value to the City of Ashland. This total includes 4.2422 for the general levy and 0.1142 for Fire Station No.1 General Obligation Bond and 0.0794 for Fire Station No. 2 General Obligation Bond. The remaining components of the overall property tax assessment goes to other governmental entities throughout Jackson County including the Ashland School District, Rogue Community College, Jackson County and others.

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



Electric Utility User Tax

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



Public Safety Support Fee

The City of Ashland charges all electric meters \$1.50 per month to fund 1.5 Police Officers. The fee is placed on all utility customers who have an electric meter within the City. This includes all categories of customers; residential, commercial, non-profit, industrial and education/government. In addition to reductions in expenditures, a revenue proposal for balancing is an increase in the Public Safety Support Fee of \$5 per month, to a new total of \$6.50. The increased fee would fund three firefighters currently employed and active in the City's Fire Department, allowing the Department to maintain a staffing model that allows for adequate resources coverage available to mitigate fire risk in the community.

Franchise Fees

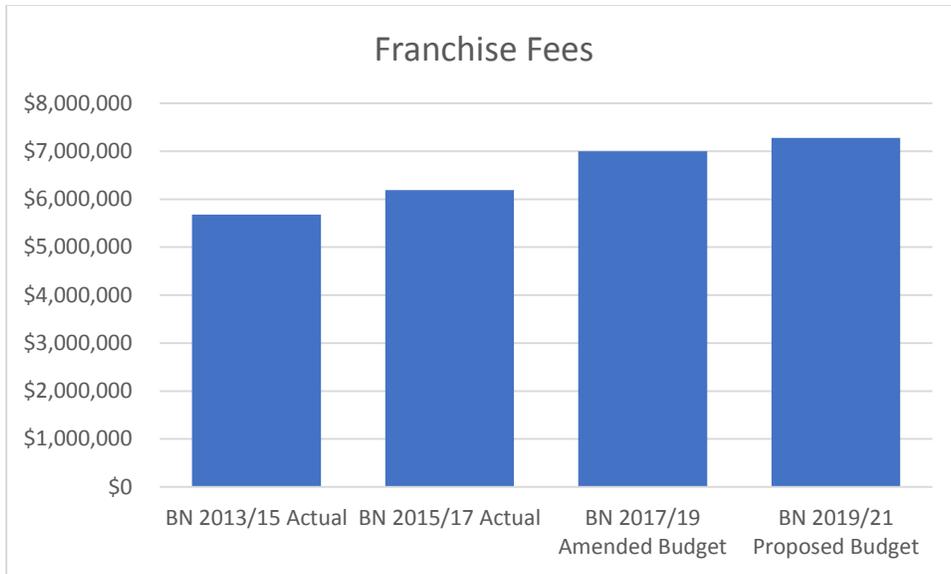
Franchise Fees are charged to utility providers, both public and private. The Franchise Fees are charged to account for the impact the utility has on the community, including the use of the community rights of way (City streets, alley's etc). The table below depicts the BN 2019-21 budgeted amounts along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

	BN 2017/19 Budget	Rate
Electric Utility Franchise	\$3,464,132	10%
Water Utility Franchise	1,357,920	8%
Natural Gas Franchise	679,543	5%
Wastewater Utility Franchise	907,440	8%
Sanitary Service Franchise	403,104	5%
Telecommunication Franchise	216,000	5%
Cable Franchise	195,738	5%
Ashland Home Net Franchise	<u>55,828</u>	5%
Total	\$7,279,705	

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

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

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

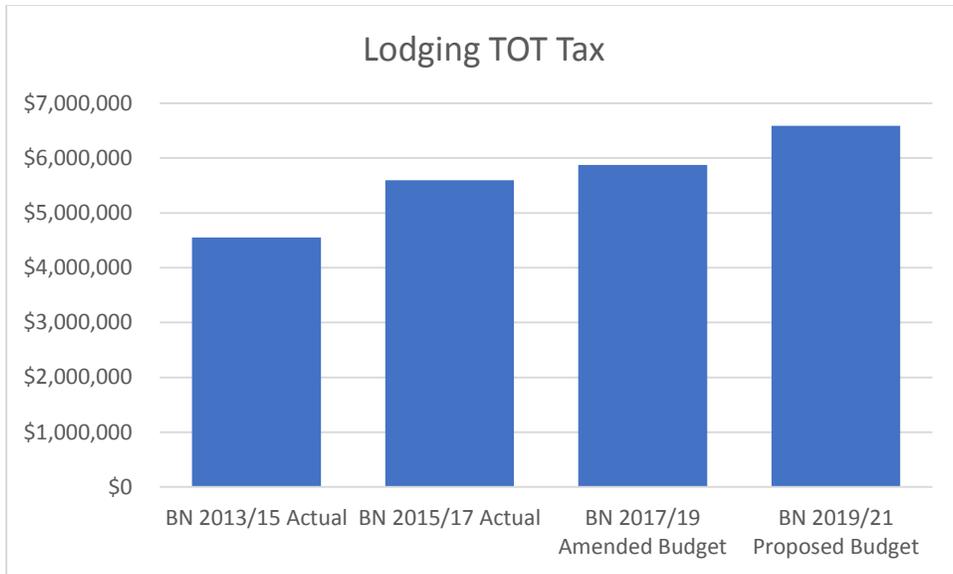


Transient Occupancy Tax

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

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

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



Charges for Services

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

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

The following table lists the different charges for services.

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Ambulance Transports	\$1,914,109	\$2,277,513	\$2,300,000	\$2,180,000	-5.2%
Police Department Services	280,155	228,717	210,000	210,000	0.0%
Temp Offensive Surcharge	227,184	164,892	170,000	170,000	0.0%
Court Diversion Fees	234,195	160,148	160,000	160,000	0.0%
Ambulance Membership Svcs	135,032	136,825	138,000	136,000	-1.4%
Planning Division Services	63,541	66,439	60,000	80,000	33.3%
Court Fees and Costs	60,953	61,107	56,000	56,000	0.0%
Emergency Medical Svc Fee	49,368	52,390	48,000	40,001	-16.7%
Fire Inspection Service	37,187	48,967	52,000	28,000	-46.2%
Miscellaneous	\$147,117	\$133,632	\$133,000	\$118,000	-11%
Total	\$3,148,841	\$3,330,630	\$3,327,000	\$3,178,001	-4%

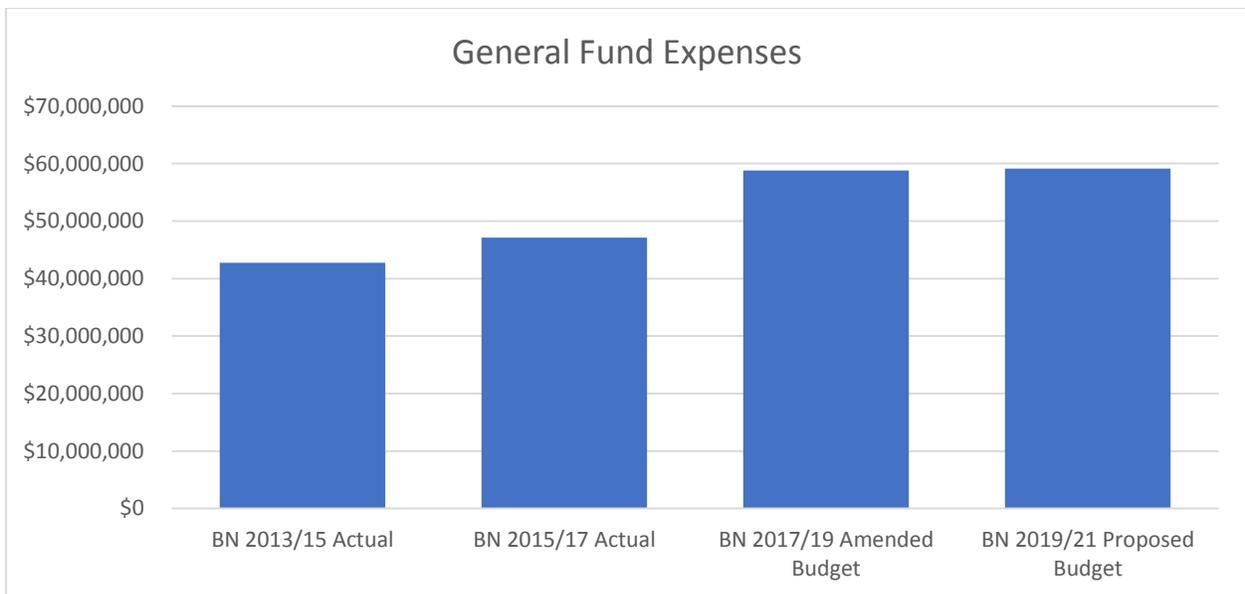
Other Revenue

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

General Fund Expenditures

Overall Expenditures

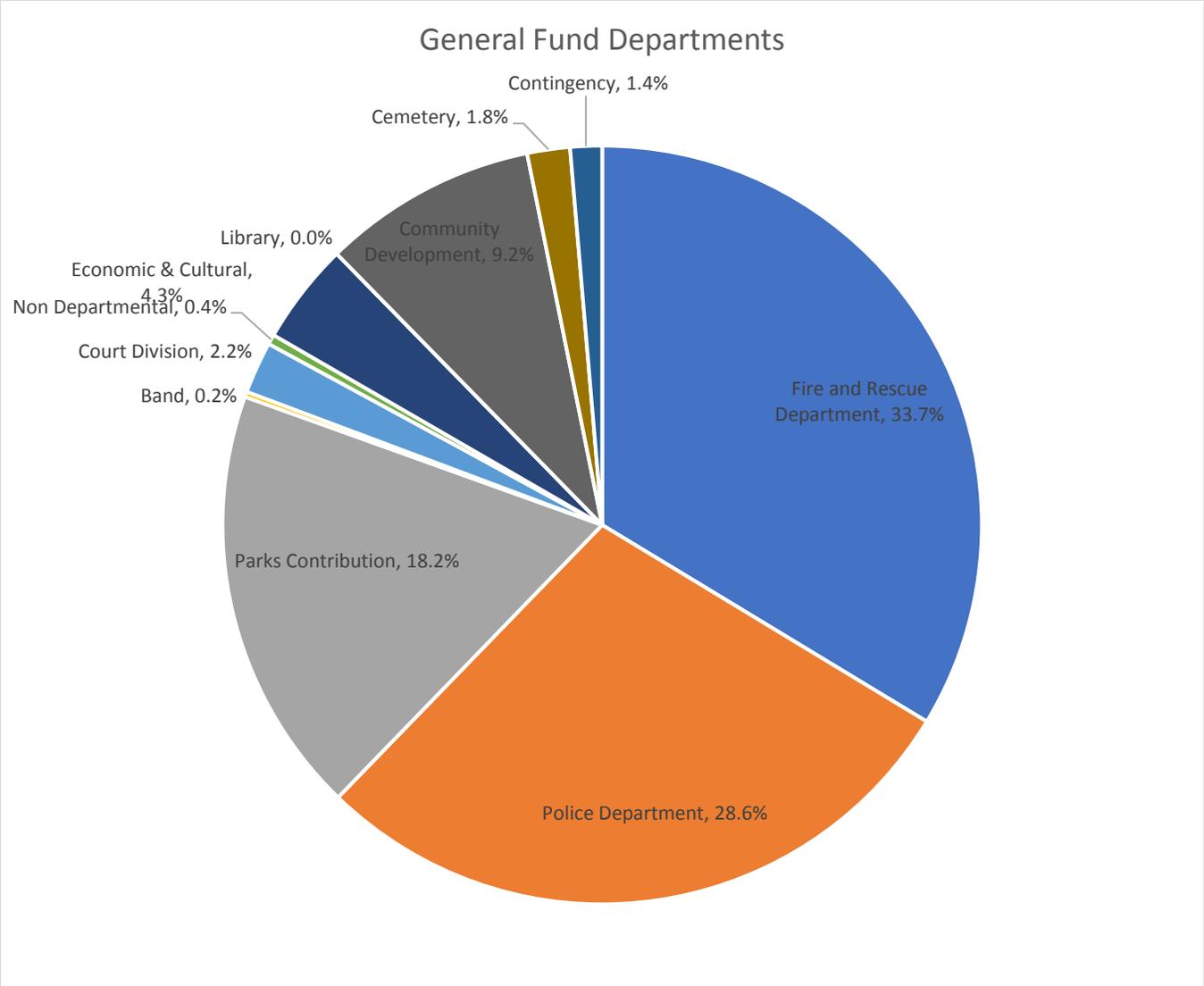
The General Fund increased 0.5 percent in BN 2019-21. The General Fund entered the BN 2019-21 Budget process with a two-million-dollar structural deficit. In order to eliminate the structural deficit, the budget includes several reductions in expenditures. These reductions resulted in General Fund growth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



Departmental Budgets

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

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

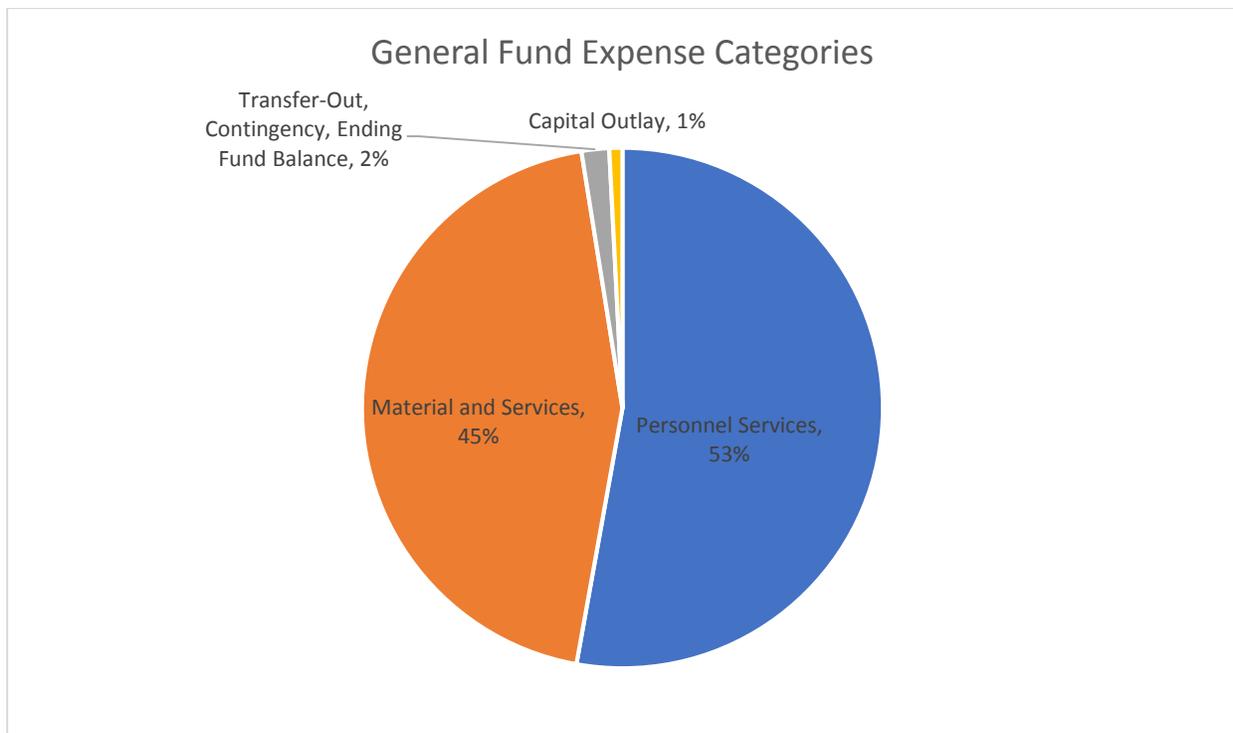


Categories

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

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$22,802,316	\$24,647,508	\$28,814,917	\$31,229,161	8.4%
Material and Services	19,748,825	21,852,979	26,892,059	26,392,555	-1.9%
Transfer-Out, Contingency, Ending Fund Balance	192,824	97,010	3,070,325	1,011,000	-67.1%
Capital Outlay	25,964	547,767	30,000	480,000	1500.0%
Total	\$42,769,930	\$47,145,264	\$58,807,301	\$59,112,716	0.5%



Personal Services

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change	Percentage of Total
Salaries & Wages	\$14,638,199	\$15,886,219	\$17,801,033	\$18,280,758	2.7%	58.5%
Fringe Benefits	8,164,118	8,761,288	11,013,884	12,948,403	17.6%	41.5%
Total	\$22,802,316	\$24,647,508	\$28,814,917	\$31,229,161	8.4%	

Salary and Wages

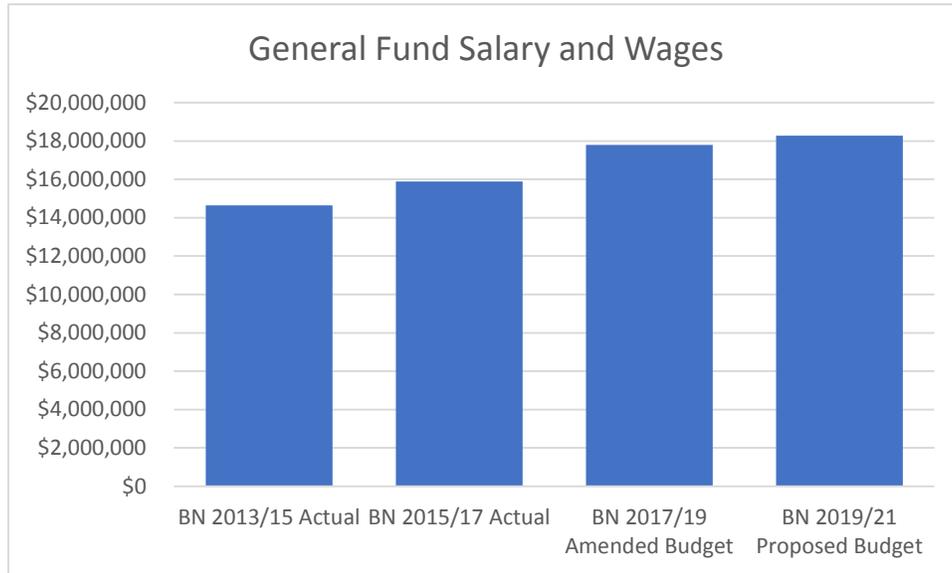
The Salary and Wages portion of Personal Services experienced a 2.7 percent increase from BN the BN 2017-19 Budget. The reason for the Regular Employees Salary increase is the contracted cost of living (COLA) wage adjustments that are part of employee bargained contracts. The Proposed BN 2019-21 Budget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

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Regular Employees	\$12,351,913	\$13,371,905	\$14,996,067	\$15,753,776	\$757,709
Overtime	1,029,556	1,249,284	1,281,192	973,153	-308,039
FLSA	345,099	358,383	412,230	470,806	58,576
Holiday Pay Out	305,421	322,137	408,727	449,431	40,704
Temporary Employees	260,945	261,798	456,429	448,182	-8,247
Vacation Pay Out	108,934	164,216	160,968	117,080	-43,888
Emergency Overtime	178,401	122,791	0	0	0
Sick Leave Pay Out	24,196	30,246	52,680	56,330	3,650
Temporary Cadets	28,550	3,431	0	10,000	10,000
Duty Pay	5,185	2,028	32,740	2,000	-30,740
Total	\$14,638,199	\$15,886,219	\$17,801,033	\$18,280,758	\$479,725

The largest cost factor to future budgets is the Salary and Wages. It is anticipated that the Salary and Wages line item will continue to grow at a slower rate than the BN 2019-

21 budget. It is not anticipated that additional staff will be hired with the recent additions in Police, Fire and Community Development. Taking into account future retirements, step increases, and contract COLAs it is anticipated that the Salary and Wages will increase two percent in future years. These projections will continue to be updated as new contracts are negotiated.



Benefits

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

The City transitioned from a self-funded health insurance plan to a fully-insured plan on July 1, 2018. The transitioned allowed the City to avoid a \$1.5 million annual increase in premiums. The premiums offered by the City’s insurance carrier are projected to increase ten percent for Police and Fire, who have grandfathered plans pursuant to the collectively bargained contract, and the other offerings increased six percent per year. The Biennium increase for the General Fund totals 21 percent increase, or just over ten percent per year. This number is slightly higher than actual as the City added two Police Officer positions in BN 17-19 and placed the entire total compensation change as wages, and did not split amongst all categories, which affects year to year comparisons to some degree.

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

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

	<u>Normal Cost</u>	<u>Unfunded Liability</u>	<u>Total</u>
PERS GS	13.24%	11.81%	25.05%
PERS P&F	19.49%	11.81%	31.30%
OPSRP GS	7.21%	11.81%	19.02%
OPSRP P&F	11.84%	11.81%	23.65%

With recent legislative interest in PERS, the City will remain vigilant in tracking any new developments and updating future year projections as they become available. The State

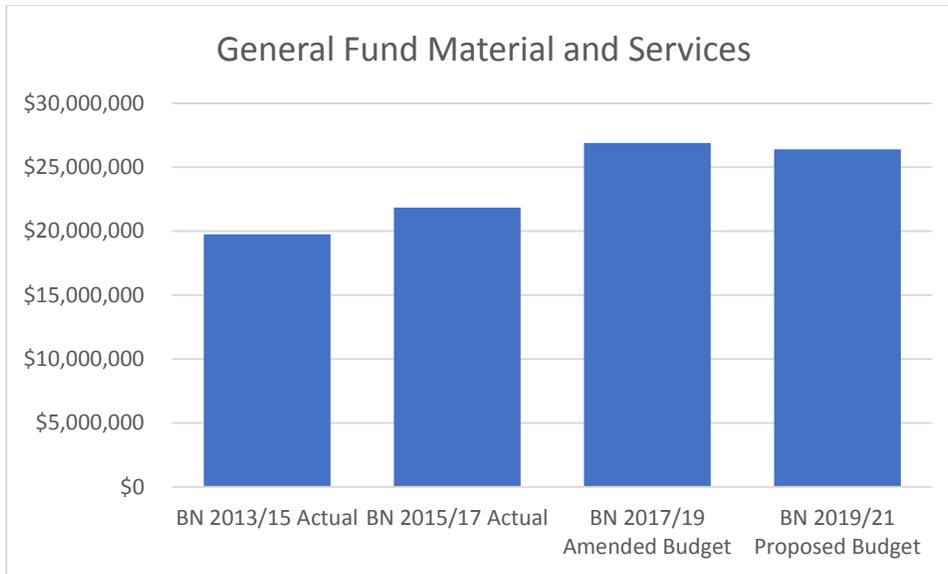
has a plan to incentive side accounts and the City will analyze any, and all, opportunities to contribute towards the reduction of a long-term financial concern.

Material and Services

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

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Contractual Services	\$11,455,823	\$12,822,280	\$17,229,240	\$15,893,972	-1,335,268
Internal Charges & Fees	4,862,820	5,145,891	5,240,061	6,112,514	872,453
Grants	1,558,948	1,762,681	1,869,240	1,721,488	-147,752
Supplies	501,730	638,139	644,205	674,034	29,829
Rental, Repair, Maintenance	502,260	473,069	659,790	748,638	88,848
Other Purchased Svcs	395,345	490,483	580,101	604,949	24,848
Communications	261,622	305,375	360,160	389,718	29,558
Programs	207,365	212,629	304,520	242,500	-62,020
Commission	2,912	2,432	4,742	4,742	0
Total	\$19,748,825	\$21,852,979	\$26,892,059	\$26,392,555	-499,504



General Fund Positions

<u>Position Name</u>	<u>FTE</u>	<u>Department Name</u>	<u>Total Pay</u>	<u>Total Benefits</u>	<u>Total Compensation</u>
ASSIST TO CITY ADMIN	0.25	Administration - Econ Dev	29,700	17,742	47,442
BAILIFF	0.07	Administration - Court	2,252	217	2,469
JUDGE	1	Administration - Court	64,524	41,037	105,561
LEAD COURT SERVICE CLERK	1	Administration - Court	54,572	43,556	98,128
COURT SERVICE CLERK	1	Administration - Court	51,973	43,556	95,529
COURT SERVICE CLERK	0.5	Administration - Court	26,052	23,371	49,423
Administration Total	3.82		229,073	169,479	398,552
Band Director	1	Admin Svcs - Band	3,774	344	4,118

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

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

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

<u>Position Name</u>	<u>FTE</u>	<u>Department Name</u>	<u>Total Pay</u>	<u>Total Benefits</u>	<u>Total Compensation</u>
BUILDING INSPECTOR	1	Comm Dev - Building Safety	63,727	48,163	111,890
BUILDING INSPECTOR	1	Comm Dev - Building Safety	69,878	50,351	120,230
BUILDING OFFICIAL	1	Comm Dev - Building Safety	91,503	55,069	146,571
DIRECTOR OF COMMUNITY DEVELOPMENT	0.1	Comm Dev - Building Safety	14,628	8,134	22,762
PERMIT TECHNICIAN	0.5	Comm Dev - Building Safety	27,029	22,140	49,170
PERMIT TECHNICIAN	0.5	Comm Dev - Building Safety	27,030	22,140	49,170
ASSISTANT PLANNER	1	Comm Dev - Planning	55,713	44,855	100,569
ASSOCIATE PLANNER	1	Comm Dev - Planning	68,597	49,332	117,929
CODE COMPLIANCE SPECIALIST	1	Comm Dev - Planning	50,534	43,470	94,004
DEVELOPMENT SERVICES COORDINATOR	1	Comm Dev - Planning	73,445	52,472	125,916
DIRECTOR OF COMMUNITY DEVELOPMENT	0.9	Comm Dev - Planning	131,650	73,210	204,860
EXECUTIVE ASSISTANT	1	Comm Dev - Planning	57,831	42,617	100,448
PERMIT TECHNICIAN	0.5	Comm Dev - Planning	27,029	22,140	49,170
PERMIT TECHNICIAN	0.5	Comm Dev - Planning	27,030	22,140	49,170
PLANNING MANAGER	1	Comm Dev - Planning	103,342	64,664	168,007
SENIOR PLANNER	1	Comm Dev - Planning	84,009	56,780	140,789
SENIOR PLANNER	1	Comm Dev - Planning	85,020	57,192	142,212
HOUSING PROGRAM ANALYST	1	Comm Dev - Planning - Housing	69,673	49,706	119,379
Community Development Totals	15		1,127,668	784,578	1,912,246

Central Services

Central Services is an Internal Service Fund but is presented with the General Fund since it impacts all funds using an equitable allocation methodology in which Departments are charged for their use of the various service provided.

Summary

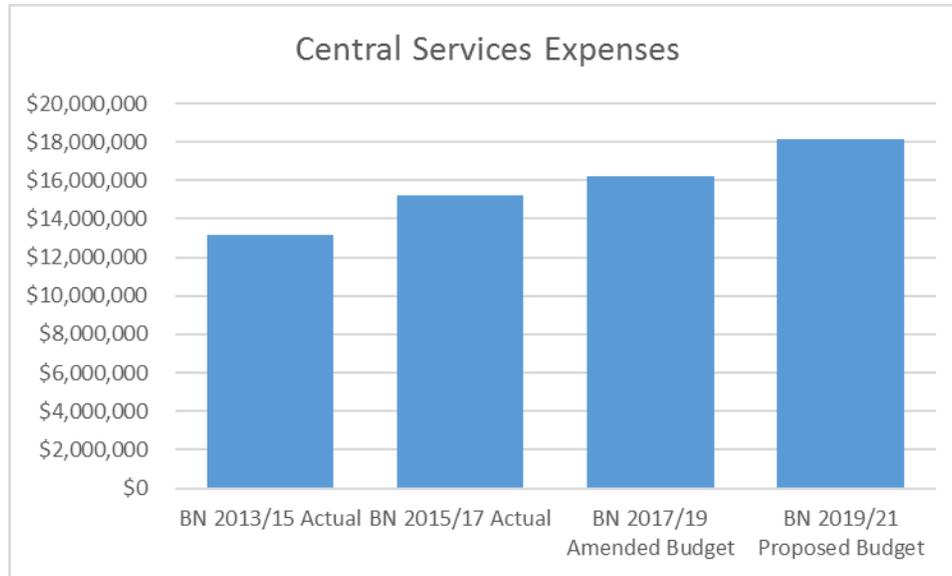
The City utilizes a Central Services Fund to account for services provided to other internal departments. The Central Services Fund allows the City to demonstrate the full cost of providing these services.

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

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

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

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



Central Services Revenue

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

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Charges for Services	\$12,403,057	\$13,621,292	\$14,235,498	\$17,221,969	\$2,986,471
Operating Transfers In	90,000	417,000	1,667,000	0	-1,667,000
Carry Forward Fund Balance	0	0	242,080	751,050	508,970
Taxes	144,476	190,292	160,775	165,100	4,325
Miscellaneous Revenues	219,539	338,676	0	0	0
Interfund Loan	364,795	0	0	0	0
Interest on Pooled Investments	21,344	16,939	17,600	59,570	41,970
Total	\$13,243,212	\$14,584,199	\$16,322,953	\$18,197,689	\$1,874,736

Central Services By Expense Category

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

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$10,104,594	\$10,818,459	\$11,735,284	\$13,651,777	\$1,916,493
Material and Services	3,028,983	3,628,108	3,877,489	4,144,287	266,798
Capital Outlay	62,307	756,666	239,405	140,000	-99,405
Transfer-Out, Contingency, Ending Fund Balance	0	0	360,778	210,418	-150,360
Total	\$13,195,884	\$15,203,233	\$16,212,956	\$18,146,482	\$1,933,526

Central Services by Department

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

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

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

Central Services Positions

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

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

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

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

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

Parks General Fund

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

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

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

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

Parks General Fund Revenue

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Charges for Services	10,577,274	11,383,389	12,782,600	13,124,375	341,775
Carry Forward Fund Balance	0	0	140,165	611,076	470,911
Operating Transfers In	0	52,500	170,000	370,000	200,000
Miscellaneous Revenues	52,104	35,589	60,000	62,000	2,000
Interest on Pooled Investments	9,535	5,968	14,000	46,853	32,853
Intergovernmental Revenue	10,589	92	30,000	30,000	0
Revenues	\$10,649,503	\$11,477,538	\$13,196,765	\$14,244,304	\$1,047,539

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

Parks Expenses

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	6,910,531	7,271,788	8,338,143	9,287,135	948,992
Material and Services	4,068,396	4,407,727	4,638,041	4,655,913	17,872
Transfer-Out, Contingency, Ending Fund Balance	922,000	80,000	200,579	150,000	-50,579
Capital Outlay	28,384	12,318	20,000	100,000	80,000
Expenses	11,929,311	11,771,833	13,196,763	14,193,047	996,284

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Salaries & Wages	\$4,298,104	\$4,500,937	\$4,931,920	\$5,449,040	\$517,120
Fringe Benefits	2,612,427	2,770,851	3,406,223	3,838,095	431,872
Total	\$6,910,531	\$7,271,788	\$8,338,143	\$9,287,135	\$948,992

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

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

Parks General Fund Positions

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

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

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

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

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

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

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

SPECIAL REVENUE FUNDS

Community Development Block Grant

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

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

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

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

The CDBG Fund receives its money from Federal Grants.

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

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

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

Reserve Fund

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

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

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

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

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

Street Fund

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

Street Fund Revenue

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

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

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

The tax sunsets in December of 2030.

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

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

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

Street Fund Expenses

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

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

Street Fund Material and Services

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

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

Street Fund Positions

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

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

Street Fund Capital Improvement Projects

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

Project Description	FY20	FY21	Project Totals
Roadway Improvements			
N. Main Refuge Island			\$ 80,000
Railroad Crossing Improvements; Hersey & Laurel	\$ 450,000		\$ 749,754
Independent Way - Washington St to Tolman Creek Rd	\$ 968,143		\$ 1,544,807
Grandview Drive Improvements - Phase II		\$ 350,000	\$ 350,000
City Wide Chip Seal Project (CMAQ)		\$ 53,592	\$ 53,592
Lithia Way (OR 99 NB)/E Main Street Intersection Improvements		\$ 73,750	\$ 73,750
Ashland Street (OR 66)/Oak Knoll Drive/E Main Street Intersection Improvements			\$ 602,851
Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street)			\$ 1,150,500
Normal Avenue Extension			\$ 3,630,499
Subtotal Roadway	\$ 1,418,143	\$ 477,342	\$ 8,155,753
Street Overlays/Reconstructions			
Hersey St - N Main St to N Mountain Ave	\$ 3,500,000		\$ 4,500,000
Wightman St - Quincy St to Siskiyou Blvd	\$ 1,000,000		\$ 1,014,500
N Mountain Ave - I-5 Overpass to E Main St	\$ 1,500,000	\$ 2,500,000	\$ 4,060,000
Ashland St - Siskiyou Blvd to Faith St		\$ 2,500,000	\$ 4,500,000
Oak St - City Limits to E Main St			\$ 2,500,000
Siskiyou Blvd - E Main St to Walker Ave			\$ 6,500,000
Maple St - Chestnut St to N Main St			\$ 500,000
Tolman Creek Rd - E Main St to Ashland St			\$ 1,000,000
Walker Ave - E Main St to Siskiyou Blvd			\$ 800,000
A St - Oak St to Eighth St			\$ 1,900,000
Garfield St - E Main St to Siskiyou Blvd			\$ 750,000
Subtotal Street Improvements/Overlays	\$ 6,000,000	\$ 5,000,000	\$ 28,024,500
Sidewalk/Pedestrian			
Downtown ADA Ramp Replacement/Plaza Sidewalk Replacement			\$ 152,438
N Main Street RRFB Installation - Nursey Street & Van Ness Avenue			\$ 75,000
N Mountain Avenue - 100' south of Village Green Drive to Iowa Street	\$ 66,375	\$ 597,375	\$ 663,750
N. Mountain Avenue RRFB Installation - Fair Oaks Avenue		\$ 50,000	\$ 50,000
N Main Street (Hwy 99) - N Main Street to Schofield Street			\$ 73,750
Beaver Slide - Water Street to Lithia Way			\$ 73,750
Diane Street - Jaquelyn Street to Tolman Creek Road			\$ 29,500
Walker Avenue - Oregon Street to Woodland Drive			\$ 295,000
Tolman Creek Road - Siskiyou Boulevard to City Limits (west side)			\$ 626,875
A Street - Oak Street to 8th Street			\$ 368,750
Garfield Street - E Main Street to Siskiyou Boulevard			\$ 1,106,250
Subtotal Sidewalk/Pedestrian	\$ 66,375	\$ 647,375	\$ 3,515,063
Bicycle			
Wightman Street Bicycle Boulevard – E Main Street to Siskiyou Boulevard	\$ 81,420		\$ 81,420
Lithia Way Bicycle Boulevard – From Oak Street to Helman Street		\$ 149,270	\$ 149,270
Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard			\$ 67,850
Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road			\$ 54,280
8th Street Bicycle Boulevard - A Street to E Main Street			\$ 27,140
Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane			\$ 54,280
Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main Street to Winburn Way			\$ 149,270
Normal Avenue Bike Lane - From E Main Street to Siskiyou Boulevard. Coordinate with Project R19			\$ 257,830
Subtotal Bicycle	\$ 81,420	\$ 149,270	\$ 841,340
TRANSPORTATION / LID	\$ 7,565,938	\$ 6,273,987	\$ 40,536,656

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.

Airport Fund Revenue

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Charges for Services	\$274,193	\$271,528	\$270,000	\$322,000	19%
Intergovernmental Revenue	0	0	536,800	419,800	-22%
Carry Forward Fund Balance	0	0	118,677	225,306	90%
Interest on Pooled Investments	953	2,386	1,000	1,000	0%
Total	\$275,146	\$273,915	\$926,477	\$968,106	4%

Airport Fund Expenses

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Material and Services	\$133,293	\$87,020	\$425,380	\$216,088	-49%
Capital Outlay	44,962	54,113	312,000	340,000	9%
Debt Services	77,072	77,072	77,075	0	-100%
Transfer-Out, Contingency, Ending Fund Balance	19,000	0	112,022	0	-100%
Total	\$274,327	\$218,205	\$926,477	\$556,088	-40%

Airport Capital Improvement Projects

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

Housing Fund

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

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

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

Capital Improvement Fund

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

Capital Improvement Fund Revenue

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

Intergovernmental Revenues. Grants for improvements to municipal facilities are budgeted here.

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

Capital Improvement Fund Expenses

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

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$440,985	\$545,804	\$636,010	\$664,419	4%
Material and Services	903,887	2,090,896	1,095,090	1,140,381	4%
Debt Services	5,555	0	0	0	-
Capital Outlay	1,575,508	1,931,541	2,732,640	1,405,000	-49%
Transfer-Out, Contingency, Ending Fund Balance	84,479	215,419	2,001,922	280,000	-86%
Total	\$3,010,414	\$4,783,660	\$6,465,662	\$3,489,801	-46%

CIP Fund Positons

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

CIP Fund Capital Expenditures

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

Parks Capital Improvement Fund

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

Parks CIP Revenue

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

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

The tax sunsets in December of 2030.

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

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

Parks CIP Expenses

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

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

Parks CIP Projects

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

DEBT SERVICE FUND

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.

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

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

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

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

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

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

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

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

**City of Ashland
Debt Payable by Fund
as of June 30, 2018**

<u>Debt Purpose</u>	<u>Debt Instrument</u>	<u>June 30, 2018</u>	<u>End Date</u>	<u>Interest Rate</u>
2005 GO Bond - Fire Station #1	GO Bonds	510,000.00	FY 2020	3.50% to 5.00%
2011 Fire Station #2	GO Bonds	2,085,000.00	FY 2031	2.00% to 4.00%
Total General Fund		\$ 2,595,000.00		
2013 New Construction - Parks	Full Faith	350,000.00	FY 2028	2.00% to 2.50%
Garfield Water Park equipment	Note Payable	675,000.00	FY 2026	2.12%
Biscoe School (Parks)	Note Payable	450,000.00	FY 2028	0.00%
Total Parks		\$ 1,475,000.00		
Airport Note 09	Note Payable	36,935.58	FY 2019	5.75%
Total Airport		\$ 36,935.58		
2013 New Construction - Street	Full Faith	715,000.00	FY 2028	2.00% to 2.50%
Total Street		\$ 715,000.00		
Biscoe School (City)	Note Payable	1,430,000.00	FY 2028	0.00%
Total Debt		\$ 1,430,000.00		
2009 Water and Wastewater	Full Faith	342,439.85	FY 2024	4.95%
2013 Water Debt (Refi 2003 Revenue Bond)	Full Faith	900,000.00	FY 2023	2.00%
2013 New Construction - Water	Full Faith	1,760,000.00	FY 2028	2.00% to 2.50%
IFA - DEQ S14005 - Water Fund	Revenue Bonds	2,761,817.00	Awarded but not yet on repayment schedule	1% plus Fees
Medford Water Commission	Revenue Bonds	2,051,838.41	FY 2035	3.42%
IFA - DEQ S16021 - Water Fund	Revenue Bonds	504,464.00	Awarded but not yet on repayment schedule	1% plus Fees
IFA - DEQ S16021 - Water Fund	Revenue Bonds	80,552.00	Awarded but not yet on repayment schedule	1% plus Fees
IFA - Treatment Plant - Water Fund \$14.8 million	Revenue Bonds		Awarded but not yet on repayment schedule	1% plus Fees
Total Water		\$ 8,401,111.26		
2009 Water and Wastewater	Full Faith	146,759.97	FY 2024	4.95%
2010 Wastewater Refinance	Full Faith	5,765,000.00	FY 2022	2.00% to 4.00%
2013 New Construction - Wastewater	Full Faith	410,000.00	FY 2028	2.00% to 2.50%
DEQ R11751 - Wastewater Fund	Revenue Bonds	1,645,280.00	FY 2033	1% plus Fees
DEQ - R11754 - WW Fund \$4,829,000	Revenue Bonds	425,035.00	Awarded but not yet on repayment schedule	1% plus Fees
IFA - R11752 Oxidation Ditch - WW Fund \$9.9 million	Revenue Bonds		Awarded but not yet on repayment schedule	1% plus Fees
Total Wastewater		\$ 8,392,074.97		
2013 New Construction - Storm Drain	Full Faith	\$ 105,000.00	FY 2028	2.00% to 2.50%
Total Storm Water		105,000.00		
2008 CREBs	Revenue Bonds	86,857.12	FY 2022	3.8-6.01%
Total Electric		\$ 86,857.12		
2013 AFN Debt (Refi 2004 AFN Revenue)	Full Faith	8,100,000.00	FY 2025	2.00% to 2.80%
Total AFN		\$ 8,100,000.00		
Citywide Total		\$ 31,336,978.93		

ENTERPRISE FUNDS

Water Fund

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

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

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

Water Fund Revenue

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

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

Water Fund Expenses

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

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

Water Fund Personnel

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

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

Water Fund Material and Services

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

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

Water Fund Debt

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

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

Water Fund Capital

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

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

Water Fund Capital Projects

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

Water Fund Positions

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

Wastewater Fund

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

Wastewater Fund Revenue

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

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

Wastewater Fund Expenses

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

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

Water Fund Personnel

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

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

Wastewater Fund Material and Services

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

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

Wastewater Fund Debt

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

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

Wastewater Fund Capital

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

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

Wastewater Fund Capital Projects

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

Wastewater Fund Positions

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

Stormwater Fund

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

Stormwater Fund Revenue

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

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

Stormwater Fund Expenses

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

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

Stormwater Fund Personnel

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

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

Stormwater Fund Material and Services

The Stormwater Fund Material and Services increases due to increases in Central Service Fees, consistent with the Cost Allocation Plan results

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

Stormwater Fund Debt

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

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

Stormwater Fund Capital

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

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

Stormwater Fund Capital Projects

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

Stormwater Fund Positions

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

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

Electric Fund

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

Electric Fund Revenue

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

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

Electric Fund Expenses

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

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

Electric Fund Personnel

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

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

Electric Fund Debt

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

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

Electric Fund Material and Services

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

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

Electric Fund Capital

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

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

Electric Fund Capital Projects

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

Electric Fund Positions

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

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

Ashland Fiber Network (AFN) Fund

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

AFN Fund Revenue

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

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

AFN Fund Expenses

The AFN Fund BN 2019-21 shows increases in Personnel Services, while showing decreases in Material and Services and Capital Outlay.

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$1,299,335	\$1,269,970	\$1,448,575	\$1,528,860	6%
Material and Services	2,582,465	2,555,862	2,717,520	2,561,123	-6%
Capital Outlay	297,337	305,612	150,000	130,000	-13%
Transfer-Out, Contingency, Ending Fund Balance	0	0	332,510	105,000	-68%
Total	\$4,179,137	\$4,131,443	\$4,648,605	\$4,324,983	-7%

AFN Fund Personnel

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

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

AFN Fund Debt

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

AFN Fund Material and Services

AFN Material and Services decreased 6 percent in the BN 2019/21 Proposed Budget.

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Supplies	\$504,582	\$395,432	\$347,006	\$28,800	-92%
Rental, Repair, Maintenance	87,834	92,808	97,960	197,960	102%
Communications	11,431	14,006	9,800	16,200	65%
Contractual Services	15,227	13,923	11,000	60,000	445%
Internal Charges & Fees	1,914,008	1,987,033	2,092,454	2,074,463	-1%
Other Purchased Svcs	49,382	52,660	159,300	183,700	15%
Total	\$2,582,465	\$2,555,862	\$2,717,520	\$2,561,123	-6%

AFN Fund Capital

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

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

AFN Fund Positions

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

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

INTERNAL SERVICE FUNDS

City Equipment Fund/Parks Equipment Fund

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

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

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

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

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

Health Insurance Reserve Fund

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

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

Insurance Fund

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

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

CEMETERY TRUST FUND

Cemetery Trust Fund

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

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

City of Ashland
Biennium 2019-2021 Summary of Changes

	2019 - 2021 Proposed	Staff Revisions	2019 - 2021 Revised	Committee Revisions	2019 - 2021 Approved	Council Revisions	2019 - 2021 Adopted
GENERAL FUND							
Administration Department	2,559,724		2,559,724		2,559,724		2,559,724
Administration Department- Municipal Court	1,307,809	49,423	1,357,232		1,357,232		1,357,232
Administrative Services - Band	132,733		132,733		132,733		132,733
Administrative Services - Miscellaneous	38,000		38,000		38,000		38,000
Administrative Services - Parks	10,783,800		10,783,800		10,783,800		10,783,800
Police Department	16,889,886		16,889,886		16,889,886		16,889,886
Fire and Rescue Department	19,905,049		19,905,049		19,905,049		19,905,049
Public Works - Cemetery Division	1,075,095		1,075,095		1,075,095		1,075,095
Community Development - Planning Division	3,463,963		3,463,963		3,463,963		3,463,963
Community Development - Building Division	1,677,657		1,677,657		1,677,657		1,677,657
Community Development - Social Services Grants	268,000		268,000		268,000		268,000
Transfers Out	211,000		211,000		211,000	-	211,000
Contingency	800,000		800,000		800,000		800,000
Ending Fund Balance	(77,451)	(49,423)	(126,874)		(126,874)		(126,874)
TOTAL GENERAL FUND	59,035,265	-	59,035,265	-	59,035,265	-	59,035,265
PARKS AND RECREATION FUND							
Parks Division	8,203,415	6,000	8,209,415		8,209,415		8,209,415
Recreation Division	2,957,983		2,957,983		2,957,983		2,957,983
Forestry Division	985,619		985,619		985,619		985,619
Senior Services Division	700,180		700,180		700,180		700,180
Golf Division	1,195,850		1,195,850		1,195,850		1,195,850
Contingency	150,000		150,000		150,000		150,000
Ending Fund Balance	51,257		51,257	-	51,257		51,257
TOTAL PARKS AND RECREATION FUND	14,244,304	6,000	14,250,304	-	14,250,304	-	14,250,304
HOUSING TRUST FUND							
Personnel Services			-		-		-
Materials and Services	247,000		247,000		247,000		247,000
Ending Fund Balance	204,668		204,668		204,668		204,668
TOTAL HOUSING TRUST FUND	451,668	-	451,668	-	451,668	-	451,668
COMMUNITY DEVELOPMENT BLOCK GRANT FUND							
Personnel Services	70,528		70,528		70,528		70,528
Materials and Services	456,661	(462)	456,199		456,199		456,199
Ending Fund Balance	(462)	462	-		-		-
TOTAL CDBG FUND	526,727	-	526,727	-	526,727	-	526,727
RESERVE FUND							
Ending Fund Balance	39,110	-	39,110	-	39,110		39,110
TOTAL RESERVE FUND	39,110	-	39,110	-	39,110	-	39,110
STREET FUND							
Public Works - Street Operations	20,364,474		20,364,474		20,364,474		20,364,474
Public Works - Street Operations Debt	251,460		251,460		251,460		251,460
Public Works - Transportation SDC's	930,213		930,213		930,213		930,213
Contingency	43,700		43,700		43,700		43,700
Ending Fund Balance	3,660,187		3,660,187		3,660,187		3,660,187
TOTAL STREET FUND	25,250,034	-	25,250,034	-	25,250,034	-	25,250,034
AIRPORT FUND							
Materials and Services	216,088		216,088		216,088		216,088
Capital Outlay	340,000		340,000		340,000		340,000
Ending Fund Balance	412,018		412,018		412,018		412,018
TOTAL AIRPORT FUND	968,106	-	968,106	-	968,106	-	968,106
CAPITAL IMPROVEMENTS FUND							
Public Works - Facilities	3,059,801	(45,460)	3,014,341		3,014,341		3,014,341
Administrative Services - Parks Open Space	150,000		150,000		150,000		150,000
Transfers Out	220,000		220,000		220,000		220,000
Contingency	60,000		60,000		60,000		60,000
Ending Fund Balance	90,713	45,460	136,173	-	136,173		136,173
TOTAL CAPITAL IMPROVEMENTS	3,580,514	-	3,580,514	-	3,580,514	-	3,580,514

City of Ashland
Biennium 2019-2021 Summary of Changes

	2019 - 2021 Proposed	Staff Revisions	2019 - 2021 Revised	Committee Revisions	2019 - 2021 Approved	Council Revisions	2019 - 2021 Adopted
PARKS CAPITAL IMPROVEMENTS FUND							
Personnel Services	-		-		-		-
Materials and Services	-		-		-		-
Capital Outlay	5,020,000		5,020,000		5,020,000		5,020,000
Transfer Out	793,828		793,828		793,828		793,828
Ending Fund Balance	1,368,972		1,368,972		1,368,972		1,368,972
TOTAL PARKS CAPITAL IMPROVEMENTS FUND	7,182,800	-	7,182,800	-	7,182,800	-	7,182,800
DEBT SERVICE FUND							
Debt Service	3,790,874		3,790,874		3,790,874		3,790,874
Ending Fund Balance	1,419,738		1,419,738		1,419,738		1,419,738
TOTAL DEBT SERVICE FUND	5,210,612	-	5,210,612	-	5,210,612	-	5,210,612
WATER FUND							
Public Works - Conservation Division	578,660		578,660		578,660		578,660
Public Works - Water Supply	4,382,522		4,382,522		4,382,522		4,382,522
Public Works - Water Supply Debt	19,090		19,090		19,090		19,090
Public Works - Water Treatment	18,225,395		18,225,395		18,225,395		18,225,395
Public Works - Water Treatment Debt	298,883		298,883		298,883		298,883
Public Works - Water Distribution	9,219,893		9,219,893		9,219,893		9,219,893
Public Works - Water Distribution Debt	502,563		502,563		502,563		502,563
Public Works - Improvement SDC's	4,153,000		4,153,000		4,153,000		4,153,000
Public Works - Improvement SDC's Debt	361,876		361,876		361,876		361,876
Public Works - Reimbursement SDC's Debt	68,724		68,724		68,724		68,724
Transfers Out	500,000	-	500,000		500,000		500,000
Contingency	685,000		685,000		685,000		685,000
Ending Fund Balance	19,600,412		19,600,412		19,600,412		19,600,412
TOTAL WATER FUND	58,596,018	-	58,596,018	-	58,596,018	-	58,596,018
WASTEWATER FUND							
Public Works - Wastewater Collection	5,741,660		5,741,660		5,741,660		5,741,660
Public Works - Wastewater Collection Debt Service	151,658		151,658		151,658		151,658
Public Works - Wastewater Treatment	8,319,440		8,319,440		8,319,440		8,319,440
Public Works - Wastewater Treatment Debt Service	3,434,209		3,434,209		3,434,209		3,434,209
Public Works - Reimbursement SDC's	1,109,750		1,109,750		1,109,750		1,109,750
Contingency	325,000		325,000		325,000		325,000
Ending Fund Balance	15,233,131		15,233,131		15,233,131		15,233,131
TOTAL WASTEWATER FUND	34,314,848	-	34,314,848	-	34,314,848	-	34,314,848
STORM WATER FUND							
Public Works - Storm Water Operations	1,888,482		1,888,482		1,888,482		1,888,482
Public Works - Storm Water Operations Debt	23,700		23,700		23,700		23,700
Public Works - Storm Water SDC's	316,000		316,000		316,000		316,000
Contingency	30,000		30,000		30,000		30,000
Ending Fund Balance	1,226,864		1,226,864		1,226,864		1,226,864
TOTAL STORM FUND	3,485,046	-	3,485,046	-	3,485,046	-	3,485,046
ELECTRIC FUND							
Administration - Conservation Division	1,830,754		1,830,754		1,830,754		1,830,754
Electric - Supply	16,114,835		16,114,835		16,114,835		16,114,835
Electric - Distribution	16,896,919		16,896,919		16,896,919		16,896,919
Electric - Transmission	2,665,970		2,665,970		2,665,970		2,665,970
Debt Services	44,517		44,517		44,517		44,517
Contingency	225,000		225,000		225,000		225,000
Ending Fund Balance	761,698		761,698		761,698		761,698
TOTAL ELECTRIC FUND	38,539,693	-	38,539,693	-	38,539,693	-	38,539,693

City of Ashland
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	2019 - 2021 Proposed	Staff Revisions	2019 - 2021 Revised	Committee Revisions	2019 - 2021 Approved	Council Revisions	2019 - 2021 Adopted
TELECOMMUNICATIONS FUND							
Personnel Services	1,528,860	45,460	1,574,320		1,574,320		1,574,320
Materials and Services	2,561,123		2,561,123		2,561,123		2,561,123
Capital Outlay	130,000		130,000		130,000		130,000
Contingency	105,000		105,000		105,000		105,000
Ending Fund Balance	1,599,065	(45,460)	1,553,605		1,553,605		1,553,605
TOTAL TELECOMMUNICATIONS FUND	5,924,048	-	5,924,048	-	5,924,048	-	5,924,048
CENTRAL SERVICES FUND							
Administration Department	3,578,160		3,578,160		3,578,160		3,578,160
IT - Computer Services Division	2,996,167		2,996,167	-	2,996,167		2,996,167
Administrative Services Department	5,977,867		5,977,867		5,977,867		5,977,867
City Recorder Division	375,849		375,849		375,849		375,849
Public Works - Administration and Engineering	5,008,021		5,008,021		5,008,021		5,008,021
Contingency	210,418		210,418		210,418		210,418
Ending Fund Balance	51,208		51,208		51,208		51,208
TOTAL CENTRAL SERVICES FUND	18,197,690	-	18,197,690	-	18,197,690	-	18,197,690
INSURANCE SERVICES FUND							
Personnel Services	-		-		-		-
Materials and Services	1,982,012	100,000	2,082,012		2,082,012		2,082,012
Capital Outlay							
Contingency							
Ending Fund Balance	373,352	(100,000)	273,352		273,352		273,352
TOTAL INSURANCE SERVICES FUND	2,355,364	-	2,355,364	-	2,355,364	-	2,355,364
HEALTH BENEFITS FUND							
Personnel Services							
Materials and Services	12,732,303		12,732,303		12,732,303		12,732,303
Transfers Out	200,000		200,000		200,000		200,000
Contingency	100,000		100,000		100,000		100,000
Ending Fund Balance	923,954		923,954		923,954		923,954
TOTAL INSURANCE SERVICES FUND	13,956,257	-	13,956,257	-	13,956,257	-	13,956,257
EQUIPMENT FUND							
Public Works - Maintenance	3,715,299		3,715,299		3,715,299		3,715,299
Public Works - Purchasing and Acquisition	3,877,500		3,877,500		3,877,500		3,877,500
Contingency	100,000		100,000		100,000		100,000
Ending Fund Balance	47,091		47,091		47,091		47,091
TOTAL EQUIPMENT FUND	7,739,890	-	7,739,890	-	7,739,890	-	7,739,890
PARKS EQUIPMENT RESERVE FUND							
Capital Outlay	300,000		300,000		300,000		300,000
Interfund Loan							
Ending Fund Balance	215,744		215,744		215,744		215,744
TOTAL PARKS EQUIPMENT RESERVE FUND	515,744	-	515,744	-	515,744	-	515,744
CEMETERY TRUST FUND							
Transfers Out	150,000		150,000		150,000		150,000
Ending Fund Balance	923,964		923,964		923,964		923,964
TOTAL CEMETERY TRUST FUND	1,073,964	-	1,073,964	-	1,073,964	-	1,073,964
TOTAL BUDGET	301,187,702	6,000	301,193,702	-	301,193,702	-	301,193,702
Less Ending Fund Balance	48,125,233	(148,961)	47,976,272	-	47,976,272	-	47,976,272
Total Appropriations	253,062,469	154,961	253,217,430	-	253,217,430	-	253,217,430

Total Appropriations impact

To appropriate funds for part time court clerk	\$49,423
To appropriate parks temps offsetting revenue	\$6,000
Staff adjustment to reduce CDGB Materials to make EFB zero	(\$462)
Staff adjustments to reduce salary costs that s/b in AFN	(\$45,460)
To appropriate funds for .50 FTE to Telecommunications	\$45,460
To appropriate for higher liability insurance still TBD	\$100,000
	<u>\$ 154,961</u>

City of Ashland
Biennium 2019-2021 Summary of Changes

RESOURCE SUMMARY	2019 - 2021 Proposed	Staff Revisions	2019 - 2021 Revised	Committee Revisions	2019 - 2021 Approved	Council Revisions	2019 - 2021 Adopted
Revenues:							
Taxes	\$ 55,668,228		\$ 55,668,228		\$ 55,668,228		\$ 55,668,228
Licenses and Permits	1,898,300		1,898,300		1,898,300		1,898,300
Intergovernmental Revenues	12,407,205		12,407,205		12,407,205		12,407,205
Charges for Services	131,441,862	6,000	131,447,862		131,447,862		131,447,862
Fines and Forfeitures	1,210,800		1,210,800		1,210,800		1,210,800
Interest on Investments	1,561,317		1,561,317		1,561,317		1,561,317
Miscellaneous Revenues	2,370,094		2,370,094		2,370,094		2,370,094
Total Revenues	206,557,806	6,000	206,563,806	-	206,563,806	-	206,563,806
Budgetary Resources:							
Carry Forward Fund Balance	43,089,944		43,089,944		43,089,944		43,089,944
Other Financing Sources	49,465,124		49,465,124		49,465,124		49,465,124
Interfund Loan	-	-	-		-		-
Operating Transfers In	2,074,828		2,074,828		2,074,828	-	2,074,828
Total Budgetary Resources	94,629,896	-	94,629,896	-	94,629,896	-	94,629,896
Total Resources	\$ 301,187,702	\$ 6,000	\$ 301,193,702	\$ -	\$ 301,193,702	\$ -	\$ 301,193,702

To recongize additional revenue for maint. contract \$6,000

\$ 6,000

Section 3-

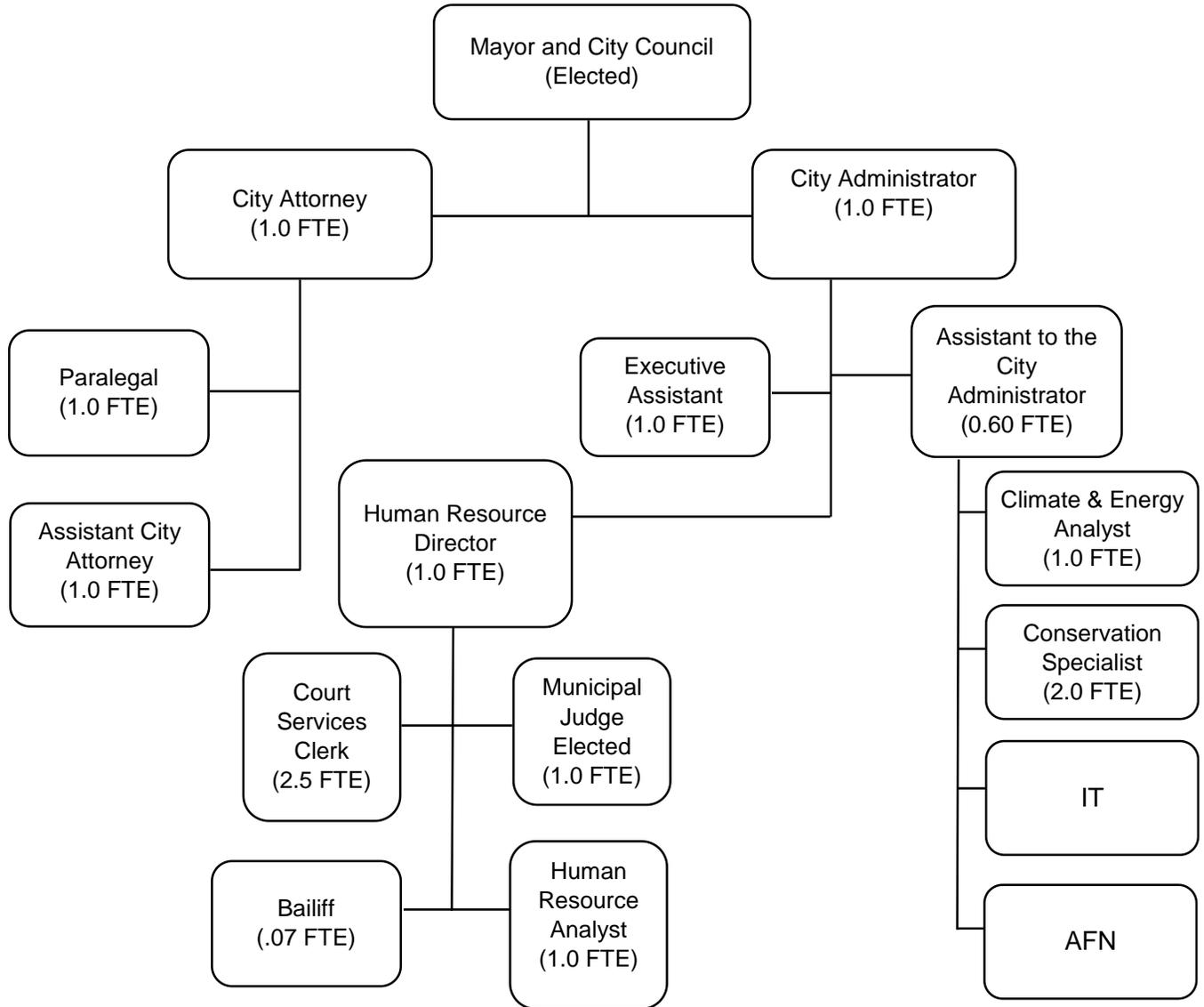
Departments

Departments

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Administration Department

15.17 FTE



DEPARTMENT OVERVIEW

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

Among the services provided by the Administration Department are:

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

Goals:

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

Accomplishments:

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

Administration Department

Administration Department					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$3,414,934	\$3,796,080	\$4,107,488	\$4,659,503	13%
Material and Services	13,167,613	14,116,701	16,700,110	18,838,136	13%
Debt Services	47,771	46,686	45,602	44,517	-2%
Transfer-Out, Contingency, Ending Fund Balance	1,682,824	0	19,125,798	911,000	-95%
Total	\$18,313,142	\$17,959,466	\$39,978,998	\$24,453,156	-39%

Administration Department Expenses					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$3,414,934	\$3,796,080	\$4,107,488	\$4,659,503	13%
Salary and Wages	\$2,118,847	\$2,347,854	\$2,458,056	\$2,599,181	6%
Regular Employees	2,073,669	2,295,677	2,397,590	2,542,591	6%
Sick Leave Pay Out	12,900	13,856	8,430	10,500	25%
Vacation Pay Out	25,843	36,601	42,636	14,890	-65%
Temporary Employees	5,484	266	2,400	24,200	908%
Overtime	951	1,454	7,000	7,000	0%
Fringe Benefits	1,296,088	1,448,226	1,649,432	2,060,322	25%
FICA/MEDICARE Contribution	153,367	161,951	176,372	191,177	8%
PERS Employer's Share	315,823	362,081	445,320	604,620	36%
PERS Employee Share Paid by Cty/Pks	125,588	139,305	138,721	156,535	13%
Prepayment for PERS	45,852	0	0	0	-
HRAVEBA	41,950	46,660	48,405	50,361	4%
Deferred Comp	0	8,302	14,780	15,600	6%
Other Benefits	0	106	532	770	45%
Group Health Insurance	606,554	720,982	817,062	1,034,735	27%
Workers Compensation	6,954	8,839	8,240	6,523	-21%
Material and Services	13,167,613	14,116,701	16,700,110	17,387,246	4%
Supplies	67,338	66,350	89,654	62,200	-31%
Rental, Repair, Maintenance	15,275	15,129	29,620	24,460	-17%
Communications	14,469	17,336	17,900	17,510	-2%
Contractual Services	2,099,662	1,488,280	2,444,029	1,297,368	-47%
Internal Charges & Fees	485,880	424,899	441,738	680,485	54%
Other Purchased Svcs	152,310	156,588	266,514	225,512	-15%
Insurance	8,196,457	9,672,553	10,979,325	12,712,303	16%
Commission	12,168	14,113	20,900	10,200	-51%
Grants	1,304,744	1,497,427	1,601,300	1,449,488	-9%
Programs	819,309	764,026	809,130	907,720	12%
Debt Services	47,771	46,686	45,602	44,517	-2%
Total	\$16,630,318	\$17,959,466	\$20,853,200	\$22,091,266	6%

Administration Department

Administration Salary and Wages					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Salaries & Wages	\$2,118,847	\$2,347,854	\$2,458,056	\$2,599,181	6%
Regular Employees	2,073,669	2,295,677	2,397,590	2,542,591	6%
Sick Leave Pay Out	12,900	13,856	8,430	10,500	25%
Vacation Pay Out	25,843	36,601	42,636	14,890	-65%
Temporary Employees	5,484	266	2,400	24,200	908%
Overtime	951	1,454	7,000	7,000	0%
Fringe Benefits	1,296,088	1,448,226	1,649,432	2,060,322	25%
FICA/MEDICARE Contribution	153,367	161,951	176,372	191,177	8%
PERS Employer's Share	315,823	362,081	445,320	604,620	36%
PERS Employee Share Paid by Cty/Pks	125,588	139,305	138,721	156,535	13%
Prepayment for PERS	45,852	0	0	0	-
HRAVEBA	41,950	46,660	48,405	50,361	4%
Deferred Comp	0	8,302	14,780	15,600	6%
Other Benefits	0	106	532	770	45%
Group Health Insurance	606,554	720,982	817,062	1,034,735	27%
Workers Compensation	6,954	8,839	8,240	6,523	-21%
Total	\$3,414,934	\$3,796,080	\$4,107,488	\$4,659,503	13%

Administration Material and Services					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Supplies	\$67,338	\$66,350	\$89,654	\$62,200	-31%
Rental, Repair, Maintenance	15,275	15,129	29,620	24,460	-17%
Communications	14,469	17,336	17,900	17,510	-2%
Contractual Services	2,099,662	1,488,280	2,444,029	1,297,368	-47%
Internal Charges & Fees	485,880	424,899	441,738	680,485	54%
Other Purchased Svcs	152,310	156,588	266,514	225,512	-15%
Insurance	8,196,457	9,672,553	10,979,325	12,712,303	16%
Commission	12,168	14,113	20,900	10,200	-51%
Grants	1,304,744	1,497,427	1,601,300	1,449,488	-9%
Programs	819,309	764,026	809,130	907,720	12%
Total	\$13,167,613	\$14,116,701	\$16,700,110	\$17,387,246	4%

Administration Department – Mayor and Council

MAYOR AND COUNCIL

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

Mayor and Council						
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Proposed	Change
	Actual	Actual	Amended Budget		Budget	
Personnel Services	\$171,166	\$216,794	\$217,082		\$309,996	43%
Salary and Wages	\$5,200	\$5,200	\$5,200		\$5,200	0%
Regular Employees	5,200	5,200	5,200		5,200	0%
Fringe Benefits	\$165,966	\$211,594	\$211,882		\$304,796	44%
FICA/MEDICARE Contribution	398	398	420		458	9%
Group Health Insurance	165,567	211,196	211,462		304,338	44%
Material and Services	\$84,188	\$96,210	\$121,511		\$103,978	-14%
Supplies	2,886	12,094	9,604		1,750	-82%
Communications	897	1,073	920		1,430	55%
Contractual Services	7,964	5,942	20,000		30,040	50%
Internal Charges & Fees	200	206	207		208	0%
Other Purchased Svcs	65,653	67,324	79,680		62,350	-22%
Commission	6,588	9,571	11,100		8,200	-26%
Total	\$255,354	\$313,004	\$338,593		\$413,974	22%

ADMINISTRATION DIVISION

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

Administration Division						
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change	
Personnel Services	1,024,058	1,273,483	1,394,792	965,219	-31%	
Salary and Wages	690,316	868,746	955,996	600,583	-37%	
Regular Employees	675,409	838,424	916,590	589,223	-36%	
Sick Leave Pay Out	7,114	5,583	2,480	2,490	0%	
Vacation Pay Out	7,698	24,201	34,526	6,470	-81%	
Temporary Employees	-	-	2,400	2,400	0%	
Overtime	95	538	-	-	-	
Fringe Benefits	333,743	404,737	438,796	364,636	-17%	
FICA/MEDICARE Contribution	47,272	52,393	60,358	41,057	-32%	
PERS Employer's Share	105,218	142,311	144,277	140,192	-3%	
PERS Employee Share Paid by City/Pks	40,957	51,765	47,519	35,963	-24%	
Prepayment for PERS	14,886	-	-	-	-	
HRAVEBA	13,741	17,350	15,852	12,079	-24%	
Deferred Comp	-	2,391	3,620	3,910	8%	
Group Health Insurance	110,289	135,387	165,590	129,555	-22%	
Workers Compensation	1,381	3,140	1,580	1,879	19%	
Material and Services	505,577	854,398	3,119,175	2,655,002	-15%	
Supplies	28,075	25,530	26,200	21,600	-18%	
Rental, Repair, Maintenance	6,854	8,423	14,600	15,040	3%	
Communications	6,859	9,205	11,000	9,800	-11%	
Contractual Services	371,481	711,177	1,335,053	965,328	-28%	
Internal Charges & Fees	29,660	32,506	32,650	108,056	231%	
Other Purchased Svcs	32,915	35,638	63,442	57,970	-9%	
Commission	2,785	3,678	5,800	-	-100%	
Grants	-	-	1,601,300	1,449,488	-9%	
Programs	26,949	28,241	29,130	27,720	-5%	
Total	1,529,635	2,127,881	4,513,967	3,620,221	-20%	

Administration Department – Administration Division

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

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

HUMAN RESOURCE DIVISION

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

Goals

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

Accomplishments

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

Workload Metrics:

Recruitment & Selection:

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

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

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

Administration Department – Human Resource Division

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

Human Resources Health Benefits Reserve Fund					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Material and Services	\$9,049,715	\$10,021,261	\$11,557,301	\$12,732,303	10%
Contractual Services	853,258	348,708	557,976	0	-100%
Insurance	8,196,457	9,672,553	10,979,325	12,712,303	16%
Health Claims	7,604,039	8,439,548	9,487,504	50,000	-99%
Health Care Premiums	80,589	109,589	118,658	12,662,303	10571%
Health Care Premiums Re-Ins.	511,829	1,123,417	1,373,163	0	-100%
Programs	0	0	20,000	20,000	0%
Total	\$9,049,715	\$10,021,261	\$11,557,301	\$12,732,303	10%

MUNICIPAL COURT DIVISION

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

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

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

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

Court						
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change	
Personnel Services	\$748,506	\$704,764	\$691,680	\$720,692	4%	
Material and Services	216,086	247,067	252,415	403,000	60%	
Total	\$964,592	\$951,831	\$944,095	\$1,123,692	19%	

LEGAL DIVISION

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

Goals

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

Accomplishments-

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

Administration Department – Legal Division

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

ENERGY CONSERVATION DIVISION

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

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

Electric Conservation					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$440,165	\$492,794	\$544,440	\$731,349	34%
Material and Services	947,055	904,760	942,450	1,099,405	17%
Debt Services	47,771	46,686	45,602	44,517	-2%
Total	\$1,434,992	\$1,444,240	\$1,532,492	\$1,875,271	22%

ECONOMIC AND CULTURAL SERVICES DIVISION

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

Primary objectives for the utilization of this visitor generated revenue include:

- Continued growth and diversification of the tourism sector of the local economy to benefit local businesses in tourism and related business sectors.
- Ongoing contribution to the City’s General Fund to support and enhance the City services needed to provide a quality visitor environment, including Police, Fire and other core services impacted by the nearly 300,000 annual visitors to Ashland.
- Leveraging tourism funding to provide broad local economic development support beyond the tourism sector to ensure a diverse and sustainable local economy.

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

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

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

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

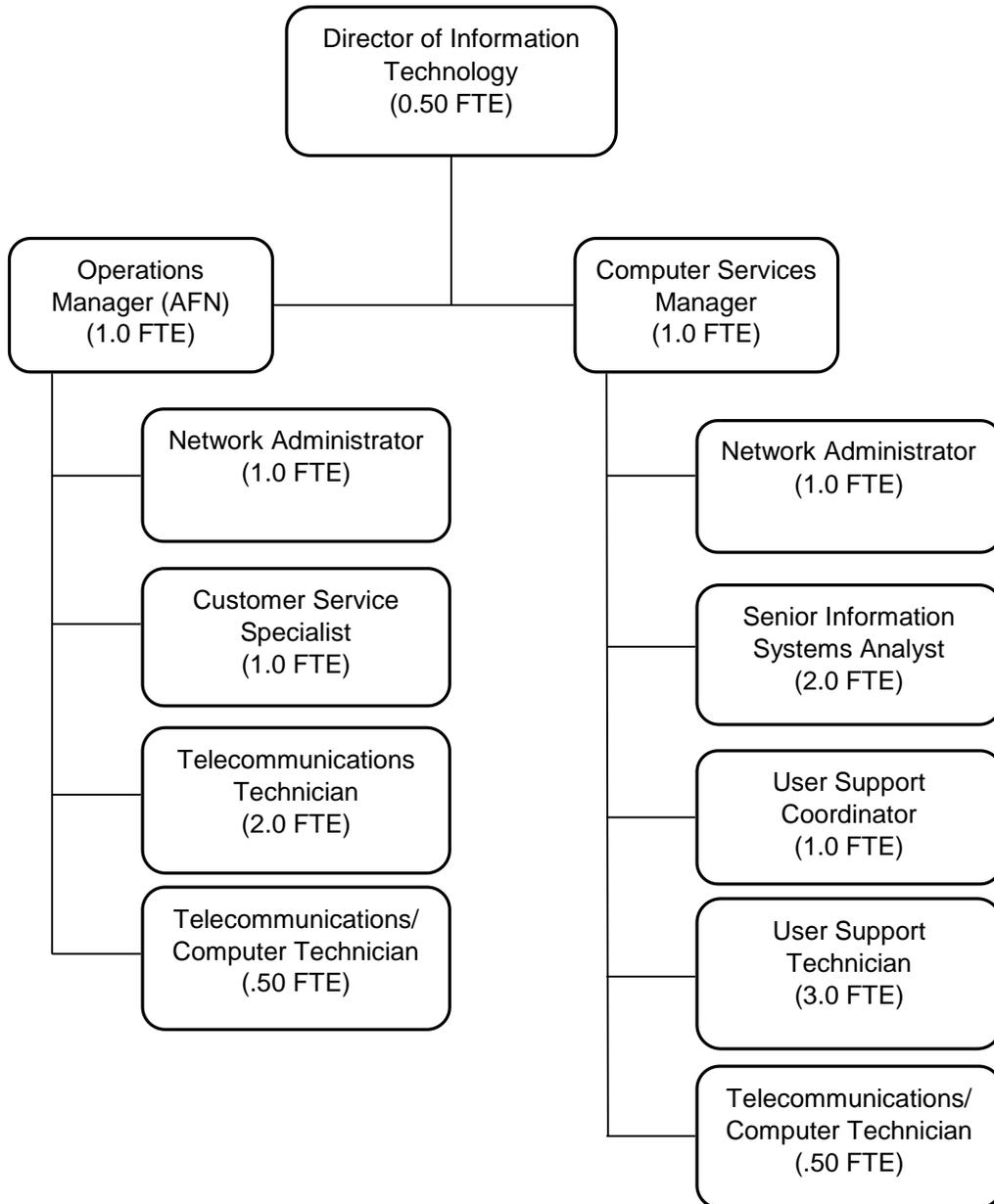
Administration Department – Economic and Cultural Services Division

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

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



Information Technology Department 14.50 FTE



DEPARTMENT OVERVIEW

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

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

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

Information Technology Department (I.T. and AFN)					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$3,072,534	\$3,173,645	\$3,547,482	\$3,766,140	6%
Salary and Wages	\$1,989,101	\$2,039,499	\$2,177,970	\$2,210,351	1%
Regular Employees	1,923,999	1,984,160	2,103,380	2,130,751	1%
Sick Leave Pay Out	4,554	4,372	8,000	8,000	0%
Vacation Pay Out	26,375	19,214	21,790	20,800	-5%
Temporary Employees	0	5,169	0	6,000	-
Overtime	17,963	10,969	28,200	28,200	0%
Duty Pay	16,210	15,615	16,600	16,600	0%
Fringe Benefits	1,083,434	1,134,147	1,369,512	1,555,789	14%
FICA/MEDICARE Contribution	149,296	153,320	167,121	169,808	2%
PERS Employer's Share	287,335	276,930	381,253	469,881	23%
PERS Employee Share Paid by Cty/Pks	117,118	119,606	131,543	133,310	1%
Prepayment for PERS	41,934	0	0	0	-
HRAVEBA	39,514	40,589	43,865	44,264	1%
Deferred Comp	0	8,418	13,920	16,800	21%
Other Benefits	0	318	640	1,040	63%
Group Health Insurance	436,939	523,826	619,870	702,338	13%
Workers Compensation	11,298	11,140	11,300	18,348	62%
Material and Services	3,143,730	3,093,900	3,387,388	3,370,933	0%
Supplies	531,293	424,636	380,906	62,700	-84%
Rental, Repair, Maintenance	209,574	218,232	230,560	330,560	43%
Communications	219,029	170,216	225,500	231,900	3%
Contractual Services	23,443	14,073	17,000	96,000	465%
Internal Charges & Fees	2,092,878	2,200,839	2,352,722	2,444,673	4%
Other Purchased Svcs	67,513	65,905	180,700	205,100	14%
Capital Outlay	359,644	607,349	192,500	170,000	-12%
Equipment	59,842	57,423	40,000	20,000	-50%
Improvements Other than Bldgs	299,803	549,926	152,500	150,000	-2%
Total	\$6,575,908	\$6,874,894	\$7,127,370	\$7,307,073	3%

Information Technology Department

Information Technology Department Personnel Services					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Salaries & Wages	\$1,989,100	\$2,039,499	\$2,177,970	\$2,210,351	1%
Sick Leave Pay Out	4,554	4,372	8,000	8,000	0%
Vacation Pay Out	26,375	19,214	21,790	20,800	-5%
Temporary Employees	0	5,169	0	6,000	-
Overtime	17,963	10,969	28,200	28,200	0%
Duty Pay	16,210	15,615	16,600	16,600	0%
Fringe Benefits	1,083,434	1,134,147	1,369,512	1,555,789	14%
FICA/MEDICARE Contribution	149,296	153,320	167,121	169,808	2%
PERS Employer's Share	287,335	276,930	381,253	469,881	23%
PERS Employee Share Paid by Cty/Pks	117,118	119,606	131,543	133,310	1%
Prepayment for PERS	41,934	0	0	0	-
HRAVEBA	39,514	40,589	43,865	44,264	1%
Deferred Comp	0	8,418	13,920	16,800	21%
Other Benefits	0	318	640	1,040	63%
Group Health Insurance	436,939	523,826	619,870	702,338	13%
Workers Compensation	11,298	11,140	11,300	18,348	62%
Total	\$3,072,534	\$3,173,645	\$3,547,482	\$3,766,140	6%

Information Technology Department Material & Services					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Supplies	\$531,293	\$424,636	\$380,906	\$62,700	-84%
Rental, Repair, Maintenance	209,574	218,232	230,560	330,560	43%
Communications	219,029	170,216	225,500	231,900	3%
Contractual Services	23,443	14,073	17,000	96,000	465%
Internal Charges & Fees	2,092,878	2,200,839	2,352,722	2,444,673	4%
Bad Debt Expense	4,815	5,069	3,500	3,500	0%
Licensing	180,223	202,877	306,296	407,890	33%
Internal Chg - Central Svc Fee	856,100	930,500	980,534	960,553	-2%
Internal Chg - Insurance Svc	14,400	14,832	14,832	14,832	0%
Internal Chg - Tech Debt	818,000	818,000	818,000	818,000	0%
Internal Chg - Facility Use	124,000	129,240	129,240	129,240	0%
Internal Chg - Fleet Maint	54,340	59,120	59,120	59,120	0%
Internal Chg - Equip Replacmnt	41,000	41,200	41,200	51,538	25%
Other Purchased Svcs	67,513	65,905	180,700	205,100	14%
Total	\$3,143,730	\$3,093,900	\$3,387,388	\$3,370,933	0%

Information Technology Department Capital					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Equipment	\$59,842	\$57,423	\$40,000	\$20,000	-50%
Improvements Other than Bldgs	299,803	549,926	152,500	150,000	-2%
Total	\$359,644	\$607,349	\$192,500	\$170,000	-12%

INFORMATION SYSTEMS DIVISION

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

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

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

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

Goals-

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

Accomplishments-

- Via an intergovernmental agreement, provided IT technical support services to the City of Talent for 9 months, while they had no IT staff.
- Deployed 14-15 new building-security cameras for various departments, installed fire monitoring watershed camera, Skate Park camera, Public Art Camera
- Eliminated Telecom Technician position (0.5 FTE) and began using contractors for all network cabling and advanced telephone tech support.
- Administered system updates, security patches, and version upgrades on 94 internal production systems.

Information Technology Department – Information Systems Division

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

Performance Measures-

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

Information Technology Divisions						
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change	
AFN	\$4,179,137	\$4,131,443	\$4,316,095	\$4,310,906	0%	
Information Systems	2,396,771	2,743,451	2,811,275	2,996,167	7%	
Total	\$6,575,908	\$6,874,894	\$7,127,370	\$7,307,073	3%	

Information Technology Department – Information Systems Division

Information Technology Divisions Expenses					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21 Proposed	Change
	Actual	Actual	Amended Budget	Budget	
Personnel Services	\$1,773,199	\$1,903,676	\$2,098,907	\$2,146,357	2%
Salary and Wages	\$1,142,720	\$1,217,558	\$1,280,580	\$1,272,333	-1%
Regular Employees	1,130,926	1,211,103	1,258,610	1,253,533	0%
Sick Leave Pay Out	2,662	3,401	4,000	4,000	0%
Vacation Pay Out	8,870	3,054	11,970	8,800	-26%
Overtime	262	0	6,000	6,000	0%
Fringe Benefits	630,478	686,117	818,327	874,024	7%
FICA/MEDICARE Contribution	85,475	91,392	98,488	97,252	-1%
PERS Employer's Share	165,277	168,669	229,790	272,198	18%
PERS Employee Share Paid by Cty/Pks	68,073	73,161	77,358	76,340	-1%
Prepayment for PERS	24,741	0	0	0	-
HRAVEBA	22,692	24,291	25,791	25,447	-1%
Deferred Comp	0	5,335	8,400	9,120	9%
Other Benefits	0	159	320	420	31%
Group Health Insurance	260,558	319,352	374,130	388,978	4%
Workers Compensation	3,662	3,759	4,050	4,270	5%
Material and Services	561,265	538,038	669,868	809,810	21%
Supplies	26,711	29,204	33,900	33,900	0%
Rental, Repair, Maintenance	121,740	125,423	132,600	132,600	0%
Communications	207,597	156,211	215,700	215,700	0%
Contractual Services	8,215	150	6,000	36,000	500%
Internal Charges & Fees	178,870	213,805	260,268	370,210	42%
Licensing	150,970	185,633	232,096	333,690	44%
Internal Chg - Insurance Svc	2,400	2,472	2,472	2,472	0%
Internal Chg - Facility Use	18,000	18,000	18,000	18,000	0%
Internal Chg - Fleet Maint	6,500	6,500	6,500	6,500	0%
Internal Chg - Equip Replacmnt	1,000	1,200	1,200	9,548	696%
Other Purchased Svcs	18,131	13,245	21,400	21,400	0%
Capital Outlay	62,307	301,738	42,500	40,000	-6%
Improvements Other than Bldgs	62,307	301,738	42,500	40,000	-6%
Total	\$2,396,771	\$2,743,451	\$2,811,275	\$2,996,167	7%

TELECOMMUNICATIONS DIVISION (Ashland Fiber Network)

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

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

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

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

Goals:

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

Accomplishments:

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

Information Technology Department – Telecommunications Division

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

Performance Measures

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

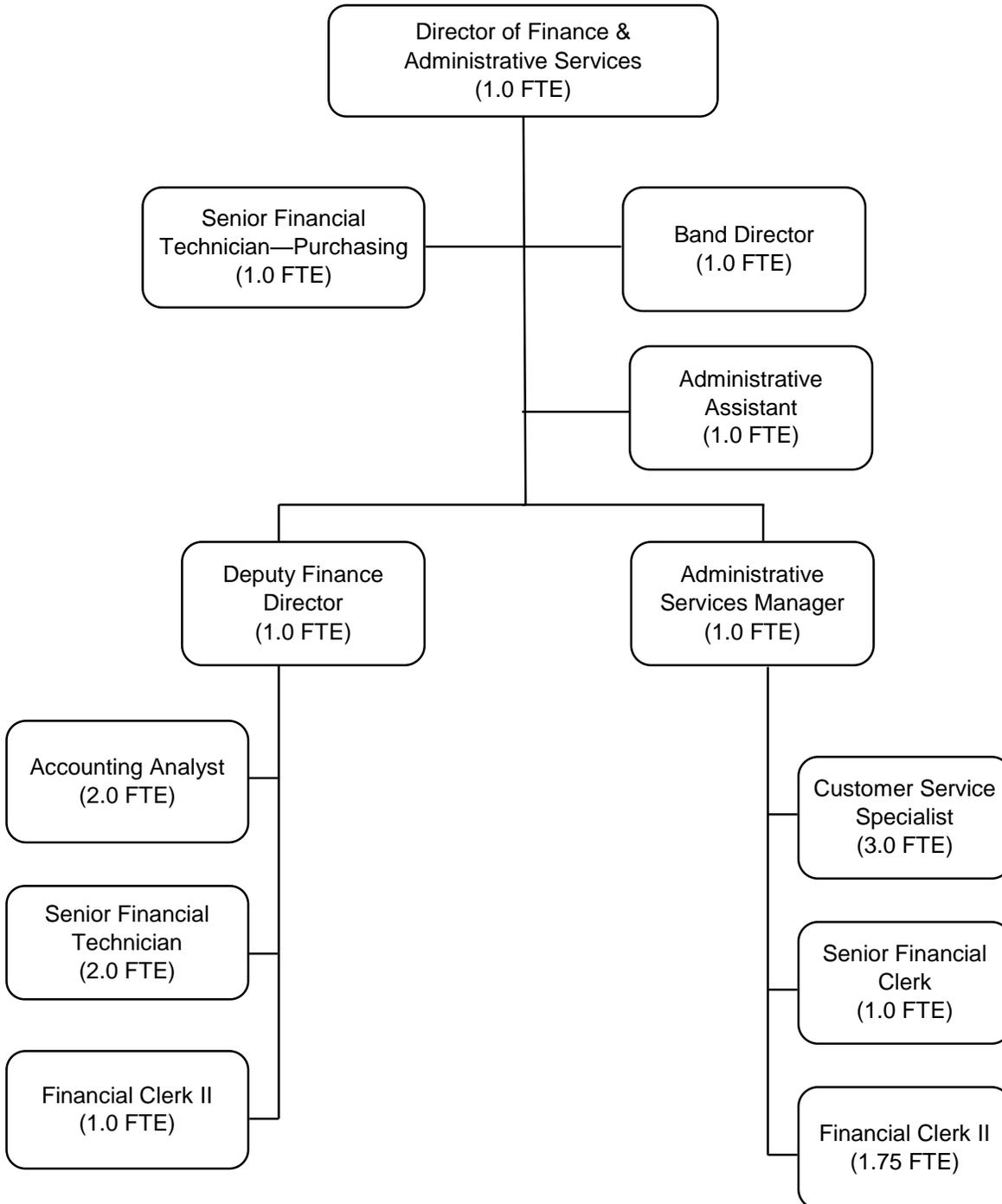
Information Technology Department – Telecommunications Division

Ashland Fiber Network Divisions Expenses					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$1,299,335	\$1,269,970	\$1,448,575	\$1,619,783	12%
Salary and Wages	\$846,378	\$821,940	\$897,390	\$938,018	5%
Regular Employees	793,072	773,057	844,770	877,218	4%
Sick Leave Pay Out	1,892	971	4,000	4,000	0%
Vacation Pay Out	17,504	16,159	9,820	12,000	22%
Temporary Employees	0	5,169	0	6,000	-
Overtime	17,700	10,969	22,200	22,200	0%
Duty Pay	16,210	15,615	16,600	16,600	0%
Fringe Benefits	452,956	448,030	551,185	681,765	24%
FICA/MEDICARE Contribution	63,821	61,928	68,633	72,556	6%
PERS Employer's Share	122,058	108,260	151,463	197,683	31%
PERS Employee Share Paid by Cty/Pks	49,045	46,445	54,185	56,971	5%
Prepayment for PERS	17,192	0	0	0	-
HRAVEBA	16,822	16,298	18,074	18,817	4%
Deferred Comp	0	3,083	5,520	7,680	39%
Other Benefits	0	159	320	620	94%
Group Health Insurance	176,381	204,474	245,740	313,360	28%
Workers Compensation	7,636	7,382	7,250	14,078	94%
Material and Services	2,582,465	2,555,862	2,717,520	2,561,123	-6%
Supplies	504,582	395,432	347,006	28,800	-92%
Rental, Repair, Maintenance	87,834	92,808	97,960	197,960	102%
Communications	11,431	14,006	9,800	16,200	65%
Contractual Services	15,227	13,923	11,000	60,000	445%
Internal Charges & Fees	1,914,008	1,987,033	2,092,454	2,074,463	-1%
Bad Debt Expense	4,815	5,069	3,500	3,500	0%
Licensing	29,253	17,244	74,200	74,200	0%
Internal Chg - Central Svc Fee	856,100	930,500	980,534	960,553	-2%
Internal Chg - Insurance Svc	12,000	12,360	12,360	12,360	0%
Internal Chg - Tech Debt	818,000	818,000	818,000	818,000	0%
Internal Chg - Facility Use	106,000	111,240	111,240	111,240	0%
Internal Chg - Fleet Maint	47,840	52,620	52,620	52,620	0%
Internal Chg - Equip Replacmnt	40,000	40,000	40,000	41,990	5%
Other Purchased Svcs	49,382	52,660	159,300	183,700	15%
Capital Outlay	297,337	305,612	150,000	130,000	-13%
Equipment	59,842	57,423	40,000	20,000	-50%
Improvements Other than Bldgs	237,496	248,189	110,000	110,000	0%
Total	\$4,179,137	\$4,131,443	\$4,316,095	\$4,310,906	0%



Administrative Services Department

16.75 FTE



DEPARTMENT OVERVIEW

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

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

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

Goals:

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

Accomplishments:

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

Administrative Services Department

Performance Measures:

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

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

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

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

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

Administrative Services Department

Administrative Services Department					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Personnel Services	\$3,084,149	\$3,306,660	\$3,641,586	\$3,886,812	7%
Salary and Wages	\$1,953,092	\$2,107,899	\$2,169,940	\$2,258,348	4%
Regular Employees	1,930,797	1,983,452	2,130,680	2,211,748	4%
Sick Leave Pay Out	3,164	5,664	8,660	15,000	73%
Vacation Pay Out	13,343	38,851	9,400	9,400	0%
Temporary Employees	3,304	68,670	11,200	14,200	27%
Overtime	2,484	11,262	10,000	8,000	-20%
Fringe Benefits	1,131,057	1,198,761	1,471,646	1,628,464	11%
FICA/MEDICARE Contribution	145,396	157,931	166,573	171,508	3%
PERS Employer's Share	277,268	279,839	381,578	471,024	23%
PERS Employee Share Paid by Cty/Pks	112,826	117,797	130,524	135,061	3%
Prepayment for PERS	42,024	0	0	0	-
HRAVEBA	38,530	40,335	43,541	44,954	3%
Deferred Comp	0	9,821	16,320	16,864	3%
Other Benefits	0	477	980	1,334	36%
Group Health Insurance	510,277	587,961	726,460	784,811	8%
Workers Compensation	4,736	4,600	5,670	2,908	-49%
Material and Services	11,416,962	13,218,988	14,194,848	14,889,600	5%
Supplies	75,597	76,823	94,880	94,880	0%
Rental, Repair, Maintenance	20,517	30,254	27,200	31,200	15%
Communications	146,874	172,149	194,150	213,850	10%
Contractual Services	9,569,996	11,052,661	11,036,130	11,333,259	3%
Internal Charges & Fees	385,111	420,092	1,081,374	1,425,099	32%
Other Purchased Svcs	30,561	71,509	57,714	60,412	5%
Insurance	1,188,105	1,394,873	1,703,400	1,730,900	2%
Programs	200	628	0	0	-
Debt Services	3,666,693	3,672,977	3,740,387	3,790,874	1%
Debt - Interest	924,211	769,977	629,387	466,874	-26%
Debt - Principal	2,742,482	2,903,000	3,111,000	3,324,000	7%
Capital Outlay	808,193	2,226,498	2,571,545	250,000	-90%
Land	0	358,529	0	150,000	-
Equipment	0	454,928	196,905	100,000	-49%
Improvements Other than Bldgs	808,193	1,413,041	2,374,640	0	-100%
Total	\$18,975,996	\$22,425,123	\$24,148,366	\$22,817,286	-6%

Administrative Services Department

Administrative Services Department Personnel					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Salaries & Wages	\$1,953,092	\$2,107,899	\$2,169,940	\$2,258,348	4%
Regular Employees	1,930,797	1,983,452	2,130,680	2,211,748	4%
Sick Leave Pay Out	3,164	5,664	8,660	15,000	73%
Vacation Pay Out	13,343	38,851	9,400	9,400	0%
Temporary Employees	3,304	68,670	11,200	14,200	27%
Overtime	2,484	11,262	10,000	8,000	-20%
Fringe Benefits	1,131,057	1,198,761	1,471,646	1,628,464	11%
FICA/MEDICARE Contribution	145,396	157,931	166,573	171,508	3%
PERS Employer's Share	277,268	279,839	381,578	471,024	23%
PERS Employee Share Paid by Cty/Pks	112,826	117,797	130,524	135,061	3%
Prepayment for PERS	42,024	0	0	0	-
HRAVEBA	38,530	40,335	43,541	44,954	3%
Deferred Comp	0	9,821	16,320	16,864	3%
Other Benefits	0	477	980	1,334	36%
Group Health Insurance	510,277	587,961	726,460	784,811	8%
Workers Compensation	4,736	4,600	5,670	2,908	-49%
Total	\$3,084,149	\$3,306,660	\$3,641,586	\$3,886,812	7%

Administrative Services Department

Administrative Services Material and Services					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Supplies	\$75,597	\$76,823	\$94,880	\$94,880	0%
Rental, Repair, Maintenance	20,517	30,254	27,200	31,200	15%
Communications	146,874	172,149	194,150	213,850	10%
Contractual Services	9,569,996	11,052,661	11,036,130	11,333,259	3%
Professional Services	8,959,283	10,580,927	10,782,000	11,025,984	2%
Auditor	79,450	94,960	111,130	123,075	11%
Physician/Health	4,911	0	10,000	10,000	0%
Other	449,458	290,430	50,000	91,200	82%
Musicians	76,894	86,344	83,000	83,000	0%
Internal Charges & Fees	385,111	420,092	1,081,374	1,425,099	32%
Bank Charges	0	2,188	650,000	840,000	29%
Bad Debt Expense	105	743	0	0	-
Other	0	2,555	0	0	-
Licensing	181,140	197,185	210,396	263,498	25%
Internal Chg - Central Svc Fee	61,330	66,130	69,686	170,285	144%
Internal Chg - Insurance Svc	11,000	11,330	11,330	11,360	0%
Internal Chg - Facility Use	120,254	128,680	128,680	128,680	0%
Internal Chg - Fleet Maint	1,440	1,440	1,440	1,440	0%
Internal Chg - Equip Replacmnt	9,842	9,842	9,842	9,836	0%
Other Purchased Svcs	30,561	71,509	57,714	60,412	5%
Insurance	1,188,105	1,394,873	1,703,400	1,730,900	2%
Collision Claims	34,105	73,605	50,000	50,000	0%
Liability Claims	36,299	67,642	50,000	50,000	0%
Other Claims	4,961	12,640	20,000	20,000	0%
Worker's Compensation Claims	223,678	130,262	450,000	450,000	0%
Unemployment Claims	24,511	36,017	30,000	30,000	0%
Post-retirement Benefits	106,695	126,314	110,000	110,000	0%
Liability Premiums	419,536	597,951	550,000	577,500	5%
Property damage Premiums	167,422	212,381	186,000	186,000	0%
Auto physical Premiums	25,178	34,683	47,900	47,900	0%
Worker's Compensation Premiums	145,719	103,379	209,500	209,500	0%
Programs	200	628	0	0	-
Total	\$11,416,962	\$13,218,988	\$14,194,848	\$14,889,600	5%

Administrative Services Material and Services					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Land	\$0	\$358,529	\$0	\$150,000	-
Equipment	0	454,928	196,905	100,000	-49%
Improvements Other than Bldgs	808,193	1,413,041	2,374,640	0	-100%
Total	\$808,193	\$2,226,498	\$2,571,545	\$250,000	-90%

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

Administrative Services Department – Finance / Administration Division

FINANCE / ADMINISTRATION DIVISION

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

Administrative Services Divisions					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Legals SDC/CIP Administration	\$816,726	\$2,646,569	\$1,894,640	\$150,000	-92%
Band	114,017	127,186	131,540	132,733	1%
General Obligation	3,579,222	3,535,721	3,544,908	3,274,560	-8%
Notes & Contracts	89,011	138,857	195,479	516,314	164%
Customer Information	1,180,409	1,367,205	1,536,784	1,685,934	10%
Accounting	1,442,875	2,054,658	1,834,755	2,058,232	12%
Administration	1,243,422	1,268,357	1,840,910	2,233,701	21%
Insurance	1,654,314	1,726,570	2,567,950	1,982,012	-23%
Total	\$10,119,996	\$12,865,123	\$13,546,966	\$12,033,486	-11%

Administration Division					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Personnel Services	\$902,673	\$908,350	\$973,158	\$1,042,971	7%
Material and Services	340,748	360,007	867,752	1,190,730	37%
Total	\$1,243,422	\$1,268,357	\$1,840,910	\$2,233,701	21%

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

CUSTOMER SERVICES DIVISION (UTILITY BILLING)

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

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

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

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

Administrative Services Department – Accounting Division

ACCOUNTING DIVISION

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

Accounting Division					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Personnel Services	\$1,109,143	\$1,182,011	\$1,292,530	\$1,513,128	17%
Material and Services	333,732	417,718	345,320	445,104	29%
Capital Outlay	0	454,928	196,905	100,000	-49%
Total	\$1,442,875	\$2,054,658	\$1,834,755	\$2,058,232	12%

RISK MANAGEMENT PROGRAM

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

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

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

Insurance Division					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$179,227	\$202,901	\$233,160	\$0	-100%
Material and Services	1,475,087	1,523,670	1,854,790	1,982,012	7%
Capital Outlay	0	0	480,000	0	-100%
Total	\$1,654,314	\$1,726,570	\$2,567,950	\$1,982,012	-23%

Administrative Services Department – Non Operating

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

Notes and Contracts Expenses					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Material and Services	\$7,094	\$800	\$0	\$0	-
Debt Services	81,917	138,057	195,479	516,314	164%
Total	\$89,011	\$138,857	\$195,479	\$516,314	164%



City Recorder 1.0 FTE

City Recorder
Elected
(1.0 FTE)

DEPARTMENT OVERVIEW

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

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

Goals:

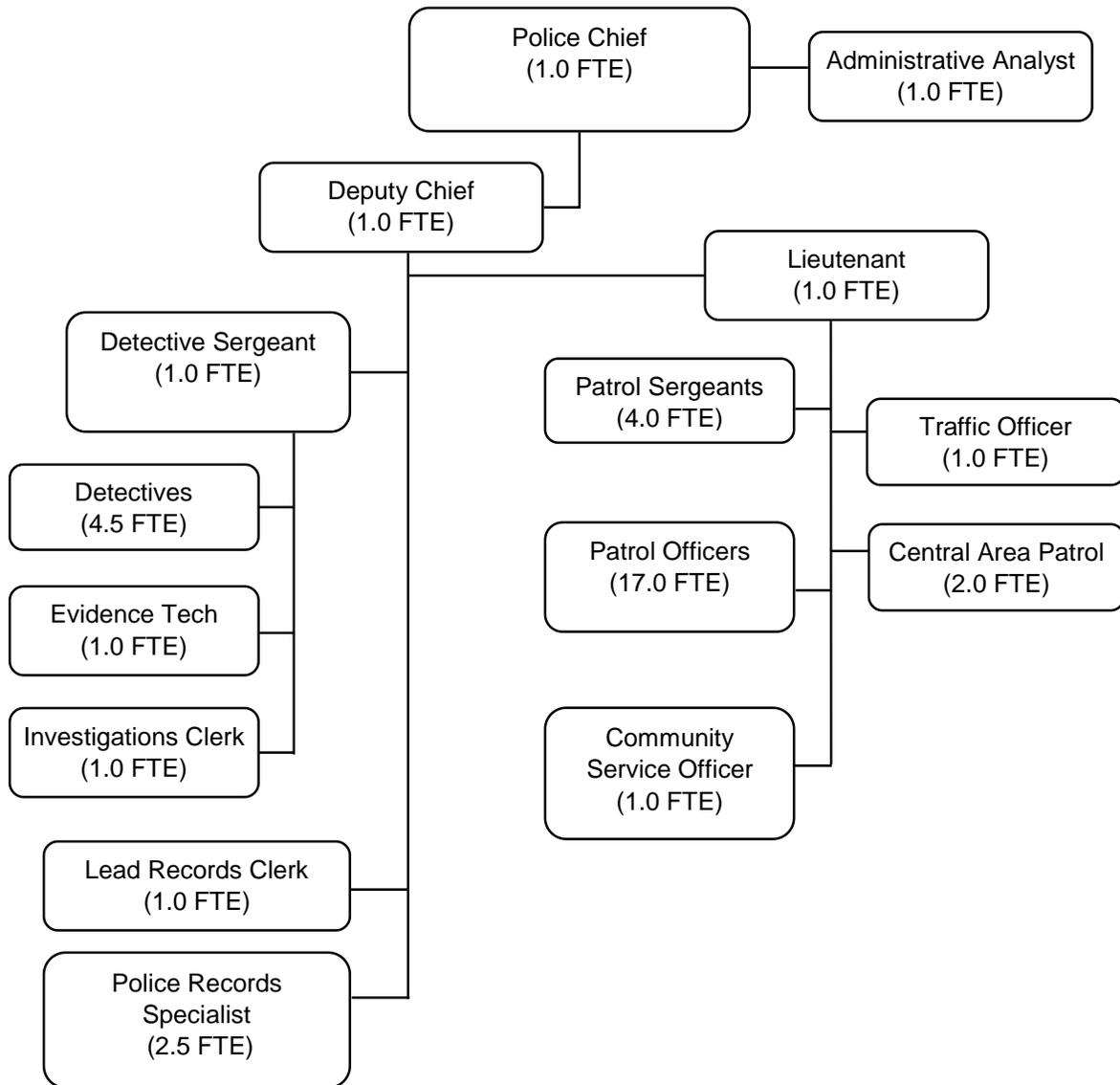
- Get all old Ordinances & Resolutions scanned into Laserfiche.
- Get a process implemented for all Commissions/Committees to have Agendas and Minutes done the same.
- Update the Records Request Policy.
- Implement a Conduits system for Lien Searches.

Accomplishments:

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

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

Police Department 40.00 FTE



DEPARTMENT OVERVIEW

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

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

Goals

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

Accomplishments

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

Police Department

Police Department						
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2017/19 BN Actual Estimate	BN 2019/21 Proposed Budget	Change
Personnel Services	\$9,038,442	\$9,785,081	\$11,387,521	\$11,184,372	\$12,455,316	11%
Salary and Wages	\$5,775,475	\$6,288,865	\$7,031,604	\$6,926,316	\$7,233,151	4%
Regular Employees	4,929,338	5,346,587	5,992,394	5,925,147	6,203,376	5%
Holiday Pay Out	141,624	150,649	210,900	181,506	232,731	28%
Sick Leave Pay Out	11,996	16,751	32,190	34,214	34,620	1%
Vacation Pay Out	19,729	54,778	22,590	24,971	24,920	0%
Temporary Employees	147,030	157,180	219,390	109,085	263,360	141%
Temporary Cadets	28,550	3,431	0	133,624	10,000	-93%
Overtime	492,023	557,461	521,400	517,681	462,144	-11%
Duty Pay	5,185	2,028	32,740	88	2,000	2173%
Fringe Benefits	\$3,262,968	\$3,496,216	\$4,355,917	\$4,258,056	\$5,222,165	23%
FICA/MEDICARE Contribution	436,516	464,432	530,860	531,878	532,371	0%
PERS Employer's Share	1,043,771	1,072,042	1,561,261	1,460,207	2,000,961	37%
PERS Employee Share Paid by Cty/Pks	333,661	362,118	415,097	398,609	434,467	9%
Prepayment for PERS	121,722	0	0	0	0	-
HRAVEBA	111,422	137,720	138,439	136,226	144,822	6%
Deferred Comp	0	21,027	33,600	36,666	45,600	24%
Other Benefits	0	283	540	821	700	-15%
Group Health Insurance	1,053,015	1,314,464	1,543,670	1,580,844	1,930,859	22%
Workers Compensation	162,860	124,130	132,450	112,805	132,384	17%
Material and Services	\$3,251,980	\$3,671,795	\$3,870,604	\$3,627,710	\$4,434,571	22%
Supplies	227,996	383,230	268,450	237,001	268,450	13%
Rental, Repair, Maintenance	195,057	161,104	248,540	164,858	240,625	46%
Communications	145,183	158,646	175,360	142,527	175,360	23%
Contractual Services	931,252	1,063,486	1,276,722	1,215,621	1,493,578	23%
Internal Charges & Fees	1,582,774	1,716,152	1,720,732	1,721,031	2,081,758	21%
Bank Charges	1,228	0	0	299	0	-100%
Internal Chg - Central Svc Fee	885,970	962,970	1,014,750	1,014,750	1,241,934	22%
Internal Chg - Insurance Svc	60,000	61,810	61,810	61,810	11,810	-81%
Internal Chg - Facility Use	214,000	235,400	188,200	188,200	188,200	0%
Internal Chg - Fleet Maint	249,600	249,600	249,600	249,600	249,600	0%
Internal Chg - Equip Replacmnt	171,976	206,372	206,372	206,372	390,214	89%
Other Purchased Svcs	169,719	189,178	180,800	146,673	170,800	16%
Grants	0	0	0	0	4,000	-
Capital Outlay	\$25,964	\$30,344	\$0	\$0	\$0	-
Total	\$12,316,387	\$13,487,220	\$15,258,125	\$14,812,082	\$16,889,886	14%

Police Department Divisions						
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2017/19 BN Actual Estimate	BN 2019/21 Proposed Budget	Change
Administration	\$1,625,397	\$1,788,335	\$2,084,929	\$2,013,017	\$2,377,542	18%
Support	2,344,636	2,432,379	3,870,844	3,797,500	3,463,066	-9%
Operations	8,346,354	9,266,506	9,302,352	9,001,564	11,049,278	23%
Total	\$12,316,387	\$13,487,220	\$15,258,125	\$14,812,082	\$16,889,886	14%

Police Department

Police Department Personnel						
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2017/19 BN Actual Estimate	BN 2019/21 Proposed Budget	Change
Salaries & Wages	\$5,775,475	\$6,288,865	\$7,031,604	\$6,926,316	\$7,233,151	4%
Regular Employees	4,929,338	5,346,587	5,992,394	5,925,147	6,203,376	5%
Holiday Pay Out	141,624	150,649	210,900	181,506	232,731	28%
Sick Leave Pay Out	11,996	16,751	32,190	34,214	34,620	1%
Vacation Pay Out	19,729	54,778	22,590	24,971	24,920	0%
Temporary Employees	147,030	157,180	219,390	109,085	263,360	141%
Temporary Cadets	28,550	3,431	0	133,624	10,000	-93%
Overtime	492,023	557,461	521,400	517,681	462,144	-11%
Duty Pay	5,185	2,028	32,740	88	2,000	2173%
Fringe Benefits	\$3,262,968	\$3,496,216	\$4,355,917	\$4,258,056	\$5,222,165	23%
FICA/MEDICARE Contribution	436,516	464,432	530,860	531,878	532,371	0%
PERS Employer's Share	1,043,771	1,072,042	1,561,261	1,460,207	2,000,961	37%
PERS Employee Share Paid by Cty/Pks	333,661	362,118	415,097	398,609	434,467	9%
Prepayment for PERS	121,722	0	0	0	0	-
HRAVEBA	111,422	137,720	138,439	136,226	144,822	6%
Deferred Comp	0	21,027	33,600	36,666	45,600	24%
Other Benefits	0	283	540	821	700	-15%
Group Health Insurance	1,053,015	1,314,464	1,543,670	1,580,844	1,930,859	22%
Workers Compensation	162,860	124,130	132,450	112,805	132,384	17%
Total	\$9,038,442	\$9,785,081	\$11,387,521	\$11,184,372	\$12,455,316	11%

Police Department Material and Services						
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2017/19 BN Actual Estimate	BN 2019/21 Proposed Budget	Change
Supplies	\$227,996	\$383,230	\$268,450	\$237,001	\$268,450	13%
Rental, Repair, Maintenance	195,057	161,104	248,540	164,858	240,625	46%
Communications	145,183	158,646	175,360	142,527	175,360	23%
Contractual Services	931,252	1,063,486	1,276,722	1,215,621	1,493,578	23%
Internal Charges & Fees	1,582,774	1,716,152	1,720,732	1,721,031	2,081,758	21%
Bank Charges	1,228	0	0	299	0	-100%
Internal Chg - Central Svc Fee	885,970	962,970	1,014,750	1,014,750	1,241,934	22%
Internal Chg - Insurance Svc	60,000	61,810	61,810	61,810	11,810	-81%
Internal Chg - Facility Use	214,000	235,400	188,200	188,200	188,200	0%
Internal Chg - Fleet Maint	249,600	249,600	249,600	249,600	249,600	0%
Internal Chg - Equip Replacmnt	171,976	206,372	206,372	206,372	390,214	89%
Other Purchased Svcs	169,719	189,178	180,800	146,673	170,800	16%
Grants	0	0	0	0	4,000	-
Total	\$3,251,980	\$3,671,795	\$3,870,604	\$3,627,710	\$4,434,571	22%

ADMINISTRATIVE DIVISION

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

Police Department Administration Division							
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2017/19 BN	BN 2019/21		Change
	Actual	Actual	Amended Budget	Actual Estimate	Proposed Budget		
Personnel Services	\$529,708	\$545,168	\$629,475	\$630,733	\$694,384		10%
Salary and Wages	\$353,210	\$357,898	\$399,750	\$405,445	\$433,211		7%
Regular Employees	333,944	348,786	397,690	389,249	427,131		10%
Sick Leave Pay Out	0	2,463	0	5,942	2,000		-66%
Vacation Pay Out	4,681	3,859	0	2,429	2,000		-18%
Temporary Employees	14,355	0	0	0	0		-
Overtime	230	2,790	2,060	7,825	2,080		-73%
Fringe Benefits	\$176,498	\$187,270	\$229,725	\$225,289	\$261,173		16%
FICA/MEDICARE Contribution	26,827	26,874	30,758	30,188	32,007		6%
PERS Employer's Share	55,191	50,401	71,233	70,498	95,965		36%
PERS Employee Share Paid by Cty/Pks	20,224	21,167	24,103	23,931	25,996		9%
Prepayment for PERS	6,848	0	0	0	0		-
HRAVEBA	6,741	7,145	8,021	8,110	8,665		7%
Deferred Comp	0	1,255	1,920	2,179	2,400		10%
Group Health Insurance	53,494	74,482	86,810	85,406	90,315		6%
Workers Compensation	7,173	5,945	6,880	4,977	5,825		17%
Material and Services	\$1,095,689	\$1,243,167	\$1,455,454	\$1,382,284	\$1,683,158		22%
Contractual Services	931,252	1,062,756	1,276,722	1,215,759	1,493,578		23%
Internal Charges & Fees	148,110	161,970	149,432	149,432	160,280		7%
Other Purchased Svcs	16,327	18,441	29,300	17,093	29,300		71%
Total	\$1,625,397	\$1,788,335	\$2,084,929	\$2,013,017	\$2,377,542		18%

Police Department – Support Division

SUPPORT DIVISION

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

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

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

Police Department Support Division						
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Actual Estimate	Proposed Budget	
Personnel Services	\$1,880,233	\$1,916,888	\$3,330,094	\$3,307,257	\$2,917,237	-12%
Salary and Wages	\$1,216,972	\$1,211,465	\$2,011,184	\$2,071,129	\$1,630,512	-21%
Regular Employees	1,015,335	1,032,118	1,720,884	1,688,117	1,398,470	-17%
Holiday Pay Out	20,387	14,692	45,750	43,415	33,230	-23%
Sick Leave Pay Out	2,543	2,503	12,302	14,708	12,444	-15%
Vacation Pay Out	809	3,708	11,206	12,385	11,368	-8%
Temporary Employees	119,338	140,883	37,770	93,620	80,000	-15%
Temporary Cadets	28,550	3,431	0	128,624	10,000	-92%
Overtime	27,732	13,413	150,532	90,260	84,000	-7%
Duty Pay	725	717	32,740	0	1,000	-
Fringe Benefits	\$664,815	\$705,422	\$1,318,910	\$1,236,129	\$1,286,725	4%
FICA/MEDICARE Contribution	91,699	91,643	153,520	154,583	124,886	-19%
PERS Employer's Share	178,209	170,852	451,136	408,829	488,192	19%
PERS Employee Share Paid by Cty/Pks	66,132	66,199	118,930	111,836	97,950	-12%
Prepayment for PERS	24,050	0	0	0	0	-
HRAVEBA	21,171	23,341	39,724	36,989	32,650	-12%
Deferred Comp	0	5,040	10,560	11,342	12,000	6%
Other Benefits	0	283	540	821	700	-15%
Group Health Insurance	258,388	331,360	514,010	483,806	507,015	5%
Workers Compensation	25,165	16,705	30,490	27,922	23,332	-16%
Material and Services	\$464,403	\$515,491	\$540,750	\$490,244	\$545,829	11%
Supplies	73,456	97,783	104,790	82,404	104,790	27%
Rental, Repair, Maintenance	23,946	24,784	27,000	22,618	25,781	14%
Communications	25,288	25,459	32,200	24,860	32,200	30%
Internal Charges & Fees	325,930	346,180	339,050	339,050	341,349	1%
Other Purchased Svcs	15,783	21,285	37,710	21,311	37,710	77%
Grants	0	0	0	0	4,000	-
Total	\$2,344,636	\$2,432,379	\$3,870,844	\$3,797,500	\$3,463,066	-9%

OPERATIONS DIVISION

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

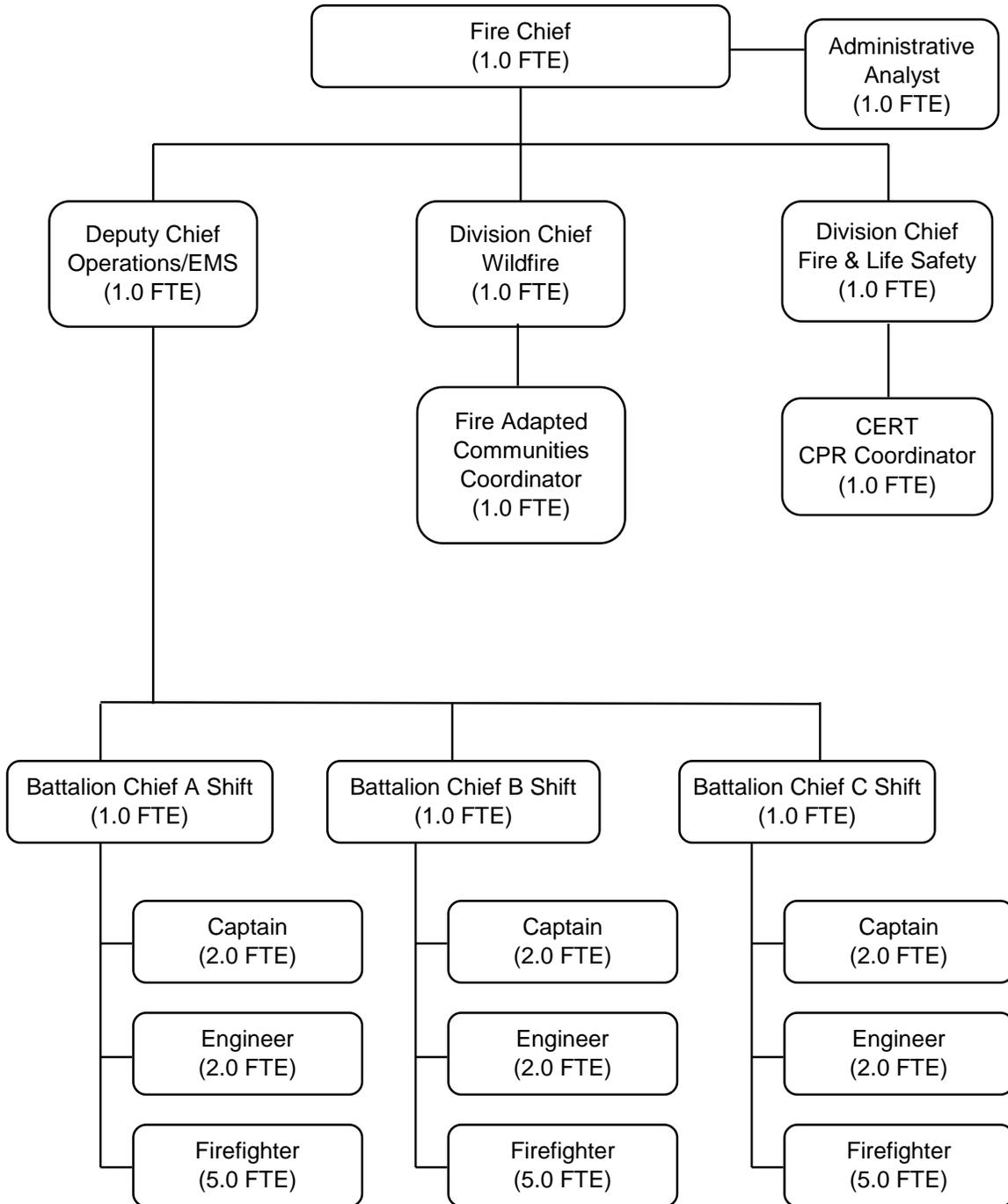
The School Resource Officer (SRO) and Central Area Patrol officers are part of the Operations Division as well. The SRO, which the department hopes to re-institute soon, acts as a valuable liaison between the Police Department and the Ashland School District. The Central Area Patrol officers are a vital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

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

Police Department Operations Division						
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Actual Estimate	Proposed Budget	
Personnel Services	\$6,628,502	\$7,323,025	\$7,427,952	\$7,246,382	\$8,843,695	22%
Salary and Wages	\$4,211,619	\$4,719,503	\$4,620,670	\$4,449,743	\$5,169,429	16%
Regular Employees	3,580,059	3,965,683	3,873,820	3,847,781	4,377,776	14%
Holiday Pay Out	121,237	135,957	165,150	138,091	199,501	44%
Sick Leave Pay Out	9,453	11,785	19,888	13,564	20,176	49%
Vacation Pay Out	14,239	47,211	11,384	10,157	11,552	14%
Temporary Employees	13,338	16,298	181,620	15,466	183,360	1086%
Temporary Cadets	0	0	0	5,000	0	-100%
Overtime	464,060	541,258	368,808	419,596	376,064	-10%
Duty Pay	4,460	1,311	0	88	1,000	1036%
Fringe Benefits	\$2,421,655	\$2,603,524	\$2,807,282	\$2,796,638	\$3,674,266	31%
FICA/MEDICARE Contribution	317,989	345,916	346,582	347,106	375,479	8%
PERS Employer's Share	810,371	850,789	1,038,892	980,880	1,416,804	44%
PERS Employee Share Paid by Cty/Pks	247,306	274,752	272,064	262,842	310,521	18%
Prepayment for PERS	90,823	0	0	0	0	-
HRAVEBA	83,510	107,234	90,694	91,127	103,507	14%
Deferred Comp	0	14,732	21,120	23,146	31,200	35%
Group Health Insurance	741,132	908,621	942,850	1,011,632	1,333,529	32%
Workers Compensation	130,523	101,480	95,080	79,905	103,227	29%
Material and Services	\$1,691,888	\$1,913,137	\$1,874,400	\$1,755,183	\$2,205,583	26%
Supplies	154,539	285,447	163,660	154,542	163,660	6%
Rental, Repair, Maintenance	171,111	136,286	221,540	142,156	214,845	51%
Communications	119,896	133,950	143,160	117,667	143,160	22%
Internal Charges & Fees	1,108,734	1,208,002	1,232,250	1,232,549	1,580,129	28%
Other Purchased Svcs	137,608	149,452	113,790	108,269	103,790	-4%
Capital Outlay	\$25,964	\$30,344	\$0	\$0	\$0	-
Total	\$8,346,354	\$9,266,506	\$9,302,352	\$9,001,564	\$11,049,278	23%

Fire and Rescue Department

37.00 FTE



DEPARTMENT OVERVIEW

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

Goals

Fire Administration

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

Fire Operations

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

Fire and Life Safety

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

Wildfire Division

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

Fire and Rescue Department

Accomplishments

Fire Administration

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

Fire Operations

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

Fire and Life Safety

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

Wildfire Division

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

Performance Measures

Administration

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

Operations Division

- Indicator #1: 5.8 minute average response time for all ambulance calls in Ashland
- Indicator #2: Successful resuscitation of 6 cardiac arrest patients
- Indicator #3: Property Value/Loss - \$3,346,000 in property saved (\$547,000 in losses)
- Indicator #4: Each firefighter received an average of 426 hours of training for the year

Fire & Life Safety Division

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

Wildfire Division

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

Fire and Rescue Department

Fire Department					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$9,817,293	\$10,809,991	\$12,698,160	\$13,655,615	8%
Salaries & Wages	6,342,206	7,039,998	7,898,536	8,108,668	3%
Regular Employees	4,961,692	5,510,450	6,195,250	6,676,490	8%
Holiday Pay Out	163,797	171,489	197,827	216,701	10%
Sick Leave Pay Out	6,990	7,623	11,250	11,380	1%
Vacation Pay Out	54,292	82,506	106,148	78,760	-26%
Temporary Employees	100,344	102,284	236,039	162,022	-31%
Overtime	537,919	684,474	739,792	492,509	-33%
Emergency Overtime	172,074	122,791	0	0	-
FLSA	345,099	358,383	412,230	470,806	14%
Fringe Benefits	3,475,087	3,769,994	4,799,624	5,546,947	16%
FICA/MEDICARE Contribution	474,105	526,491	579,836	599,529	3%
PERS Employer's Share	1,259,156	1,251,506	1,770,930	2,179,372	23%
PERS Employee Share Paid by Cty/Pks	373,146	405,645	462,246	485,159	5%
Prepayment for PERS	135,996	0	0	0	-
HRAVEBA	123,376	138,120	154,112	159,779	4%
Deferred Comp	0	20,963	35,520	43,200	22%
Other Benefits	0	1,603	3,300	4,200	27%
Group Health Insurance	971,974	1,246,432	1,581,060	1,896,648	20%
Workers Compensation	137,334	179,234	212,620	179,059	-16%
Material and Services	3,332,560	4,386,167	7,168,122	5,889,435	-18%
Supplies	193,096	190,139	280,750	305,284	9%
Rental, Repair, Maintenance	181,266	178,147	216,500	304,863	41%
Communications	103,230	128,137	163,300	191,558	17%
Contractual Services	585,304	1,487,737	3,837,565	2,462,266	-36%
Internal Charges & Fees	1,905,191	1,963,421	2,085,154	2,070,671	-1%
Other Purchased Svcs	167,079	231,197	303,191	325,151	7%
Commission	0	152	2,142	2,142	0%
Programs	197,393	207,238	279,520	227,500	-19%
Capital Outlay	0	517,423	0	360,000	-
Equipment	0	517,423	0	0	-
Improvements Other than Bldgs	0	0	0	360,000	-
Total	\$13,149,853	\$15,713,581	\$19,866,282	\$19,905,049	0%

Fire and Rescue Department

Fire Department Personnel

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Salaries & Wages	\$6,342,206	\$7,039,998	\$7,898,536	\$8,108,668	3%
Regular Employees	4,961,692	5,510,450	6,195,250	6,676,490	8%
Holiday Pay Out	163,797	171,489	197,827	216,701	10%
Sick Leave Pay Out	6,990	7,623	11,250	11,380	1%
Vacation Pay Out	54,292	82,506	106,148	78,760	-26%
Temporary Employees	100,344	102,284	236,039	162,022	-31%
Overtime	537,919	684,474	739,792	492,509	-33%
Emergency Overtime	172,074	122,791	0	0	-
FLSA	345,099	358,383	412,230	470,806	14%
Fringe Benefits	3,475,087	3,769,994	4,799,624	5,546,947	16%
FICA/MEDICARE Contribution	474,105	526,491	579,836	599,529	3%
PERS Employer's Share	1,259,156	1,251,506	1,770,930	2,179,372	23%
PERS Employee Share Paid by Cty/Pks	373,146	405,645	462,246	485,159	5%
Prepayment for PERS	135,996	0	0	0	-
HRAVEBA	123,376	138,120	154,112	159,779	4%
Deferred Comp	0	20,963	35,520	43,200	22%
Other Benefits	0	1,603	3,300	4,200	27%
Group Health Insurance	971,974	1,246,432	1,581,060	1,896,648	20%
Workers Compensation	137,334	179,234	212,620	179,059	-16%
Total	\$9,817,293	\$10,809,991	\$12,698,160	\$13,655,615	8%

Fire Department Material and Services

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Supplies	\$193,096	\$190,139	\$280,750	\$305,284	9%
Rental, Repair, Maintenance	181,266	178,147	216,500	304,863	41%
Communications	103,230	128,137	163,300	191,558	17%
Contractual Services	585,304	1,487,737	3,837,565	2,462,266	-36%
Internal Charges & Fees	1,905,191	1,963,421	2,085,154	2,070,671	-1%
Bad Debt Expense	400,380	311,131	345,084	327,000	-5%
Licensing	81	0	0	34,374	-
Internal Chg - Central Svc Fee	694,350	754,690	795,270	760,685	-4%
Internal Chg - Insurance Svc	57,440	59,170	59,170	9,170	-85%
Internal Chg - Facility Use	48,000	52,800	100,000	100,000	0%
Internal Chg - Fleet Maint	197,500	217,250	217,250	217,250	0%
Internal Chg - Equip Replacmnt	507,440	568,380	568,380	622,192	9%
Other Purchased Svcs	167,079	231,197	303,191	325,151	7%
Commission	0	152	2,142	2,142	0%
Programs	197,393	207,238	279,520	227,500	-19%
Total	\$3,332,560	\$4,386,167	\$7,168,122	\$5,889,435	-18%

Fire Department Capital

	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget
Equipment	\$0	\$517,423	\$0	\$0
Improvements Other than Bldgs	0	0	0	360,000
Total	\$0	\$517,423	\$0	\$360,000

Fire and Rescue Department

Fire Department Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Administration	\$0	\$0	\$0	\$1,258,820	-
Operations	12,363,683	13,558,972	14,948,956	15,126,687	1%
Forest Interface	0	1,213,281	4,116,074	2,639,236	-36%
Fire and Life Safety	786,170	941,328	801,252	880,306	10%
Total	\$13,149,853	\$15,713,581	\$19,866,282	\$19,905,049	0%

FIRE ADMINISTRATION

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

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

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

OPERATIONS DIVISION (FIRE & EMS)

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

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

Fire Department Operations Division					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$9,229,070	\$9,765,257	\$11,340,384	\$11,111,848	-2%
Salaries & Wages	5,965,001	6,354,071	7,000,214	6,576,953	-6%
Regular Employees	4,638,203	4,916,719	5,533,060	5,324,342	-4%
Holiday Pay Out	163,797	171,489	197,827	216,701	10%
Sick Leave Pay Out	6,617	3,413	7,690	7,780	1%
Vacation Pay Out	53,538	65,220	102,468	50,000	-51%
Temporary Employees	50,824	35,481	11,300	20,000	77%
Overtime	534,850	680,576	735,639	487,325	-34%
Emergency Overtime	172,074	122,791	0	0	-
FLSA	345,099	358,383	412,230	470,806	14%
Fringe Benefits	3,264,069	3,411,186	4,340,170	4,534,895	4%
FICA/MEDICARE Contribution	445,924	475,426	524,467	484,756	-8%
PERS Employer's Share	1,192,551	1,149,350	1,614,716	1,792,173	11%
PERS Employee Share Paid by City/Pks	351,104	369,078	418,710	394,664	-6%
Prepayment for PERS	127,755	0	0	0	-
HRAVEBA	117,552	125,849	139,587	131,555	-6%
Deferred Comp	0	19,228	31,680	36,000	14%
Other Benefits	0	1,603	3,300	4,200	27%
Group Health Insurance	897,839	1,106,142	1,410,030	1,534,988	9%
Workers Compensation	131,346	164,510	197,680	156,559	-21%
Material and Services	3,134,613	3,301,640	3,608,572	3,654,839	1%
Supplies	179,600	175,731	251,900	230,146	-9%
Rental, Repair, Maintenance	178,012	174,894	209,900	261,793	25%
Communications	93,237	109,480	145,300	169,758	17%
Contractual Services	580,574	648,698	672,520	673,136	0%
Internal Charges & Fees	1,886,777	1,940,179	2,061,850	2,027,266	-2%
Other Purchased Svcs	156,854	200,523	182,902	206,740	13%
Programs	59,559	52,134	84,200	86,000	2%
Capital Outlay	0	492,075	0	360,000	-
Equipment	0	492,075	0	0	-
Improvements Other than Bldgs	0	0	0	360,000	-
Total	\$12,363,683	\$13,558,972	\$14,948,956	\$15,126,687	1%

WILDFIRE DIVISION

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

Fire Department Wildfire Division					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$0	\$359,480	\$738,028	\$739,760	0%
Salaries & Wages	0	242,479	520,268	457,192	-12%
Fringe Benefits	0	117,000	217,760	282,569	30%
Material and Services	0	853,802	3,378,046	1,899,476	-44%
Supplies	0	1,663	12,150	19,638	62%
Rental, Repair, Maintenance	0	1,064	2,400	2,670	11%
Contractual Services	0	839,039	3,165,045	1,776,530	-44%
Internal Charges & Fees	0	73	0	0	-
Other Purchased Svcs	0	11,790	102,189	48,496	-53%
Commission	0	152	2,142	2,142	0%
Programs	0	21	94,120	50,000	-47%
Total	\$0	\$1,213,281	\$4,116,074	\$2,639,236	-36%

Fire and Rescue Department – Fire & Life Safety Division

FIRE & LIFE SAFETY DIVISION

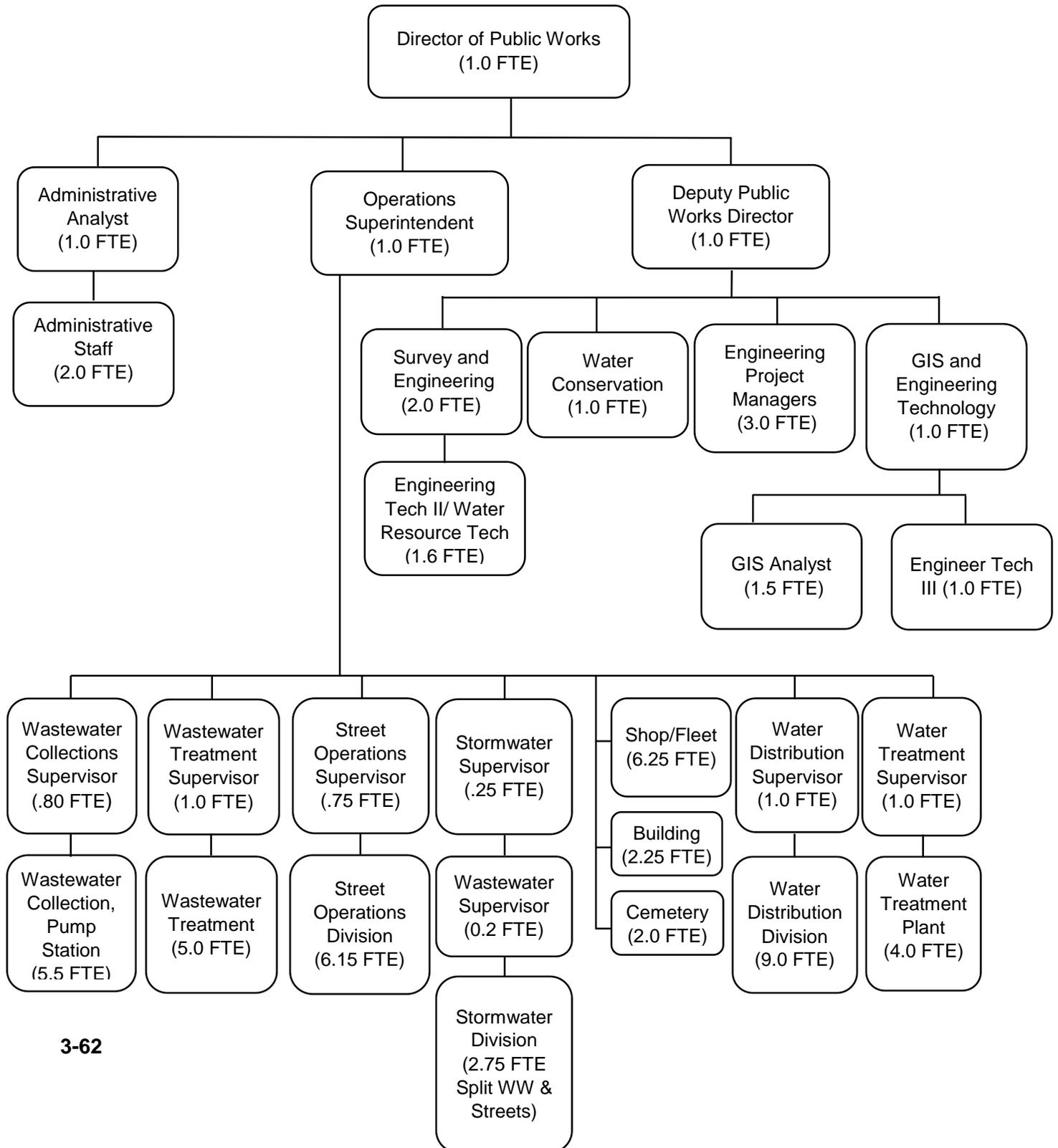
The Fire & Life Safety Division (F&LS) provides services related to the education about and compliance with the Oregon Fire Code, fire related provisions of the Ashland Municipal Code and nationally recognized safe practices. The Division provides fire plans review services, building fire inspections,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

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



Public Works Department

65.00 FTE



DEPARTMENT OVERVIEW

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

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

The department and is comprised of the following funds/divisions:

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

Public Works Department					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$11,918,470	\$12,905,906	\$14,779,336	\$16,629,934	13%
Material and Services	17,085,773	19,641,258	24,385,017	26,466,010	9%
Debt Services	5,506,071	4,966,342	6,458,812	5,112,163	-21%
Capital Outlay	9,891,910	5,612,481	60,015,365	49,334,425	-18%
Transfer-Out, Contingency, Ending Fund Balance	19,000	0	14,890,664	0	-100%
Total	\$44,421,225	\$43,125,987	\$120,529,194	\$97,542,532	-19%

Public Works Department

Public Works Department Personnel					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Salaries & Wages	\$7,546,723	\$8,133,913	\$8,759,111	\$9,568,931	\$0
Regular Employees	6,874,240	7,250,974	7,901,200	8,749,599	0
Premium Pay Out	0	4,333	0	0	-
Sick Leave Pay Out	15,349	17,494	24,320	24,920	0
Vacation Pay Out	31,410	74,591	45,970	19,000	-1
Temporary Employees	237,835	341,803	349,721	325,062	0
Overtime	250,920	290,218	290,450	292,850	0
Duty Pay	136,969	154,499	147,450	157,500	0
Fringe Benefits	4,371,747	4,771,992	6,020,225	7,061,003	0
FICA/MEDICARE Contribution	566,983	611,396	675,076	731,246	0
PERS Employer's Share	1,069,267	1,090,979	1,664,225	2,075,428	0
PERS Employee Share Paid by Cty/Pks	430,581	454,044	532,090	576,014	0
Prepayment for PERS	158,524	0	0	0	-
HRAVEBA	144,834	154,972	177,326	192,029	0
Deferred Comp	0	38,986	65,190	75,006	0
Other Benefits	0	504	958	1,750	1
Group Health Insurance	1,782,849	2,217,083	2,688,100	3,226,237	0
Workers Compensation	218,710	204,028	217,260	183,294	0
Total	\$11,918,470	\$12,905,906	\$14,779,336	\$16,629,934	\$0

Public Works Department Material and Services					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Supplies	\$987,800	\$1,035,113	\$1,521,508	\$1,335,700	-12%
Rental, Repair, Maintenance	3,867,109	4,762,893	6,695,184	6,948,360	4%
Communications	106,673	101,728	132,370	156,370	18%
Contractual Services	1,099,941	1,813,119	2,870,501	2,398,000	-16%
Internal Charges & Fees	8,949,654	9,486,192	9,931,625	12,310,816	24%
Miscellaneous Charges & Fees	11,763	12,606	12,000	10,000	-17%
Bad Debt Expense	79,178	36,759	39,000	39,000	0%
Other	2,123	0	6,300	111,488	1670%
Licensing	105,359	109,390	221,303	286,100	29%
Internal Chg - Central Svc Fee	5,620,600	6,054,965	6,380,548	8,211,800	29%
Internal Chg - Insurance Svc	477,140	491,555	491,556	491,556	0%
Internal Chg - Tech Debt	408,000	408,000	408,000	408,000	0%
Internal Chg - Facility Use	715,000	733,500	733,500	733,500	0%
Internal Chg - Fleet Maint	737,331	769,948	769,948	769,948	0%
Internal Chg - Equip Replacmnt	793,160	869,470	869,470	1,249,424	44%
Other Purchased Svcs	484,399	530,123	717,106	786,204	10%
Franchise	1,439,765	1,721,943	2,208,821	2,265,360	3%
Commission	9,432	2,983	3,000	2,800	-7%
Programs	141,001	187,163	304,902	262,400	-14%
Total	\$17,085,773	\$19,641,258	\$24,385,017	\$26,466,010	9%

Public Works Department

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

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

FACILITIES MAINTENANCE DIVISION-

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

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

Goals

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

Accomplishments

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

Performance Measures

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

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

Facilities Division - Capital Improvement Fund					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$440,985	\$545,804	\$636,010	\$664,419	4%
Material and Services	903,887	2,090,896	1,095,090	1,140,381	4%
Debt Services	5,555	0	0	0	-
Capital Outlay	1,575,508	1,931,541	2,732,640	1,405,000	-49%
Transfer-Out, Contingency, Ending Fund Balance	84,479	135,702	2,001,922	0	-100%
Total	\$3,010,414	\$4,703,943	\$6,465,662	\$3,209,801	-50%

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

CEMETERY DIVISION

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

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

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

Goals

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

Accomplishments

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

Performance Measures

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

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

FLEET MAINTENANCE DIVISION/ PURCHASING AND ACQUISITION DIVISION

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

Goals

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

Accomplishments

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

Performance Measures

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

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

STREET DIVISION

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

Goals

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

Accomplishments

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

Performance Measures

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

Public Works Department – Street Division

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

Public Works Department – Street Division

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

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

Street Fund Capital					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Equipment	\$11,699	\$347,593	\$32,000	\$186,500	483%
Improvements Other than Bldgs	996,671	1,218,660	15,094,255	14,239,925	-6%
Total	\$1,008,370	\$1,566,253	\$15,126,255	\$14,426,425	-5%

Street Fund Debt					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Debt - Interest	\$92,650	\$65,421	\$50,539	\$43,432	-14%
Debt - Principal	171,490	206,586	442,500	208,028	-53%
Total	\$264,140	\$272,007	\$493,039	\$251,460	-49%

Public Works Department – Street Division

Street Fund Divisions					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Operations	\$4,884,967	\$5,675,035	\$19,188,972	\$20,079,784	5%
Transportation - SDC	91,028	355,077	2,198,720	930,213	-58%
Ground Maintenance	393,835	474,636	501,900	536,150	7%
Total	\$5,369,831	\$6,504,748	\$21,889,592	\$21,546,147	-2%

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

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

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

Public Works Department – Airport Division

AIRPORT DIVISION

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

Goals

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

Accomplishments

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

Performance Measures

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

Airport Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Material and Services	\$133,293	\$87,020	\$425,380	\$216,088	-49%
Debt Services	77,072	77,072	77,075	0	-100%
Capital Outlay	44,962	54,113	312,000	340,000	9%
Transfer-Out, Contingency, Ending Fund Balance	19,000	0	112,022	0	-100%
Total	\$274,327	\$218,205	\$926,477	\$556,088	-40%

WATER DIVISION

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

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

Goals

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

Accomplishments

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

Performance Measures

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

Public Works Department – Water Division

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

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

Public Works Department – Water Division

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

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

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

Public Works Department – Water Division

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

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

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

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

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

WASTEWATER DIVISION

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

Goals

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

Accomplishments

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

Public Works Department – Wastewater Division

Performance Measures

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

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

Public Works Department – Wastewater Division

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

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

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

Public Works Department – Wastewater Division

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

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

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

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

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

STORMWATER DIVISION

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

Goals

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

Accomplishments

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

Performance Measures

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

Public Works Department – Stormwater Division

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

Public Works Department – Stormwater Division

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

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

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

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

Public Works Department – Stormwater Division

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

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

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

ADMINISTRATION AND ENGINEERING DIVISION

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

Goals

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

Accomplishments

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

Performance Measures

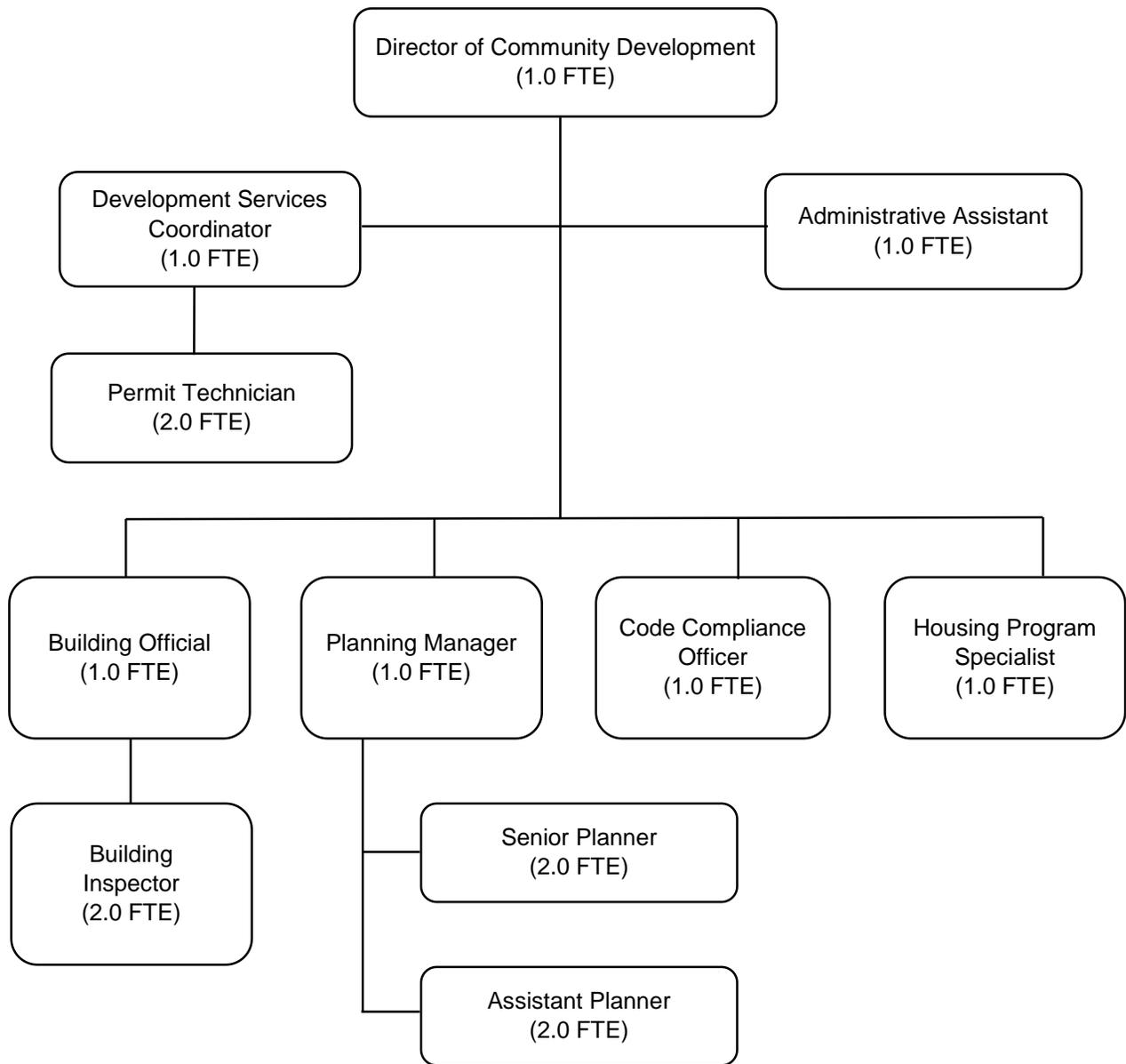
- On time, on budget project delivery of approved CIP program
- Continue to complete master planning on a 5-8 year forecast
- Assist with emergency planning efforts

Public Works Department – Administration and Engineering Division

Public Works Central Service Fund Support					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21	Change
	Actual	Actual	Amended Budget	Proposed Budget	
Personnel Services	\$2,855,194	\$2,893,310	\$3,150,840	\$4,402,411	40%
Salaries & Wages	1,856,139	1,869,664	1,902,650	2,582,658	36%
Regular Employees	1,814,176	1,779,961	1,883,050	2,570,338	36%
Sick Leave Pay Out	6,603	6,191	5,320	5,320	0%
Vacation Pay Out	16,185	32,630	7,280	3,000	-59%
Temporary Employees	5,623	42,516	0	0	-
Overtime	13,553	8,364	7,000	4,000	-43%
Fringe Benefits	999,055	1,023,645	1,248,190	1,819,753	46%
Material and Services	411,240	448,473	493,422	605,610	23%
Supplies	93,218	87,979	135,650	41,350	-70%
Rental, Repair, Maintenance	18,839	17,858	26,782	34,450	29%
Communications	19,049	22,615	25,900	42,200	63%
Contractual Services	6,483	31,537	20,000	82,000	310%
Internal Charges & Fees	240,680	241,890	241,890	346,210	43%
Other Purchased Svcs	32,971	46,594	43,200	59,400	38%
Total	\$3,266,434	\$3,341,783	\$3,644,262	\$5,008,021	37%



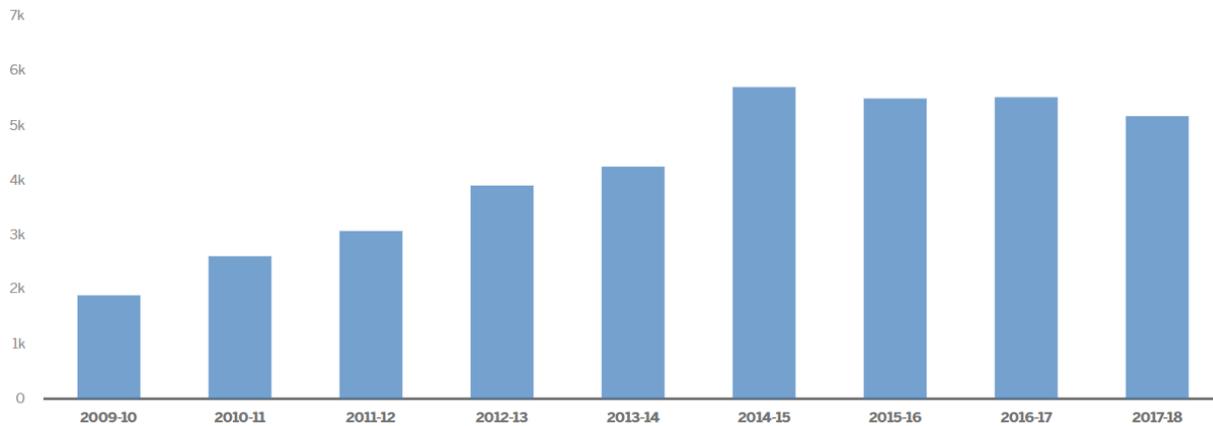
Community Development Department 15.00 FTE



DEPARTMENT OVERVIEW

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

Community Development Walk in Customers



Goals

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

Accomplishments

Implementation of a New Permit Processing System

Community Development Department

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

Adoption of Key Legislation

Wildfire Lands Overlay and Code

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

Accessory Residential Units

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

Cottage Housing

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

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

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

Community Development Department

Community Development Department					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$2,817,402	\$2,908,623	\$3,512,675	\$3,677,119	5%
Salaries & Wages	1,823,789	1,859,116	2,186,053	2,158,266	-1%
Regular Employees	1,789,707	1,831,504	2,149,113	2,136,566	-1%
Sick Leave Pay Out	4,705	4,302	4,800	6,600	38%
Vacation Pay Out	21,097	20,230	29,640	11,600	-61%
Temporary Employees	7,950	0	1,000	1,000	0%
Overtime	330	3,080	1,500	2,500	67%
Fringe Benefits	993,613	1,049,507	1,326,622	1,518,853	14%
FICA/MEDICARE Contribution	134,701	139,177	152,806	169,400	11%
PERS Employer's Share	262,013	265,452	389,246	472,685	21%
PERS Employee Share Paid by City/Pks	105,537	109,482	121,960	129,724	6%
Prepayment for PERS	36,600	0	0	0	-
HRAVEBA	36,067	37,087	40,690	43,260	6%
Deferred Comp	0	7,606	13,480	15,220	13%
Other Benefits	0	438	880	1,050	19%
Group Health Insurance	410,758	482,422	598,150	679,739	14%
Workers Compensation	7,938	7,845	9,410	7,776	-17%
Material and Services	1,646,598	1,707,544	2,347,065	2,506,690	7%
Supplies	24,978	28,176	28,105	33,500	19%
Rental, Repair, Maintenance	18,809	15,983	18,150	19,050	5%
Communications	8,375	13,399	16,800	17,100	2%
Contractual Services	88,450	99,007	499,351	383,000	-23%
Internal Charges & Fees	937,353	1,004,946	1,050,214	1,254,279	19%
Other Purchased Svcs	34,417	46,040	48,400	57,600	19%
Commission	2,912	2,280	2,600	2,600	0%
Grants	521,334	492,321	658,445	724,561	10%
Programs	9,971	5,391	25,000	15,000	-40%
Total	\$4,464,000	\$4,616,167	\$5,859,740	\$6,183,809	6%

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

Community Development Department

Community Development Department Material and Services					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21 Proposed	Change
	Actual	Actual	Amended Budget	Budget	
Supplies	\$24,978	\$28,176	\$28,105	\$33,500	19%
Rental, Repair, Maintenance	18,809	15,983	18,150	19,050	5%
Communications	8,375	13,399	16,800	17,100	2%
Contractual Services	88,450	99,007	499,351	383,000	-23%
Internal Charges & Fees	937,353	1,004,946	1,050,214	1,254,279	19%
Other Purchased Svcs	34,417	46,040	48,400	57,600	19%
Commission	2,912	2,280	2,600	2,600	0%
Grants	521,334	492,321	658,445	724,561	10%
Programs	9,971	5,391	25,000	15,000	-40%
Total	\$1,646,598	\$1,707,544	\$2,347,065	\$2,506,690	7%

Community Development Department Divisions					
	BN 2013/15	BN 2015/17	BN 2017/19	BN 2019/21 Proposed	Change
	Actual	Actual	Amended Budget	Budget	
Planning	\$2,547,191	\$2,705,513	\$3,291,729	\$3,463,963	5%
Housing Trust Fund	0	0	366,351	247,000	-33%
Building Safety	1,327,542	1,353,877	1,479,935	1,677,657	13%
Community Development Block	335,063	291,523	453,785	527,189	16%
Social Service	254,204	265,254	267,940	268,000	0%
Total	\$4,464,000	\$4,616,166	\$5,859,740	\$6,183,809	6%

PLANNING DIVISION

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

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

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

Long Range Planning Program

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

Current Planning Program

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

Housing Program

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

Community Development Department – Planning Division

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

Community Development Block Grant (CDBG) Program

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

Social Service Grant Program

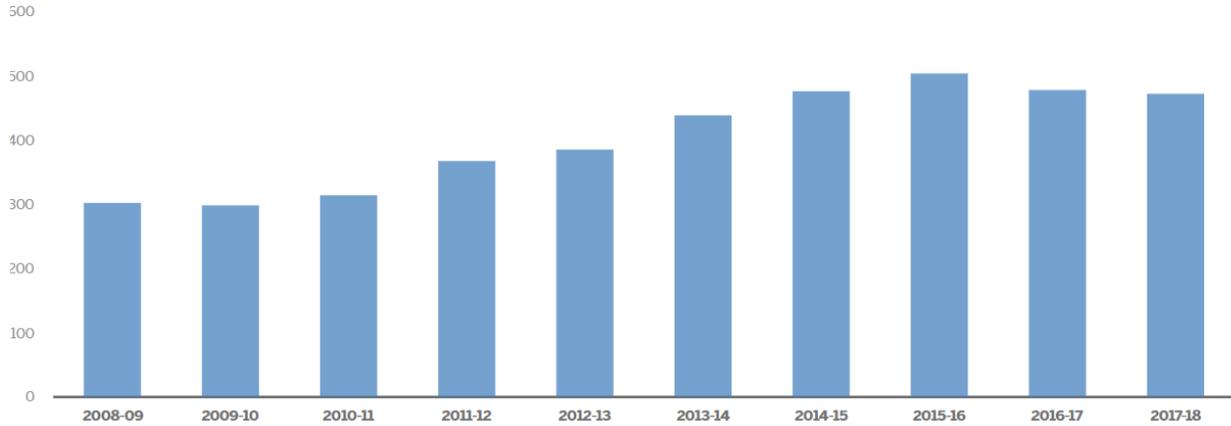
The City of Ashland established the Social Service Grant Program in 1986 to support the activities of nonprofit and social service agencies that provided services to vulnerable Ashland citizens. Since that time the City of Ashland has committed a portion of the general fund in support of activities that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

Code Compliance Program

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

Community Development Department – Planning Division

Community Development Planning Permits



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

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

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

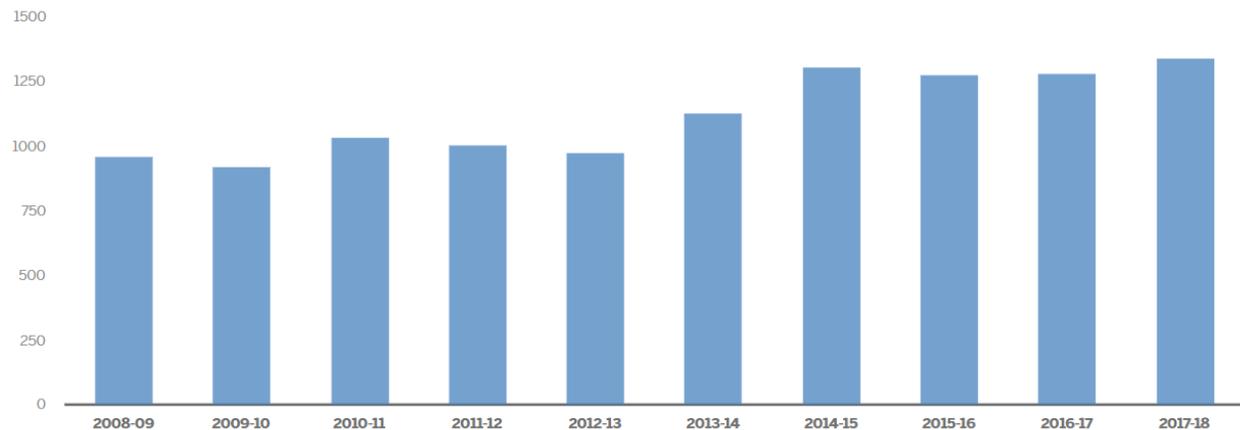
Social Service Grants Division					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Material and Services	\$254,204	\$265,254	\$267,940	\$268,000	0%
Total	\$254,204	\$265,254	\$267,940	\$268,000	0%

BUILDING SAFETY DIVISION

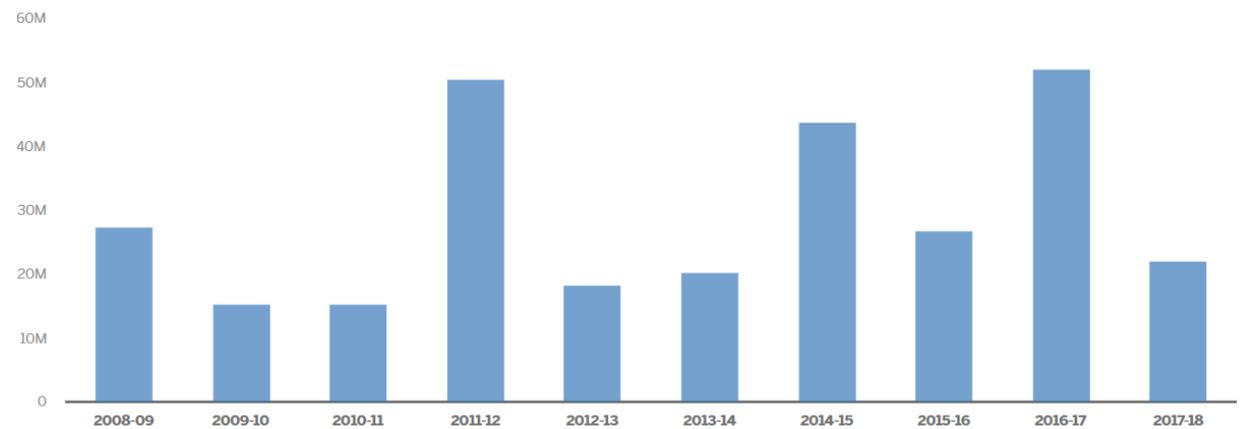
The Building Safety Division implements Oregon’s statewide building codes program by administering a comprehensive municipal building inspection and plan review program. The enforcement of state building codes assist in ensuring building fire and life safety measures are met for the citizens and visitors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

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

Community Development Building Permits



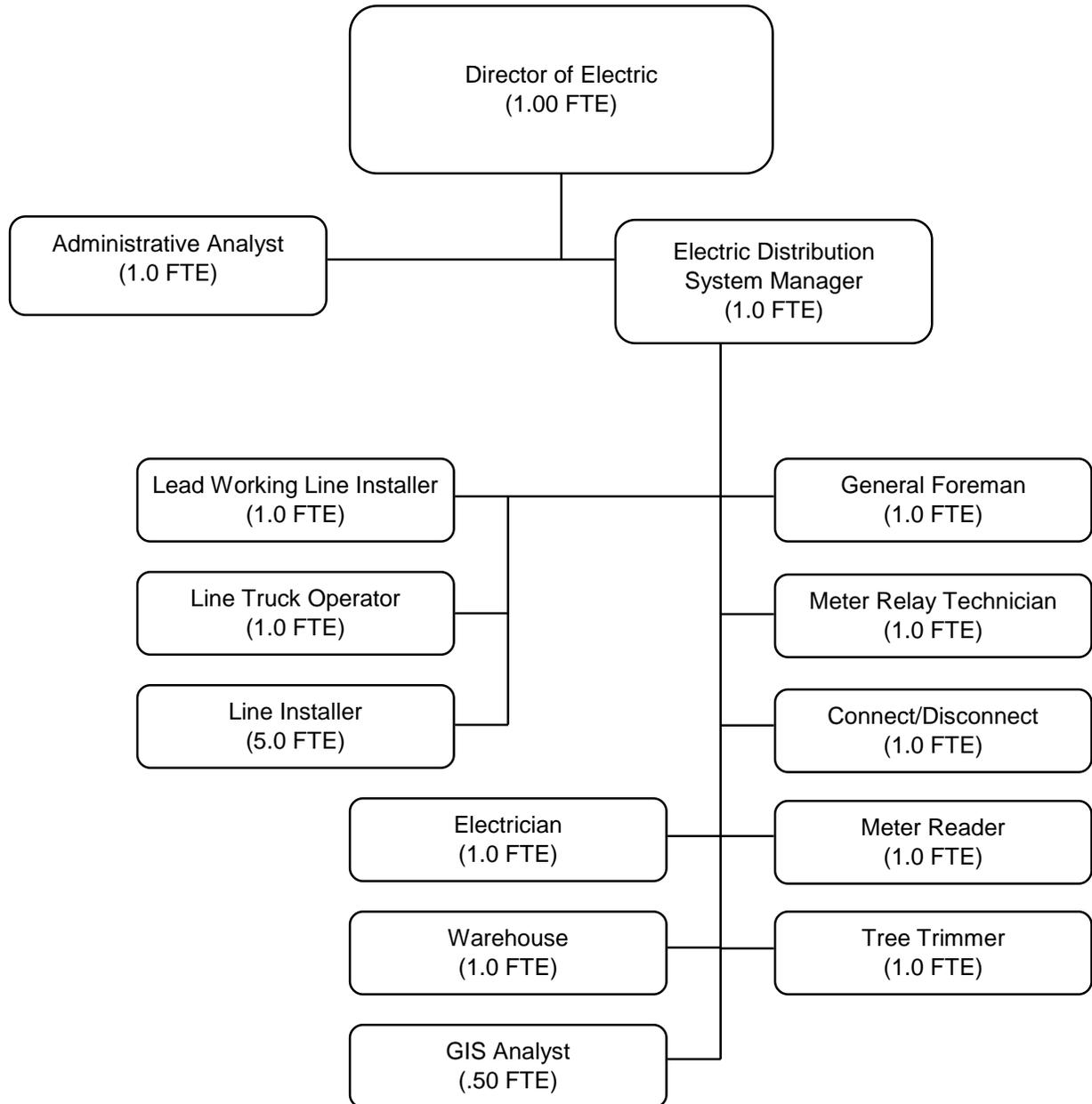
Community Development Construction Valuation



Community Development Department – Building Safety Division

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

Electric Department 17.50 FTE



DEPARTMENT OVERVIEW

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

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

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

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

Goal:

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

Accomplishments

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

Electric Department

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

Performance Measures

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

Electric Department

Electric Department					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$4,365,314	\$4,591,938	\$5,264,710	\$5,843,289	11%
Salaries & Wages	2,878,006	3,037,138	3,339,460	3,645,427	9%
Regular Employees	2,723,136	2,863,125	3,011,230	3,270,727	9%
Sick Leave Pay Out	8,106	19,647	4,040	20,000	395%
Vacation Pay Out	18,058	20,975	56,490	85,300	51%
Temporary Employees	4,823	7,581	96,000	96,000	0%
Overtime	87,240	96,437	101,000	102,000	1%
Duty Pay	36,643	29,374	70,700	71,400	1%
Fringe Benefits	1,487,308	1,554,800	1,925,250	2,197,862	14%
FICA/MEDICARE Contribution	216,154	227,053	253,775	271,754	7%
PERS Employer's Share	416,609	409,847	607,979	779,678	28%
PERS Employee Share Paid by City/Pks	169,080	177,788	199,558	218,726	10%
Prepayment for PERS	60,464	0	0	0	-
HRAVEBA	57,117	60,523	66,528	72,909	10%
Deferred Comp	0	9,969	16,560	20,880	26%
Other Benefits	0	769	1,500	2,030	35%
Group Health Insurance	510,409	613,288	725,610	793,367	9%
Workers Compensation	57,474	55,566	53,740	38,519	-28%
Material and Services	21,987,828	23,245,211	25,752,980	27,820,435	8%
Supplies	86,106	121,389	114,549	133,296	16%
Rental, Repair, Maintenance	457,359	473,845	613,136	1,065,004	74%
Communications	25,027	27,812	38,079	58,258	53%
Contractual Services	134,661	80,941	210,676	310,782	48%
Internal Charges & Fees	4,367,446	4,567,588	4,760,656	5,097,270	7%
Bad Debt Expense	107,810	45,413	74,740	75,480	1%
Senior Discount	78,401	95,807	90,900	93,636	3%
ALIEAP	181,535	175,096	213,110	215,220	1%
Heat assistance	8,400	7,600	11,110	11,220	1%
Licensing	0	1,084	0	0	-
Internal Chg - Central Svc Fee	2,193,700	2,384,343	2,512,550	2,714,712	8%
Internal Chg - Insurance Svc	68,000	70,055	70,056	70,056	0%
Internal Chg - Tech Debt	1,082,600	1,082,600	1,082,600	1,082,600	0%
Internal Chg - Facility Use	260,000	260,000	260,000	260,000	0%
Internal Chg - Fleet Maint	194,000	213,990	213,990	213,990	0%
Internal Chg - Equip Replacmnt	193,000	231,600	231,600	360,356	56%
Other Purchased Svcs	14,140,304	15,000,983	16,800,884	17,676,694	5%
Franchise	2,762,554	2,960,695	3,200,000	3,464,132	8%
Programs	14,371	11,957	15,000	15,000	0%
Capital Outlay	913,807	735,814	969,000	2,014,000	108%
Total	\$27,266,949	\$28,572,963	\$31,986,690	\$35,677,724	12%

Electric Department

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

Electric Department Material and Services					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Supplies	\$86,106	\$121,389	\$114,549	\$133,296	16%
Rental, Repair, Maintenance	457,359	473,845	613,136	1,065,004	74%
Communications	25,027	27,812	38,079	58,258	53%
Contractual Services	134,661	80,941	210,676	310,782	48%
Internal Charges & Fees	4,367,446	4,567,588	4,760,656	5,097,270	7%
Bad Debt Expense	107,810	45,413	74,740	75,480	1%
Senior Discount	78,401	95,807	90,900	93,636	3%
ALIEAP	181,535	175,096	213,110	215,220	1%
Heat assistance	8,400	7,600	11,110	11,220	1%
Licensing	0	1,084	0	0	-
Internal Chg - Central Svc Fee	2,193,700	2,384,343	2,512,550	2,714,712	8%
Internal Chg - Insurance Svc	68,000	70,055	70,056	70,056	0%
Internal Chg - Tech Debt	1,082,600	1,082,600	1,082,600	1,082,600	0%
Internal Chg - Facility Use	260,000	260,000	260,000	260,000	0%
Internal Chg - Fleet Maint	194,000	213,990	213,990	213,990	0%
Internal Chg - Equip Replacmnt	193,000	231,600	231,600	360,356	56%
Other Purchased Svcs	14,140,304	15,000,983	16,800,884	17,676,694	5%
Franchise	2,762,554	2,960,695	3,200,000	3,464,132	8%
Programs	14,371	11,957	15,000	15,000	0%
Total	\$21,987,828	\$23,245,211	\$25,752,980	\$27,820,435	8%

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

Electric Department

Electric Department Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Supply	\$12,831,515	\$13,869,063	\$14,981,925	\$16,114,835	8%
Distribution	12,558,899	12,961,713	14,473,330	16,896,919	17%
Transmission	1,876,536	1,742,187	2,531,435	2,665,970	5%
Total	\$27,266,949	\$28,572,963	\$31,986,690	\$35,677,724	12%

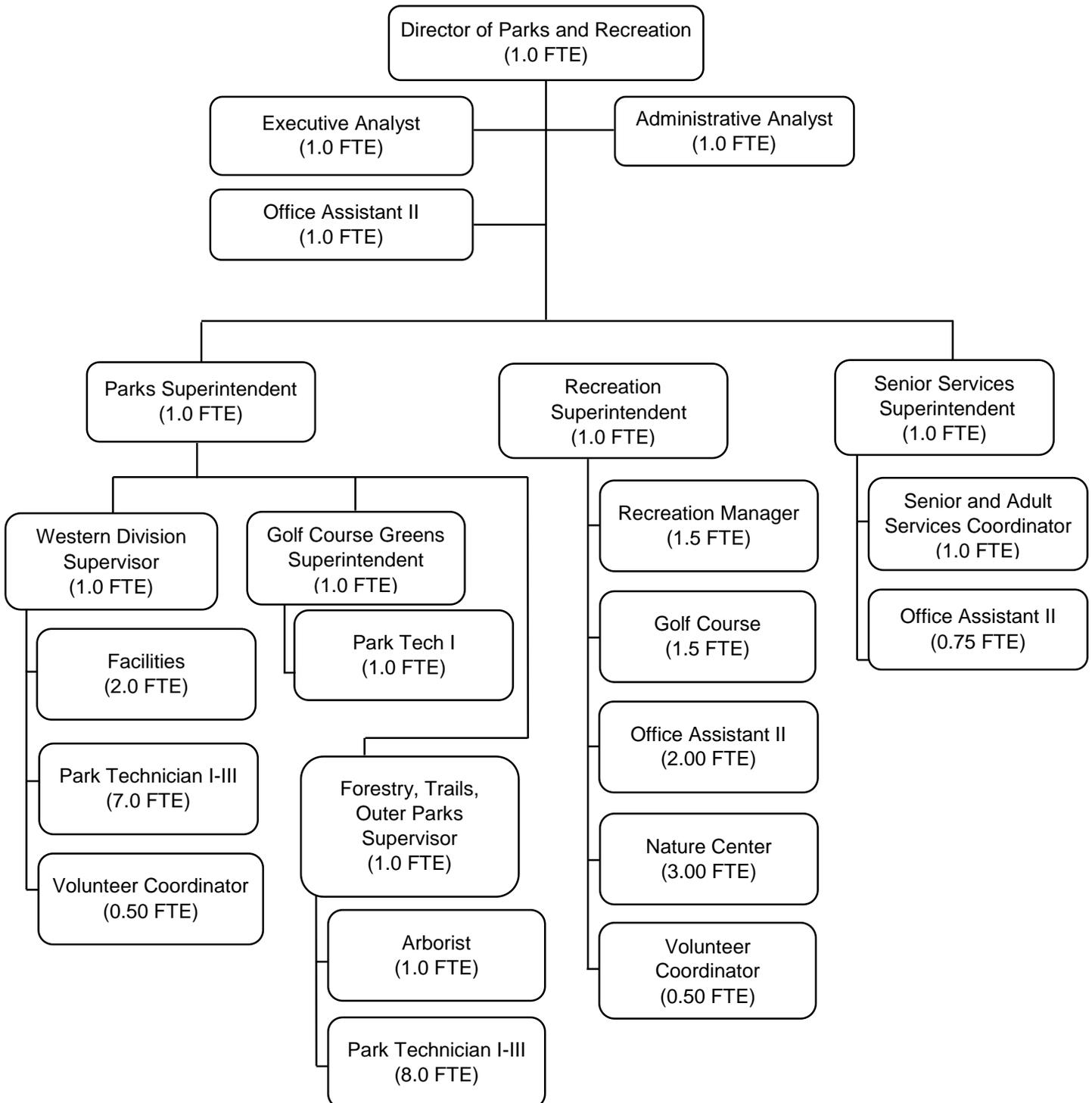
Distribution Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$4,356,152	\$4,591,938	\$5,264,710	\$5,843,289	11%
Material and Services	7,288,941	7,633,961	8,239,620	9,039,631	10%
Capital Outlay	913,807	735,814	969,000	2,014,000	108%
Total	\$12,558,899	\$12,961,713	\$14,473,330	\$16,896,919	17%

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

Transmission Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Material and Services	\$1,876,536	\$1,742,187	\$2,531,435	\$2,665,970	5%
Total	\$1,876,536	\$1,742,187	\$2,531,435	\$2,665,970	5%

Parks and Recreation Department

39.75 FTE



DEPARTMENT OVERVIEW

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

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

Parks Administration Goals

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

Parks Operations/Forestry Trails and Open Spaces Goals

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

Recreation Goals

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

Senior Services Division Goals

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

Parks and Recreation Department

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

Accomplishments

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

Performance Measures

Forestry/Trails Performance Measures

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

*Chipping piles have replaces burning when available

Parks and Recreation Department

Horticulture/Arboriculture Performance Measures

Measures	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Target 2019
Trees Maintained	5,220	5,230	5,300	5400	5,400
In-house Pruning and Removal	341	605	349	340	350
Number of new trees planted	84	81	45	116	100

Note: Above numbers are approximate.

Recreation Performance Measures

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

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

Parks and Recreation Department

Parks Commission					
	BN 2013/15	BN 2015/17	BN 2017/19 Amended	BN 2019/21	Change
	Actual	Actual	Budget	Proposed Budget	
Personnel Services	\$6,910,531	\$7,434,023	\$8,338,143	\$9,287,135	11%
Salaries & Wages	4,298,104	4,597,913	4,931,920	5,449,040	10%
Regular Employees	3,699,741	3,987,662	4,148,820	4,827,240	16%
Holiday Pay Out	0	0	0	0	-
Vacation Pay Out	44,607	44,621	69,400	61,400	-12%
Temporary Employees	528,648	544,705	695,700	540,400	-22%
Overtime	25,108	20,926	18,000	20,000	11%
Fringe Benefits	2,612,427	2,836,110	3,406,223	3,838,095	13%
FICA/MEDICARE Contribution	323,868	346,887	411,524	419,632	2%
PERS Employer's Share	531,189	561,238	876,007	1,161,736	33%
PERS Employee Share Paid by Cty/Pks	229,660	252,086	296,204	334,521	13%
Prepayment for PERS	127,411	0	0	0	-
HRAVEBA	165,495	158,886	99,128	111,507	12%
Deferred Comp	0	18,155	39,960	37,200	-7%
Group Health Insurance	1,124,237	1,400,087	1,591,200	1,718,852	8%
Workers Compensation	110,568	98,771	92,200	54,647	-41%
Material and Services	4,069,727	4,471,796	4,788,041	4,655,913	-3%
Supplies	282,086	230,326	248,222	215,288	-13%
Rental, Repair, Maintenance	1,462,695	1,634,569	1,466,792	1,372,392	-6%
Communications	66,335	69,985	81,830	86,685	6%
Contractual Services	705,227	611,556	837,293	599,525	-28%
Internal Charges & Fees	1,206,767	1,571,285	1,817,092	1,964,531	8%
Bank Charges	23,188	21,464	23,400	23,400	0%
Licensing	0	2,523	1,100	1,100	0%
Internal Chg - Central Svc Fee	727,000	727,000	766,092	1,084,331	42%
Internal Chg - Insurance Svc	95,000	95,000	95,000	75,000	-21%
Internal Chg - Facility Use	90,000	60,000	60,000	60,000	0%
Internal Chg - Fleet Maint	101,179	209,500	416,500	416,500	0%
Internal Chg - Equip Replacmnt	170,399	455,798	455,000	304,200	-33%
Other Purchased Svcs	217,345	188,232	175,110	192,670	10%
Insurance	12,850	21,487	23,000	23,000	0%
Programs	116,423	144,357	138,702	201,822	46%
Capital Outlay	2,465,442	1,828,813	5,282,157	5,420,000	3%
Land	5,303	0	0	0	-
Equipment	551,215	360,210	450,000	300,000	-33%
Improvements Other than Bldgs	1,908,924	1,468,602	4,832,157	5,120,000	6%
Total	\$13,445,700	\$13,734,632	\$18,408,341	\$19,363,047	5%

Parks and Recreation Department

Parks Commission Personnel					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Salaries & Wages	\$4,298,104	\$4,597,913	\$4,931,920	\$5,449,040	10%
Regular Employees	3,699,741	3,987,662	4,148,820	4,827,240	16%
Holiday Pay Out	0	0	0	0	-
Vacation Pay Out	44,607	44,621	69,400	61,400	-12%
Temporary Employees	528,648	544,705	695,700	540,400	-22%
Overtime	25,108	20,926	18,000	20,000	11%
Fringe Benefits	2,612,427	2,836,110	3,406,223	3,838,095	13%
FICA/MEDICARE Contribution	323,868	346,887	411,524	419,632	2%
PERS Employer's Share	531,189	561,238	876,007	1,161,736	33%
PERS Employee Share Paid by Cty/Pks	229,660	252,086	296,204	334,521	13%
Prepayment for PERS	127,411	0	0	0	-
HRAVEBA	165,495	158,886	99,128	111,507	12%
Deferred Comp	0	18,155	39,960	37,200	-7%
Group Health Insurance	1,124,237	1,400,087	1,591,200	1,718,852	8%
Workers Compensation	110,568	98,771	92,200	54,647	-41%
Total	\$6,910,531	\$7,434,023	\$8,338,143	\$9,287,135	11%

Parks Commission Material and Services					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Supplies	\$282,086	\$230,326	\$248,222	\$215,288	-13%
Rental, Repair, Maintenance	1,462,695	1,634,569	1,466,792	1,372,392	-6%
Communications	66,335	69,985	81,830	86,685	6%
Contractual Services	705,227	611,556	837,293	599,525	-28%
Internal Charges & Fees	1,206,767	1,571,285	1,817,092	1,964,531	8%
Bank Charges	23,188	21,464	23,400	23,400	0%
Licensing	0	2,523	1,100	1,100	0%
Internal Chg - Central Svc Fee	727,000	727,000	766,092	1,084,331	42%
Internal Chg - Insurance Svc	95,000	95,000	95,000	75,000	-21%
Internal Chg - Facility Use	90,000	60,000	60,000	60,000	0%
Internal Chg - Fleet Maint	101,179	209,500	416,500	416,500	0%
Internal Chg - Equip Replacmnt	170,399	455,798	455,000	304,200	-33%
Other Purchased Svcs	217,345	188,232	175,110	192,670	10%
Insurance	12,850	21,487	23,000	23,000	0%
Programs	116,423	144,357	138,702	201,822	46%
Total	\$4,069,727	\$4,471,796	\$4,788,041	\$4,655,913	-3%

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

Parks and Recreation Department

Parks Commission Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Administration	\$1,855,165	\$1,932,287	\$2,196,358	\$2,607,984	19%
Forestry	0	0	0	985,619	-
Operations	5,617,944	5,880,908	6,437,175	5,595,431	-13%
Recreation	2,201,589	2,410,998	2,840,983	2,957,983	4%
Senior Services	306,186	410,725	358,571	700,180	95%
Golf Course	1,026,427	1,056,914	1,163,097	1,195,851	3%
Construction	2,438,389	1,682,589	4,962,157	5,020,000	1%
Purchasing/Acquisition	0	360,210	450,000	300,000	-33%
Total	\$13,445,700	\$13,734,632	\$18,408,341	\$19,363,047	5%

PARKS DIVISION

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

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

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

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

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

Parks and Recreation Department – Parks Division

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

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

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

PARK PATROL

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

Forestry Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$0	\$0	\$0	\$812,269	-
Material and Services	0	0	0	173,350	-
Total	\$0	\$0	\$0	\$985,619	-

Administration Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$566,504	\$642,211	\$879,956	\$1,054,284	20%
Material and Services	1,288,662	1,290,076	1,316,402	1,553,701	18%
Total	\$1,855,165	\$1,932,287	\$2,196,358	\$2,607,984	19%

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

Operations Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$3,671,436	\$3,645,924	\$4,165,322	\$3,656,911	-12%
Material and Services	1,918,124	2,222,666	2,251,853	1,838,520	-18%
Capital Outlay	28,384	12,318	20,000	100,000	400%
Total	\$5,617,944	\$5,880,908	\$6,437,175	\$5,595,431	-13%

Parks and Recreation Department – Parks Division

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

Parks and Recreation Department – Recreation Division

RECREATION DIVISION

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

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

Recreation Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$1,655,124	\$1,829,874	\$2,149,211	\$2,208,601	3%
Material and Services	546,465	581,124	691,772	749,382	8%
Total	\$2,201,589	\$2,410,998	\$2,840,983	\$2,957,983	4%

GOLF DIVISION

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

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

Parks and Recreation Department –Senior Services Division

SENIOR SERVICES DIVISION

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

Senior Services Divisions					
	BN 2013/15 Actual	BN 2015/17 Actual	BN 2017/19 Amended Budget	BN 2019/21 Proposed Budget	Change
Personnel Services	\$277,508	\$387,396	\$294,826	\$616,120	109%
Material and Services	28,679	23,330	63,745	84,060	32%
Total	\$306,186	\$410,725	\$358,571	\$700,180	95%

Section 4- Long Term Plan

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

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

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

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

General Fund Forecast

	2019-20 Budget	2020-21 Budget	Change	2021-22 Forecast	Change	2022-23 Forecast	Change	2023-24 Forecast	Change	2024-25 Forecast	Change
Revenues	\$29,010,128	\$30,025,138	3.50%	\$29,713,708	-1.04%	\$30,465,058	2.53%	\$31,274,555	2.66%	\$32,145,718	2.79%
Taxes	20,322,810	20,890,814	2.79%	21,453,425	2.69%	22,067,754	2.86%	22,736,085	3.03%	23,461,807	3.19%
Current Property Taxes	11,476,390	11,878,064	3.50%	12,293,796	3.50%	12,724,079	3.50%	13,169,421	3.50%	13,630,351	3.50%
Electric Utility User Tax	3,659,353	3,792,919	3.65%	3,906,707	3.00%	4,023,908	3.00%	4,144,625	3.00%	4,268,964	3.00%
Lodging TOT Tax	3,276,369	3,309,133	1.00%	3,342,224	1.00%	3,409,069	2.00%	3,511,341	3.00%	3,651,794	4.00%
Public Safety Fee	825,000	825,000	0.00%	825,000	0.00%	825,000	0.00%	825,000	0.00%	825,000	0.00%
Prior Property Taxes	420,000	420,000	0.00%	420,000	0.00%	420,000	0.00%	420,000	0.00%	420,000	0.00%
Water Surcharge for AFR	377,698	377,698	0.00%	377,698	0.00%	377,698	0.00%	377,698	0.00%	377,698	0.00%
Business License	240,000	240,000	0.00%	240,000	0.00%	240,000	0.00%	240,000	0.00%	240,000	0.00%
Peg Fees	35,000	35,000	0.00%	35,000	0.00%	35,000	0.00%	35,000	0.00%	35,000	0.00%
Liquor License	7,500	7,500	0.00%	7,500	0.00%	7,500	0.00%	7,500	0.00%	7,500	0.00%
Taxi Cab Certification	2,500	2,500	0.00%	2,500	0.00%	2,500	0.00%	2,500	0.00%	2,500	0.00%
F & B Late & Interest	2,500	2,500	0.00%	2,500	0.00%	2,500	0.00%	2,500	0.00%	2,500	0.00%
Tobacco License	500	500	0.00%	500	0.00%	500	0.00%	500	0.00%	500	0.00%
Franchise Fees	3,579,870	3,699,834	3.35%	3,812,721	3.05%	3,929,237	3.06%	4,049,500	3.06%	4,173,634	3.07%
Charges for Services	1,579,000	1,599,001	1.27%	1,600,071	0.07%	1,601,162	0.07%	1,602,276	0.07%	1,603,411	0.07%
Ambulance Transports	1,080,000	1,100,000	1.85%	1,100,000	0.00%	1,100,000	0.00%	1,100,000	0.00%	1,100,000	0.00%
Other Charges for Services	499,000	499,001	0.00%	500,071	0.21%	501,163	0.22%	502,275	0.22%	503,411	0.23%
Intergovernmental Revenue	1,356,298	1,657,044	22.17%	750,000	-54.74%	750,000	0.00%	750,000	0.00%	750,000	0.00%
Licenses and Permits	949,150	949,150	0.00%	966,933	1.87%	985,072	1.88%	1,003,573	1.88%	1,022,445	1.88%
Fines and Forfeitures	602,900	607,900	0.83%	607,900	0.00%	607,900	0.00%	607,900	0.00%	607,900	0.00%
Operating Transfers In	425,000	425,000	0.00%	325,000	-23.53%	325,000	0.00%	325,000	0.00%	325,000	0.00%
Interest on Pooled Investments	125,000	126,250	1.00%	127,513	1.00%	128,788	1.00%	130,076	1.00%	131,376	1.00%
Miscellaneous Revenues	70,100	70,145	0.06%	70,145	0.00%	70,145	0.00%	70,145	0.00%	70,145	0.00%

	2019-20 Budget	2020-21 Budget	Change	2021-22 Forecast	Change	2022-23 Forecast	Change	2023-24 Forecast	Change	2024-25 Forecast	Change
Expenses	\$29,138,142	\$29,974,574	2.87%	\$29,944,750	-0.10%	\$30,693,735	2.50%	\$31,900,592	3.93%	\$32,591,895	2.17%
Personnel Services	15,383,234	15,845,927	3.01%	16,603,920	4.78%	16,972,183	2.22%	17,863,047	5.25%	18,229,749	2.05%
Salaries & Wages	9,054,440	9,226,318	1.90%	9,350,458	1.35%	9,502,579	1.63%	9,615,991	1.19%	9,787,613	1.78%
Regular Employees	7,800,017	7,953,759	1.97%	8,095,975	1.79%	8,241,033	1.79%	8,347,242	1.29%	8,511,516	1.97%
Overtime	484,164	488,989	1.00%	488,989	0.00%	488,989	0.00%	488,989	0.00%	488,989	0.00%
FLSA	233,072	237,734	2.00%	242,488	2.00%	247,338	2.00%	252,285	2.00%	257,330	2.00%
Holiday Pay Out	222,491	226,941	2.00%	227,276	0.15%	227,618	0.15%	227,968	0.15%	228,324	0.16%
Temporary Employees	234,491	213,691	-8.87%	215,525	0.86%	217,395	0.87%	219,303	0.88%	221,248	0.89%
Vacation Pay Out	46,040	71,040	54.30%	46,040	-35.19%	46,040	0.00%	46,040	0.00%	46,040	0.00%
Sick Leave Pay Out	28,165	28,165	0.00%	28,165	0.00%	28,165	0.00%	28,165	0.00%	28,165	0.00%
Temporary Cadets	5,000	5,000	0.00%	5,000	0.00%	5,000	0.00%	5,000	0.00%	5,000	0.00%
Duty Pay	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%
Fringe Benefits	6,328,794	6,619,608	4.60%	7,253,462	9.58%	7,469,605	2.98%	8,247,056	10.41%	8,442,136	2.37%
PERS Employer's Share	2,364,812	2,467,686	4.35%	2,913,418	18.06%	2,969,726	1.93%	3,534,321	19.01%	3,604,475	1.98%
Group Health Insurance	2,351,986	2,491,034	5.91%	2,613,089	4.90%	2,741,246	4.90%	2,875,811	4.91%	2,968,196	3.21%
FICA/MEDICARE Contribution	672,126	693,705	3.21%	707,017	1.92%	720,948	1.97%	735,157	1.97%	748,314	1.79%
PERS Employee Share Paid by Cty/Pks	543,155	555,886	2.34%	602,911	8.46%	614,813	1.97%	672,934	9.45%	686,236	1.98%
HRAVEBA	178,836	183,053	2.36%	186,660	1.97%	190,340	1.97%	194,093	1.97%	197,921	1.97%
Workers Compensation	159,969	169,588	6.01%	170,963	0.81%	172,365	0.82%	173,795	0.83%	175,254	0.84%
Deferred Comp	54,850	55,456	1.10%	56,204	1.35%	56,968	1.36%	57,746	1.37%	58,541	1.38%
Other Benefits	3,060	3,200	4.58%	3,200	0.00%	3,200	0.00%	3,200	0.00%	3,200	0.00%
Material and Services	13,154,408	13,238,147	0.64%	12,775,330	-3.50%	13,156,052	2.98%	13,472,045	2.40%	13,796,646	2.41%
Contractual Services	7,929,818	7,964,154	0.43%	7,492,899	-5.92%	7,755,151	3.50%	7,949,030	2.50%	8,147,755	2.50%
Internal Charges & Fees	3,037,635	3,074,879	1.23%	3,057,427	-0.57%	3,149,150	3.00%	3,243,624	3.00%	3,340,933	3.00%
Grants	860,744	860,744	0.00%	860,744	0.00%	860,744	0.00%	860,744	0.00%	860,744	0.00%
Rental, Repair, Maintenance	369,061	379,577	2.85%	387,169	2.00%	394,912	2.00%	402,810	2.00%	410,866	2.00%
Supplies	341,211	332,823	-2.46%	341,144	2.50%	349,672	2.50%	358,414	2.50%	367,374	2.50%
Other Purchased Svcs	302,142	302,807	0.22%	302,807	0.00%	302,807	0.00%	302,807	0.00%	302,807	0.00%
Communications	190,176	199,542	4.92%	209,519	5.00%	219,995	5.00%	230,995	5.00%	242,545	5.00%
Programs	121,250	121,250	0.00%	121,250	0.00%	121,250	0.00%	121,250	0.00%	121,250	0.00%
Commissions	2,371	2,371	0.00%	2,371	0.00%	2,371	0.00%	2,371	0.00%	2,371	0.00%
Transfer-Out, Contingency, Ending Fund Balance	505,500	505,500	0.00%	505,500	0.00%	505,500	0.00%	505,500	0.00%	505,500	0.00%
Contingency	400,000	400,000	0.00%	400,000	0.00%	400,000	0.00%	400,000	0.00%	400,000	0.00%
Operation Transfers Out	105,500	105,500	0.00%	105,500	0.00%	105,500	0.00%	105,500	0.00%	105,500	0.00%
Capital Outlay	95,000	385,000	305.26%	60,000	-84.42%	60,000	0.00%	60,000	0.00%	60,000	0.00%
Revenue Minus Expenses	(\$128,014)	\$50,564		(\$231,042)		(\$228,677)		(\$626,037)		(\$446,177)	
<i>Beginning Fund Balance</i>	<i>\$4,119,443</i>	<i>\$3,991,429</i>		<i>\$4,041,993</i>		<i>\$3,810,951</i>		<i>\$3,582,275</i>		<i>\$2,956,238</i>	
<i>Ending Fund Balance</i>	<i>\$3,991,429</i>	<i>\$4,041,993</i>		<i>\$3,810,951</i>		<i>\$3,582,275</i>		<i>\$2,956,238</i>		<i>\$2,510,061</i>	
Target (12% of Revenue)	\$3,318,460	\$3,404,171		\$3,475,645		\$3,565,807		\$3,662,947		\$3,767,486	

Water Fund Forecast

	2019-20 Budget	2020-21 Budget	Change	2021-22 Forecast	Change	2022-23 Forecast	Change	2023-24 Forecast	Change	2024-25 Forecast	Change
Revenues	\$22,863,162	\$23,157,412	1.29%	\$9,248,586	-60.06%	\$9,606,071	3.87%	\$9,977,856	3.87%	\$10,364,513	3.88%
Proceeds from Debt Issuance	14,252,562	14,252,562	0.00%	0	-100.00%	0	-	0	-	0	-
Charges for Services	8,440,600	8,733,400	3.47%	9,077,136	3.94%	9,434,621	3.94%	9,806,406	3.94%	10,193,063	3.94%
SDC - Improvement	100,000	100,000	0.00%	100,000	0.00%	100,000	0.00%	100,000	0.00%	100,000	0.00%
Commercial & Industrial	1,040,000	1,080,000	3.85%	1,123,200	4.00%	1,168,128	4.00%	1,214,853	4.00%	1,263,447	4.00%
Fire Guard	26,000	27,000	3.85%	28,080	4.00%	29,203	4.00%	30,371	4.00%	31,586	4.00%
Governmental	294,900	306,700	4.00%	318,968	4.00%	331,727	4.00%	344,996	4.00%	358,796	4.00%
Multifamily	749,700	779,700	4.00%	810,888	4.00%	843,324	4.00%	877,056	4.00%	912,139	4.00%
Residential	5,200,000	5,400,000	3.85%	5,616,000	4.00%	5,840,640	4.00%	6,074,266	4.00%	6,317,236	4.00%
Irrigation	990,000	1,000,000	1.01%	1,040,000	4.00%	1,081,600	4.00%	1,124,864	4.00%	1,169,859	4.00%
New Service Installation	40,000	40,000	0.00%	40,000	0.00%	40,000	0.00%	40,000	0.00%	40,000	0.00%
Miscellaneous Revenues	25,000	25,000	0.00%	25,000	0.00%	25,000	0.00%	25,000	0.00%	25,000	0.00%
Interest on Pooled Investments	145,000	146,450	1.00%	146,450	0.00%	146,450	0.00%	146,450	0.00%	146,450	0.00%
Expenses	\$13,591,740	\$25,403,866	86.91%	\$26,303,744	3.54%	\$8,672,181	-67.03%	\$9,380,243	8.16%	\$9,515,411	1.44%
Personnel Services	2,060,872	2,117,748	2.76%	2,224,937	5.06%	2,279,118	2.44%	2,396,256	5.14%	2,421,315	1.05%
Material and Services	4,086,952	3,997,398	-2.19%	4,137,307	3.50%	4,282,113	3.50%	4,431,987	3.50%	4,587,106	3.50%
Debt Services	637,186	613,950	-3.65%	1,250,000	103.60%	1,225,000	-2.00%	1,200,500	-2.00%	1,176,490	-2.00%
Capital Outlay	6,214,230	18,082,270	190.98%	18,099,000	0.09%	293,450	-98.38%	759,000	158.65%	738,000	-2.77%
Transfer-Out, Contingency, Ending Fund Balance	592,500	592,500	0.00%	592,500	0.00%	592,500	0.00%	592,500	0.00%	592,500	0.00%
Revenue Minus Expenses	\$9,271,422	(\$2,246,454)		(\$17,055,158)		\$933,891		\$597,614		\$849,101	
<i>Beginning Fund Balance</i>	<i>\$12,575,443</i>	<i>\$21,846,865</i>		<i>\$19,600,411</i>		<i>\$2,545,253</i>		<i>\$3,479,144</i>		<i>\$4,076,758</i>	
<i>Ending Fund Balance</i>	<i>\$21,846,865</i>	<i>\$19,600,411</i>		<i>\$2,545,253</i>		<i>\$3,479,144</i>		<i>\$4,076,758</i>		<i>\$4,925,859</i>	

Wastewater Fund Forecast

	2019-20 Budget	2020-21 Budget	Change	2021-22 Forecast	Change	2022-23 Forecast	Change	2023-24 Forecast	Change	2024-25 Forecast	Change
Revenues	\$12,356,000	\$12,630,450	2.22%	\$7,856,940	-37.79%	\$6,388,725	-18.69%	\$6,575,963	2.93%	\$6,768,818	2.93%
Taxes	1,600,000	1,650,000	3.13%	1,650,000	0.00%	0	-100.00%	0	-	0	-
Debt Revenue	4,950,000	4,950,000	0.00%	0	-	0	-	0	-	0	-
Charges for Services	5,660,000	5,883,000	3.94%	6,059,490	3.00%	6,241,275	3.00%	6,428,513	3.00%	6,621,368	3.00%
Miscellaneous Revenues	1,000	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%
Interest on Pooled Investments	145,000	146,450	1.00%	146,450	0.00%	146,450	0.00%	146,450	0.00%	146,450	0.00%
Expenses	\$9,180,885	\$9,900,832	7.84%	\$8,891,269	-10.20%	\$7,318,665	-17.69%	\$7,693,317	5.12%	\$8,000,557	3.99%
Personnel Services	1,498,776	1,541,050	2.82%	1,622,413	5.28%	1,662,835	2.49%	1,759,411	5.81%	1,803,565	2.51%
Material and Services	3,698,208	3,783,816	2.31%	3,897,330	3.00%	4,014,250	3.00%	4,134,678	3.00%	4,258,718	3.00%
Debt Services	1,796,901	1,788,966	-0.44%	1,779,026	-0.56%	202,080	-88.64%	200,728	-0.67%	170,774	-14.92%
Capital Outlay	2,024,500	2,624,500	29.64%	1,430,000	-45.51%	1,277,000	-10.70%	1,436,000	12.45%	1,605,000	11.77%
Transfer-Out, Contingency, Ending Fund Balance	162,500	162,500	0.00%	162,500	0.00%	162,500	0.00%	162,500	0.00%	162,500	0.00%
Revenue Minus Expenses	\$3,175,115	\$2,729,618		(\$1,034,329)		(\$929,941)		(\$1,117,354)		(\$1,231,739)	
<i>Beginning Fund Balance</i>	<i>\$7,971,844</i>	<i>\$11,146,959</i>		<i>\$13,876,577</i>		<i>\$12,842,248</i>		<i>\$11,912,307</i>		<i>\$10,794,953</i>	
<i>Ending Fund Balance</i>	<i>\$11,146,959</i>	<i>\$13,876,577</i>		<i>\$12,842,248</i>		<i>\$11,912,307</i>		<i>\$10,794,953</i>		<i>\$9,563,214</i>	

Parks General Fund Forecast

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

Section 5

CIP



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

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

for April 2, 2019 Council Presentation

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

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

POLICIES, PLANS & GOALS SUPPORTED

City Council:

Goal 1: Develop current and long-term budgetary resilience

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

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

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

Goal 3: Enhance and improve transparency & communication

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

Maintain Essential Services

Department Goals:

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

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

CIP – MASTER PLANS LINKS

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

6 YEAR CIP SPREADSHEET

Capital Improvements Plan													
2018-2025 Construction Years (6 Year Detail only)													
PG	Project Description	PRIOR EXPENSES	FY20	FY21	FY22	FY23	FY24	FY25	Project Totals	Street SDC	Other	Fees & Rates	
	Roadway Improvements												
1	N. Main Refuge Island	\$ 80,000							\$ 80,000			\$ 80,000	
3	Railroad Crossing Improvements; Hershey & Laurel	\$ 299,754	\$ 450,000						\$ 749,754	\$ 576,664	\$ 968,143	\$ 494,112	
4	Independent Way - Washington St to Tolman Creek Rd	\$ 576,664	\$ 968,143						\$ 1,544,807	\$ 576,664	\$ 968,143	\$ -	
5	Grandview Drive Improvements - Phase II	\$ -	\$ 350,000						\$ 350,000			\$ 350,000	
6	City Wide Chip Seal Project (CMAQ)	\$ -	\$ 53,592						\$ 53,592		\$ 468,244	\$ -	
7	Lithia Way (OR 99 NB)/E Main Street Intersection Improvements	\$ -	\$ 73,750						\$ 73,750	\$ 7,375	\$ 66,375	\$ -	
8	Ashland Street (OR 66)/Oak Knoll Drive/E Main Street Intersection Improvements	\$ -	\$ -	\$ 602,851					\$ 602,851	\$ 60,285	\$ 542,566	\$ -	
9	Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street)	\$ -	\$ -	\$ -	\$ 200,000				\$ 200,000	\$ 950,500	\$ 416,717	\$ -	\$ 733,783
10	Normal Avenue Extension	\$ -	\$ -	\$ 477,342	\$ 602,851	\$ 200,000	\$ 1,450,500	\$ 3,130,499	\$ 8,235,753	\$ 2,194,817	\$ 1,832,726	\$ -	\$ 4,208,211
	Subtotal Roadway	\$ 956,418	\$ 1,418,143	\$ 477,342	\$ 602,851	\$ 200,000	\$ 1,450,500	\$ 3,130,499	\$ 8,235,753	\$ 2,194,817	\$ 1,832,726	\$ -	\$ 4,208,211
	Street Overlays/Reconstructions												
11	Hershey St - N Main St to N Mountain Ave	\$ 1,000,000	\$ 3,500,000						\$ 4,500,000			\$ 4,500,000	
12	Wrightman St - Quincy St to Siskiyou Blvd	\$ 14,500	\$ 1,000,000						\$ 1,014,500		\$ 1,014,500		
13	N Mountain Ave - I-5 Overpass to E Main St	\$ 60,000	\$ 1,500,000	\$ 2,500,000	\$ 2,000,000				\$ 4,060,000		\$ 4,060,000		
14	Ashland St - Siskiyou Blvd to Faith St	\$ -	\$ -	\$ 2,500,000	\$ 1,500,000				\$ 4,000,000		\$ 4,000,000		
15	Oak St - City Limits to E Main St	\$ -	\$ -	\$ -	\$ 1,000,000				\$ 1,000,000		\$ 1,000,000		
16	Siskiyou Blvd - E Main St to Walker Ave	\$ -	\$ -	\$ -	\$ 3,500,000				\$ 3,500,000		\$ 3,500,000		
17	Maple St - Chestnut St to N Main St	\$ -	\$ -	\$ -	\$ 500,000				\$ 500,000		\$ 500,000		
18	Tolman Creek Rd - E Main St to Ashland St	\$ -	\$ -	\$ -	\$ 1,000,000				\$ 1,000,000		\$ 1,000,000		
19	Walker Ave - E Main St to Siskiyou Blvd	\$ -	\$ -	\$ -	\$ 800,000				\$ 800,000		\$ 800,000		
20	A St - Oak St to Eighth St	\$ -	\$ -	\$ -	\$ 1,900,000				\$ 1,900,000		\$ 1,900,000		
21	Garfield St - E Main St to Siskiyou Blvd	\$ -	\$ -	\$ -	\$ 750,000				\$ 750,000		\$ 750,000		
	Subtotal Street Improvements/Overlays	\$ 1,074,500	\$ 6,000,000	\$ 5,000,000	\$ 3,500,000	\$ 4,500,000	\$ 5,300,000	\$ 2,650,000	\$ 28,024,500	\$ -	\$ 27,274,500	\$ -	\$ 750,000
	Sidewalk/Pedestrian												
22	Downtown ADA Ramp Replacement/Plaza Sidewalk Replacement	\$ 152,438							\$ 152,438		\$ 88,950	\$ 63,488	
23	N Main Street RFB Installation - Nursey Street & Van Ness Avenue	\$ 75,000							\$ 75,000			\$ 75,000	
24	N Mountain Avenue - 100' south of Village Green Drive to Iowa Street	\$ -	\$ 66,375	\$ 597,375					\$ 663,750	\$ 644,634	\$ -	\$ 19,116	
25	N Main Street (Hwy 99) - N Main Street to Schofield Street	\$ -	\$ -	\$ 50,000					\$ 50,000			\$ 50,000	
26	Beaver Slide - Water Street to Lithia Way	\$ -	\$ -	\$ 73,750					\$ 73,750	\$ 71,626	\$ -	\$ 2,124	
27	Diane Street - Jaquelyn Street to Tolman Creek Road	\$ -	\$ -	\$ 29,500					\$ 29,500	\$ 7,375	\$ 22,125	\$ -	
28	Walker Avenue - Oregon Street to Woodland Drive	\$ -	\$ -	\$ -	\$ 295,000				\$ 295,000	\$ 73,750	\$ 221,250	\$ -	
29	Tolman Creek Road - Siskiyou Boulevard to City Limits (west side)	\$ -	\$ -	\$ -	\$ 216,875				\$ 216,875	\$ 608,821	\$ -	\$ 18,054	
30	A Street - Oak Street to 8th Street	\$ -	\$ 50,000		\$ 140,000				\$ 190,000	\$ 104,688	\$ 314,063	\$ -	
31	Garfield Street - E Main Street to Siskiyou Boulevard	\$ -	\$ -	\$ 647,375	\$ 177,000	\$ 295,000	\$ 501,875	\$ 1,600,000	\$ 3,565,063	\$ 1,859,082	\$ 1,476,075	\$ -	\$ 229,906
	Subtotal Sidewalk/Pedestrian	\$ 277,438	\$ 66,375	\$ 647,375	\$ 177,000	\$ 295,000	\$ 501,875	\$ 1,600,000	\$ 3,565,063	\$ 1,859,082	\$ 1,476,075	\$ -	\$ 229,906
	Bicycle												
32	Wrightman Street Bicycle Boulevard - E Main Street to Siskiyou Boulevard	\$ -	\$ -	\$ 149,270					\$ 149,270	\$ 27,601	\$ 8,142	\$ 45,677	
33	Lithia Way Bicycle Boulevard - From Oak Street to Helman Street	\$ -	\$ -	\$ 67,850					\$ 67,850	\$ 50,603	\$ 14,927	\$ 83,740	
34	Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard	\$ -	\$ -	\$ 54,280					\$ 54,280	\$ 23,001	\$ 6,785	\$ 38,064	
35	Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road	\$ -	\$ -	\$ 27,140					\$ 27,140	\$ 18,401	\$ 5,428	\$ 30,451	
36	8th Street Bicycle Boulevard - A Street to E Main Street	\$ -	\$ -	\$ 54,280					\$ 54,280	\$ 9,200	\$ 2,714	\$ 15,226	
37	Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane	\$ -	\$ -	\$ -	\$ 54,280				\$ 54,280	\$ 18,032	\$ 5,428	\$ 30,820	
38	Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main to Winburn Way	\$ -	\$ -	\$ -	\$ 149,270				\$ 149,270	\$ 50,603	\$ 14,927	\$ 83,740	
39	Normal Avenue Bike Lane - From E Main to Siskiyou Boulevard, with Project R19	\$ -	\$ 81,420	\$ 149,270	\$ 122,130	\$ 81,420	\$ 149,270	\$ 257,830	\$ 811,340	\$ 284,845	\$ 84,134	\$ 144,643	
	Subtotal Bicycle	\$ -	\$ 81,420	\$ 149,270	\$ 122,130	\$ 81,420	\$ 149,270	\$ 257,830	\$ 811,340	\$ 284,845	\$ 84,134	\$ 144,643	
	TRANSPORTATION TOTAL	\$ 2,308,356	\$ 7,565,938	\$ 6,273,987	\$ 4,401,981	\$ 5,076,420	\$ 7,401,645	\$ 7,638,329	\$ 40,666,656	\$ 4,338,744	\$ 30,667,435	\$ -	\$ 5,660,477

Capital Improvements Plan 2018-2025 Construction Years (6 Year Detail only)												
Project Description	PRIOR EXPENSES	FY20	FY21	FY22	FY23	FY24	FY25	Project Totals	Storm SDC	Other	Fees & Rates	
Storm Drain												
Hershey Wetlands 24" high flow bypass	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 22,000	\$ -	\$ 33,000	
Storm Drain Relocation - Intersection of Woodland & Indiana	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ 55,000	
Beach / Mountain Creek, Various Improvements per SWMP	\$ 55,000	\$ 55,000	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 165,000	\$ 495,000	\$ 198,000	\$ -	\$ 297,000	
STORM DRAIN TOTAL	\$ 55,000	\$ 55,000	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 165,000	\$ 605,000	\$ 220,000	\$ -	\$ 385,000	
Airport												
Pavement Maintenance Program	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000	
Entitlement Grant - Airport Improvements - Taxiway Rehabilitation	\$ -	\$ 20,000	\$ 200,000	\$ 2,030,700	\$ 20,000	\$ -	\$ -	\$ 2,270,700	\$ -	\$ 2,007,630	\$ 263,070	
AIRPORT TOTAL	\$ -	\$ 20,000	\$ 200,000	\$ 2,030,700	\$ 20,000	\$ -	\$ -	\$ 2,270,700	\$ -	\$ 2,007,630	\$ 263,070	
ADMINISTRATION - City Facilities												
City Facility Upgrades & Maintenance	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,200,000	\$ -	\$ -	\$ 1,200,000	
Emergency Operations Center - Grove Priority Improvements	\$ 45,000	\$ 60,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ -	\$ 25,000	\$ 180,000	
Pioneer Hall Priority Improvements	\$ 45,000	\$ 20,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 195,000	\$ -	\$ -	\$ 195,000	
City Hall Improvements	\$ 97,100	\$ 200,000	\$ 200,000	\$ 650,000	\$ 2,000,000	\$ 3,000,000	\$ 550,000	\$ 6,697,100	\$ -	\$ 6,700,000	\$ 497,100	
Hasty Property Relocation and Paving	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -	
Community Center Priority Improvements	\$ 15,000	\$ -	\$ 20,000	\$ 130,000	\$ -	\$ -	\$ -	\$ 165,000	\$ -	\$ -	\$ 165,000	
Briscoe Roof Replacement	\$ -	\$ -	\$ 25,000	\$ 275,000	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000	
Emergency Operations Center & Training - Police	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	
ADMINISTRATION - FACILITIES TOTAL	\$ 502,100	\$ 530,000	\$ 725,000	\$ 1,205,000	\$ 2,150,000	\$ 3,150,000	\$ 720,000	\$ 8,992,100	\$ -	\$ 6,425,000	\$ 2,557,100	
Fire and Rescue												
Communications Tower	\$ -	\$ 35,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 335,000	\$ -	\$ -	\$ 335,000	
Public Safety Training Facility	\$ -	\$ 25,000	\$ 75,000	\$ 75,000	\$ 2,500,000	\$ -	\$ -	\$ 2,600,000	\$ -	\$ 2,500,000	\$ 100,000	
FIRE AND RESCUE TOTAL	\$ -	\$ 35,000	\$ 325,000	\$ 75,000	\$ 2,500,000	\$ -	\$ -	\$ 2,965,000	\$ -	\$ 2,835,000	\$ 100,000	
Electric												
Mountain Avenue Substation Purchase	\$ -	\$ -	\$ 900,000	\$ -	\$ 850,000	\$ -	\$ -	\$ 1,750,000	\$ -	\$ -	\$ 1,750,000	
Mountain Avenue Upgrades	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 100,000	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	
Circuit Automation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	
Underground Main lines	\$ -	\$ -	\$ -	\$ 150,000	\$ 850,000	\$ 350,000	\$ 650,000	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000	
ELECTRIC TOTAL	\$ -	\$ -	\$ 900,000	\$ 150,000	\$ 850,000	\$ 350,000	\$ 650,000	\$ 2,900,000	\$ -	\$ -	\$ 2,900,000	
Parks												
Project Manager	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 360,000	\$ -	\$ 360,000	\$ -	
N. Mountain Park Nature Play Area	\$ 23,330	\$ 215,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 238,330	\$ -	\$ 238,330	\$ -	
Oak Knoll Irrigation Improvements	\$ 52,850	\$ 75,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 92,850	\$ -	\$ 92,850	\$ -	
Ashland Creek Park Basketball Court	\$ -	\$ 75,000	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ 75,000	\$ -	
E. Main Development	\$ -	\$ 475,000	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ 950,000	\$ -	\$ 950,000	\$ -	
Mace Property Train	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	
Dedicated Pickleball Courts	\$ -	\$ 175,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ -	\$ 175,000	\$ -	
All Parks Master Plan	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -	
Senior Center Improvements	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	
TID Irrigation	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	
Japanese Garden	\$ -	\$ 250,000	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	
Oak Knoll Improvements (playground)	\$ 6,970	\$ 70,000	\$ 125,000	\$ 550,000	\$ -	\$ -	\$ -	\$ 751,970	\$ -	\$ 751,970	\$ -	
Repair Butler Perozzi Fountain	\$ -	\$ 25,000	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	
Kestrel Park Bridge	\$ -	\$ 115,000	\$ -	\$ 3,885,000	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -	\$ 4,000,000	\$ -	
Daniel Meyer Pool - Rebuild & Cover	\$ -	\$ -	\$ 75,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ 175,000	\$ -	
Lithia Park Improvements (Winburn Way Sidewalk)	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	
Ashland Creek Park, Public Works Requirements	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	
Lincoln Park Improvements	\$ -	\$ 25,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	
Mountain Bike Skills Park and Pump Track	\$ -	\$ -	\$ -	\$ 4,595,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 4,815,000	\$ -	\$ 9,878,150	\$ -	
PARKS TOTAL	\$ 83,150	\$ 1,930,000	\$ 3,090,000	\$ 4,595,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 9,878,150	\$ -	\$ 9,878,150	\$ -	

TRANSPORTATION PROJECTS

street fund – roadway improvements

Railroad Crossing Improvement - Hersey & Laurel

Proj #: 2011-36

Duration: 2 years

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

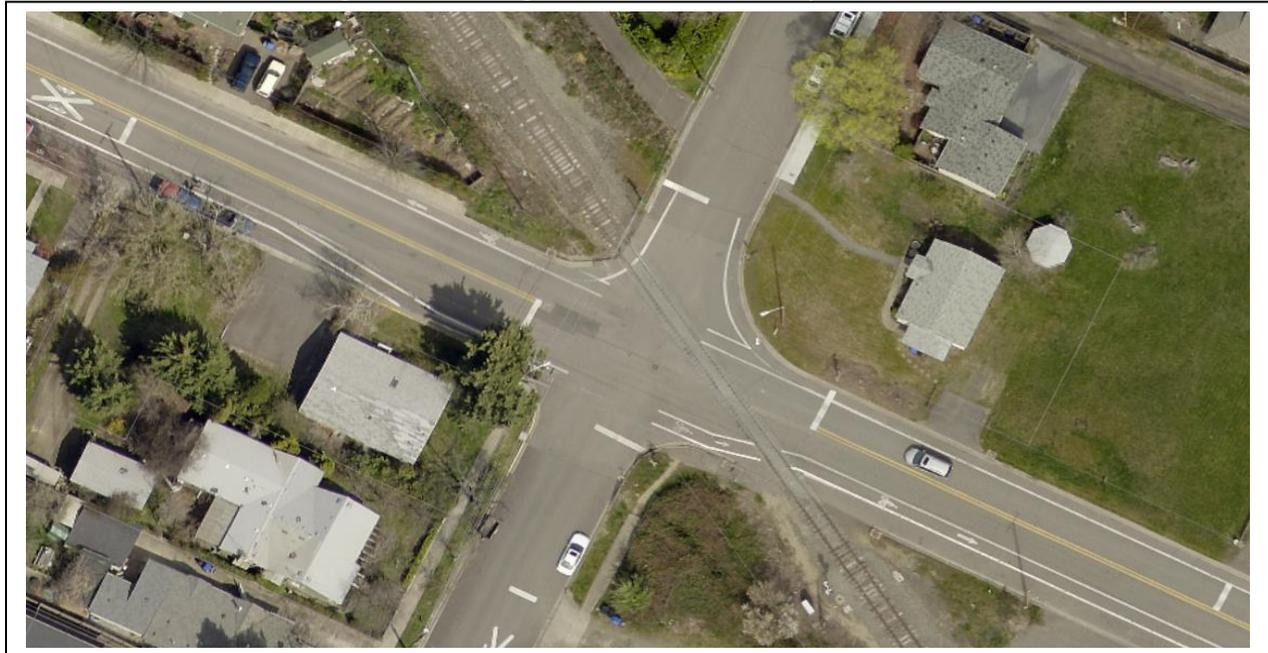
Prior Yrs	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Expenses:						
Design	\$299,752					
Construction		\$450,000				
Revenues:						
Fees	\$299,752	\$194,358				
SDCs						
Grant		\$255,642				
Other						

Grant: ODOT STP Funds – Fund Exchange 2010

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

Description:

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



street fund – roadway improvements

Independent Way - Washington St to Tolman Creek Rd

Proj #: 2013-25 (TSP R25)

Duration: 2+ years

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

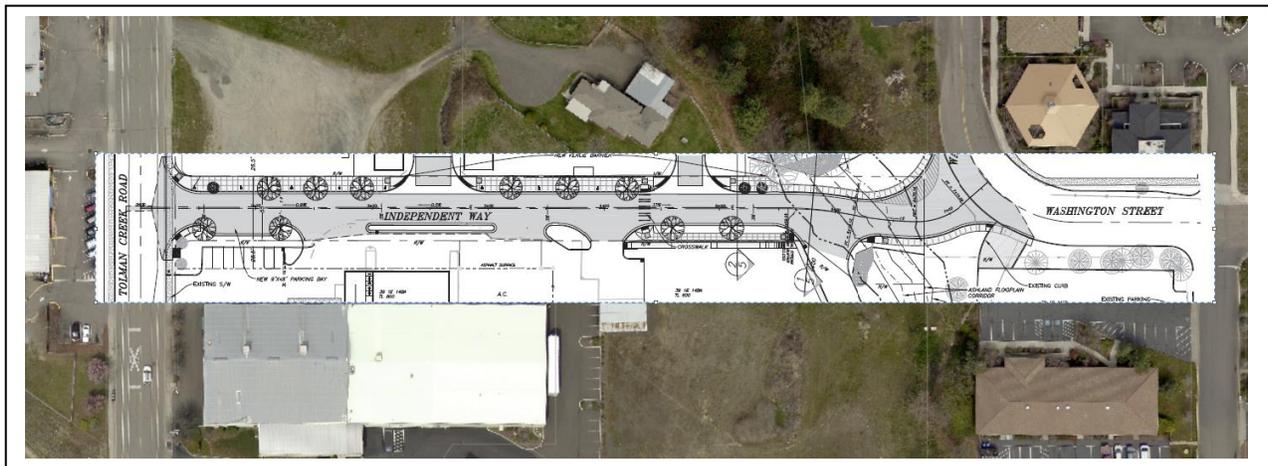
Prior Yrs	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Expenses:						
Design	\$576,664					
Construction	\$65,100	\$968,143				
Revenues:						
Fees	\$310,082					
SDCs (17%)	\$266,582					
Grant		\$968,143				
Other						

Grant: ODOT STIP funds.

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

Description:

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



street fund – roadway improvements

Grandview Drive Improvements - Phase II

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

Proj #: tbd

Duration: 1 year

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

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

Revenues:

Fees			\$350,000			
SDCs						
Grant						
Other						

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

Description:

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



street fund – roadway improvements

City Wide Chip Seal Project (CMAQ)

Proj #: 2013-37

Total Project Cost: \$521,836

Duration: 1+ year

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

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

Revenues:

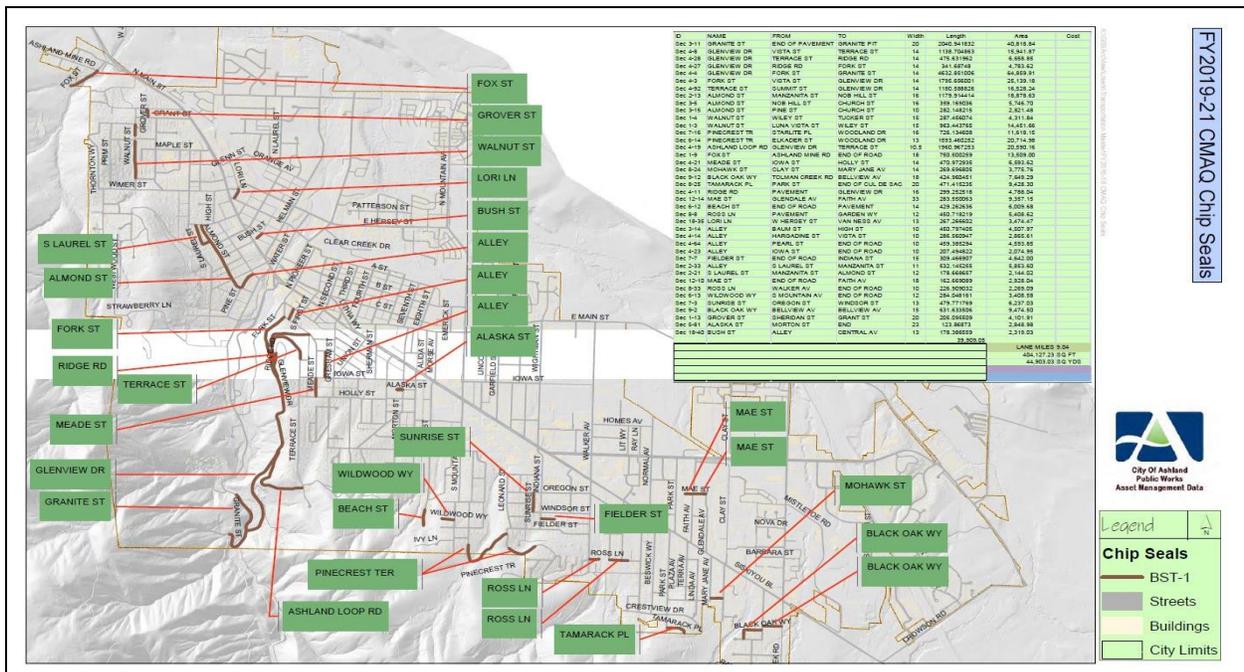
Fees			\$53,592			
SDCs						
Grant			\$468,244			
Other						

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

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

Description:

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



street fund – roadway improvements

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

Proj #: TSP R05

Duration: 1 year

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

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

Grant: ODOT STIP funding

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

Description:

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



street fund – roadway improvements

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

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

Proj #: TSP R08

Duration: 1+ years

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

Grant: City will apply for ODOT funding.

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

Description:

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



street fund – roadway improvements

Walker Avenue Festival Street (Siskiyou Blvd to Ashland St)

Proj #: TSP R40

Duration: 2 years

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

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

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

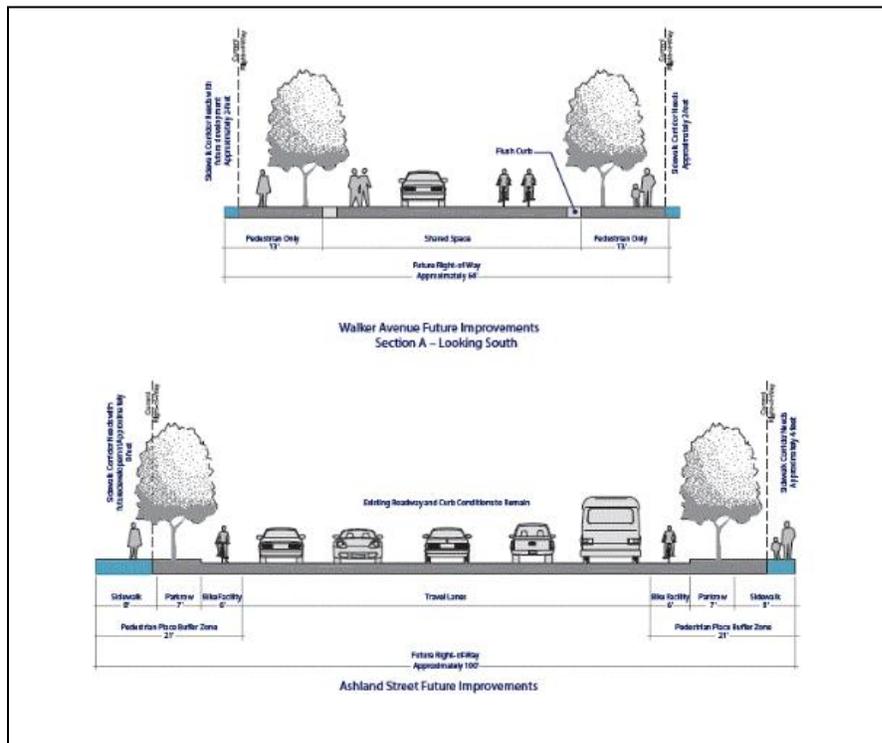
Revenues:

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

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

Description:

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



street fund – roadway improvements

Normal Avenue Extension

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

Proj #: TSP R19

Duration: 1+ year

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

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

Revenues:

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

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

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

Description:

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



street fund – overlay

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

Proj #: 2017-09

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

Duration: 2+ years

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

Design	\$625,000					
Construction	\$375,000	\$3,500,000				

Revenues:

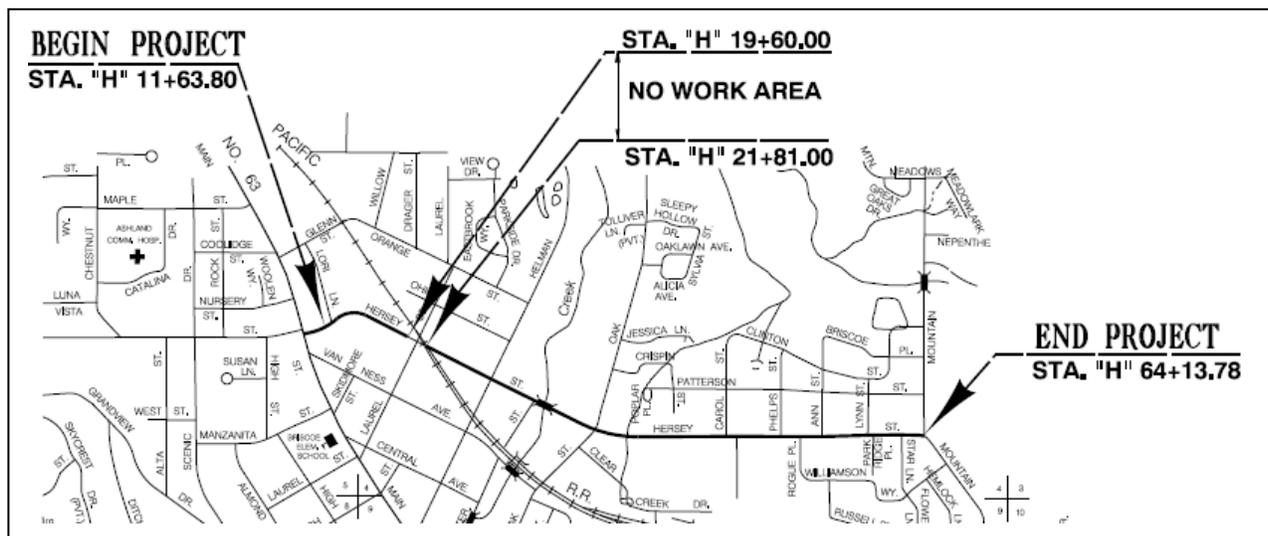
Fees						
SDCs						
Grant						
Other	\$1,000,000	\$3,500,000				

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of the reconstruction of Hersey Street between N. Main Street and N. Mountain Avenue as per the City of Ashland’s Pavement Management System. Project will include full depth reclamation of the existing asphalt surface combined with a concrete treated base, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary. This project will be completed in conjunction with the Railroad Crossing Improvement – Hersey & Laurel Project.



street fund – overlay

Wightman Street Overlay – Quincy to Siskiyou

Proj #: 2015-01

Duration: 2 years

Total Project Cost: **\$1,014,500**

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

Design	\$14,500					
Construction		\$1,000,000				

Revenues:

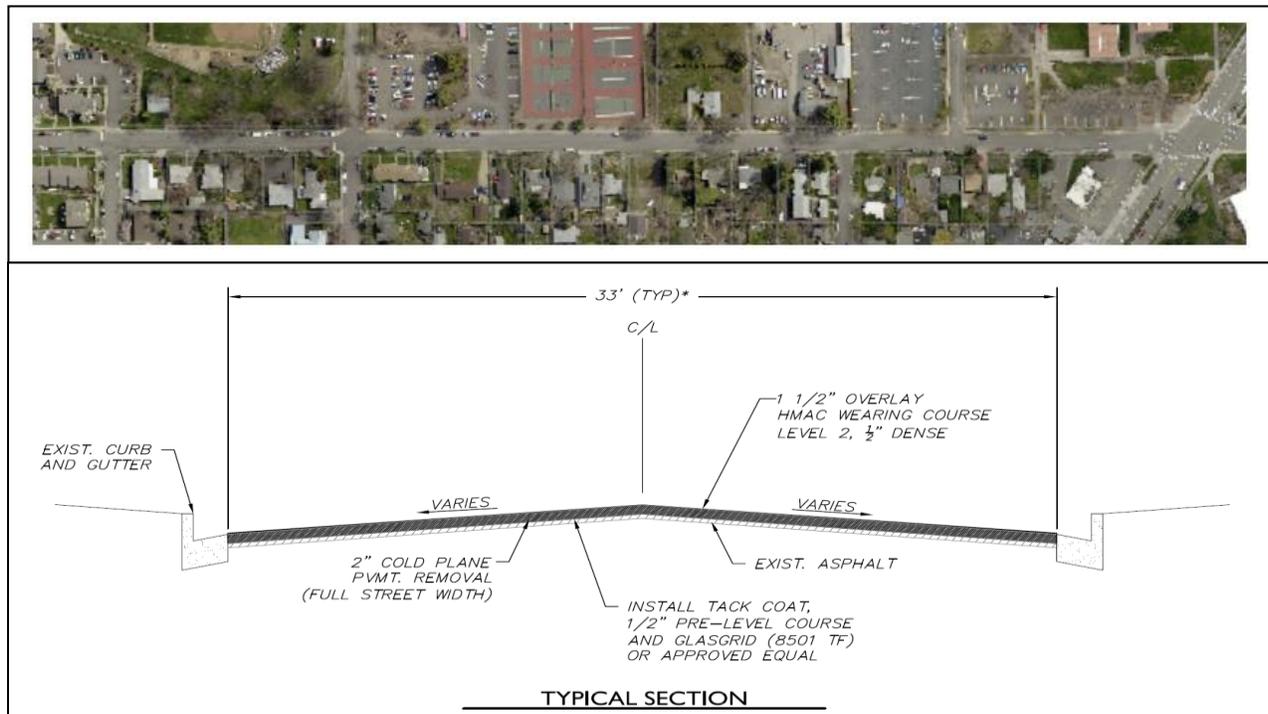
Fees	\$14,500					
SDCs						
Grant						
Other		\$1,000,000				

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay of Wightman Street between Quincy Street and Siskiyou Boulevard as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary. This project will be combined with the bike boulevard project.



street fund – overlay

N. Mountain Avenue Overlay – I-5 to E. Main Street

Proj #: 2010-10, 2013-02

Duration: 2+ years

Total Project Cost: **\$2,560,000**

<u>Prior Yrs</u>	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
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Expenses:

Design	\$60,000	\$750,000				
Construction		\$750,000	\$2,500,000			

Revenues:

Fees	\$60,000					
SDCs						
Grant						
Other		\$1,500,000	\$2,500,000			

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of N. Mountain Avenue between Interstate 5 and E. Main Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reclamation of the existing asphalt surface combined with a concrete treated base, some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Ashland Street Overlay – Siskiyou to Faith

Total Project Cost: \$4,500,000

Proj #: tbd

Duration: 2 years

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

Design			\$750,000			
Construction		\$1,750,000	\$2,000,000			

Revenues:

Fees						
SDCs						
Grant						
Other		\$2,500,000	\$2,000,000			

“Other”: This project is funded from food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of Ashland Street between Siskiyou Boulevard and Faith Avenue as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Oak Street Overlay – City Limits to E. Main Street

Total Project Cost: **\$2,500,000**

Proj #: tbd

Duration: 2 years

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

Design				\$500,000		
Construction				\$1,000,000	\$1,000,000	

Revenues:

Fees						
SDCs						
Grant						
Other				\$1,500,000	\$1,000,000	

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of Oak Street between the City Limits and E. Main Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Siskiyou Boulevard Overlay – E. Main to Walker Avenue

Proj #: TSP R-06

Duration: 2 years

Total Project Cost: **\$6,500,000**

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

Design				\$1,000,000		
Construction				\$2,500,000	\$3,000,000	

Revenues:

Fees						
SDCs						
Grant						
Other				\$3,500,000	\$3,000,000	

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of Siskiyou Boulevard between E. Main Street and Walker Avenue as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Maple Street Overlay – Chestnut Street to N. Main Street

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

Proj #: tbd

Duration: 1 year

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

Design					\$50,000	
Construction					\$450,000	

Revenues:

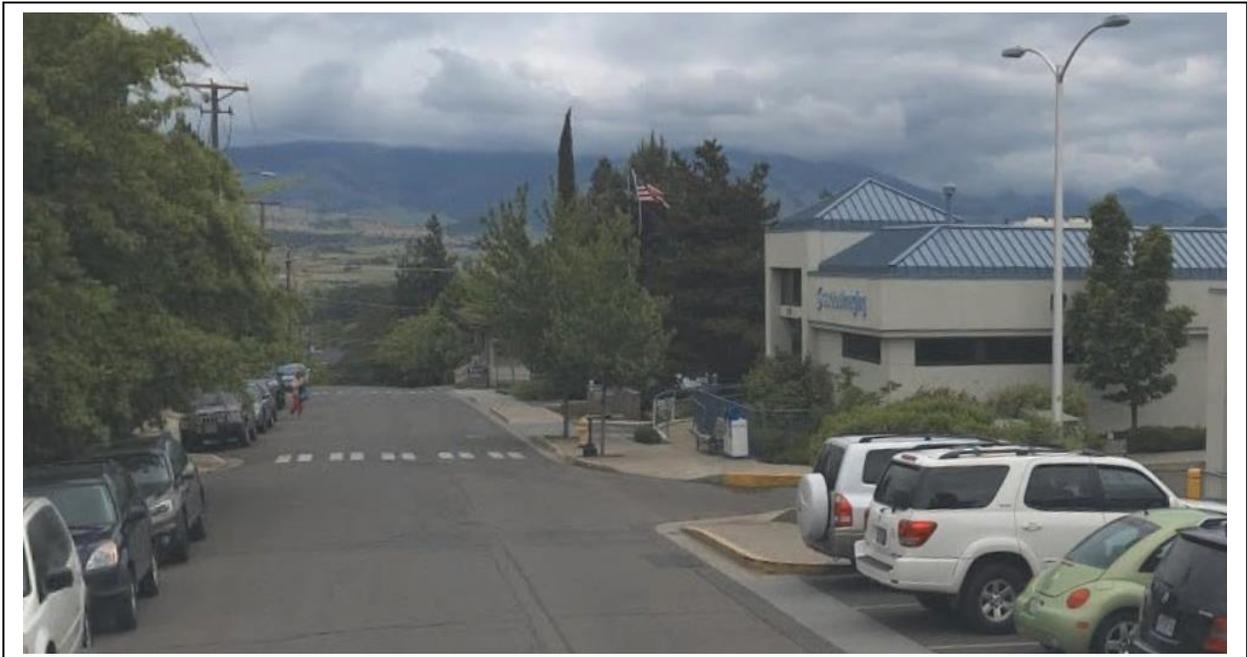
Fees						
SDCs						
Grant						
Other					\$500,000	

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of Maple Street between Chestnut Street and N. Main Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Tolman Creek Road Overlay – E. Main to Ashland Street

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

Proj #: tbd

Duration: 1 year

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

Design					\$100,000	
Construction					\$900,000	

Revenues:

Fees						
SDCs						
Grant						
Other					\$1,000,000	

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of Tolman Creek Road between E. Main Street and Ashland Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – overlay

Asphalt Overlay Walker Ave - E Main St to Siskiyou Blvd

Total Project Cost: **\$800,000**

Proj #: n/a

Duration: 1 year

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

Design					\$100,000	
Construction					\$700,000	

Revenues:

Fees						
SDCs						
Grant						
Other					\$800,000	

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of Walker Avenue between E. Main Street and Siskiyou Boulevard as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund - overlay

Asphalt Overlay A St - Oak St to Eighth St

Total Project Cost: **\$1,900,000**

Proj #: tbd

Duration: 1+ year

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

Design						\$250,000
Construction						\$1,650,000

Revenues:

Fees						
SDCs						
Grant						
Other						\$1,900,000

“Other”: This project is funded with food and beverage tax revenue.

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

Description:

This project will consist of an asphalt overlay and partial rebuild of A Street between Oak Street and Eighth Street as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps. The project will also be combined with the installation of new water and sanitary sewer mains for much of the project length along with upgrades to the existing storm drain system.



street fund – overlay

Asphalt Overlay Garfield St – E. Main St to Siskiyou Blvd

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

Proj #: tbd

Duration: 1 year

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

Design						\$75,000
Construction						\$675,000

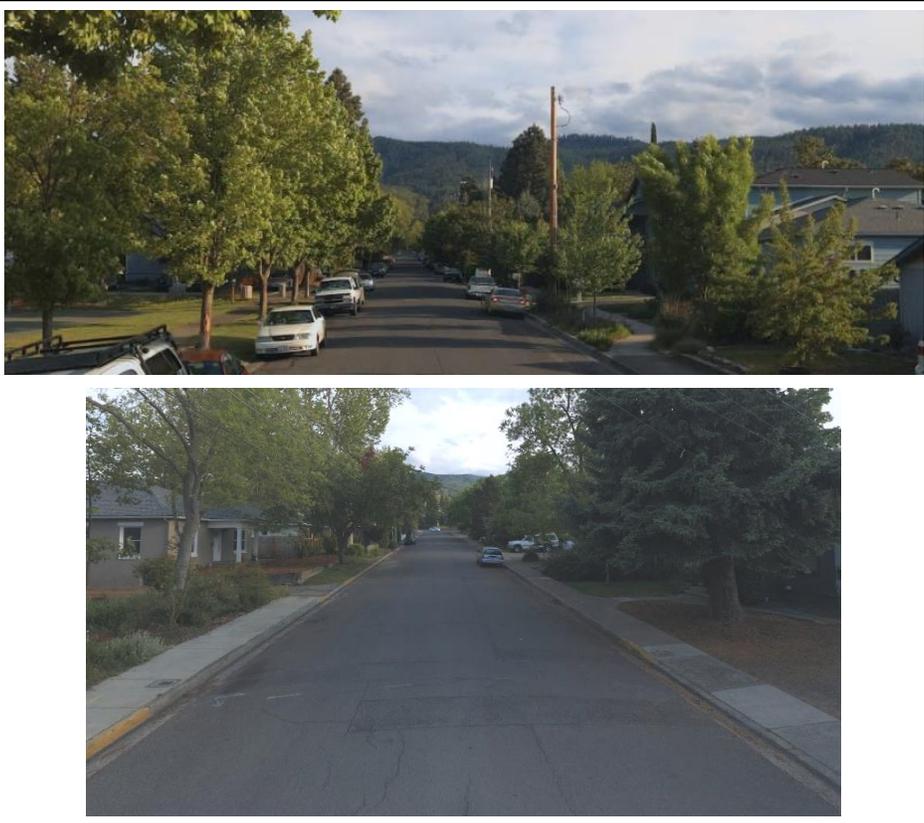
Revenues:

Fees						\$750,000
SDCs						
Grant						
Other						

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

Description:

This project will consist of an asphalt overlay and partial rebuild of Garfield Street between E. Main Street and Siskiyou Boulevard as per the City of Ashland’s Pavement Management System. Project will include some full depth reconstruction, replacement of non-ADA compliant sidewalk and handicap access ramps and utility replacements as necessary.



street fund – pedestrian

Install Sidewalk, N. Mountain Ave - Village Green to Iowa

Total Project Cost: **\$663,750**

Proj #: (TSP P22)

Duration: 2 years

Prior Yrs	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Expenses:						
Design		\$66,375				
Construction			\$597,375			
Revenues:						
Fees		\$1,912	\$17,204			
SDCs (97%)		\$64,463	\$580,171			
Grant						
Other						

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

Description:

The project consists of the installation of sidewalk along N. Mountain Avenue from approximately 100-ft south of Village Green Drive to Iowa Street. The project will fill in missing sections of sidewalk and will include replacement of non-ADA compliant access ramps, to form a complete pedestrian route along both sides of N. Mountain Avenue from Clinton Street to Siskiyou Boulevard. This project will coincide with the N Mountain Avenue - I-5 Overpass to E Main Street Overlay Project.



street fund – pedestrian

N. Mountain Avenue RRFB Installation - Fair Oaks Avenue

Total Project Cost: **\$50,000**

Proj #: tbd

Duration: 1 year

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

Design			\$5,000			
Construction			\$45,000			

Revenues:

Fees			\$50,000			
SDCs						
Grant						
Other						

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

Description:

The project consists of the installation of a new Rectangular Rapid Flashing Beacon (RRFB) at the intersection of N. Mountain Avenue and Fair Oaks Drive. The project will help improve pedestrian safety at this intersection by giving drivers an advanced warning of pedestrians in the crosswalk. This project will coincide with the N Mountain Avenue - I-5 Overpass to E Main Street Overlay Project.



street fund – pedestrian

Install Sidewalk N. Main Street - N Main to Schofield Street

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

Proj #: 2014-01

Duration: 1 year

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

Design				In-House			
Construction				\$73,750			

Revenues:

Fees				\$2,124			
SDCs (97%)				\$71,626			
Grant							
Other							

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

Description:

The project consists of the installation of sidewalk along N. Main Street (Highway 99) from N. Main Street to Schofield Street. The project will finish the final section of sidewalk on the west-side of N. Main Street and will include installation of ADA compliant access ramps.



street fund – pedestrian

Install Sidewalk Beaver Slide - Water Street to Lithia Way

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

Proj #: (TSP P17)

Duration: 1 year

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

				In-House			
Design							
Construction				\$73,750			

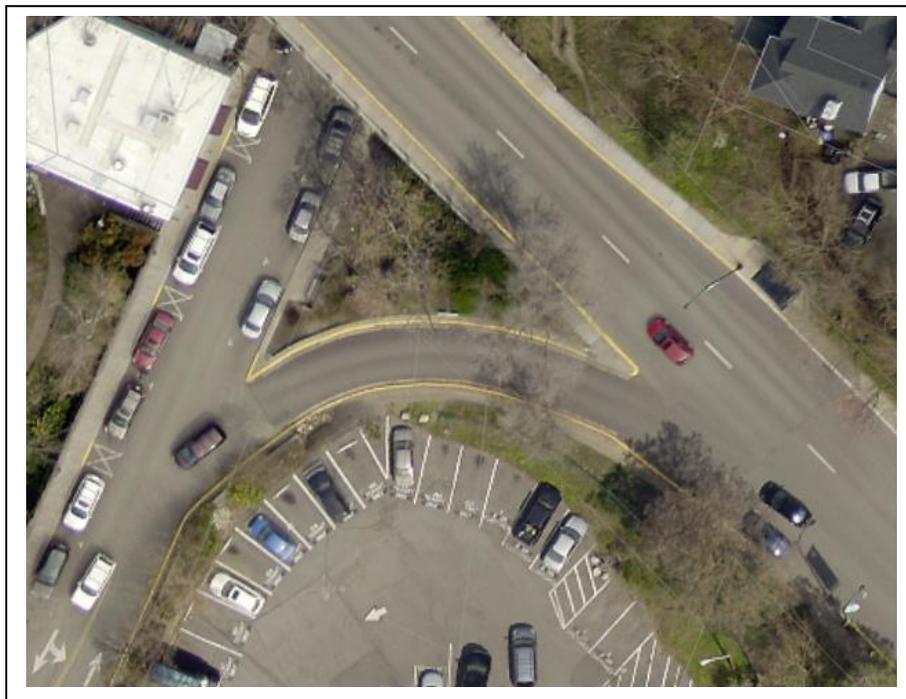
Revenues:

Fees				\$2,124			
SDCs (97%)				\$71,626			
Grant							
Other							

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

Description:

The project consists of the installation of sidewalk along the Beaver slide from Lithia Way to Water Street and will include ADA compliant access ramps. The project will give pedestrians an accessible route and additional path from Lithia Way to the downtown area.



street fund – pedestrian

Install Sidewalk Diane Street - Jaquelyn to Tolman Creek Rd

Proj #: (TSP P66)

Total Project Cost: **\$29,500**

Duration: 1 year

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

Design			In-House			
Construction			\$29,500			

Revenues:

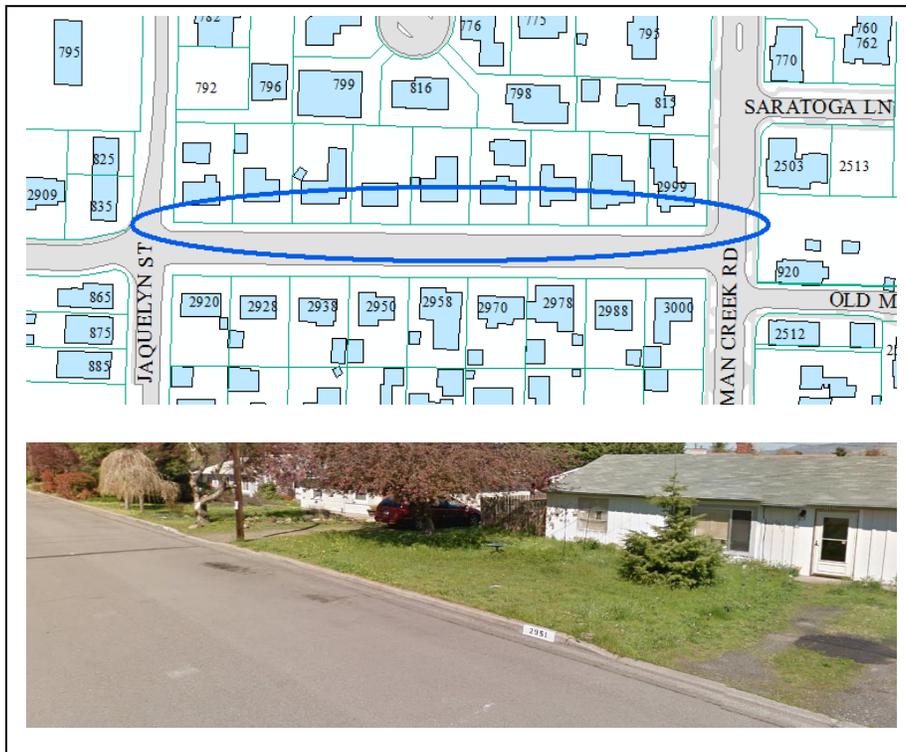
Fees						
SDCs (25%)			\$7,375			
Grant			\$22,125			
Other						

Grant: Safe Routes to School

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

Description:

The project consists of the installation of sidewalk along the north-side of Diane Street between Jaquelyn Street and Tolman Creek Road and will include ADA compliant access ramps. The project will give pedestrians a continuous accessible route between Clay Street and Tolman Creek Road.



street fund – pedestrian

Install Sidewalk Walker Avenue - Oregon Street to Woodland Drive

Total Project Cost: **\$295,000**

Proj #: (TSP P27)

Duration: 1 year

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

Design				\$45,000		
Construction				\$250,000		

Revenues:

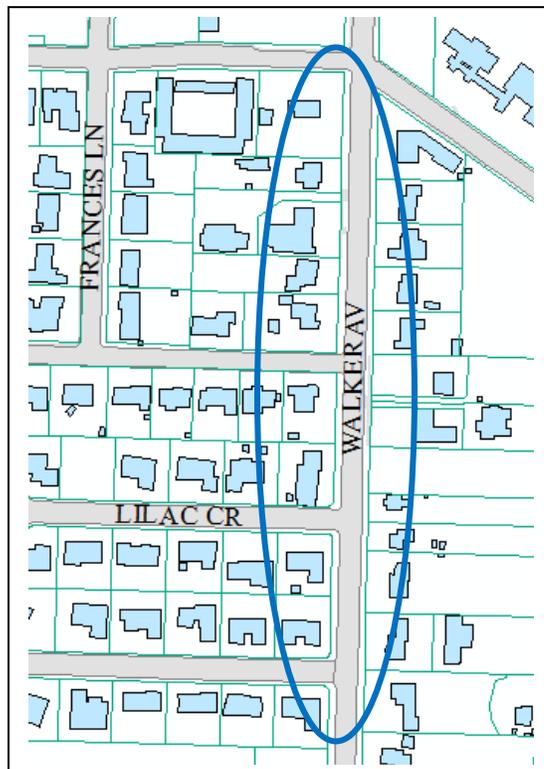
Fees						
SDCs (25%)				\$73,750		
Grant				\$221,250		
Other						

Grant: Safe Routes to School

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

Description:

The project consists of the installation of sidewalk along the west-side of Walker Avenue between Oregon Street and Woodland Drive and will include ADA compliant access ramps. The project will give pedestrians a continuous accessible route along Walker Avenue from E. Main Street to Woodland Drive.



street fund – pedestrian

Install Sidewalk Tolman Creek Road - Siskiyou Boulevard to City Limits

Total Project Cost: **\$626,875**

Proj #: (TSP P57)

Duration: 1 year

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

Design					\$75,000	
Construction					\$151,875	\$400,000

Revenues:

Fees					\$2,250	\$12,000
SDCs (97%)					\$72,750	\$388,000
Grant						
Other						

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

Description:

The project consists of the installation of sidewalk along the west-side of Tolman Creek Road between Siskiyou Boulevard and the City Limits and will include ADA compliant access ramps. The project will give pedestrians a continuous accessible route along Tolman Creek Road from E. Main Street to the southerly City Limits line.



street fund – pedestrian

Install Sidewalk A Street - Oak Street to 8th Street

Total Project Cost: **\$368,750**

Proj #: (TSP P18)

Duration: 2 years

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

Design					\$45,000	
Construction					\$95,000	\$228,750

Revenues:

Fees						
SDCs (25%)					\$35,000	\$57,187
Grant					\$105,000	\$171,563
Other						

Grant: Safe Routes to School

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

Description:

The project consists of the installation of sidewalk along A Street between Oak Street and 8th Street and will mainly include replacement of existing sidewalk and access ramps with ADA compliant sidewalk and access ramps and will also fill in the few missing areas that remain. The project will give pedestrians a continuous accessible route along both sides of the street for the entire length of A Street.



street fund – pedestrian

Install Sidewalk Garfield Street – E. Main to Siskiyou

Total Project Cost: **\$1,106,250**

Proj #: (TSP P59)

Duration: 1 year

Prior Yrs	FY2019- <u>20</u>	FY2020- <u>21</u>	FY2021- <u>22</u>	FY2022- <u>23</u>	FY2023-24	FY2024-25
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Expenses:

Design					\$135,000	
Construction						\$971,250

Revenues:

Fees						
SDCs (25%)					\$33,750	\$242,813
Grant					\$101,250	\$728,438
Other						

Grant: Safe Routes to School

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

Description:

The project consists of the installation of sidewalk along Garfield Street between E. Main Street and Siskiyou Boulevard and will include finishing areas that remain without sidewalk as well as replacement of existing sidewalk and access ramps that do not meet current ADA standards. The project will give pedestrians a continuous accessible route along both sides of the street for the entire length of Garfield Street.



street fund – bicycle

Wightman Street Bicycle Boulevard; E Main to Siskiyou

Proj #: (TSP B11)

Total Project Cost: **\$81,420**

Duration: 1 year

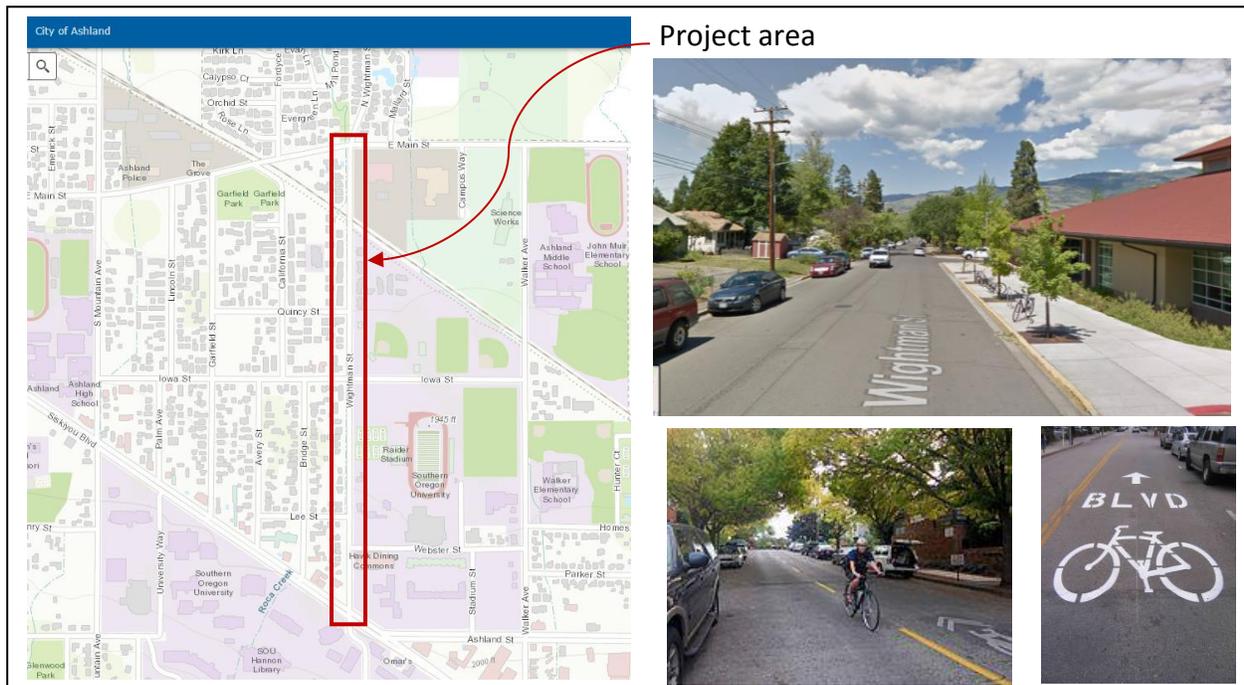
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$8,142					
Construction	\$73,278					
Revenues:						
Fees	\$45,677					
SDCs	\$27,601					
Grant						
Other	\$8,142					

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This project was identified as a high priority project on a neighborhood collector street. It will fill a gap in the bicycle network and provides a “bicycle boulevard” along an active section of the City that serves various community functions. Bicycle boulevards modify typically low volume local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically speeds and provide a more comfortable environment for cyclists. This project will be completed after the street overlay project.



street fund – bicycle

Lithia Way Bicycle Boulevard; Oak to Helman

Proj #: (TSP B16)

Total Project Cost: **\$149,270**

Duration: 1 year

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$14,927				
Construction		\$73,278				
Revenues:						
Fees		\$83,740				
SDCs		\$50,603				
Grant						
Other		\$14,927				

“Other” is intended to be grant funding, but may not be available. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This project fills the gaps in the bicycle network and provides a “Bicycle Boulevard” along a very active portion of the City that serves a variety of community connections. Lithia Way is classified as a “boulevard” and carries both commercial and residential traffic. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund – bicycle

Main Street Bicycle Boulevard; Helman to Siskiyou

Proj #: (TSP B17)

Duration: 1 year

Total Project Cost: **\$67,850**

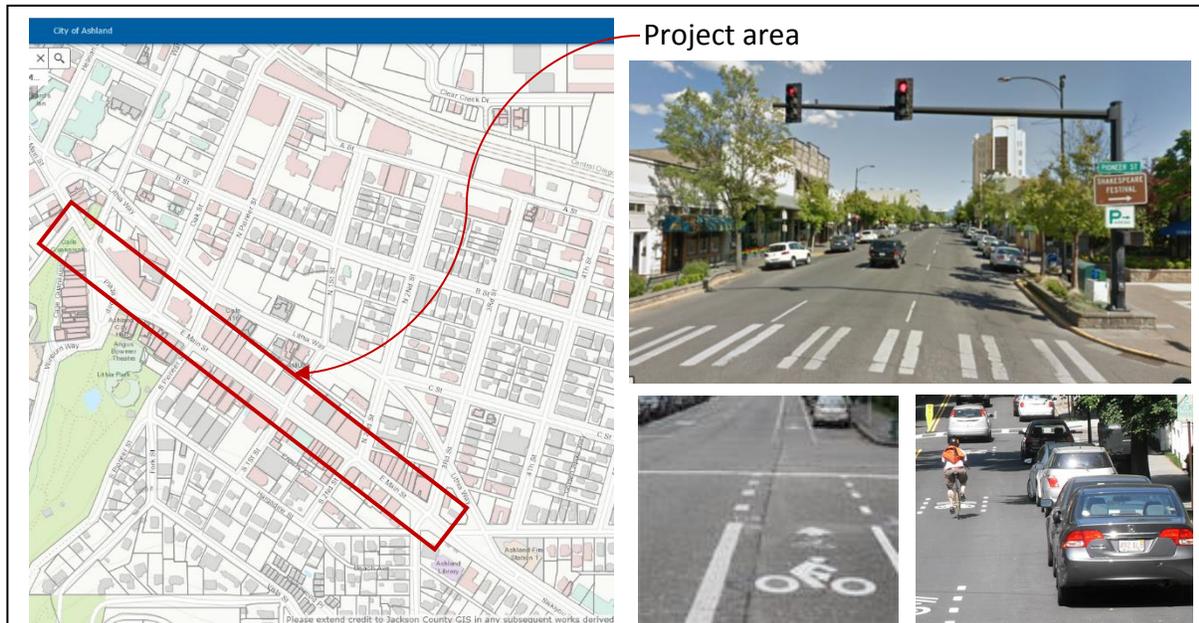
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design			\$6,785			
Construction			\$61,065			
Revenues:						
Fees			\$38,064			
SDCs			\$23,001			
Grant						
Other			\$6,785			

Other is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the bicycle network and provides a “bicycle boulevard” along a very active portion of the City that serves various community functions through the downtown core on this “boulevard”. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund – bicycle

Walker Avenue Bicycle Boulevard; Siskiyou to Peachey

Proj #: (TSP B29)

Total Project Cost: **\$54,280**

Duration: 1 year

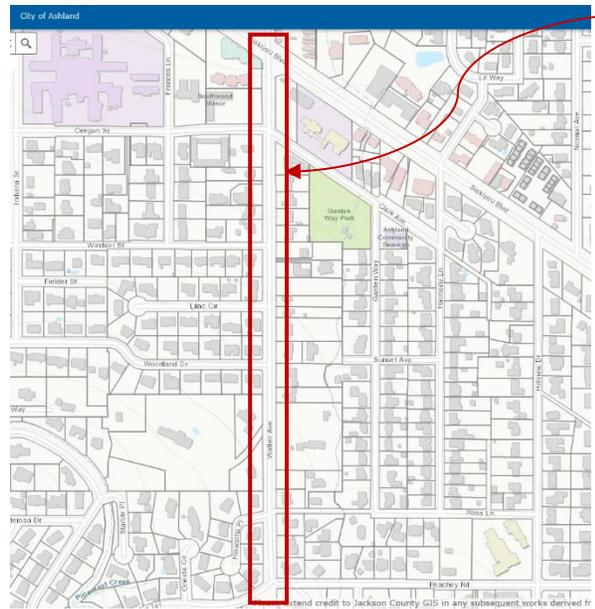
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design			\$5,428			
Construction			\$48,852			
Revenues:						
Fees			\$30,451			
SDCs			\$18,401			
Grant						
Other			\$5,428			

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the City’s bicycle network and provides a “bicycle boulevard” along this “avenue” designated street. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.

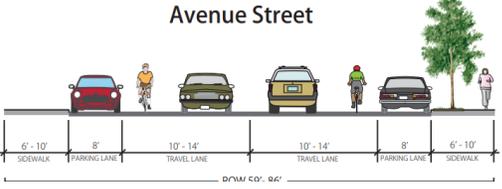


City of Ashland

Project area



Avenue Street



6'-10" SEWALK 8' PARKING LANE 10'-14" TRAVEL LANE 10'-14" TRAVEL LANE 8' PARKING LANE 6'-10" SEWALK

DRAWN BY: 06'

street fund – bicycle

8th Street Bicycle Boulevard; 'A' to E. Main

Proj #: (TSP B33)

Total Project Cost: **\$27,140**

Duration: 1 year

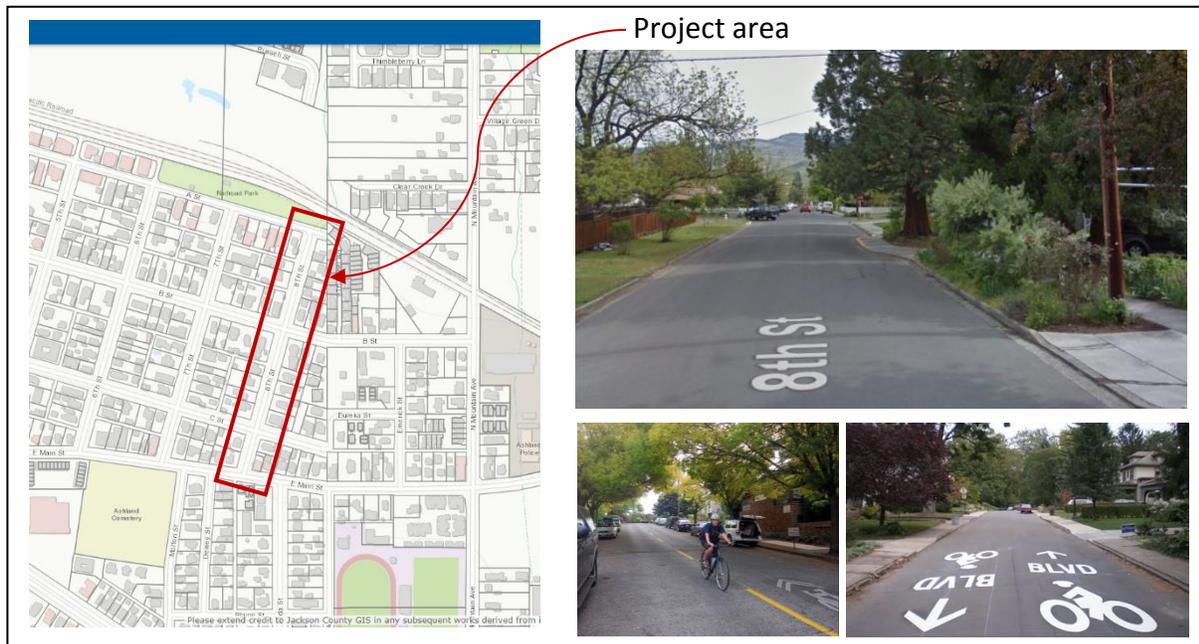
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design				\$2,714		
Construction				\$24,426		
Revenues:						
Fees				\$15,226		
SDCs				\$9,200		
Grant						
Other				\$2,714		

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This project fills the gaps in the bicycle network and provides a “bicycle boulevard” along a well traveled neighborhood street linking the railroad district, railroad park and Main Street. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund – bicycle

Oregon/Clark Bicycle Boulevard; Indiana to Harmony

Proj #: (TSP B38)

Total Project Cost: **\$54,280**

Duration: 1 year

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design				\$5,428		
Construction				\$48,852		
Revenues:						
Fees				\$30,451		
SDCs				\$18,401		
Grant						
Other				\$5,428		

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the bicycle network and provides a “bicycle boulevard” adjacent to the Southern Oregon University campus on this neighborhood street. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund- bicycle

Maple/Scenic/Nutley Bicycle Boulevard; Main to Winburn

Proj #: (TSP B5)

Total Project Cost: **\$149,270**

Duration: 1 year

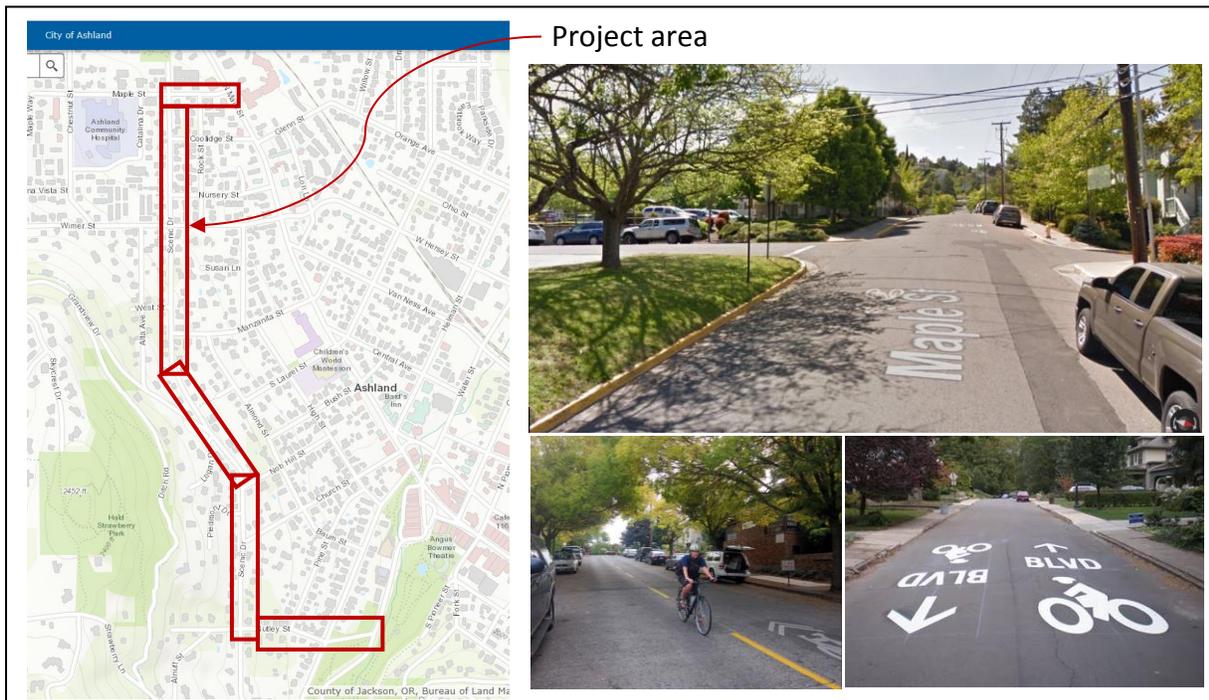
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design					\$14,927	
Construction					\$134,343	
Revenues:						
Fees					\$83,740	
SDCs					\$50,603	
Grant						
Other					\$14,927	

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the bicycle network and provides a “bicycle boulevard” along well traveled neighborhood street route from the hospital to Lithia Park. Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



street fund- bicycle

Normal Avenue Bike Lane; E. Main to Siskiyou

Proj #: (TSP B26)

Total Project Cost: **\$257,830**

Duration: 1 year

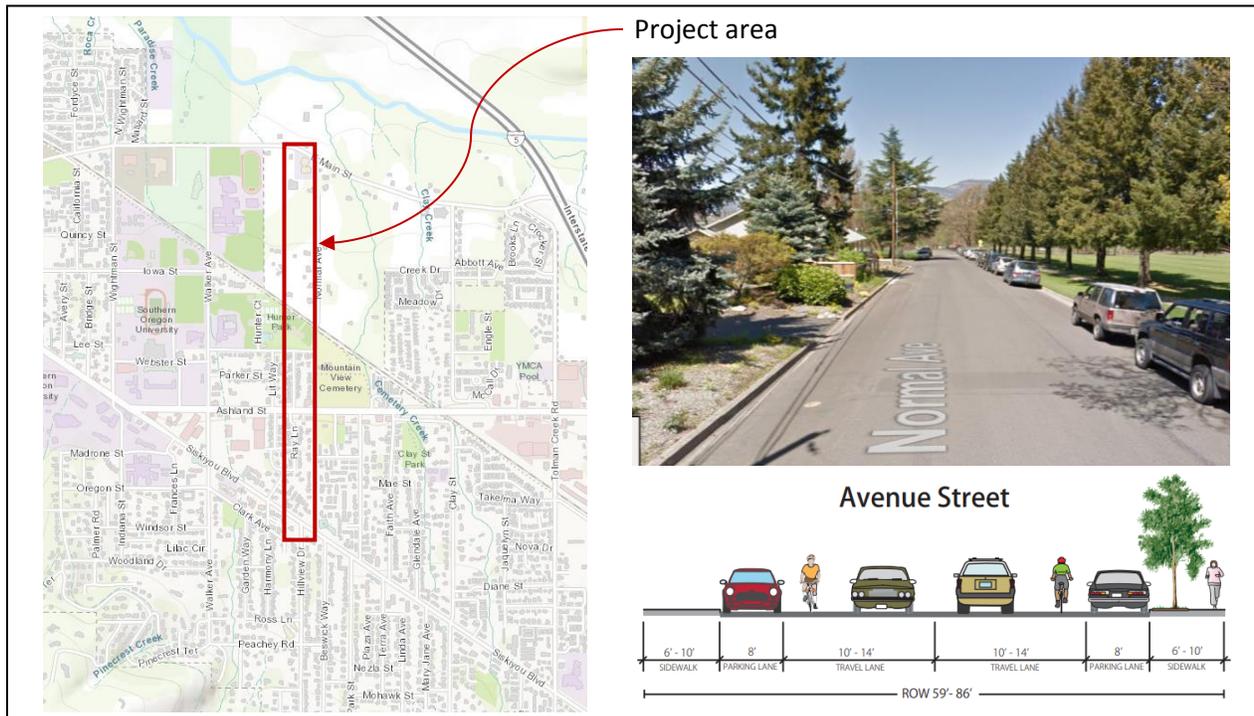
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						\$25,783
Construction						\$232,047
Revenues:						
Fees						\$144,643
SDCs						\$87,404
Grant						
Other						\$25,783

“Other” is intended to be grant funding, but may be unavailable. If unavailable, design cost will be borne in the engineering budget.

Anticipated Long Term Expenses: Long term expenses will include striping/line painting and sweeping.

Description:

This high priority project fills the gaps in the City’s bicycle network and provides a “bicycle boulevard” along this “avenue” designated street. This project will be coordinated with the Normal Avenue extension (TSP R19). Bicycle boulevards modify local streets to allow the through movement of bicycles yet maintaining local access for automobiles. Bicycle boulevards typically include bicycle route signage and pavement markings and often feature traffic calming to slow vehicle speeds and provide a more comfortable environment for cyclists.



WATER PROJECTS

water supply fund

Dam Safety Improvements

Total Project Cost: **\$4,800,000 (est)**

Proj #: TBD

Duration: 4-5 years

	Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design		\$300,000	\$500,000				
Construction				\$2,000,000	\$2,000,000		
Revenues:							
Fees		\$112,500	\$187,500	\$750,000	\$750,000		
SDCs (25%)		\$37,500	\$62,500	\$250,000	\$250,000		
Grant							
Other		\$150,000	\$250,000	\$1,000,000	\$1,000,000		

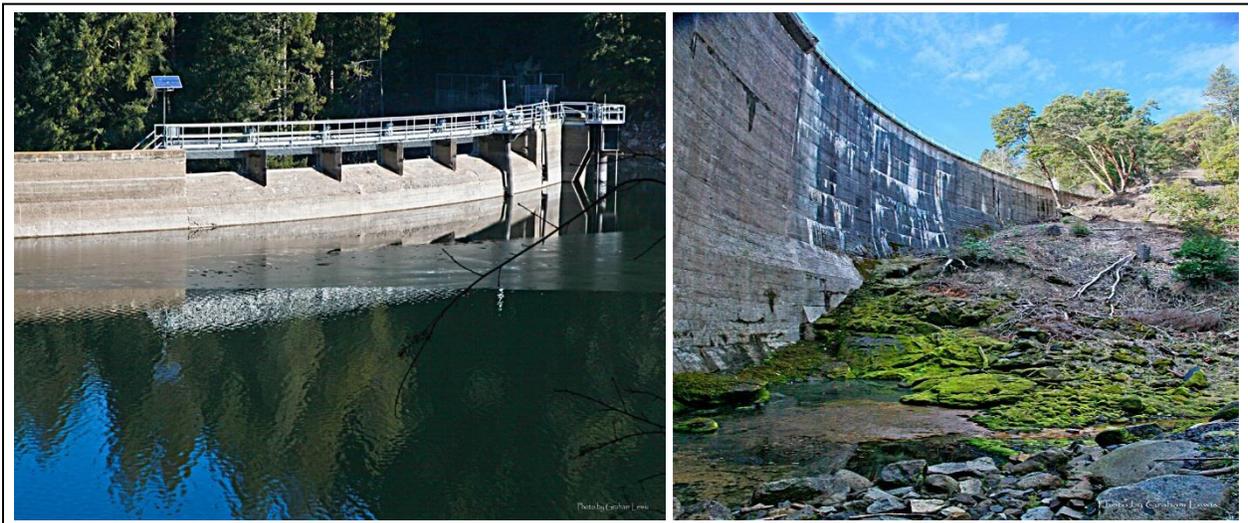
“Other”: The Electric Fund typically pays for 50% of FERC required improvements.

The proportional SDC allocation will be reviewed during completion of the Water Master Plan.

Anticipated Long Term Expenses: Staff time for management of improvement and maintenance projects. Life cycle replacement of infrastructure associated with the Dam, including valves, waterlines, stairs, walkways, security cameras and telecommunications items.

Description:

The City recently completed its Federal Energy Regulatory Commission (FERC) Part 12 inspection of Hosler Dam and associated appurtenances. The Part 12 inspection and associated Potential Failure Modes Analysis Update (PFMA) details areas of concern with respect to the dam and what is defined as an uncontrolled release of water. The major point of emphasis with respect to the PFMA update from FERCs perspective is the potential erosivity of the left abutment under defined flood loading conditions. FERC will require the City to develop a plan and schedule to address the erosivity issue during the biennium. Other dam improvements will include evaluation of the spillway and spillway structures and dam piping penetrations.



water supply fund

Ashland Canal Piping Project

Proj #: 2015-17

Total Project Cost: **\$3,710,310**

Duration: 4+ years

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

Design	\$210,310	\$500,000				
Construction			\$1,500,000	\$1,500,000		

Revenues:

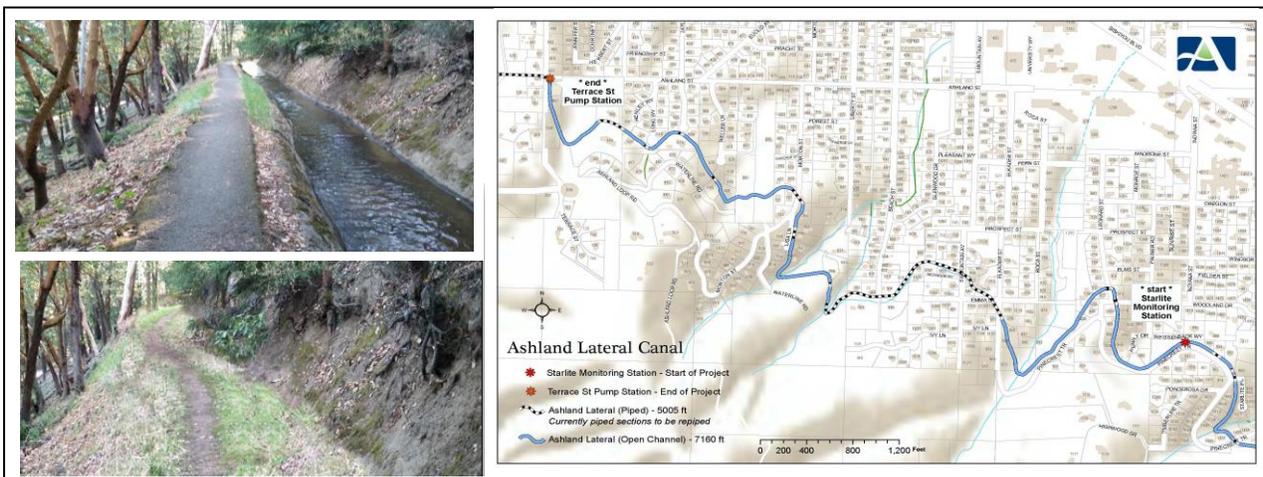
Fees						
SDCs (100%)	\$210,310	\$500,000	\$1,500,000	\$1,500,000		
Grant						
Other			DEQ	TBD		

“Other”: The City has secured a \$1.3 M sponsorship loan (R11573) from the Department of Environmental Quality Clean Water State Revolving Fund Loan to improve creek health by piping the canal. Should Council recommend a different alternative, the loan eligibility is terminated. Staff would look for different funding sources. Staff will review the proportional allocation to SDCs with the completion of the 2019 Water Master Plan.

Anticipated Long Term Expenses: Long term expenses include maintenance of the piped section of the ditch to ensure delivery of water to the City’s irrigation customers and the water treatment plant when needed. Expenses will also include the life cycle replacement of the piped sections and irrigation services.

Description:

The City of Ashland places priority on improving water quality and conserving water. As recommended by the City’s Comprehensive Water Master Plan (2012), the City plans to pipe the front section of the Ashland Canal (approximately 10,000 lineal feet). During low water years, water from the Ashland canal is pumped up to the treatment and treated for distribution of potable water.



water supply fund

East and West Forks Transmission Line Rehabilitation

Proj #: 2018-10

Duration: 3 years

Total Project Cost: **\$2,226,055**

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$103,055	\$236,000	\$59,000			
Construction		\$124,000	\$1,704,000			
Revenues:						
Fees	\$103,055	\$267,000	\$1,763,000			
SDCs (75%)		\$93,000				
Grant						
Other						

Anticipated Long Term Expenses: Long term expenses for the East and West Forks Transmission Line Rehabilitation project include life cycle replacement costs and staff required to manage system when needed for raw water transmission to the treatment plant.

Description:

The connection to the East and West Fork diversions on Ashland Creek currently exit as 24-inch ductile iron pipes with sections of 24-inch steel pipe. These transmission lines are important infrastructure components related to the City’s water supply and the project will replace 1500 feet of steel pipe with ductile iron. This includes two crossings of Reeder Reservoir They enable water to be diverted above Reeder Reservoir to the water treatment plant, allowing the City to dewater the main reservoir for sediment removal, dam repairs, intake structure repairs and potentially manage an algal bloom. Public Works is forecasting significant maintenance related repairs and improvements to Hosler Dam over the next two budget cycles, thus requiring the transmission lines provide a reliable bypass option for raw water moving forward. This project includes evaluation of the steel pipe line condition with recommendations to replace or slip-line the transmission lines. The project also includes engineering and construction of a bridge crossing over the West Fork which is 75% SDC eligible.



water supply fund

Reeder Reservoir – Variable Intake Repairs

Total Project Cost: **\$131,000**

Proj #: TBD

Duration: 2 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$24,490	\$107,010			
Construction						
Revenues:						
Fees		\$24,490	\$107,010			
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: Long term expenses for the variable depth intake project include life cycle replacement costs and general maintenance requirements for the intake structure. This includes bolt replacement and painting of the structure to protect against corrosion.

Description:

As a result of water quality studies, the need to be able to draw from different depth levels of Reeder Reservoir during different times of the year will allow the City to better manage raw water quality for treatment of potable water. In addition, the ability to draw colder water from deeper in the reservoir, will provide for flow augmentation associated with meeting the wastewater treatment plants effluent temperature limits through flow blending during critical fall time periods for fish migration and spawning. The project will be combined with other dam safety improvements.



water supply fund

Reeder Reservoir – Sediment Removal

Proj #: 2018-17

Total Project Cost: **\$140,000 per occurrence**

Duration: 6 months

	Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design		In-house			In-house		
Construction		\$140,000			\$140,000		
Revenues:							
Fees		\$35,000			\$35,000		
SDCs (75%)		\$105,000			\$105,000		
Grant							
Other							

Anticipated Long Term Expenses: Long term expenses include the continual management of sediment and permitting as needed to comply with the total maximum daily load requirements (TMDL) for Reeder Reservoir. Staff recommends removal on a 3 to 4-year basis.

Description:

Oregon DEQ has established a sedimentation TMDL for Reeder Reservoir requiring that no more than 3.62 cubic yards per day shall be added to the Reservoir. The City is required to monitor the sediment and prevent excess accumulation. To prevent excess accumulation and preserve the water storage capacity of the reservoir, the City removes accumulated sediment from the upper small dam impoundments on the east and west forks of Ashland Creek to prevent sediment from entering Reeder Reservoir itself. City staff handle all permitting requirements and bid the construction phase. Permits are good for five (5) years with a maximum defined removal amount.



water treatment fund

7.5 MGD Water Treatment Plant

Proj #: 2018-20

Duration: 4+ years

Total Project Cost: **\$32,002,974**

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$1,302,974	\$1,900,000	\$750,000	\$250,000		
Construction		\$2,000,000	\$12,400,000	\$13,400,000		
Revenues:						
Fees	\$1,172,677	\$3,510,000	\$11,835,000	\$12,285,000		
SDCs (10%)	\$130,297	\$390,000	\$1,315,000	\$1,365,000		
Grant						
Other		IFA loan	IFA loan			

“Other”: Oregon IFA Loan for \$14.8 M; 1.79% interest, \$1,030,000 in principal forgiveness.

Anticipated Long Term Expenses:

Long term expenses for the new water treatment plant will focus on life cycle equipment replacement, treatment chemicals, energy requirements, general operational requirements and staffing. These are similar long-term expenses associated with the current treatment plant.

Description:

The 7.5 MGD Water Treatment Plant project includes a preliminary and final engineering phase, and the construction and start-up phase. The engineering phase include analysis of treatment train alternatives, final design, development of formal specifications and estimates for the construction phase. The construction phase includes physical construction along with construction management and plant startup services. Analysis for abandoning and/or reuse of the existing water treatment plant will also be done as part of the engineering phases. The goals for the project include development of a reliable, simple, robust, energy efficient and expandable raw water treatment train and plant that will fully meet current and potential future regulatory requirements meant to serve the citizens of Ashland for the next 50+ years. This project expands upon and combines several prior BN CIP projects.



water distribution fund

Water Distribution Pipe Replacement Program

Proj #: 704100

Total Project Cost: **\$300,000 per year**

Duration: continual

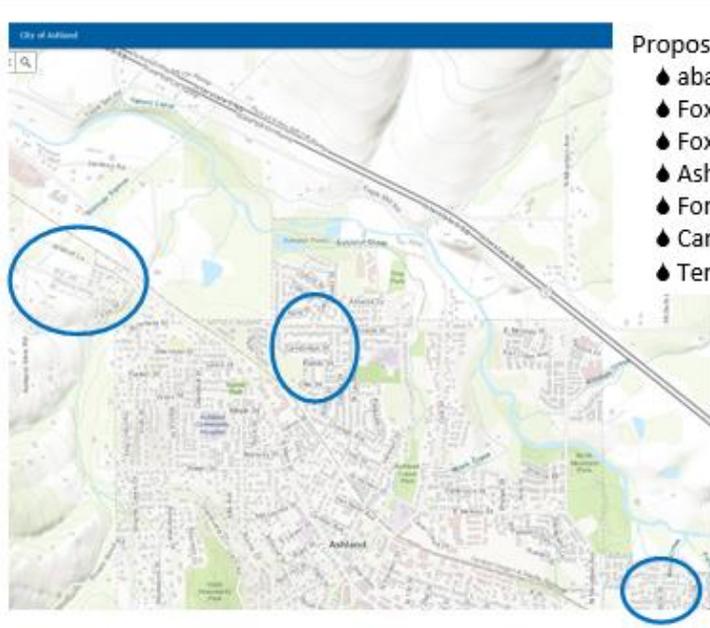
Prior Yrs	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Expenses:						
Design		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Construction		\$270,000	\$270,000	\$270,000	\$270,000	\$270,000
Revenues:						
Fees		\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
SDCs						
Grant						
Other						

Other: Staff anticipates that some portion of some of the pipe replacement program will be SDC eligible and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

This program is designed primarily for in-house crew labor to replace undersized (not meeting current 8" minimum) and pipe material concerns. This may also include pressure reducing valves.



Proposed projects include:

- ◆ abandon water main from Grandview to Wimer
- ◆ Fox from Ashland Mine to dead end
- ◆ Fox from N. Main to Ashland Mine Rd
- ◆ Ashland Mine from Fox to Cedar
- ◆ Fordyce from E. Main to dead end
- ◆ Cambridge from Willow to W. Nevada
- ◆ Terrace from 527 Terrace North to the end



water distribution fund

Oak Street Water Line - WWTP to E. Nevada Street

Total Project Cost: \$675,000

Proj #:

Duration: 1 year

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

Design	In-house					
Construction	\$275,000	\$400,000				

Revenues:

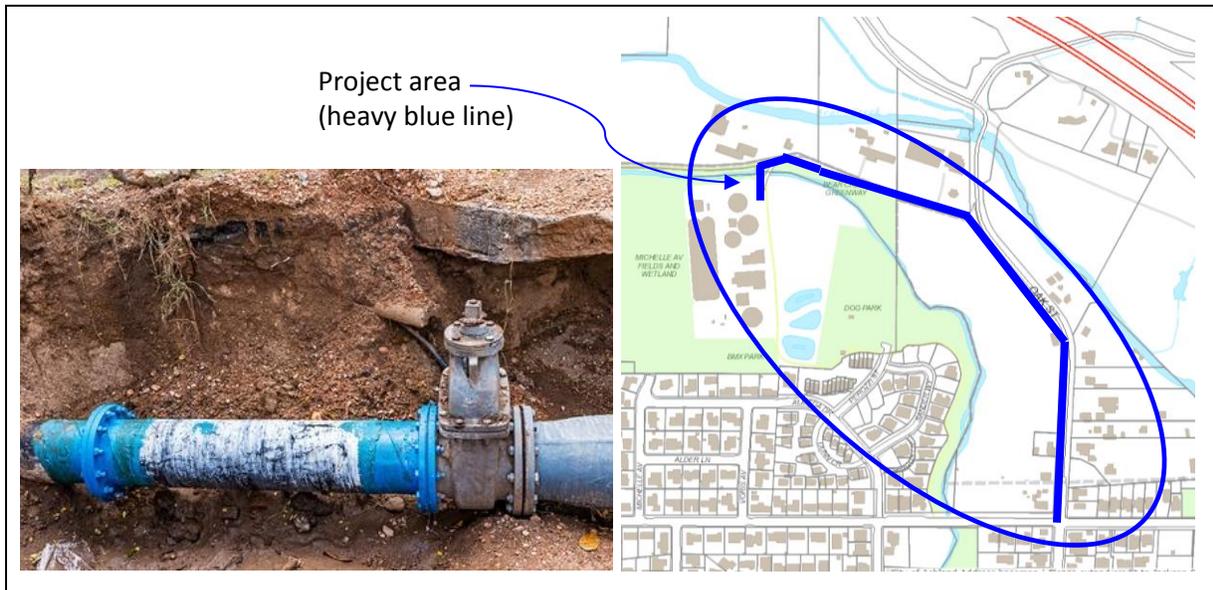
Fees	\$275,000	\$400,000				
SDCs						
Grant						
Other						

Other: This capacity improvement should be eligible for SDCs and will be evaluated with the Water Master Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The existing Oak Street water line is significantly under sized and at the end of its useful life-cycle. The water line will be replaced and run to the wastewater treatment plant.



water distribution fund

Ditch Road; Strawberry Lane to Grandview Drive Waterline

Proj #: WTP P35
Duration: 2 years

Total Project Cost: **\$203,000**

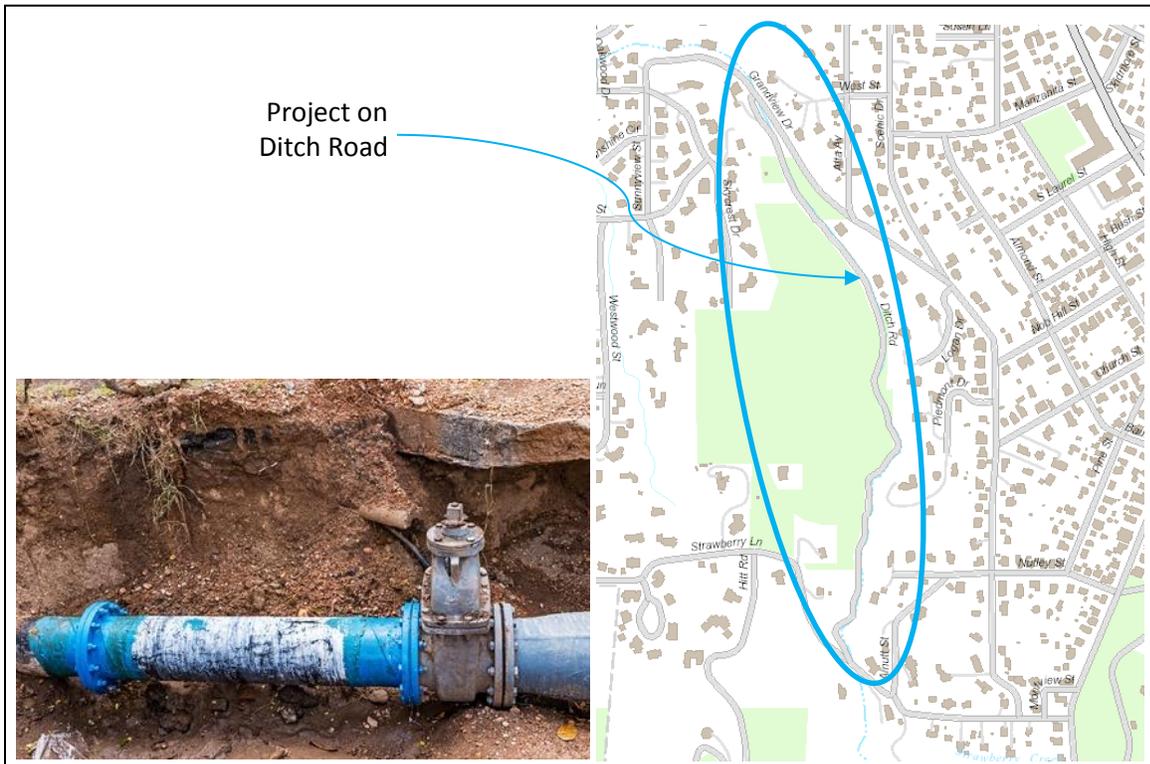
Prior Yrs	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Expenses:						
Design		\$36,540				
Construction			\$166,460			
Revenues:						
Fees		\$36,540	\$166,460			
SDCs						
Grant						
Other						

Other: Staff anticipates this water line project may have SDC eligibility and will assess with the Water Master Plan.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water main on Ditch Road between Strawberry Lane and Grandview Drive is undersized for fire flow requirements. This project corrects that need.



water distribution fund

Parker Street – Walker Ave to Lit Way Waterline Upsizing

Proj #: WMP P5
Duration: 2 years

Total Project Cost: **\$215,000**

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

Design		\$38,700				
Construction			\$176,300			

Revenues:

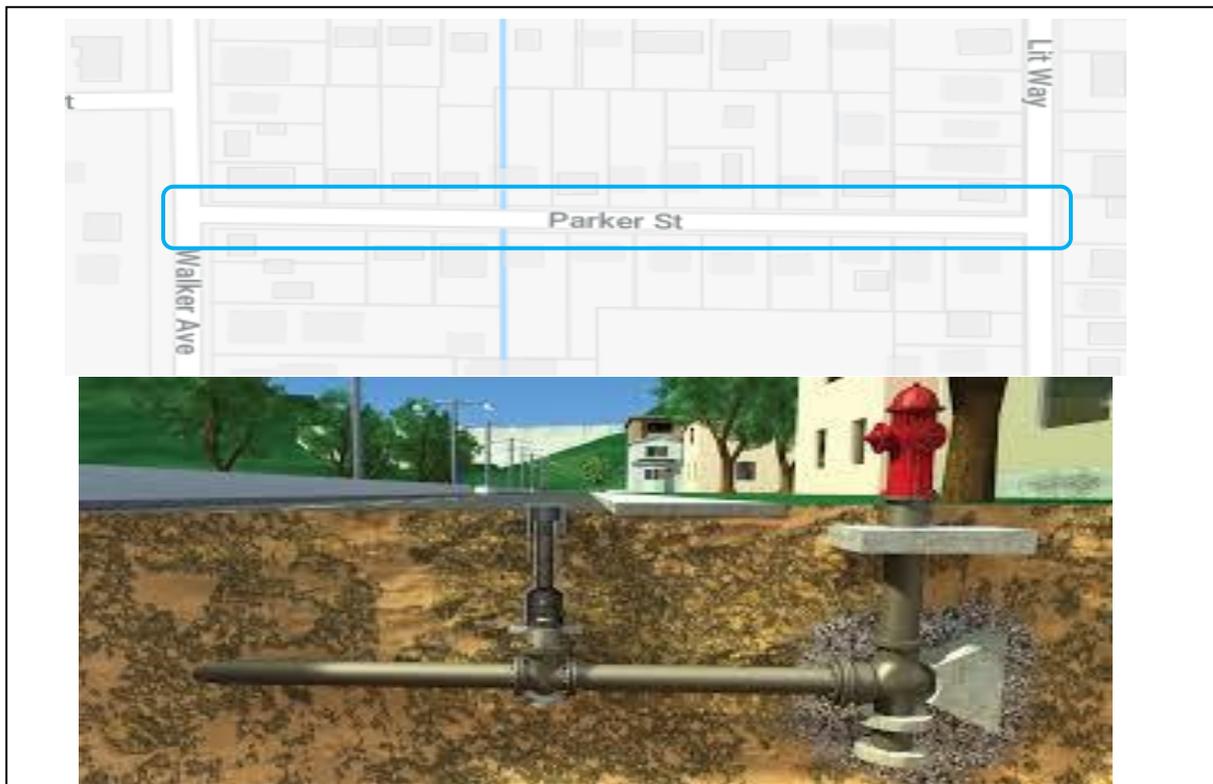
Fees		\$38,700	\$176,300			
SDCs						
Grant						
Other						

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The 4" water main on Parker Street between Walker Ave and Lit Way is undersized and reached the end of its useful life-cycle. This project will replace the line, upsizing for fire flow and capacity needs.



water distribution fund

Harmony Lane, Lit Way, Ray Lane Line Upsizing

Proj #: WTP P6

Duration: 1 year

Total Project Cost: **\$205,000**

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

Design			\$30,750			
Construction			\$174,250			

Revenues:

Fees			\$205,000			
SDCs						
Grant						
Other						

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

This water line on Harmony Lane between Siskiyou Boulevard and Lit Way is undersized and requires both upsizing and material replacement as it has reached its end of life-cycle replacement for a water utility main. This project will upsize the lines and correct fire flow requirements.



water distribution fund

Maple Street, Chestnut Street to N Main Line Upsizing

Total Project Cost: **\$180,000**

Proj #:

Duration: 1 year

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

Design			\$27,000			
Construction			\$153,000			

Revenues:

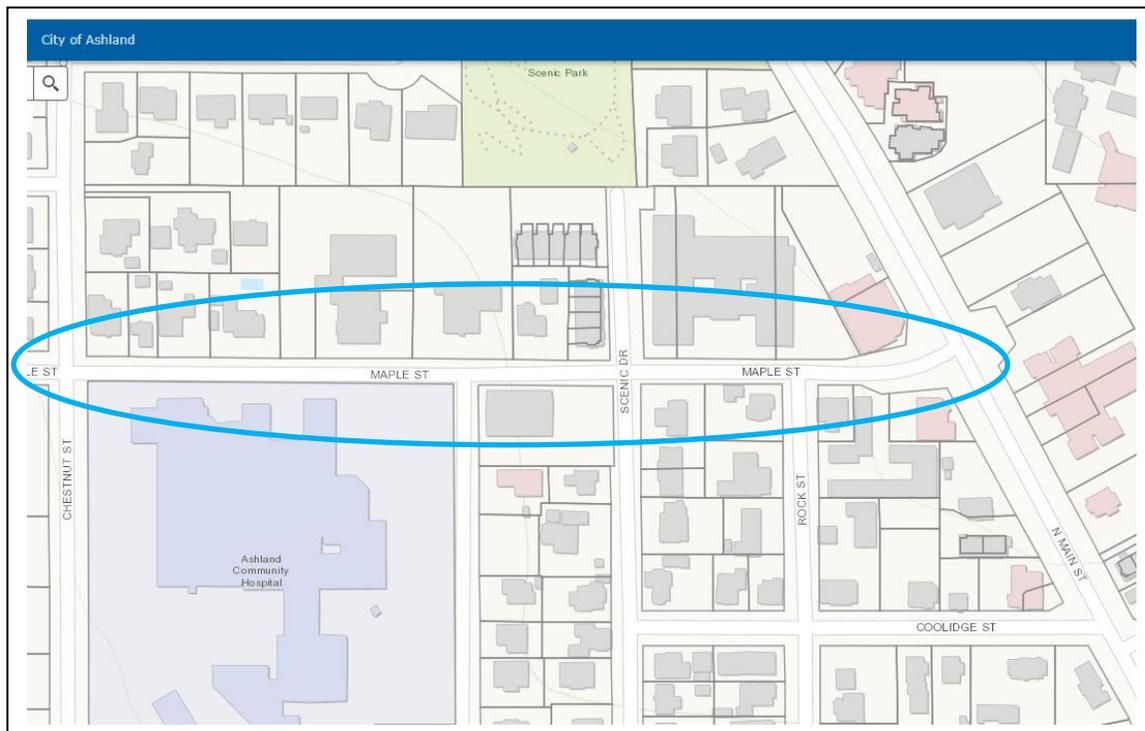
Fees			\$180,000			
SDCs						
Grant						
Other						

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The 6" water line on Maple Street from Chestnut Street to N. Main Street is undersized for fire flow requirements and minimum sizing requirement for this service area. This upsizing project corrects those concerns.



water distribution fund

Washington Street, Ashland Street to Jefferson Line Upsizing

Total Project Cost: **\$140,000**

Proj #:

Duration: 12 months

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

Design			\$21,000			
Construction			\$119,000			

Revenues:

Fees			\$140,000			
SDCs						
Grant						
Other						

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Washington Street from Ashland Street to Jefferson Street is undersized for fire flow requirements and future growth needs. This upsizing project corrects those concerns.



water distribution fund

Beach Street, Larkin Lane to Siskiyou Water Line Upsizing

Proj #: WTP P9

Duration: 1 year

Total Project Cost: \$125,000

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

Design			\$18,750			
Construction			\$106,250			

Revenues:

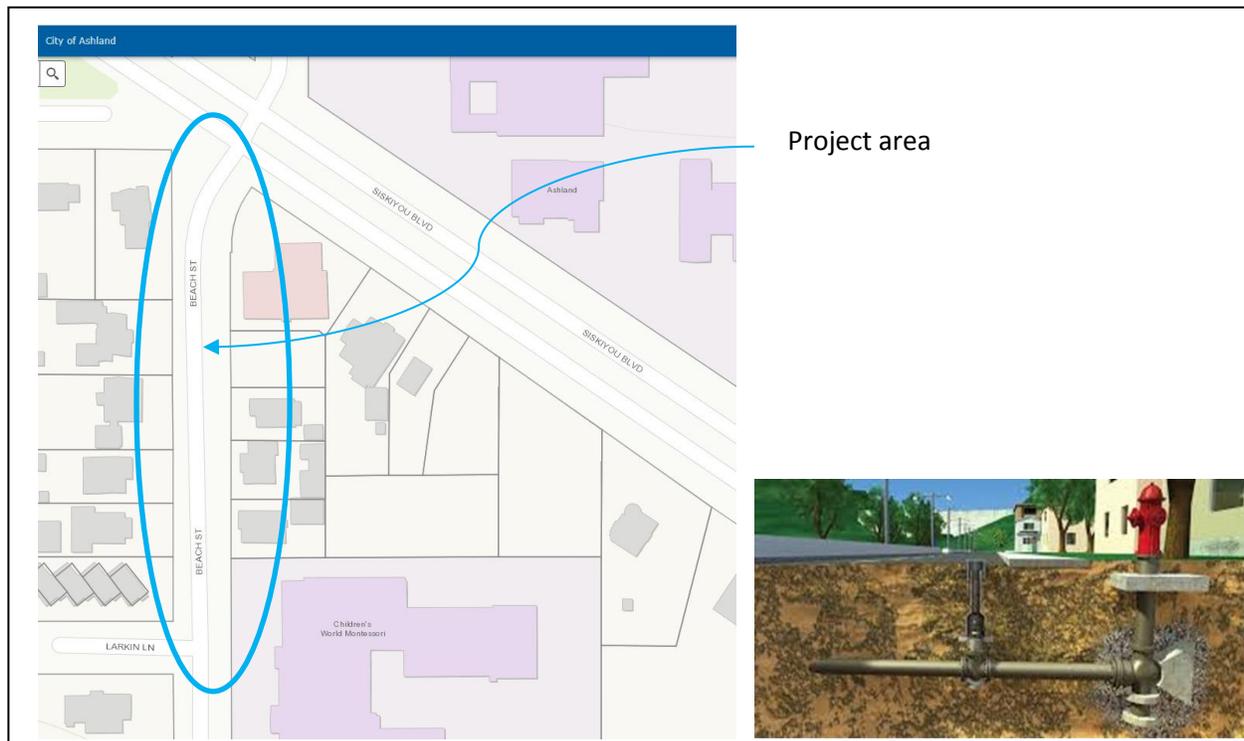
Fees			\$125,000			
SDCs						
Grant						
Other						

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The 4" water line on Beach Street from Larkin Lane to Siskiyou is undersized for fire flow requirements and minimum sizing requirements for this service area. This upsizing project corrects those issues.



water distribution fund

Ashland High School Fire Hydrant

Proj #: WTP P10

Duration: 1 year

Total Project Cost: **\$123,000**

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

Design			\$10,000			
Construction			\$113,000			

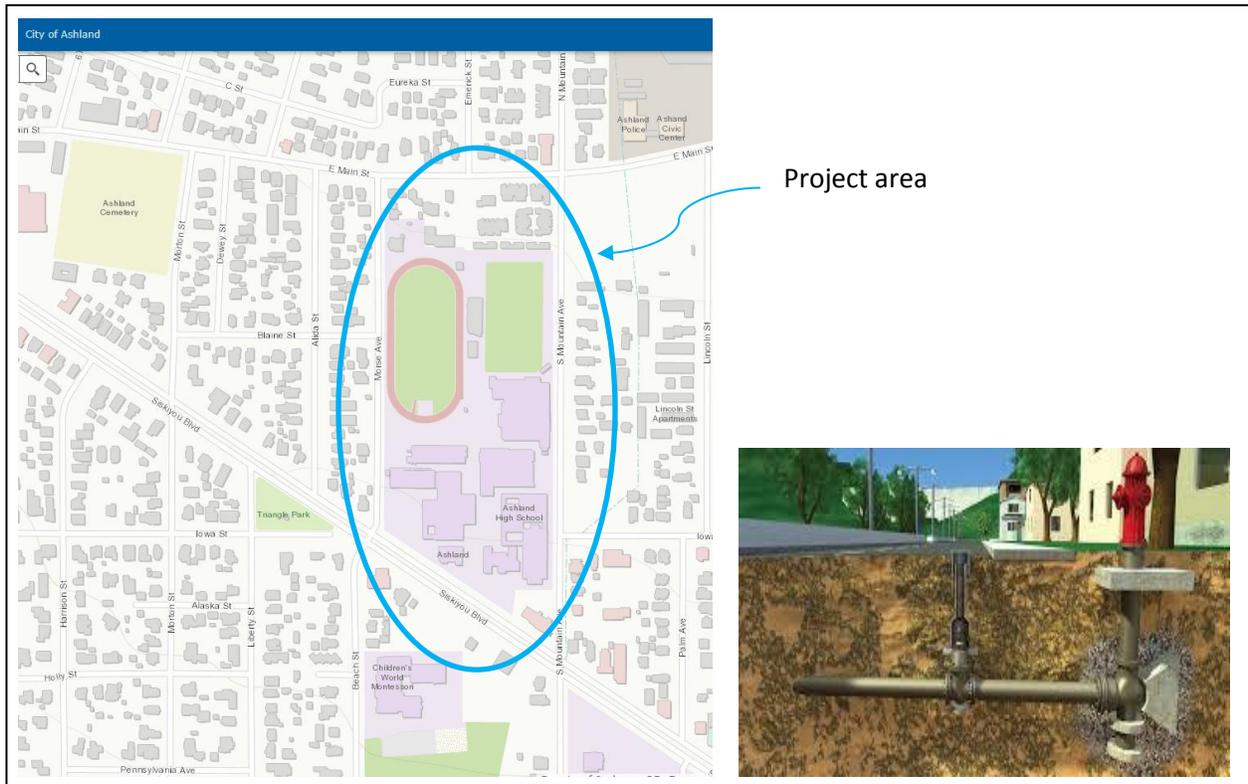
Revenues:

Fees			\$123,000			
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: Long term expenses include hydrant maintenance and eventual life cycle replacement costs.

Description:

To ensure adequate fire flow requirements and redundancy the water master plan recommended adding a fire hydrant in the Ashland High School campus.



water distribution fund

Walker Avenue, E. Main Street to Siskiyou Line Upsizing

Proj #: WMP P4

Duration: 2 years

Total Project Cost: **\$540,000**

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

Design				\$81,000		
Construction					\$459,000	

Revenues:

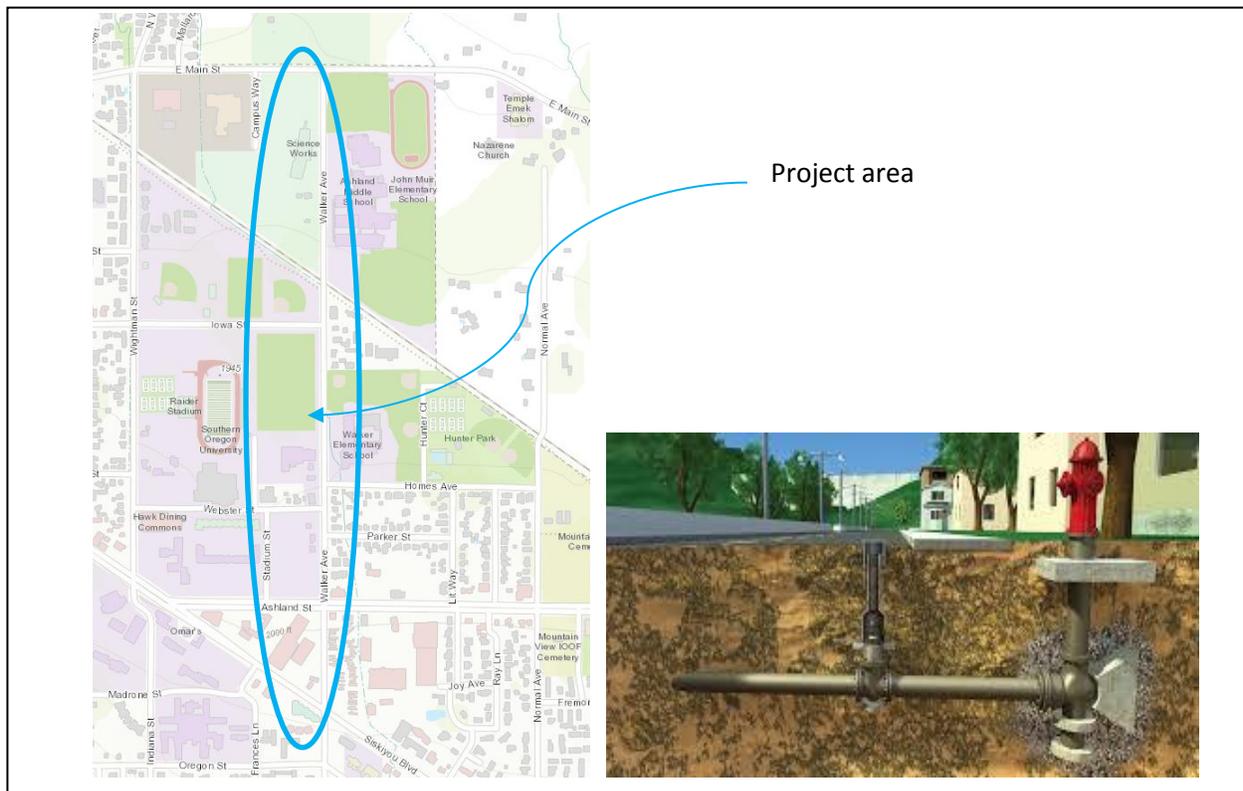
Fees				\$81,000	\$459,000	
SDCs						
Grant						
Other						

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Walker Avenue from E. Main Street to Siskiyou is undersized for fire flow requirements and future growth needs. This upsizing project corrects those concerns.



water distribution fund

Normal Avenue, Siskiyou to Homes Water Line Upsizing

Proj #: WMP P3

Duration: 2 years

Total Project Cost: **\$563,000**

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

Design				\$84,450		
Construction					\$459,000	

Revenues:

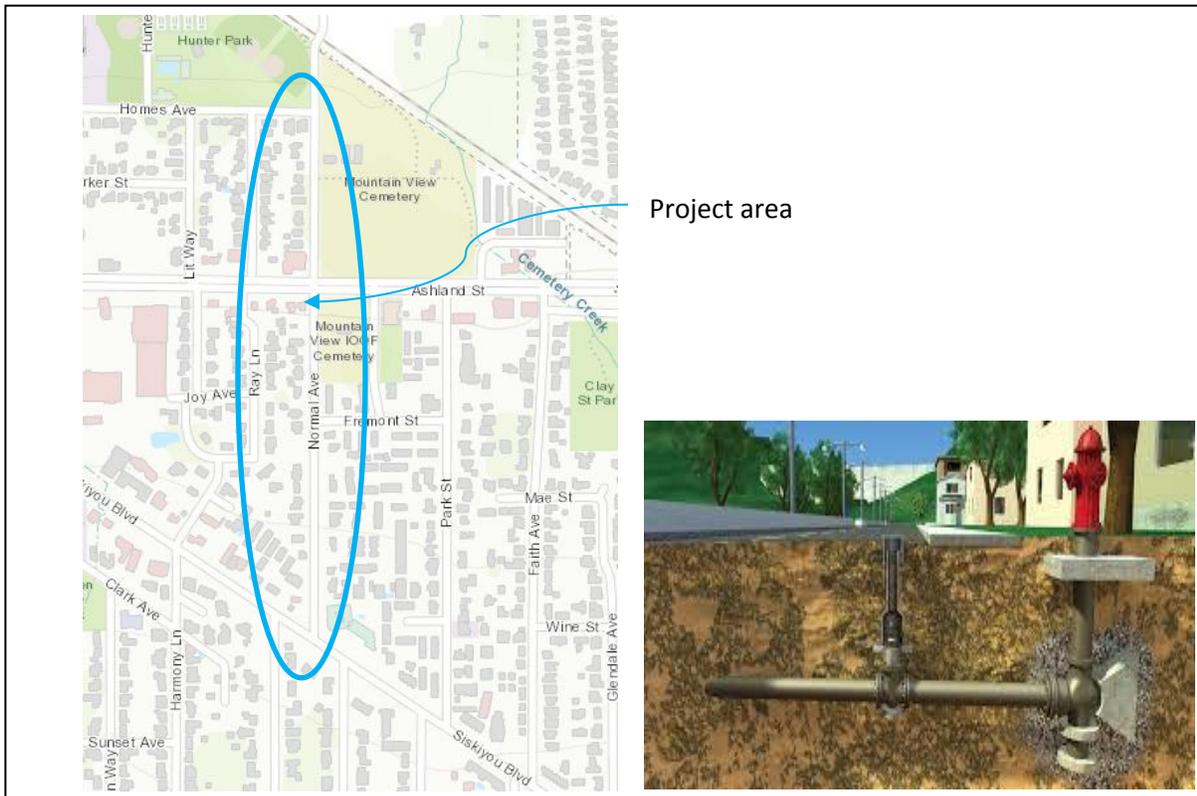
Fees				\$84,450	\$459,000	
SDCs						
Grant						
Other						

Other: Staff anticipates this project is eligible for SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Normal Avenue from Siskiyou to Homes Avenue is undersized for fire flow requirements and future growth needs. This upsizing project corrects those concerns.



water distribution fund

A Street from 1st Street to 6th Street Water Line Upsizing

Total Project Cost: **\$270,000**

Proj #:

Duration: 1 year

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

Design	\$50,000					\$40,500
Construction						\$310,500

Revenues:

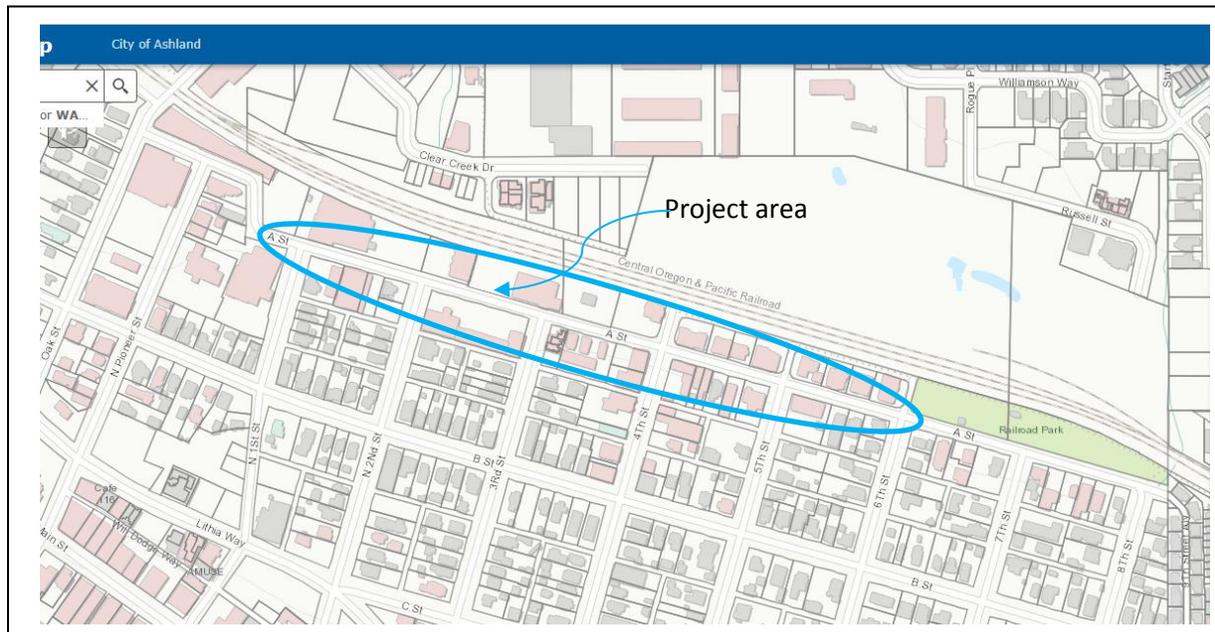
Fees						\$270,000
SDCs						
Grant						
Other						

Other: Staff anticipates this project may be eligible for partial SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on A Street from 1st Street to 6th Street is undersized for fire flow requirements and current capacity expectation. This upsizing project corrects those concerns.



water distribution fund

Vista Street from Fork to Hillcrest Water Line Upsizing

Proj #: WMP P11

Duration: 1 year

Total Project Cost: **\$168,000**

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

Design						\$25,000
Construction						\$143,000

Revenues:

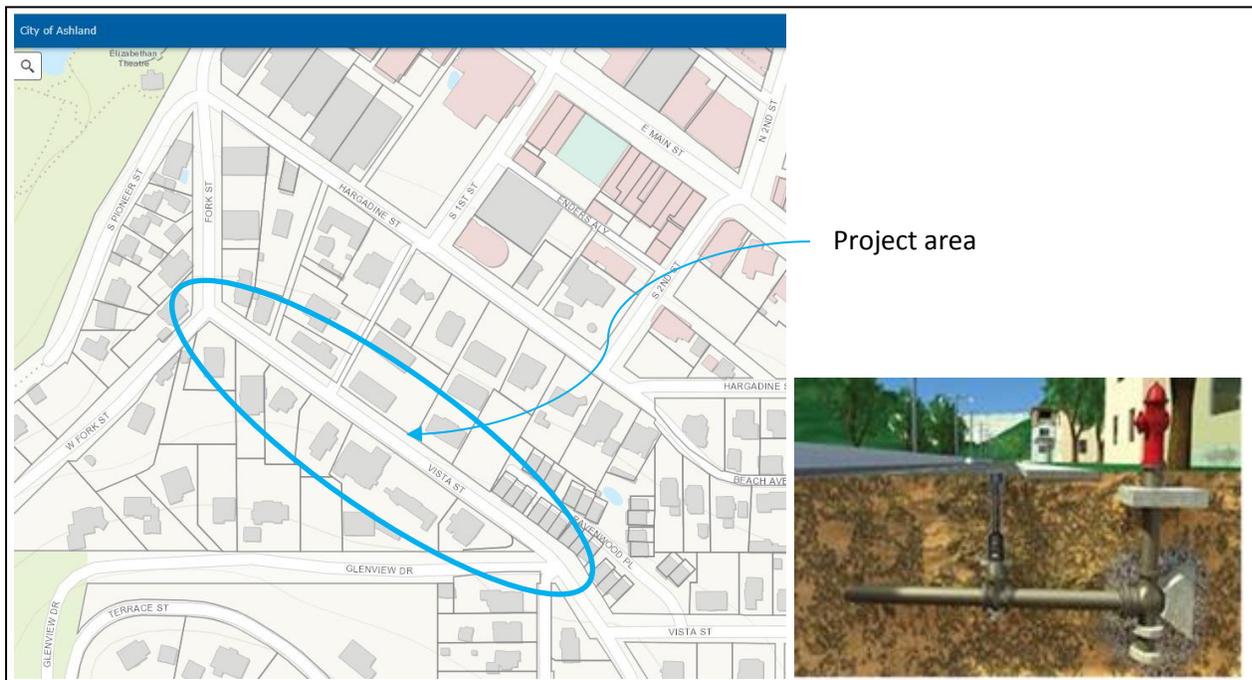
Fees						\$168,000
SDCs						
Grant						
Other						

Other: Staff anticipates this project may be eligible for partial SDC allocation and will verify with the 2019 Water Mater Plan update.

Anticipated Long Term Expenses: Long term expenses include any maintenance of valves and hydrants on the distribution line and eventual life cycle replacement costs.

Description:

The water line on Vista Street from Fork Street to Hillcrest Street is undersized for fire flow requirements and current capacity expectation. This upsizing project corrects those issues.



WASTEWATER PROJECTS

wastewater treatment fund

WWTP Riparian Restoration/Shading Water Quality Temperature Trading Program

Total Project Cost: **\$2,908,010** (first 5 years)

Proj #: 2018-21

Duration: 25 years (2043)

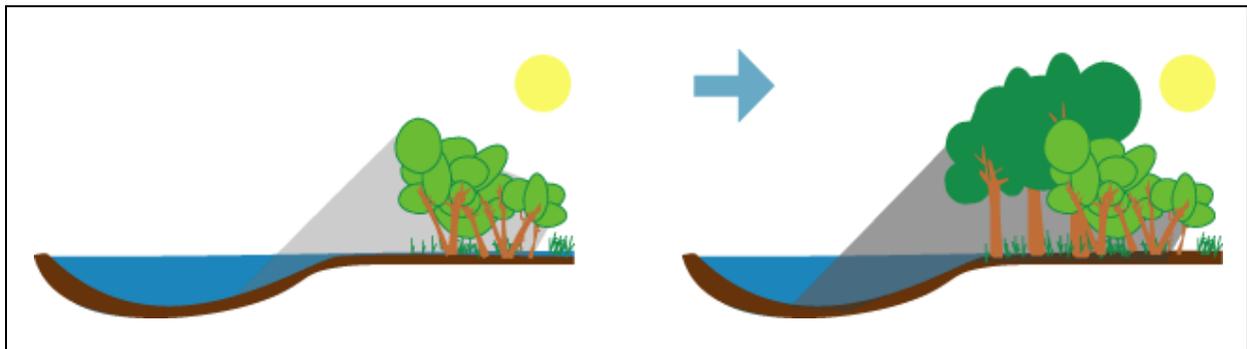
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
Expenses:							
Design	\$163,010	\$100,000					
Construction	\$20,000	\$365,000	\$600,000	\$660,000	\$380,000	\$420,000	\$200,000
Revenues:							
Fees	\$155,560	\$395,250	\$510,000	\$561,000	\$323,000	\$357,000	\$170,000
SDCs 15%	\$27,450	\$69,750	\$90,000	\$99,000	\$57,000	\$63,000	\$30,000
Grant							
Other							

“Other”: In addition to rates and fees, a significant portion of funds for this project are part of a DEQ CWSRF Loan #R11754 (\$2,000,000) which was updated and approved by Council on February 6, 2018. The loan will be repaid over time and will be shown in a debt account.

Anticipated Long Term Expenses: This is a 20-year tree planting and riparian restoration project per site. Initial capital outlay is for site preparation and planting, and the initial 5 years to maintain the plantings which includes site clean-up, watering and potentially some re-vegetation for each site. Costs will diminish through the 20-year life as trees and vegetation matures. After the initial 5 year outlay for capital, this item will transition to wastewater treatment plant operational expenses. Loan funds will be repaid through previously anticipated increases to rates and fees. O&M costs are anticipated starting at \$80,000 and going down to \$50,000 per year for 20 years.

Description:

This is one of several projects the City will complete to meet anticipated temperature standards to comply with new state water quality regulations as anticipated for the WWTP DEQ National Pollutant Discharge Elimination System (NPDES) permit renewal. This project was initiated with the completion of the 2012 Comprehensive Sewer Master Plan. Ashland’s Water Quality Trading Plan was accepted by the Oregon Department of Environmental Quality (DEQ) on March 9, 2018, as being consistent with Oregon’s Water Quality Trading Rule. The Water Quality Trading Plan will focus on implementing riparian re-vegetation and shading projects to generate “credits” to satisfy the City’s anticipated upcoming temperature obligation. The Freshwater Trust is under phase 1 contract to begin the program architecture and pilot shading projects. Phase 2 planting (construction) is anticipated for the fall of 2019 depending upon finalizing the DEQ NPDES permit.



wastewater treatment fund

WWTP Outfall Relocation Project

Proj #: 2013-21

Duration: 3 years

Total Project Cost: **\$2,073,500**

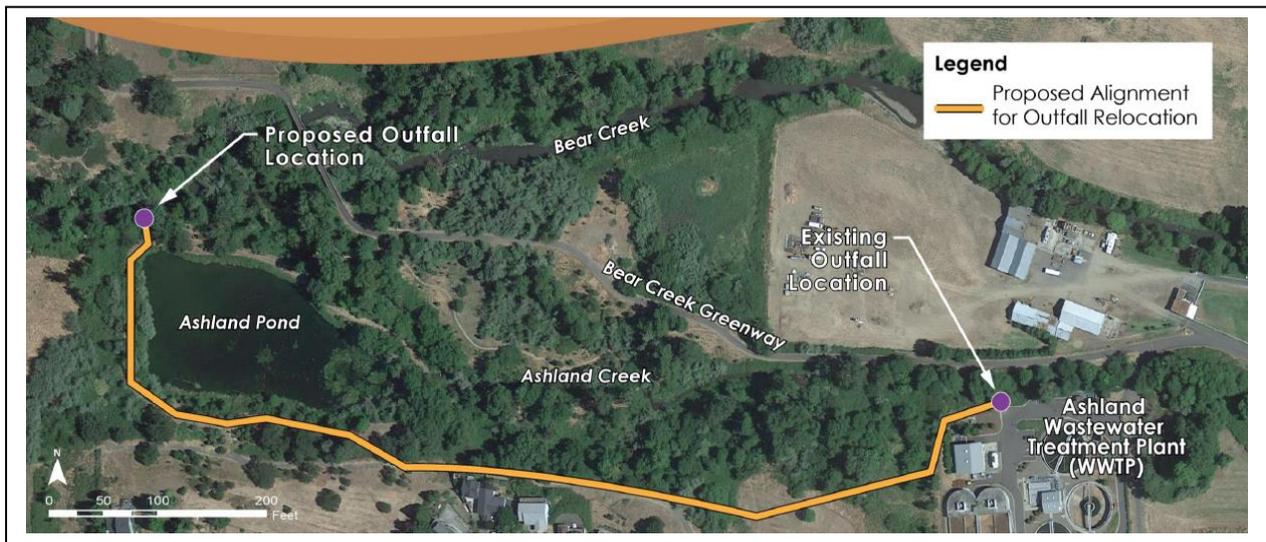
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$573,500	\$300,000				
Construction		\$200,000	\$500,000	\$200,000		
Revenues:						
Fees	\$487,475	\$425,000	\$425,000	\$170,000		
SDCs 15%	\$86,025	\$75,000	\$75,000	\$30,000		
Grant						
Other						

“Other”: In addition to rates and fees, a significant portion of funds for this project are part of a \$2.5 Million DEQ CWSRF Loan #R11754; updated / approved by Council on February 6, 2018.

Anticipated Long Term Expenses: This will be a part of the City’s wastewater treatment plant operational expenses. Life of the project is 40+ years. Loan funds will be repaid through previously anticipated increases to rates and fees. Staff anticipate no significant long-term expenses with respect to maintenance.

Description:

This is one of several projects the City will complete to meet anticipated temperature standards to comply with state water quality regulations as anticipated for the WWTP DEQ National Pollutant Discharge Elimination System (NPDES) permit renewal. This project was initiated with the completion of the 2012 Comprehensive Sewer Master Plan. The WWTP Outfall Relocation Study was completed in August 2017 which evaluated specific alignment options. Engineering pre-design on the selected alignment along the existing sewer line easement (see below) was complete in the 2017-19 BN. The joint permit application is in progress. Final design and construction are anticipated to begin in spring of 2020 depending upon finalizing the DEQ NPDES permit.



wastewater treatment fund

WWTP Headworks Process Improvements

Total Project Cost: **\$960,000**

Proj #:

Duration: 3 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$60,000					
Construction		\$300,000	\$300,000	\$300,000		
Revenues:						
Fees	\$50,000	\$250,000	\$250,000	\$250,000		
SDCs (20%)	\$10,000	\$50,000	\$50,000	\$50,000		
Grant						
Other						

Anticipated Long Term Expenses: Long term expenses are part of the overall maintenance process.

Description:

The "headworks" of a wastewater treatment plant is the initial stage of the treatment process designed to reduce the level of pollutants in the incoming wastewater discharges. The headworks removes inorganics such as grit, plastics, rags and other larger debris from the influent waste stream to protect and reduce wear on the main wastewater process equipment. Headworks equipment includes pumps, mechanical screens, screening compactors, grit removal systems and grit washing systems. Upgrades to the wastewater treatment plant in 1998 did not fully replace the headworks. After many repairs, this will replace worn systems to the grit removal process and also replace the splitter box.



wastewater treatment fund

WWTP Harmonics Upgrade

Total Project Cost: **\$210,000**

Proj #:

Duration: 2 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$10,000					
Construction	\$200,000					
Revenues:						
Fees	\$210,000					
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: The proposed harmonics improvements will improve general system operations and maintenance and should decrease the need for adjustments due to power interruptions.

Description:

Treatment plant staff have struggled with multiple minor power system problems including interruptions, interference, downtime, and instrumentation disruption. The likely cause is due to harmonic distortion and is being evaluated in the 2019 Facilities Assessment. This project will identify the causes of system disruptions and correct the electrical distortion likely caused by the multiple variable frequency drives and transformers on site.

Sine Wave Power → Variable Frequency Power → Mechanical Power
Operator Interface → Variable Frequency Controller → AC Motor
Power Conversion → Power Conversion

wastewater treatment fund

WWTP Miscellaneous Improvements and Upgrades

Proj #: 704100

Total Project Cost: **\$900,000 over 6 years**

Duration: continual

Prior Yrs	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Expenses:						
Design	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Construction	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000
Revenues:						
Fees	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: The proposed improvements will improve general system operations and maintenance and should decrease the need for difficult and instantaneous repairs.

- Note: (1) prior year's costs for miscellaneous improvements are not shown as there are multiple minor capital improvements over the past 20 years.
 (2) some improvements will be SDC eligible based on capacity increases. These projects will be evaluated and added to the Master Plan update accordingly.

Description:

The current treatment plant is now 20 years old. Staff have struggled with multiple system problems including pumps, piping, rake arms, clarifier basins, centrifuge assemblies, etc. Potential solutions are being evaluated in the 2019 Facilities Assessment. This multiple year series of capital projects will identify and correct process deficiencies and address aging infrastructure.



wastewater treatment fund

WWTP Membrane Replacement

Total Project Cost: **\$1,200,000 every 5 years**

Proj #:

Duration: continual

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

Design					\$50,000	
Construction					\$550,000	\$600,000

Revenues:

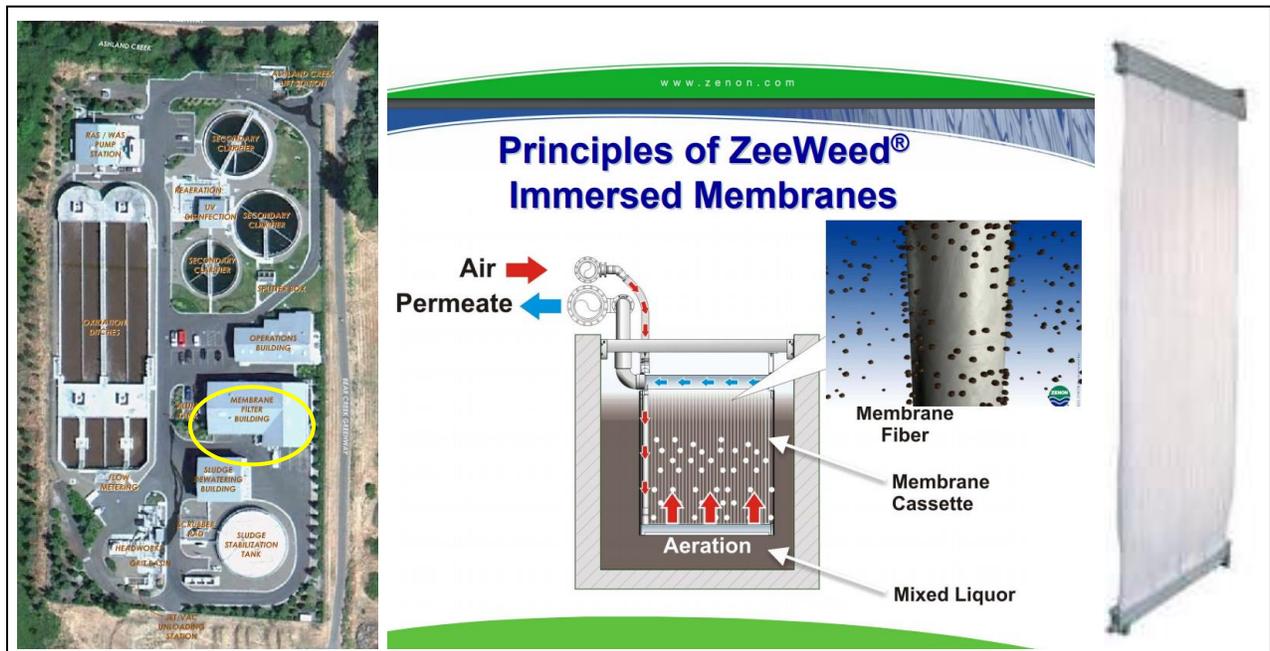
Fees					\$360,000	\$360,000
SDCs 40%					\$240,000	\$240,000
Grant						
Other						

The City received a loan for the replacement project in 2012 and will attempt to do so again to help keep rates in balance.

Anticipated Long Term Expenses: The membrane trains must be replaced every 10 + years. This project identifies and forecasts funding for that requirement.

Description:

In 2003, the City opted to build and use membrane filtration as a tertiary filtration to remove phosphorous. The membrane filters are in "cassettes" and have a 10+ year life. Over time the membrane cassettes must be replaced. Technology of the membranes have improved, and the City will ensure appropriate upgrades during the scheduled replacement. The proposed 2023 upgrade will increase capacity and ultimately reduce operational and maintenance requirements. This project will be coordinated with the membrane pumps and piping replacement project.



CAPITOL IMPROVEMENTS PROGRAM
ENGINEERING DIVISION

wastewater collections fund

Miscellaneous Sanitary Sewer Crew Upgrades

Proj #: 704100

Total Project Cost: **\$630,000 over 6 years**

Duration: continual

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

		In house					
Design							
Construction		\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000

Revenues:

Fees		\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000
SDCs							
Grant							
Other							

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Replacing pipes on a schedule will decrease the need for difficult and instantaneous repairs and prevent sewage spills.

Typically, these projects replace piping in kind, but if pipes are upsized for capacity improvements, SDCs may be eligible. Changes will be addressed in the Collection System Master Plan (2019).

Description:

The City’s sanitary sewer maintenance crew is devoted to repairing and replacing lines based upon the concerns found with the camera before there are significant problems, or in addition to repair work that is completed annually. Current project list includes: Maple Street in front of the hospital; 8th Street; 6th Street; Harrison; Roca; Glendale and Garfield. Other projects will be added based on line evaluations (camera).



wastewater collections fund

Miscellaneous Sanitary Sewer Trenchless Liner Upgrades

Proj #: TBD

Total Project Cost: **\$795,000 over 6 years**

Duration: continual

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

Design		\$15,000		\$15,000		\$15,000	
Construction			\$250,000		\$250,000		\$250,000

Revenues:

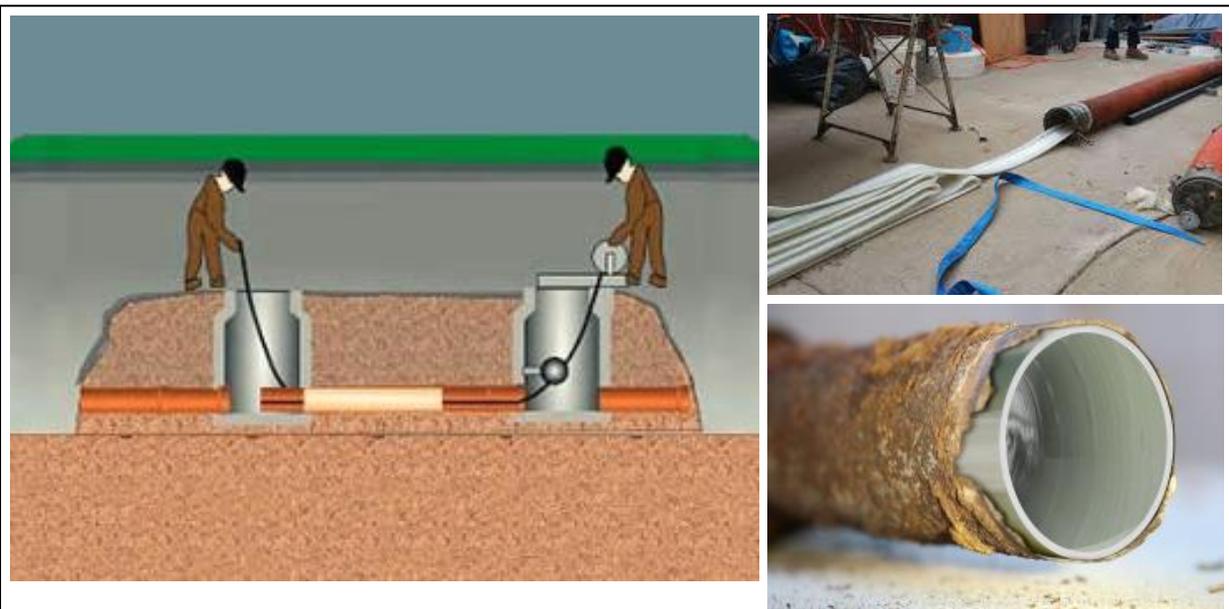
Fees		\$15,000	\$250,000	\$15,000	\$250,000	\$15,000	\$250,000
SDCs							
Grant							
Other							

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Having “new” pipes should decrease the need for difficult and instantaneous repairs and sewage spills.

Staff anticipates that some of these projects will be eligible for SDC funding to accommodate capacity improvements.

Description:

In most cases if a pipe is too small, it must be replaced with a larger size. However, if pipes are damaged, but sized correctly, trenchless technology may be an option to restore or upgrade pipes. Trenchless technology is typically completed as a liner (4’ to 24” pipes) or a resin coating (mostly smaller pipe sizes and manholes). There are specialty companies that specialize in this type of work. This series of projects will define maintenance problem sewer lines, pipes that are in areas difficult to replace (homeowner back yards or areas with many utility conflicts) and bundle these for a \$250,000 per biennium project. Current projects include: backyard along Oak from Lithia to B and potentially Tolman.



CAPITOL IMPROVEMENTS PROGRAM
ENGINEERING DIVISION

wastewater collections fund

Upsize Bear Creek Trunk Line from Wightman to Normal

Proj #: WCMP P1-1A

Duration: 2 years

Total Project Cost: **\$250,000**

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

Design	In house					
Construction	\$125,000	\$125,000				

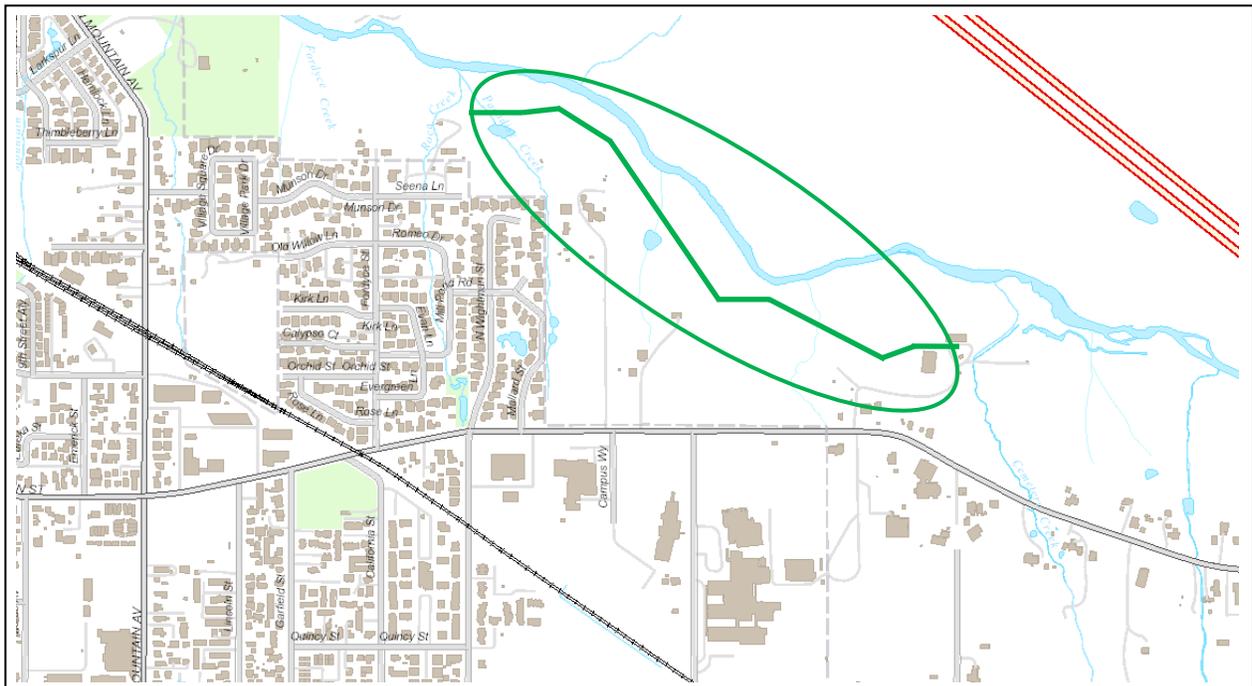
Revenues:

Fees	\$37,500	\$37,500				
SDCs (70%)	\$87,500	\$87,500				
Grant						
Other						

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Routine inspection and general maintenance will be required.

Description:

This area of the Bear Creek Trunk line between an extension of Normal and an extension of Wightman is served by a concrete line placed in the early 1960s and is undersized. This project will replace approximately 2,500 feet of existing 12-15 inch line with 15-18 inch PVC sewer line. The line will tie into the current parallel line at the end of the Wightman Street extension. Future needs for the remaining section of the trunk line will be evaluated. Staff will evaluate and recommend this for either in house crew work (704100) or contract.



wastewater collections fund

Repair Tolman Creek Road Sewer Main from Abbott to Ashland Street

Total Project Cost: **\$92,000**

Proj #: TBD

Duration: 1 years

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

Category	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Design					In house	
Construction					\$92,000	

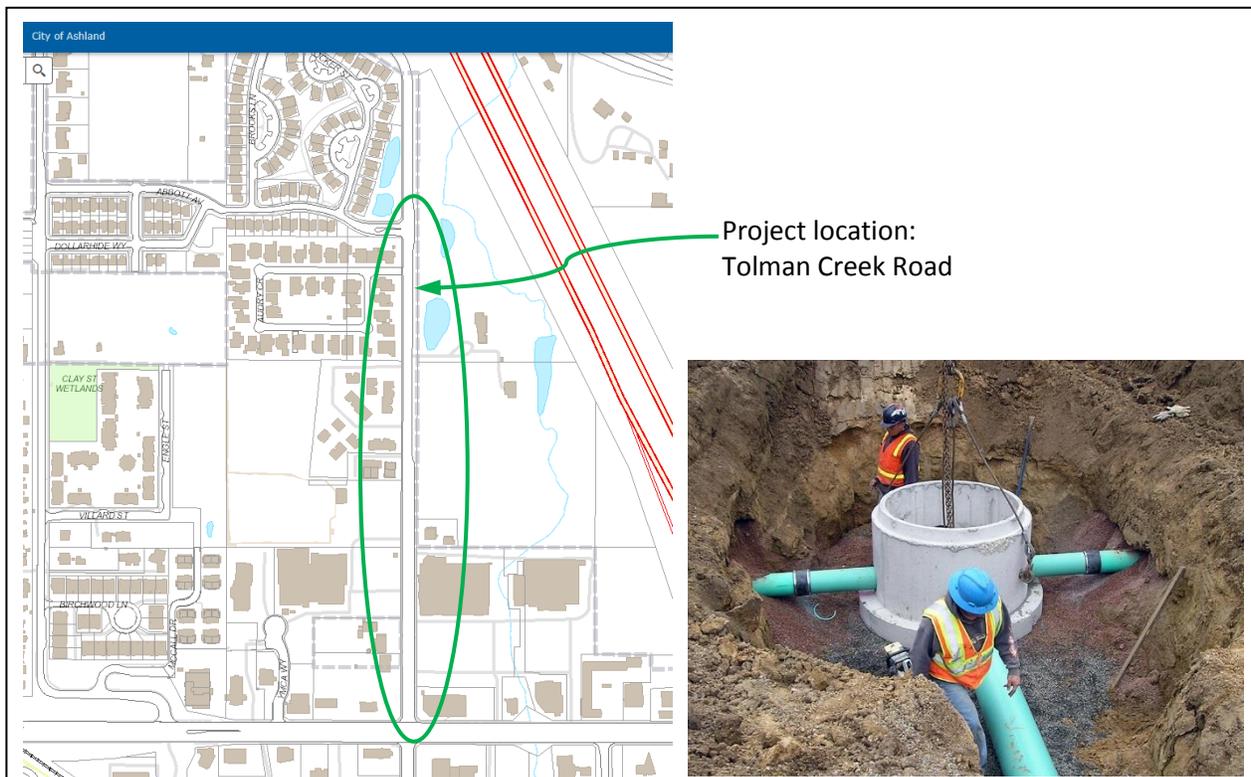
Revenues:

Category	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Fees					\$92,000	
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Routine inspection and general maintenance will be required.

Description:

This project will improve the flows in the 12-inch concrete line in Tolman Creek Road for the 1800-foot section between Abbott and Ashland Street. This might be a project for a trenchless liner depending upon the grades. This project will be verified with the Collection System Master Plan.



wastewater collections fund

Upsize Sewer Main A Street from 1st to 8th

Proj #: 2013-17 (P1-1D)

Total Project Cost: **\$446,000**

Duration: 2 years

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

Design					\$70,000	
Construction					\$76,000	\$300,000

Revenues:

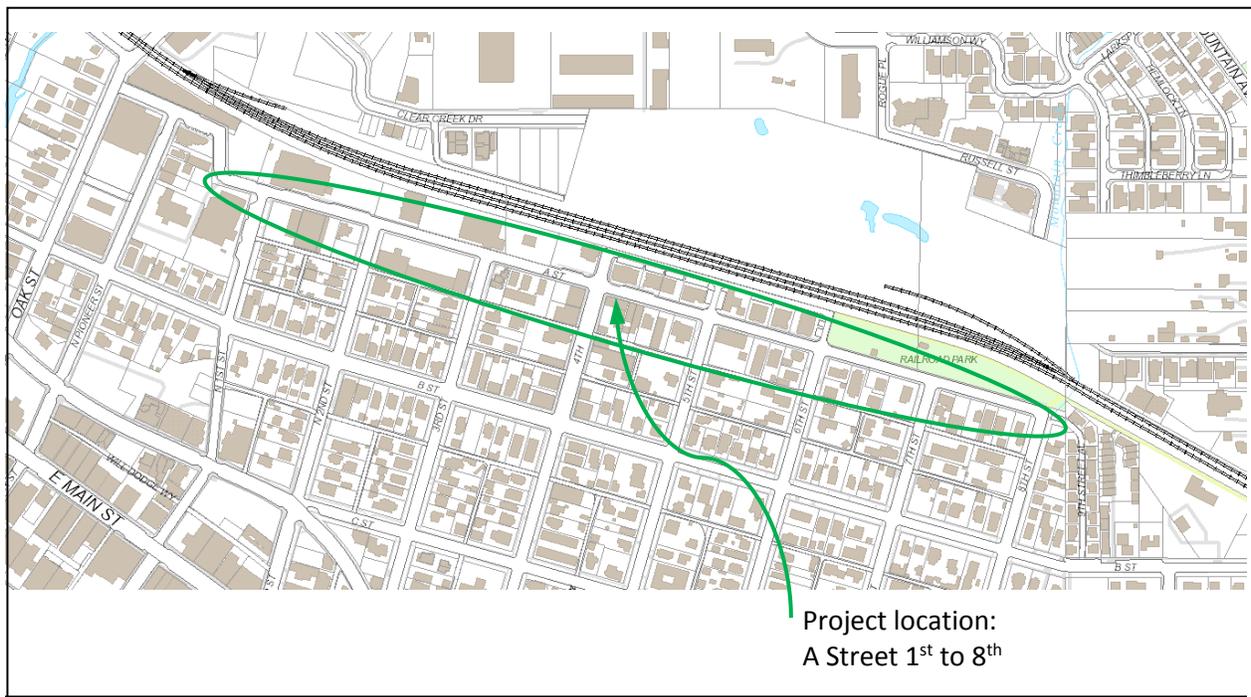
Fees					\$132,400	\$270,000
SDCs (10%)					\$14,600	\$30,000
Grant						
Other						

Anticipated Long Term Expenses: The proposed improvements will improve overall system operations and maintenance. Routine inspection and general maintenance will be required.

Staff is estimating 15% SDC and will verify with capacity and collection system master plan updates prior to construction.

Description:

This project is part of a larger street reconstruction that will combine utility work. The sanitary sewer portion is upsizing the line from the existing 10-inch clay to 12 or 15-inch PVC.



STORMDRAIN PROJECTS

storm water fund

Storm Drain Relocation - at Woodland & Indiana

Proj #: 704100

Duration: 1 year

Total Project Cost: **\$55,000**

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
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Expenses:

Design		\$6,000				
Construction		\$49,000				

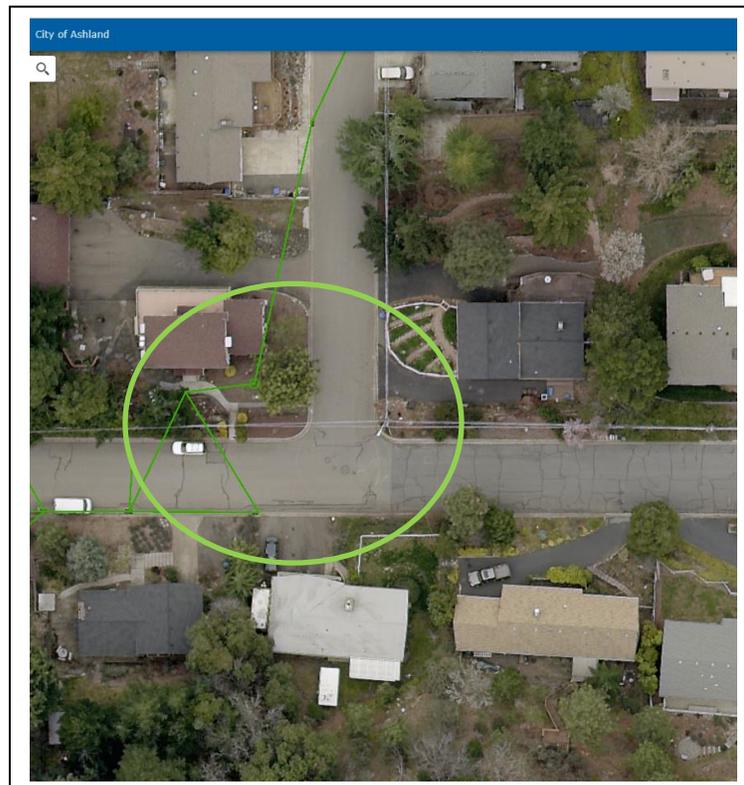
Revenues:

Fees		\$55,000				
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: No additional long-term costs are anticipated.

Description:

The current storm drains in this location are in private property. The goal is to relocate the public portions of the system onto street rights of way along Indiana and Woodland. This will likely be completed with in-house crews.



storm water fund

Beach / Mountain Creek Storm Drain Improvements

Proj #: tbd

Total Project Cost: **\$660,000**

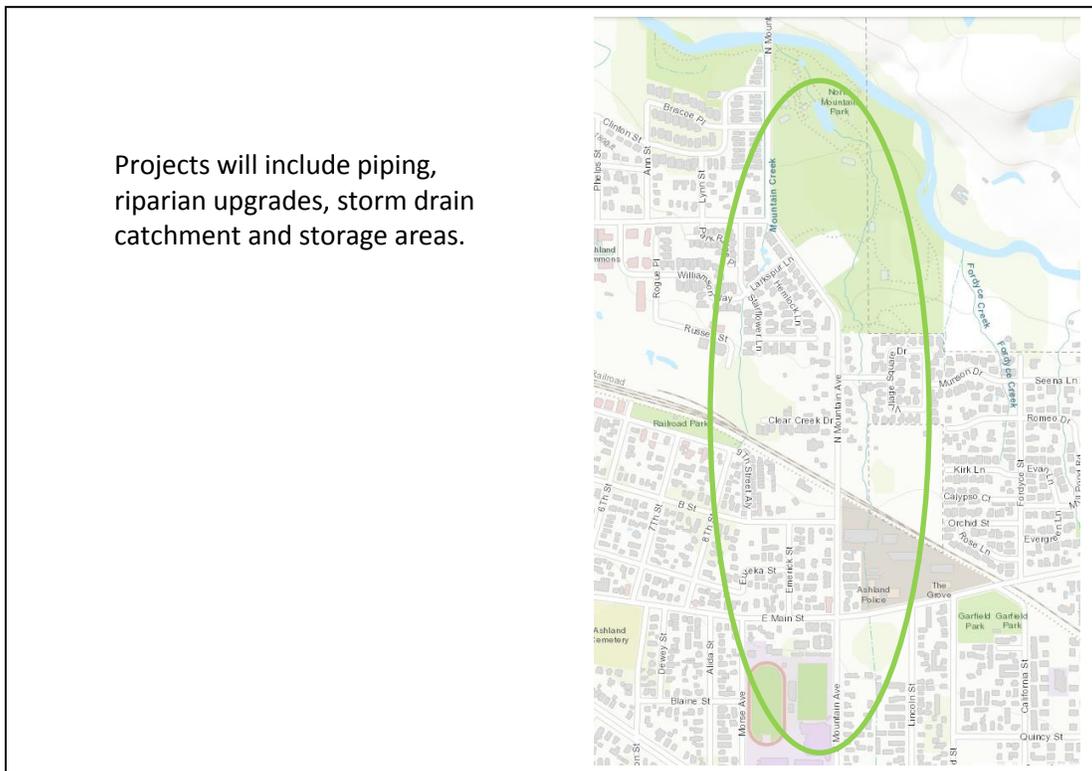
Duration: 10 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$15,000		\$15,000		\$15,000
Construction		\$150,000		\$150,000		\$150,000
Revenues:						
Fees		\$99,000		\$99,000		\$99,000
SDCs 40%		\$66,000		\$66,000		\$66,000
Grant						
Other						

Anticipated Long Term Expenses: Long-term costs are associated with the entire Beach Mountain Creek area; pipelines and riparian area.

Description:

The Beach and Mountain Creek sub-watershed areas have historically had high intensity flood potential and have been identified in earlier storm water master plans as being undersized. This series of project will be verified with the current storm water master plan and will be more specifically identified for deliberate projects. This is the first in a series of projects that will be undertaken in this area.



AIRPORT PROJECTS

airport fund

Oregon Department of Aviation Pavement Maintenance

Total Project Cost: **\$20,000**

Proj #: (TBD)

Duration: 1 year

	Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design							
Construction		\$20,000					
Revenues:							
Fees							
SDCs							
Grant		\$20,000					
Other							

Grant: This is a pass-through grant from the Federal Aviation Administration (FAA) to the Oregon Department of Aviation (ODA) for the ODA pavement maintenance program. The estimated maximum FAA grant match is anticipated to be \$20,000

Anticipated Long Term Expenses: continued maintenance of asphalt for the airport.

Description:

On a three year cycle the Oregon Department of Aviation manages a pavement inspection and maintenance program (PMP) for all Airports within the State of Oregon that receive federal funding for improvement projects. The ODA develops an airport specific project list and associated cost estimates then implements the project through public bid. The City of Ashland is slated to receive pass through grant funding from the FAA as a match requirement to the ODA PMP program for various pavement maintenance work including, crack sealing, asphalt patching and slurry seals.



airport fund

Oregon Department of Aviation Taxiway Rehabilitation

Total Project Cost: **\$2,230,700**

Proj #: (TBD)

Duration: 2 year

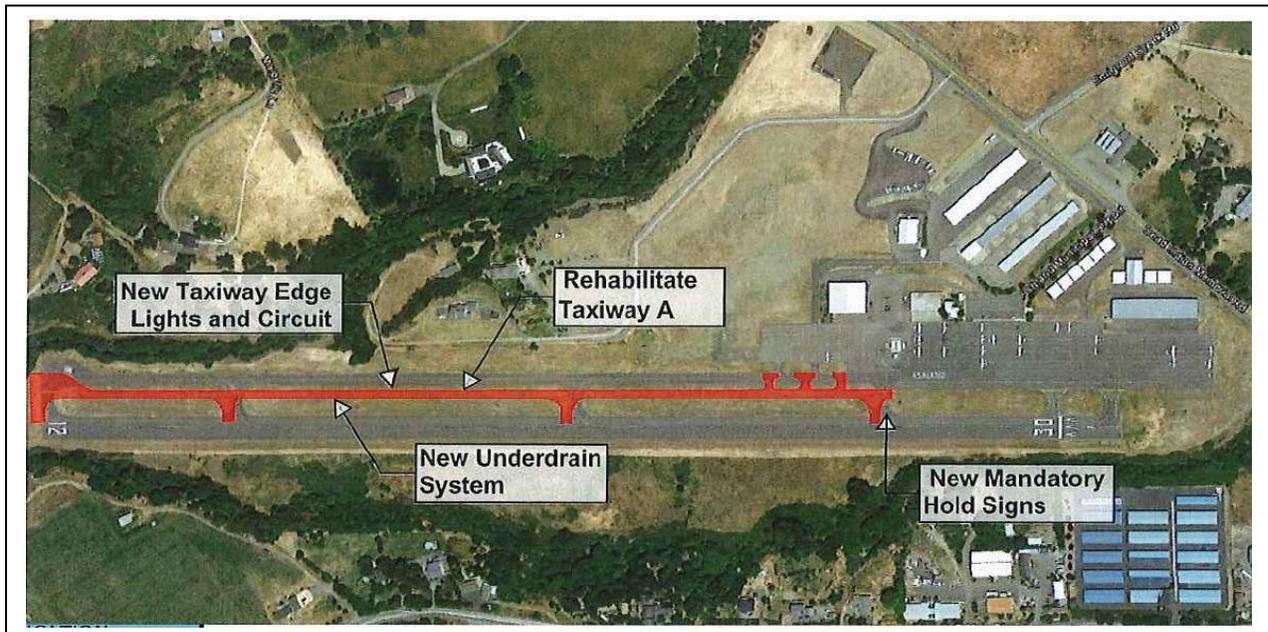
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$200,000	\$96,700			
Construction			\$1,934,000			
Revenues:						
Fees		\$20,000	\$203,070			
SDCs						
Grant		\$180,000	\$1,827,630			
Other						

Grant: It is expected that the Oregon Department of Aviation will fund this as 90% grant. The City will apply for a Critical Oregon Airport Relief (COAR) grant that could fund 9% of the 10% remaining project cost.

Anticipated Long Term Expenses: include continued maintenance of asphalt for the airport.

Description:

The airports parallel taxiway is shown in the 2016 ODA Pavement Maintenance report as satisfactory to poor. Work elements for the project are general mill and overlay of the taxiway, new subsurface drainage, new taxiway edge lights and new mandatory lighted hold position signs. Project is intended to be grant funded at 90% with a 10% match through the Airport Fund.



ADMINISTRATION - FACILITIES PROJECTS

facilities fund (CIF)

City Facilities Miscellaneous Upgrades and Renovations

Proj #: 704100

Total Project Cost: **\$150,000 for next 6 years**

Duration: continual

Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
Expenses:							
Design	\$100,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Construction	\$200,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
Revenues:							
Fees	\$300,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
SDCs							
Grant							
Other							

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

This project allocates funding in the in-house capital improvements for miscellaneous upgrades, replacements and repairs for systems (HVAC, electrical, siding, flooring, etc.).



facilities fund (CIF)

Emergency Operations Center– Grove Priority Improvements

Proj #: TBD

Total Project Cost: **\$205,000**

Duration: 2+ years

	Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design		\$10,000					
Construction	\$45,000	\$50,000	\$100,000				
Revenues:							
Fees	\$45,000	\$35,000	\$100,000				
SDCs							
Grant							
Other	\$45,000	\$25,000					

“Other”: funds set aside for emergency operations in the Fire and Rescue budget. Staff will pursue a State Preparedness and Incident Response Equipment (SPIRE) Grant for the generator and applicable communications purchases. Fees: In this case the “fees” are from facility use fees.

Anticipated Long Term Expenses: This project makes immediate priority improvements for use of the Grove as a temporary Emergency Operations Center to provide a secure centralized location, with adequate communications for command and control during a disaster or emergency. Longer term (BN 2025-27) staff plans to start on the approved expansion for training and EOC at the Police Department. City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

The existing council chambers does not meet the criteria for an EOC. City administration has identified the Grove as an immediate alternate location to perform emergency response and management functions, with adequate conference/media room, communications room and various break out rooms. This project will install communications equipment, upgrade servers, install additional computer and phone ports in the main room and other satellite rooms for operational needs, purchase and install basic audio/visual components, acquire basic furniture needs for operation room(s) and kitchen appliances. The larger immediate expense is for the design and installation of a generator for required backup power supply.



facilities fund (CIF)

Pioneer Hall Priority Improvements

Total Project Cost: **\$195,000**

Proj #: TBD

Duration: 2+ years

	Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design	\$45,000	\$20,000					
Construction			\$130,000				
Revenues:							
Fees	\$45,000	\$20,000	\$130,000				
SDCs							
Grant							
Other							

“Other”: NA

Fees: In this case the “fees” are from facility use fees.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.). Repairs to the roof will be required in the future.

Description:

This project makes immediate priority improvements for seismic and ADA accessibility needs.



facilities fund (CIF)

City Hall Improvements and Renovations

Total Project Cost: **\$6,700,000**

Proj #: 2016-14

Duration: 6+ years

Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$97,100	\$100,000		\$650,000		
Construction		\$100,000	\$200,000		\$2,000,000	\$3,000,000
Revenues:						
Fees	\$97,100	\$200,000	\$200,000			
SDCs						
Grant						
Other				\$650,000	\$2,000,000	\$3,000,000

“Other”: Bond issue. Total costs will be determined on Council direction in April 2019. Staff will update this sheet.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

The City has been discussing the reconstruction or relocation of City Hall for more than 20 years. The building is seismically vulnerable, lacks meeting space and has no room for growth. However, it is the earthquake vulnerability of the building that presents the most pressing problem. The interior of City Hall has been reconfigured several times since 1913 but has never had any structural improvements related to seismic mitigation. This initial project is for immediate repairs and seismic and system upgrades at the existing site.



facilities fund (CIF)

Hardesty Property Relocation and Paving

Proj #: 704100

Duration: 3 years

Total Project Cost: **\$300,000**

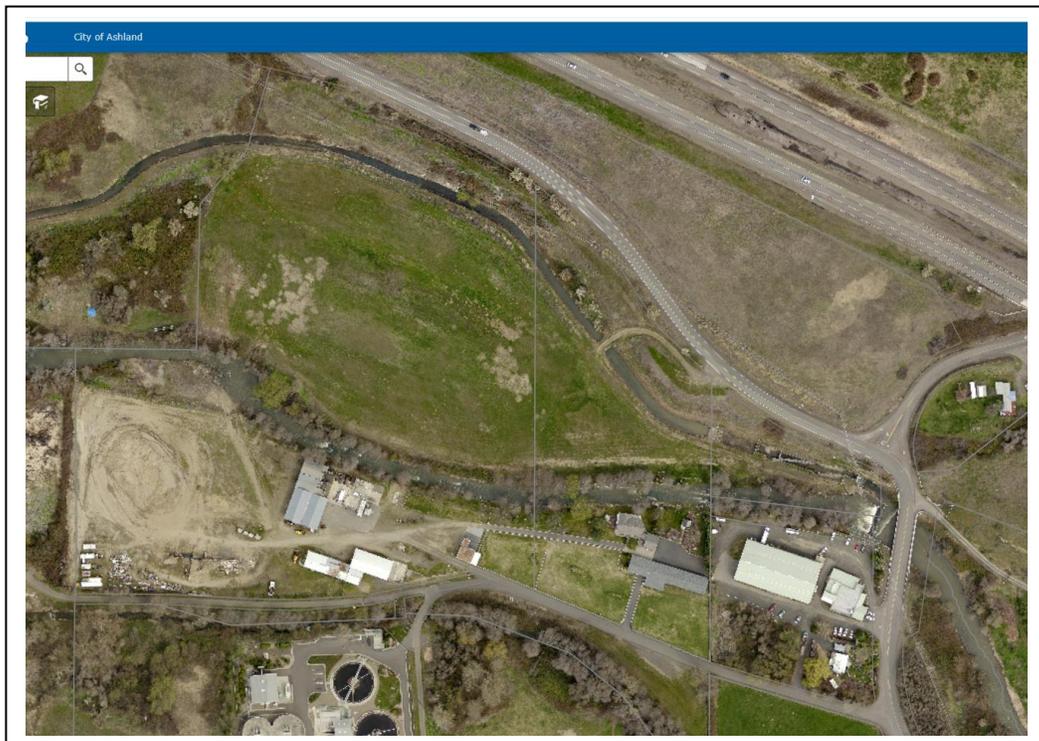
Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$12,000					
Construction		\$100,000	\$100,000	\$100,000		
Revenues:						
Fees						
SDCs						
Grant						
Other		\$100,000	\$100,000	\$100,000		

“Other”: this project will be funded across the public works enterprise funds and maybe some from Fire if the City is able to use the site as a training area.

Anticipated Long Term Expenses: general site and yard maintenance

Description:

This project allocates funding to relocate the buildings from B-Street Yard and to complete paving as allowed by Jackson County.



facilities fund (CIF)

Community Center Priority Improvements

Proj #: TBD

Total Project Cost: **\$165,000**

Duration: 2+ years

Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$15,000		\$20,000			
Construction			\$130,000			
Revenues:						
Fees	\$15,000		\$20,000	\$130,000		
SDCs						
Grant						
Other						

Fees: In this case the “fees” are from facility use fees.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.). General repairs and updating will be required in the future.

Description:

Engineering staff are completing a facilities evaluation and seismicity analysis in 2019. This project is intended to make immediate priority improvements for seismic and ADA accessibility needs.



facilities fund (CIF)

Briscoe Roof Replacement

Proj #: tbd

Total Project Cost: **\$300,000**

Duration: 1-2 years

	Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design			\$25,000				
Construction				\$275,000			
Revenues:							
Fees			\$25,000	\$275,000			
SDCs							
Grant							
Other							

Fees: Funds from rental income.

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.). Currently the City performs the majority of the maintenances at approximately \$60,000 per year.

Description:

The City agreed to purchase the Briscoe School property in March 2018. This City block includes an existing playground and activities field and a 38,000 square foot building. The acquisition provides the City with the opportunity to guide future development on the site for a variety of uses. Currently OCDC occupies the facility. This project replaces the roof on the existing structure.



facilities fund (CIF) – police

Emergency Operations Center and Training – Police

Proj #: TBD

Duration: 3+ years

Total Project Cost: **\$1,500,000**

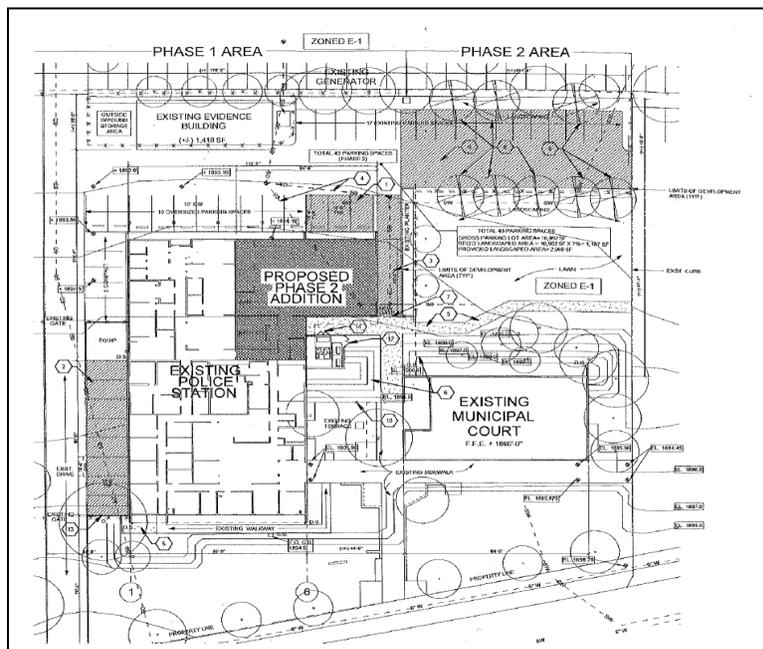
Prior Yr	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						\$20,000
Construction						
Revenues:						
Fees						
SDCs						
Grant						
Other						\$20,000

“Other”: Bond issue or loan obtained from the Special Public Works Fund (Oregon IFA).

Anticipated Long Term Expenses: City facilities must be adequately maintained and have funds set aside and protected for future major expenses and capital repair items (roof, HVAC, electric, security, etc.).

Description:

This project in Phase 2 of a project started in 2011 and will move to secure funding and begin the construction of a permanent EOC and provide adequate training facilities for police and others. In May of 2011, Council awarded a contract to Straus & Seibert Architects for architectural design services for the remodel and expansion of the current station, as well as to provide plans for a seismically sound Phase 2 EOC/training facility addition to the current police building. The temporary EOC at the Grove will be utilized as an Alternate EOC in the future.



FIRE AND RESCUE PROJECTS

fire and rescue

Communications Tower

Total Project Cost: **\$335,000**

Proj #: tbd

Duration: 2-3 years

	Prior yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design		\$35,000	\$300,000				
Construction							
Revenues:							
Fees							
SDCs							
Grant							
Other		\$35,000	\$300,000				

“Other”: Anticipated grant funding through State Homeland Security Grants. Initial SHSG proposal to fund the study and design of the project (FY20) has been submitted.

Anticipated Long Term Expenses: tower and system maintenance.

Description:

Ashland Acres (Imperatrice Property) is the primary communication site for the City of Ashland (police, fire, public works, etc.) and also supports Medford Police. Currently communications are limited in key areas of the City and County. This situation would be improved with this project by constructing a communications tower of sufficient height to provide necessary coverage. This project would also address future space needs to link proposed trunk simulcast solutions for Jackson County. Permits for this work have already been approved by Jackson County.



fire and rescue / police

Public Safety Training Facility

Total Project Cost: **\$2,600,000**

Proj #: na

Duration: 4-5 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$25,000	\$75,000			
Construction				\$2,500,000		
Revenues:						
Fees		\$25,000	\$75,000			
SDCs						
Grant						
Other				\$2,500,000		

“Other”: Bond and/or grant funding and potentially shared costs with rural fire departments

Anticipated Long Term Expenses: This facility would be a City asset. There will be utilities and facility use fees associated with long term maintenance and replacement.

Description:

Design and construct a public safety training facility to address the current lack of any such facility for fire and police training within the City. The initial plan is for this training facility to be at the Hardesty property and work in FY21 and FY22 is to assess the usability and perform minor improvements. This would be a multi-discipline training site capable of allowing fire and rescue training and police tactics. Proper training is a vital and integral part of these services and must be accomplished on a regular and ongoing basis. This project will allow for the functional training needs of Ashland Fire and Police departments for their current and future needs. This project might be suited for the City’s Hardesty Property. The facility will also be offered as a training site for other fire and law enforcement agencies as well as other City departments. There may be a potential for revenue generation by charging usage fees as deemed appropriate.



ELECTRIC PROJECTS

electric fund

Mountain Avenue Sub-Station Purchase

Proj #: TBD

Duration: 1 year

Total Project Cost: **\$900,000**

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction		\$900,000				
Revenues:						
Fees		\$900,000				
SDCs						
Grant						
Other						

Anticipated Long Term Expenses:

Description:

The City currently pays over \$175,000/year in transfer fees to BPA for the use of Mountain Avenue Sub-Station. The purchase of the station would eliminate these fees and create other cost saving opportunities.



electric fund

Mountain Ave upgrades

Total Project Cost: **\$1,000,000 TO \$1,500,000**

Proj #: TBD

Duration: 2+ years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design			\$150,000			
Construction				\$850,000		
Revenues:						
Fees			\$150,000	\$850,000		
SDCs						
Grant						
Other						

Anticipated Long Term Expenses:

Description:

Add capacity to the station after the City purchases. This will further cut costs paid to others for transfer services as well as add to available capacity for resiliency.



electric fund

Circuit Automation

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

Proj #: TBD

Duration: 2+ years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design					\$100,000	
Construction						\$400,000
Revenues:						
Fees						
SDCs						
Grant						
Other						

Anticipated Long Term Expenses:

Description:

Installation of self-healing circuit switching equipment. Cost estimates are based on a preliminary study that OS Engineering did for the downtown plaza area. This technology could then be expanded on as resources and needs dictate. The installation of this equipment would greatly reduce outage times and improve reliability. Many outages could be restored without the need to call in personnel.



PARKS PROJECTS

parks and recreation

Parks Project Manager

Proj #: Unassigned

Duration: Ongoing

Total Project Cost: **\$360,000 for this 6-year block**

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
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Expenses:

Design							
Construction							
Project Manager		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000

Revenues:

Fees							
F&B Tax		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
SDCs							
Grant							
Other							

Anticipated Long Term Expenses:

Description: This item will provide funding for management of capital projects.



parcs and recreation

North Mountain Park Nature Play Area

Proj #: 000646

Duration: 3 years

Total Project Cost: \$238,330

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$23,030					
Construction	\$300	\$215,000				
Revenues:						
Fees						
F&B Tax	\$3475	\$25,000				
SDCs						
Grants Misc.	\$19,855	\$62,818				
OPRD Grant		\$127,182				

Explain "other": OPRD Grant

Anticipated Long Term Expenses: general parks maintenance

Description: This project will fund the construction and material of natural playground facility at the North Mountain Park Nature Center.



parks and recreation

Oak Knoll Improvements (Irrigation)

Total Project Cost: **\$92,850**

Proj #: Unassigned

Duration: 3+ years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction	\$52,850	\$20,000	\$20,000			
Revenues:						
Fees						
F&B Tax	\$52,850	\$20,000	\$20,000			
SDCs						
Grant						
Other						

Explain "other": NA

Anticipated Long Term Expenses: general parks maintenance

Description: This project will fund irrigation improvements at the Oak Knoll Golf Course.



parks and recreation

Ashland Creek Park Basketball Court

Total Project Cost: **\$75,000**

Proj #: Unassigned
Duration: 1+ years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$10,000				
Construction		\$65,000				
Revenues:						
Fees						
F&B Tax		\$75,000				
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: General pavement maintenance and striping

Description:

This project funds the second phase of the Ashland Creek Park Improvement. The second phase includes a basketball court, which may be half court or full depending the design of the court.



parks and recreation

0 East Main Park Development

Total Project Cost: **\$950,000**

Proj #: Unassigned

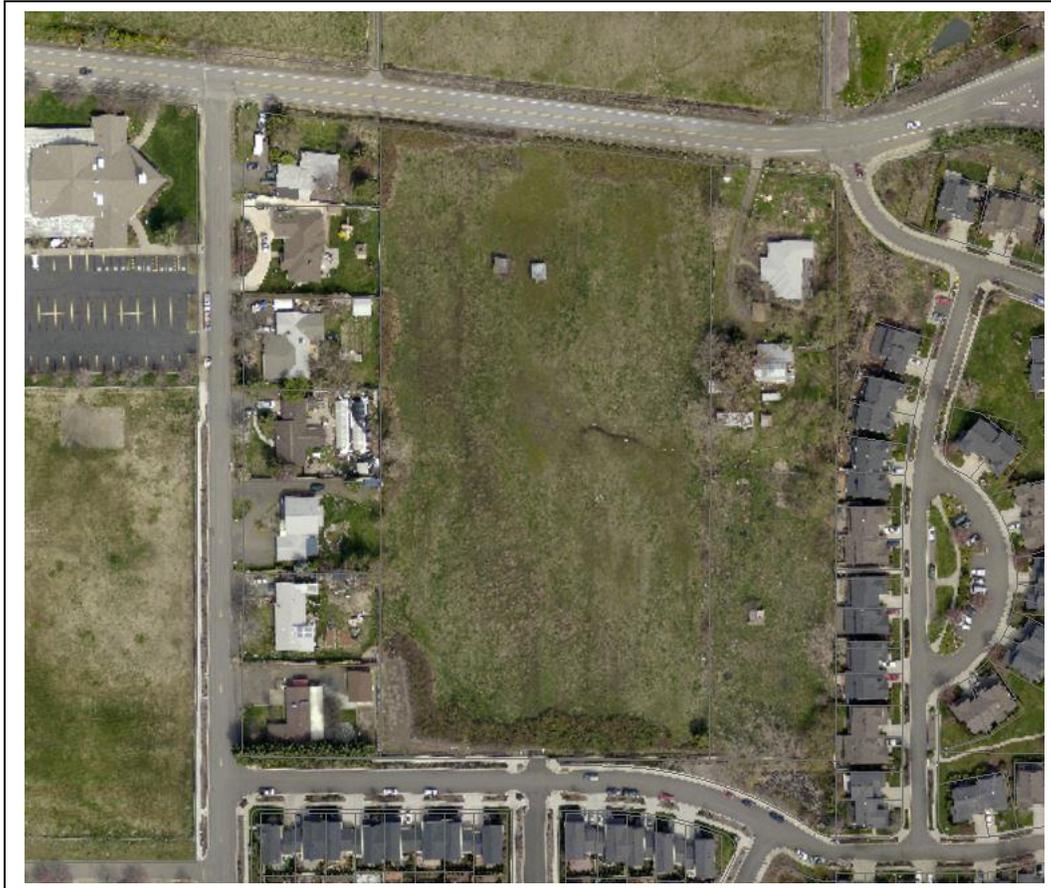
Duration: 2 years + ongoing

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$50,000				
Construction		\$425,000	\$475,000			
Revenues:						
Fees						
F&B Tax			\$350,000			
SDCs						
Grant						
Other		\$475,000	\$125,000			

“Other”: Proceeds from sale of YMCA Park and 2505 Villard.

Anticipated Long Term Expenses: general parks maintenance

Description: This project will fund the development of the property at 0 East Main Street as a neighborhood park and a regional dog park.



parcs and recreation

Mace Property Trail

Total Project Cost: **\$250,000**

Proj #:

Duration: 2+ Years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
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Expenses:

Design		\$25,000				
Construction			\$225,000			

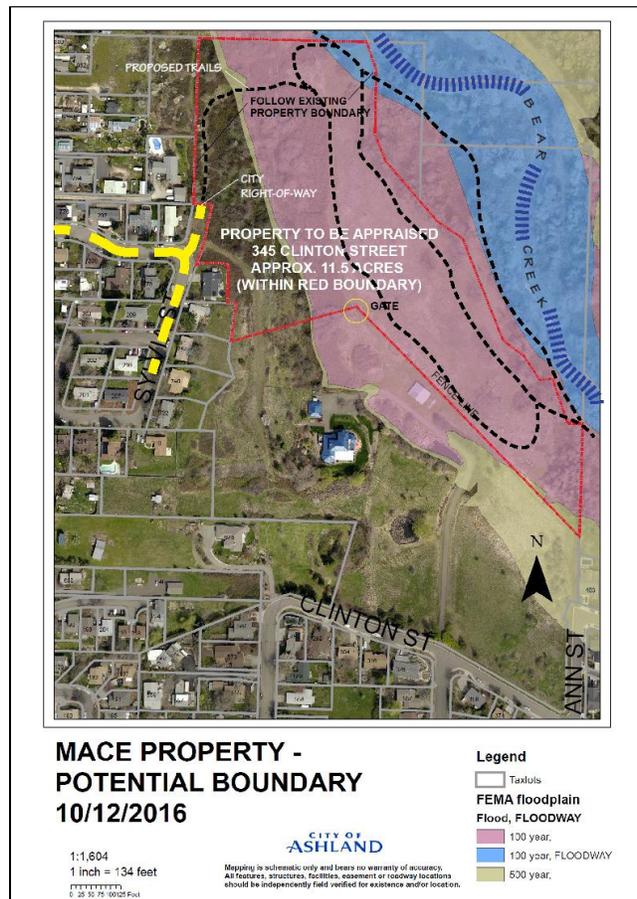
Revenues:

Fees						
F&B Tax		\$25,000	\$225,000			
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: general parks maintenance

Description:

This project will fund the design and construction of a regional trail connection through parks property, known as the "Mace Property." The project will consist of a paved trail that connect Oak Street, via Sleepy Hollow, to North Mountain Street.



parks and recreation

Dedicated Pickleball Courts

Total Project Cost: **\$175,000**

Proj #: Unassigned

Duration: 1+ years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$25,000				
Construction		\$150,000				
Revenues:						
Fees						
F&B Tax		\$175,000				
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: general court maintenance

Description:

This project will fund the improvement of several pickleball courts for the increased availability of pickleball courts in the community. The project will consist of new construction for dedicated courts at a location that has not been identified yet.



parks and recreation

Master Plan for all Parks

Proj #: Unassigned

Duration: 1 year

Total Project Cost: \$200,000

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
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Expenses:

Design						
Construction						
Other		\$200,000				

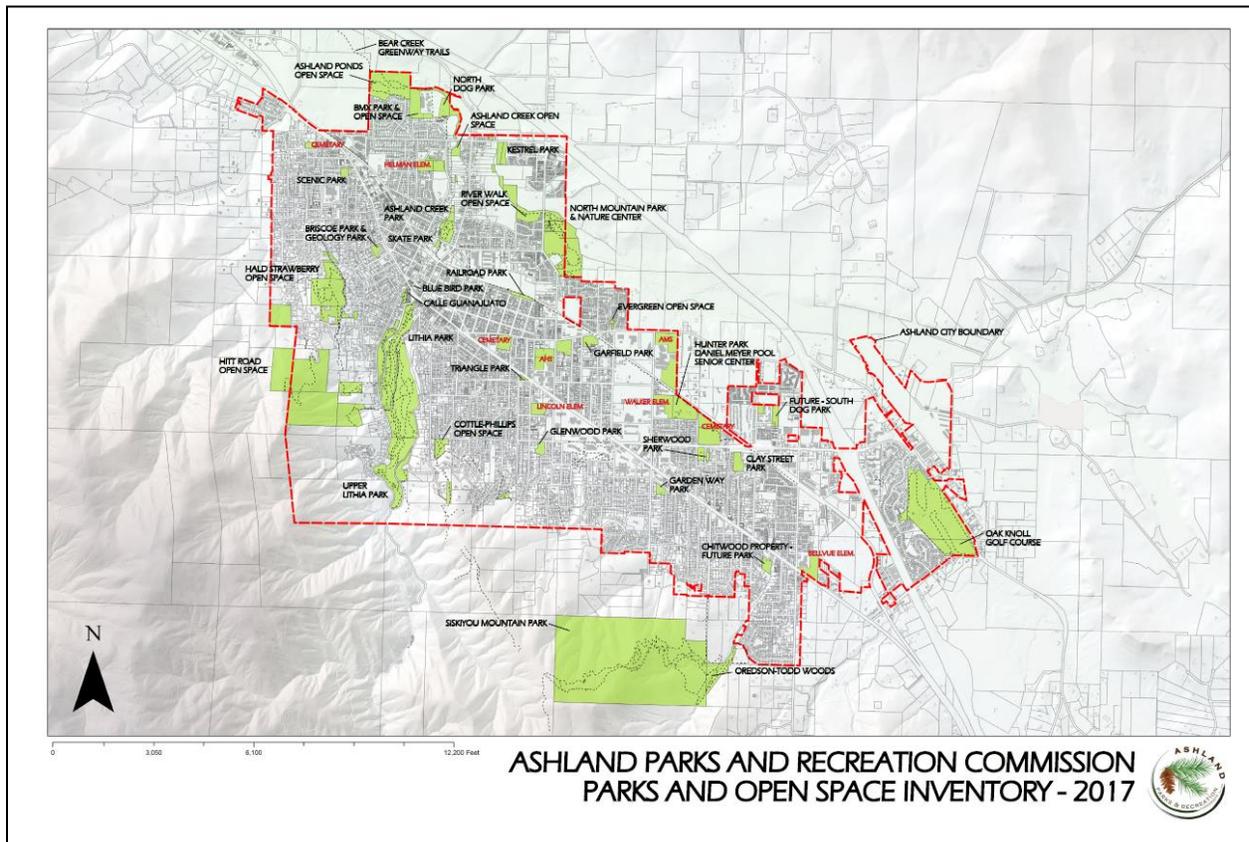
Revenues:

Fees						
F&B		\$150,000				
SDCs		\$50,000				
Grant						
Other						

Anticipated Long Term Expenses: only implementing the plan

Description:

Perform a system wide master plan for all APRC facilities to identify short and long-term projects throughout the system and identify comprehensive levels of service goals for the parks division.



parks and recreation

Senior Center Improvements

Proj #: Unassigned

Duration: 2 years

Total Project Cost: **\$50,000**

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction		\$25,000	\$25,000			
Revenues:						
Fees						
F&B Tax		\$25,000	\$25,000			
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: general facilities operational and maintenance expenses

Description:

This project will fund improvements at Senior Center to provide increased space for recreation activities and could include, but won't be limited to, purchasing stand-alone classroom units or building additional square footage on the building.



parks and recreation

TID Irrigation

Total Project Cost: **\$100,000**

Proj #: Unassigned

Duration: 2 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$10,000				
Construction		\$40,000	\$50,000			
Other						
Revenues:						
Fees						
F&B		\$50,000	\$50,000			
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: general irrigation maintenance

Description:

Explore and implement converting parks irrigation from potable to non-potable irrigation water with TID connections. This project will pay for design and installation including all appurtenances and other infrastructure required to complete the project.



parks and recreation

Japanese Garden

Total Project Cost: **\$1,500,000**

Proj #: Unassigned
Duration: 2+ years

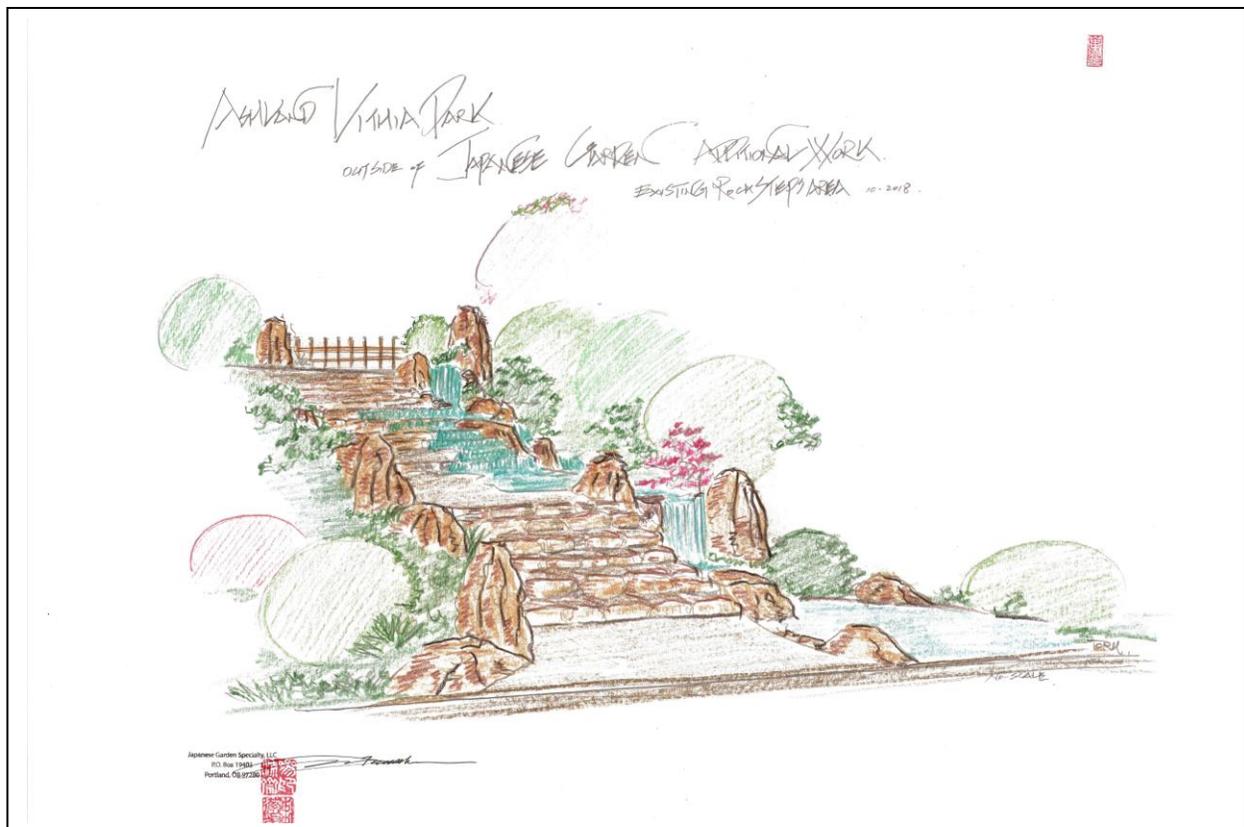
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction	\$250,000	\$1,250,000				
Other						
Revenues:						
Fees						
F&B						
SDCs						
Grant						
Other	\$250,000	\$1,250,000				

“other”: Ashland Parks Foundation donation.

Anticipated Long Term Expenses: parks maintenance

Description:

APRC staff has been working with the Ashland Parks Foundation (APF) to evaluate a redesign of the Japanese Style Garden in Lithia Park. This project will fund the construction of the project. The design of the project was paid for by the Ashland Parks Foundation directly.



parks and recreation

Oak Knoll Playground

Total Project Cost: **\$250,000**

Proj #: Unassigned

Duration: 2 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction		\$125,000	\$125,000			
Revenues:						
Fees						
F&B Tax		\$125,000	\$125,000			
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: general course and grounds maintenance

Description:

This project will fund improvements at the Oak Knoll Golf Course for a playground. The Oak Knoll neighborhood does not currently have a community park. Installing a playground at the golf course will provide the neighborhood with a community park within walking distance.



parks and recreation

Repair Butler Perozzi Fountain

Proj #: 000023

Duration: 4+ years

Total Project Cost: **\$626,970**

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design	\$6,970	\$70,000				
Construction			\$550,000			
Revenues:						
Fees						
F&B Tax	\$6,970	\$70,000				
SDCs						
Grant			\$550,000			
Other						

Anticipated Long Term Expenses: general maintenance

Description:

This project will fund the repair of the Butler-Perozzi Fountain in Lithia Park. The Fountain is a prominent, well-known and historic feature in Lithia Park.



parks and recreation

Kestrel Park Bridge

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

Proj #:

Duration: 3 Years

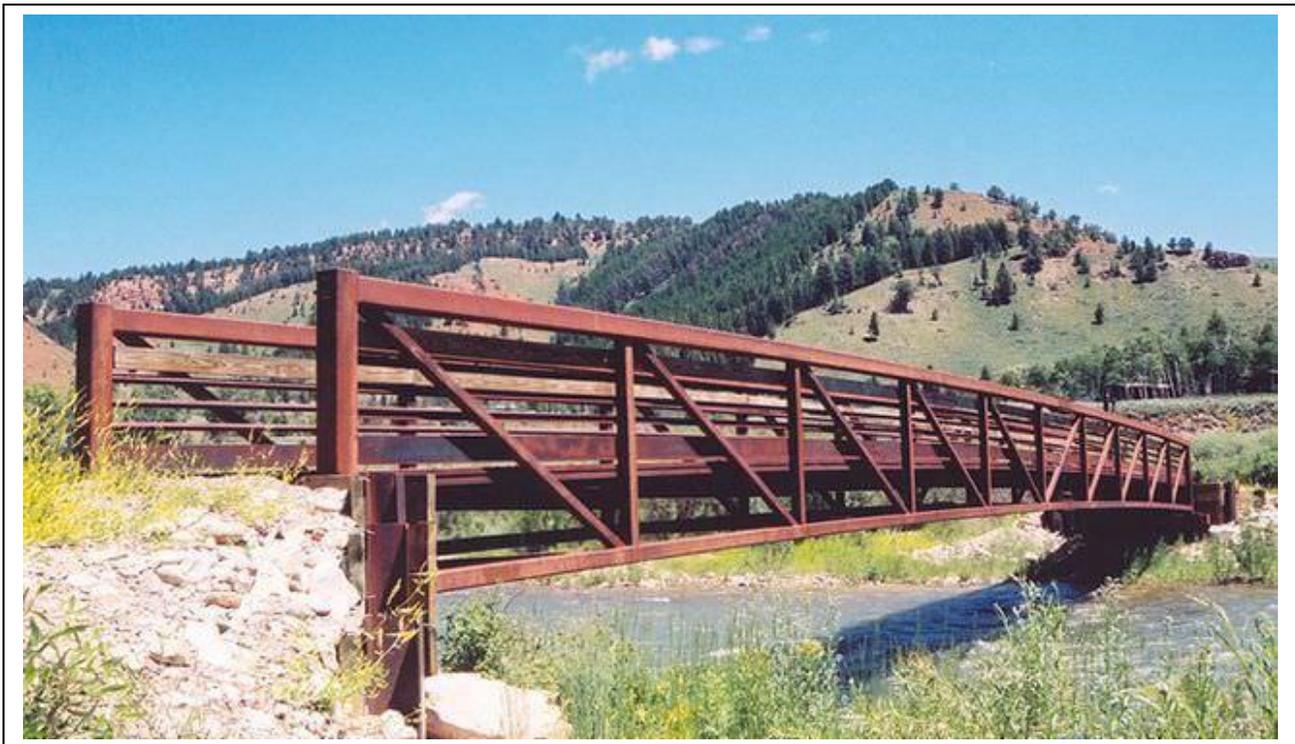
	Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:							
Design							
Construction		\$25,000	\$475,000				
Revenues:							
Fees							
F&B Tax							
SDCs							
Grant		\$25,000	\$475,000				
Other							

Explain "other": anticipated Bear Creek Greenway Foundation grant

Anticipated Long Term Expenses: trail and bridge maintenance

Description:

This project will fund the design and construction of a pedestrian and bicycle bridge at Kestrel Park from the west side of Bear Creek to Kestrel Park on the east side of Bear Creek. This bridge is part of the eventual expansion of the Bear Creek Greenway and will provide much needed pedestrian and bike access from both sides of the creek. APRC is partnering with the Bear Creek Greenway Foundation to accomplish this project which will largely funded by grants.



parks and recreation

Daniel Meyer Pool – Rebuild and Cover

Proj #: Unassigned

Duration: 5 years

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

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$115,000				
Construction			\$3,885,000			
Revenues:						
Fees						
F&B Tax		\$115,000				
SDCs						
Grant						
Other			\$3,885,000			

Explain "other": Proposed Bond

Anticipated Long Term Expenses: maintenance and operational requirements

Description:

This project will provide funding for construction of a new municipal swimming pool and covering.



parks and recreation

Lithia Park Improvements (Winburn Sidewalk)

Proj #: 000073

Total Project Cost: **\$175,000**

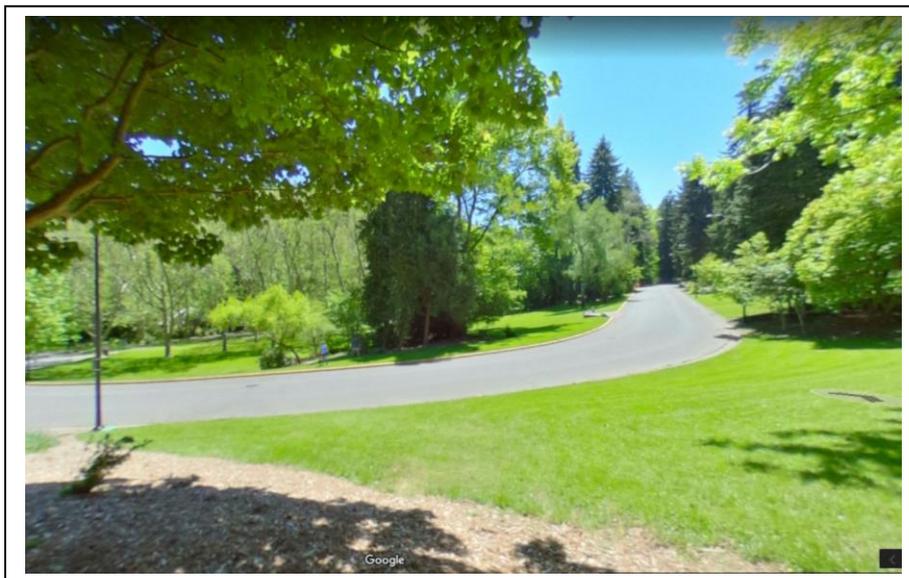
Duration: 2 years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design		\$25,000				
Construction		\$50,000	\$100,000			
Revenues:						
Fees						
F&B Tax		\$75,000	\$100,000			
SDCs						
Grant						
Other						

Anticipated Long Term Expenses:

Description:

This project will fund needed improvements to Lithia Park based on the Lithia Park Master Plan. Winburn Way through Lithia Park is a very popular route for walkers, especially those with dogs. Dogs are not allowed in the interior of Lithia Park; Winburn Way is the only route through the park where dogs are allowed, due to the fact that it is a public street. The street lacks sidewalks over most of its length in the upper park area, requiring people to walk in the street. This project will provide for the design and future construction of an appropriate sidewalk to provide a safer alternative to walking in the street.



parks and recreation

Ashland Creek Park, Public Works Requirement

Proj #: 000078

Total Project Cost: \$35,000

Duration: 1 year

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction		\$35,000				
Revenues:						
Fees						
F&B Tax		\$35,000				
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: general parks maintenance

Description: This will fund the second phase of construction (public works requirements) at Ashland Creek Park.



parks and recreation

Lincoln Park Improvements

Total Project Cost: **\$50,000**

Proj #: Unassigned
Duration: 1+ years

Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction		\$50,000				
Revenues:						
Fees						
F&B Tax		\$50,000				
SDCs						
Grant						
Other						

Anticipated Long Term Expenses: general course and grounds maintenance

Description:

This project could fund the upgrade of grounds and irrigation at the Lincoln School Park site. The park is currently in the ownership of the school district; however, if APRC can successfully work with the district to turn the park over, APRC would use these funds to upgrade the park which has not been maintained in several years.



parks and recreation

Mountain Bike Skills Park and Pump Track

Total Project Cost: **\$250,000**

Proj #:

Duration: 3 Years

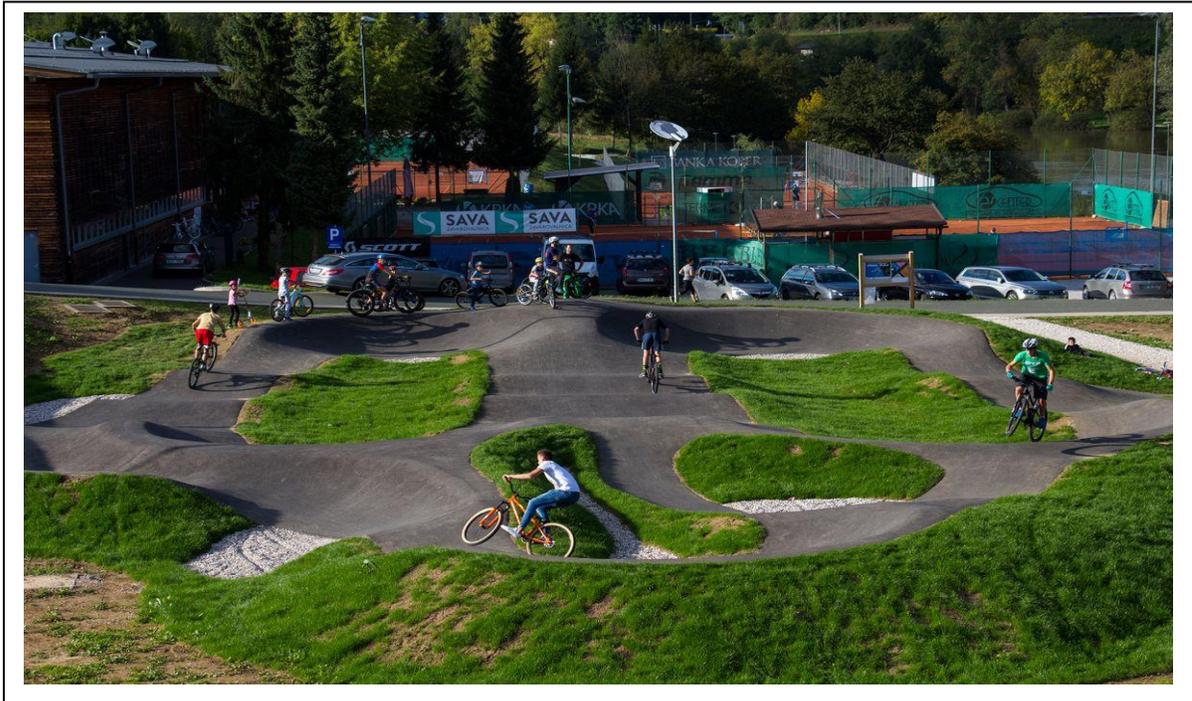
Prior Yrs	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Expenses:						
Design						
Construction		\$25,000	\$225,000			
Revenues:						
Fees						
F&B Tax						
SDCs						
Grant		\$25,000	\$225,000			
Other						

Explain "other": anticipate grant funding

Anticipated Long Term Expenses:

Description:

This project will fund the design and construction of a regional bike skills park and pump track. The location for the project has not been selected yet; however, the project is being considered for one of two existing park locations. A skills park helps people who are new the sport and younger children learn the necessary skills at a low-risk facility prior to using the larger mountain bike trail network in Ashland.



Capital Improvements Plan
2018-2038 Construction Years

Master PW
Plan ID # Project #

Project Description

Project Description	PRIOR EXPENSES	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	Project Totals	Storm SDC	Other	Fees & Rates
Storm Drain																									
Hersey Wetlands 24" high flow bypass	\$ 55,000																					\$ 55,000	\$ 22,000	\$ -	\$ 33,000
Storm Drain Relocation - Intersection of Woodland & Indiana	\$ -	\$ 55,000																				\$ 55,000	\$ -	\$ -	\$ 55,000
Beach / Mountain Creek Various Improvements per SWMP	\$ -		\$ 165,000		\$ 165,000		\$ 165,000		\$ 165,000													\$ 660,000	\$ 264,000	\$ -	\$ 396,000
2nd Street Storm Drain E. Main to Lithia Way	\$ -										\$ 155,000											\$ 155,000	\$ 46,500	\$ -	\$ 108,500
Liberty Street - Iowa to Pracht Street Storm Drain Line Installation	\$ -												\$ 90,000									\$ 90,000	\$ 18,000	\$ -	\$ 72,000
Storm Drain Line Replacement / Upsize, etc per SWMP	\$ -													\$ 100,000			\$ 100,000		\$ 100,000	\$ 100,000		\$ 400,000	\$ 120,000	\$ -	\$ 280,000
Open Drainage Improvements; O&M Plan; Cemetery Ck, Clay Ck, RR Park	\$ -														\$ 50,000		\$ 50,000		\$ 50,000	\$ 50,000		\$ 200,000	\$ 40,000	\$ -	\$ 160,000
Hersey Street Bridge Bottom replacement	\$ -																					\$ 390,000	\$ 78,000	\$ -	\$ 312,000
STORM DRAIN TOTAL	\$ 55,000	\$ 55,000	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 155,000	\$ -	\$ 90,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ 150,000	\$ 390,000	\$ 2,005,000	\$ 390,000	\$ -	\$ 1,416,500
Airport																									
Pavement Maintenance Program	\$ -	\$ 20,000			\$ 20,000				\$ 20,000		\$ 20,000			\$ 20,000								\$ 140,000		\$ -	\$ 140,000
Entitlement Grant - Airport Improvements - Taxiway Rehabilitation	\$ -		\$ 200,000	\$ 2,030,700								\$ 200,000	\$ 2,030,700									\$ 200,000	\$ 2,030,700	\$ 6,692,100	\$ 6,022,890
AIRPORT TOTAL	\$ -	\$ 20,000	\$ 200,000	\$ 2,030,700	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 200,000	\$ 2,030,700	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ 220,000	\$ 2,030,700	\$ 6,832,100	\$ 6,022,890	\$ 809,210
ADMINISTRATION - City Facilities																									
City Facility Upgrades & Maintenance	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 5,400,000		\$ -	\$ 5,400,000
Emergency Operations Center - Grove Priority Improvements	\$ 45,000	\$ 60,000	\$ 100,000																			\$ 205,000	\$ 25,000	\$ -	\$ 180,000
Pioneer Hall Priority Improvements	\$ 45,000	\$ 20,000	\$ 130,000																			\$ 195,000	\$ -	\$ -	\$ 195,000
City Hall Improvements	\$ 97,100	\$ 200,000	\$ 200,000	\$ 650,000	\$ 2,000,000	\$ 3,000,000	\$ 550,000															\$ 6,697,100	\$ 6,200,000	\$ -	\$ 497,100
Hardesty Property Relocation and Paving	\$ -	\$ 100,000	\$ 100,000	\$ 100,000																		\$ 300,000	\$ -	\$ -	\$ 300,000
Community Center Priority Improvements	\$ 15,000	\$ 20,000	\$ 130,000																			\$ 165,000	\$ -	\$ -	\$ 165,000
Briscoe Roof Replacement	\$ -	\$ 25,000	\$ 275,000																			\$ 300,000	\$ -	\$ -	\$ 300,000
Emergency Operations Center & Training - Police	\$ -					\$ 20,000	\$ 1,000,000	\$ 500,000														\$ 1,520,000	\$ -	\$ -	\$ 1,520,000
City Hall Computer Network	\$ -								\$ 750,000													\$ 750,000	\$ -	\$ -	\$ 750,000
Archive Building Construction	\$ -								\$ 750,000													\$ 750,000	\$ -	\$ -	\$ 750,000
City Facilities Upgrades - based on a Facilities Plan	\$ -							\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,500,000	\$ -	\$ -	\$ 3,500,000
ADMINISTRATION - FACILITIES TOTAL	\$ 502,100	\$ 530,000	\$ 725,000	\$ 1,305,000	\$ 2,150,000	\$ 3,150,000	\$ 720,000	\$ 1,800,000	\$ 800,000	\$ 1,550,000	\$ 1,050,000	\$ 800,000	\$ 300,000	\$ 500,000	\$ 300,000	\$ 500,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 19,782,100	\$ 6,225,000	\$ -	\$ 13,257,100
Fire and Rescue																									
Communications Tower	\$ -	\$ 35,000	\$ 300,000																			\$ 335,000	\$ -	\$ -	\$ 335,000
Public Safety Training Facility	\$ -	\$ 25,000	\$ 75,000	\$ 2,500,000																		\$ 2,600,000	\$ 100,000	\$ -	\$ 2,500,000
FIRE AND RESCUE TOTAL	\$ -	\$ 35,000	\$ 375,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,935,000	\$ 100,000	\$ -	\$ 2,835,000
Electric																									
Mountain Avenue Substation Purchase	\$ -		\$ 900,000																			\$ 900,000	\$ -	\$ -	\$ 900,000
Mountain Avenue Upgrades	\$ -		\$ 150,000	\$ 850,000																		\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Circuit Automation	\$ -				\$ 100,000	\$ 400,000																\$ 500,000	\$ -	\$ -	\$ 500,000
Underground Main lines	\$ -				\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 4,000,000	\$ -	\$ -	\$ 4,000,000
ELECTRIC TOTAL	\$ -	\$ 900,000	\$ 150,000	\$ 850,000	\$ 350,000	\$ 650,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 6,400,000	\$ -	\$ -	\$ 6,400,000
Parks																									
Project Manager	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000															\$ 360,000	\$ -	\$ -	\$ 360,000
N. Mountain Park Nature Play Area	\$ 23,330	\$ 215,000																				\$ 238,330	\$ -	\$ -	\$ 238,330
Oak Knoll Irrigation Improvements	\$ 52,850	\$ 20,000																				\$ 92,850	\$ -	\$ -	\$ 92,850
Ashland Creek Park Basketball Court	\$ -	\$ 75,000																				\$ 75,000	\$ -	\$ -	\$ 75,000
E. Main Development	\$ -	\$ 475,000	\$ 475,000																			\$ 950,000	\$ -	\$ -	\$ 950,000
Mace Property Train	\$ -	\$ 25,000	\$ 225,000																			\$ 250,000	\$ -	\$ -	\$ 250,000
Dedicated Pickleball Courts	\$ -	\$ 175,000																				\$ 175,000	\$ -	\$ -	\$ 175,000
All Parks Master Plan	\$ -	\$ 200,000																				\$ 200,000	\$ -	\$ -	\$ 200,000
Senior Center Improvements	\$ -	\$ 25,000	\$ 25,000																			\$ 50,000	\$ -	\$ -	\$ 50,000
TID Irrigation	\$ -	\$ 50,000	\$ 50,000																			\$ 100,000	\$ -	\$ -	\$ 100,000
Japanese Garden	\$ -	\$ 250,000	\$ 1,250,000																			\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
Oak Knoll Improvements (playground)	\$ -	\$ 125,000	\$ 125,000																			\$ 250,000	\$ -	\$ -	\$ 250,000
Repair Butler Perozzi Fountain	\$ 6,970	\$ 70,000		\$ 550,000																		\$ 626,970	\$ -	\$ -	\$ 626,970
Kestrel Park Bridge	\$ -	\$ 25,000	\$ 475,000																			\$ 500,000	\$ -	\$ -	\$ 500,000
Daniel Meyer Pool - Rebuild & Cover	\$ -	\$ 115,000	\$ 3,885,000																			\$ 4,000,000	\$ -	\$ -	\$ 4,000,000
Lithia Park Improvements (Winburn Way Sidewalk)	\$ -		\$ 75,000	\$ 100,000																		\$ 175,000	\$ -	\$ -	\$ 175,000
Ashland Creek Park, Public Works Requirements	\$ -		\$ 35,000																			\$ 35,000	\$ -	\$ -	\$ 35,000
Lincoln Park Improvements	\$ -		\$ 50,000																			\$ 50,000	\$ -	\$ -	\$ 50,000
Mountain Bike Skills Park and Pump Track	\$ -	\$ 25,000	\$ 225,000																			\$ 250,000	\$ -	\$ -	\$ 250,000
PARKS TOTAL	\$ 83,150	\$ 1,930,000	\$ 3,090,000	\$ 4,595,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,518,150	\$ -	\$ -	\$ 9,518,150

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