

Shaun J. Moran
615 Taylor Street
Ashland, Oregon, 97520
3/2/2018

Dear Mayor Stromberg and Ashland City Councilors,

I am interested in being considered for the Ashland City Council Position #3 vacancy. I would welcome the opportunity to work with you to serve the citizens of Ashland.

Please find my enclosed resume and answers to the questions which were asked.

Sincerely,

A handwritten signature in black ink, appearing to read 'SJM', with a long horizontal line extending to the right.

Shaun J. Moran

Shaun Joseph Moran

615 Taylor Street
Ashland Oregon 97520

Employment:

Owner: Hoot Owl Estates, Trail Oregon

Vacation retreat offering fishing trips and cabin rentals on the Upper Rogue River
2009- Present

Head of Execution Services, Managing Director

November 2010 to June 2013

J.P. Morgan Chase Japan Securities Co., Ltd.

I was in charge of transforming the J.P. Morgan institutional agency execution services platform which involved a detailed technology overhaul, extensive cost-benefit analysis and a revamp of the entire client/broker process. I was tasked with overseeing all institutional client order flow and execution in Japanese equities for the firm in Japan. I had 25 direct reports. A large part of my job was to improve J.P. Morgan's client execution capabilities, analyze client profitability and introduce broker attribution modeling to better understand employee efficiency and accountability. Additionally I was involved with the learning and development program to mentor younger key employees in the equity franchise.

Head of Execution Services, Managing Director

May 2000 to February 2009

Merrill Lynch Japan Securities Co., Ltd.

From 2007 headed Bank of America/Merrill Lynch execution services platform which consisted of oversight of offshore and domestic sales trading, cash trading execution, low touch trading, listed futures and options, facilitation and portfolio trading. I had 42 people reporting to me. Our offshore sales trading team routinely rated top in Japanese equity. Outside of day to day management responsibilities I ran the learning and development program for the equity business which focused on development of key performers/upcoming talent which became the template for Learning and Development program in Asia. I modeled leadership and team building with all members of the equity business. I covered many of the most senior and important accounts with global significance to the Merrill cash equity franchise in Japan.

National Sales Manager in Retail Division, Managing Director

September 1998 to April 2000

Massachusetts Investment Management Co., Ltd.

Head of the MFS retail mutual fund sales channel in Japan. Responsible for developing the mutual fund channel sales network in both the domestic and non-Japanese banks/brokers. Supervised a three man Japanese sales team and conducted day to day business management and investment discussions in Japanese.

Head of Japanese Equity Derivative Sales Team, Vice President

July 1994 to August 1998

Daiwa Securities America, (Tokyo Office)

Supervised a total of five Daiwa America employees in Tokyo covering overseas clients trading listed, OTC equity derivatives and Japanese equities. Provided market information, news, and trading ideas.

Education:

Yoshida Institute of Japanese Language, Tokyo, Japan.

Completed intensive Japanese language program. 1990-1992

Bates College, Lewiston, Maine B.A. Political Science. 1985-1989

Edinburgh University, Edinburgh Scotland

Concentrated in Comparative Politics and Asian Political History. 1987-1988

Volunteer:

Board Member of Ashland Emergency Food Bank. 2015-Present

Citizen Member of Ashland Budget Committee. 2015-Present

Ashland Chamber Behavior Task Force. 2015-2016

Ashland Food Project Steering Committee. 2017-Present

Ashland School Board Bond Committee. 2017-Present

Ashland School Board Budget Committee. 2018

Tokyo English Life Line (TELL)

Helped with organization and fund raising for group which was an English support life line for English speaking community in Japan who sought help and counseling. 1991-1993

Other:

Fluent Japanese. Very strong sales presentation and people skills. Proficient in Microsoft Excel and Microsoft Word, Financial Services Series 3,7,64,24 registered

References: Available upon request

1) What do you think are the biggest issues facing the city?

Ashland's Fiscal Health and Sustainability

One of the most significant issues facing our town is the financial health of our city. Ashland faces daunting fiscal headwinds and I believe we are unprepared to deal with this fiscal reality. Ashland's budget has ballooned because the City Council refuses to address alternatives to continued increased spending and the result is constant raising of taxes and fees to pay for that spending. That is simply not sustainable. Our addiction to spending is putting our beloved town at risk. It is long past time we start doing the hard work of prioritizing how we spend on those services essential to the future of Ashland.

Former Finance Director Bev Adams warned us about several critical factors which put our city at risk. 1) Soaring Health Care costs 2) PERS, by 2021-2023 according to many reports, will see a huge jump in costs 3) spending that has pushed our budget up 20% over the last two years and up 50% since 2008. Shouldn't we try to prepare for these financial hits with increased reserves? We need to insure taxpayer funds are used as efficiently as possible. We need cost metrics attached to city goals and objectives to ensure there is accountability.

Ashlanders are incredibly generous and forgiving with our taxes but in addition to the inexorable rise in property tax, our utility bills, have skyrocketed, with water and sewer fees almost doubling in 10 years. With the addition of new fees, the utility bill has clearly become unsustainable for the average working Ashland family. Looking forward, the financial burdens will not get any easier as the latest budget assumes Ashlanders will see a 30% increase in the costs of these same services by the 2021-2023 budget period.

Unfortunately our reality is that "all roads lead to the budget and our city's fiscal health". No issue should be more important to the people of Ashland than the financial health of our city. Why? Because if there is no oversight in how our money is spent, we won't have the funds for the essential services we all want and demand. Repeatedly asking taxpayers to pay more without holding our own city accountable is unfair and unsustainable. I think our city government needs to "cut first" before asking Ashlanders to contribute more. We need to be more cognizant of the financial decisions made today in order to maintain the unique "quality of life" and the "Ashland values" that make our town such a special place. I hope to add my time, professional experience and knowledge to help achieving this essential goal.

I have added a few ideas which could help address some of these budget irregularities and put Ashland back on the road to recovery:

- Follow the lead of Paula Brown, our new Public Works Director, who recently suspended a \$23 million water treatment plant project until she can determine if the project is absolutely essential for Ashland.
- Reset how the budget is compiled and agree to fund core city services but embrace zero based budgeting to insure each department head justifies the “other programs and expenditures” they want to fund before they automatically get added into the budget.
- Have the city administrator oversee a review of the budget where all department heads justify the assumptions used to make projections for their budgets. Identify which projects and costs are absolutely necessary vs desirable. Projects not absolutely necessary should be put on hold.
- If every department found a way to cut costs or spending by just 2% it would save our town \$3 million each year which could fund our new police officers and other projects.
- Embrace the suggestions presented by the Budget Committee, to cut costs, during the budget process this past summer and find ways to work together to achieve city goals.

Housing and Affordability

How can affordability ever be a reality if we don't stop increasing the cost to live here? How can our citizens ever expect to buy a home or rent a place to raise their families if we don't start to think outside of the box and look to solutions that we haven't considered before to solve our housing issues? Our city leaders have been grappling with the issue of affordability and housing for decades. We need to move past the talk and get some things done. The future of Ashland depends on it. Here are a few ideas I think can help.

Providing affordable housing to families and our work force demands an approach which involves embracing higher density smart building, non-profit housing developments and the adoption of land use regulations which lowers costs and stimulates growth and development of new housing in our community. The time is ripe for decisive action on this issue. In many ways the plight of our local economy is linked to our housing issues. Some of the biggest challenges faced by Ashland businesses are around attracting staff and skilled workers. The Ashland Chamber of Commerce showed that many business said the “high cost of living” in Ashland made it difficult to find the right candidate when they were looking to hire. We need more jobs that give people a livable wage so they are able to rent or buy homes in our community. We need a broader vision - business as usual isn't working.

While working to preserve Ashland's unique historic and architectural qualities, we need to evaluate existing building restrictions and regulations to allow for more creative in-fill projects for commercial, residential and mixed use projects. We need to allow for higher density buildings or more buildings on each lot. We should learn from other municipalities where urban planning and forward thinking is leading to livability, greater affordability, reduced costs and economic opportunity for its citizens. We

need all stakeholders to be represented at the table. I hope to play a critical role in the housing development and policy discussions as a city council member.

Job creation and our Undiversified Economy

In Ashland we are blessed to have Oregon Shakespeare Festival and Southern Oregon University which both provide wonderful benefit to our local economy. But with most of our “economic eggs” in the service sector basket in times of economic duress, like we saw in the last recession, our economy is vulnerable. We need to have a more diversified economy in Ashland so we can better manage the unforeseen economic shocks inevitably to come. I think we need a fresh strategic vision to address the pressing issues of job creation and economic vitality, both of which have been stagnate over the last several years.

Ashland business are not booming. Business license data tracked by the city proves my point. There were more business licenses issued in 2008 then there were in 2015 and the last few years has only seen tepid growth. Many businesses over the last several years have languished while others have decided to leave Ashland all together as regulations, higher costs, taxes, surcharges and fees have stymied growth. Businesses are good for Ashland and help support our economy so we need to find ways to help our city government become a more valued partner to those businesses. We need to empower the entrepreneurs that want to come here to start businesses, retain and expand the businesses that are here and leverage the organizational assets we already have in town through better partnerships with SOREDI, OSF, SOU and the Chamber of Commerce to insure we have a strong and resilient economy for the future.

The economy continues to be a top priority for Ashland residents so we should work to attract, encourage, and foster new companies from emerging industries and people with great ideas to come here to flourish, raise their families and invest here. This will help diversify our economy. We have several Enterprise Zones in town which could be a solution for new and growing businesses. We need to stop talking around the issue and find ways to give entrepreneurs and creative innovators a place to grow their vision. Let’s find a way to put businesses that embrace “Ashland Values” into these spaces. These “businesses” are the anchor of our local economy and we need to help them grow and prosper. This is the key to balancing our economy and securing our future. We cannot be complaisant. We need to strike the right balance between necessary code requirements and sensible decision making.

We need to be proactive and take a fresh look at our economic development plans and strategy which have been unrevised since 2012. Our city invests hard earned taxpayer money in promoting economic development each year but we fail to evaluate the reasons for the limited results they have produced. That needs to change. I think we should revisit the idea of an Economic Development Ad Hoc Committee. This might allow us to harness some of the untapped business skills and ideas from people within our community, SOU, and people from different industries who could provide actionable strategies to help balance out our economy. I look forward to helping in this challenge.

CEAP

The city has made great strides in addressing the importance of taking a proactive approach toward Climate Change through CEAP. The budget committee agreeing to fund a full time CEAP employee in the last budget has helped to insure the environmental policies of reducing Ashland's emissions of climate pollution remain important. Our community is committed to taking responsible steps toward contributing to the slowing of greenhouse gas emission and climate change. I support that approach.

Emphasizing the importance of climate friendly land use, maximizing the conservation of energy and water and evaluating creative strategies like converting our Town and Public Work's vehicles to full electric when they need to be replaced are great steps toward the commitment of climate change mitigation. As part of the climate change discussion I believe we must continue to pursue a strategy of protecting our forestland and our watershed through the good work of the Ashland Forest Resiliency Project (AFR), seek ways to find incentives to make renewable energy more economically viable which will accelerate the transition to clean energy, and work to promote and educate our citizens of the importance of a reliable and stable water source. Our beautiful parks and our environment are an important part of what makes Ashland special and I think it is vital that we continue to support this environmental goal.

2) What is your primary motivation for seeking the vacant council seat?

I am seeking the vacant city council seat because I am committed to Ashland. I want my wonderful wife and our three young children to have the same opportunity, just like the thousands of families before us, to grow and prosper in our amazing town. I believe that each of us as citizens has an obligation to help and give back to our city when we can. Finally, Ashland needs new people in city leadership roles, people with new and a fresh ideas, who can offer a different perspective and solutions to the issues and problems facing our city.

I have the integrity, passion, enthusiasm and the time to help shape the focus and discussion on issues that are important to the people and future of Ashland. I will work with all our elected officials to insure that our city government works for the people and allows the voice of it citizenry to be heard. We need leadership that persuades and inspires others to engage in the common goal of creating a better future for Ashland. I know that is not an easy task but I am sure I can inject a fresh perspective into the discussions and issues important to the citizens of Ashland. Most importantly, I am dedicated to being transparent and accountable. I understand and value the significance of "saying what you mean and meaning what you say" and believe it is essential that my statements are consistent with my actions and true to my values and beliefs.

Through my work with the non-profits organizations and the many generous volunteer I serve with, the school district and my experience as a citizen member of the budget committee, I have gained valuable insight into the inter-workings of our city government. I have learned in detail, through two budget cycles, how our city is financed and how it works. I have attended many city meetings outside of the budget committee where my interests have always been to learn as much as possible about the issues facing our city. Now I know I'm ready to take that next step, to reach out to have more of a voice and in the process positively impact our community along the way.

I don't purport to have all the answers but I am a quick study and will master quickly what is at hand. I understand the learning curve for any new member of the city council will be challenging. My twenty-four years living in Japan taught me a cherished tenant of Japanese culture that being consensus building and open communication are essential parts of the decision making process. I am willing and eager to learn, be collaborative and productive as possible while working with other members of the city council to find solutions to the issue and problems facing the people of our community.

3) What community and city activities have you been involved in recently?

My parents instilled in me the importance of giving back. My father served as a volunteer on many committees in the town I grew up in for over 20 years. I remember my mother saying to my siblings and me when we ran off to school, "do something nice for someone today" and helping others "is the rent we pay for our time on earth". Those memories and the importance of those words have never left me.

When I learned of the great work of the Emergency Food Bank in 2009, I periodically would go down to volunteer. But it was after we returned to Ashland in 2013 from my three year work assignment in Japan that I pledged to get more seriously involved. Going to the Food Bank to unpack food provisions and restock empty shelves let me see firsthand the numbers of people in need and how much this organization was helping our community. My wife and I began to take our children there during Food Drives and the Thanksgiving and Christmas holidays to help. I got to know the people involved in the organization and in 2015 I was asked to join the Board of Directors. This has been an incredibly rewarding experience.

In support of the Food Bank, I saw it as essential to ensure the Ashland Food Project, continued to grow. I thought it was imperative that these organizations found ways to work better together as they share similar core common goals. I was asked to join the Ashland Food Project Steering Committee in 2017 to help them build out their vision and I serve on that board today as well.

As our family got involved in school and community activities, several people suggested that my professional experience in finance could be a help to the city so in 2015 I applied and was appointed to the Ashland Citizens Budget Committee and I serve on that committee today. As a member I feel I

have an obligation to be professionally curious, to ask questions, to be inquisitive and thorough. It is a role and responsibility I take very seriously.

Through family friends, and a mutual vested interest in a strong and vibrant school system, I was asked to join the Ashland School Bond Committee. My wife and I understand the importance of ensuring that the children in our community are given every opportunity to grow, learn and excel as they advance through their educational experience. I understand that one of the most critical issues facing our school district is to prioritize the educational needs of our children and then insure we find the best way to spend the funds we have to achieve those priorities.

Additionally in 2017 I learned of an opening on the Ashland School Board Budget Committee, applied and was appointed. I hope to be able to help the School Board and Ashland School system with some of the difficult financial decisions they make. I look forward to helping in any way I can in that endeavor.

In the summer of 2015 I reached out to the Ashland Chamber of Commerce to educate myself about the transient issues facing our town and the impact it was having on our business community. My concerns were shared with the Executive Director and Board and I was selected in late 2015 as a member of the Behavior Task Force Committee. Like many others I supported the campaign of "Reconsidering How You Give" coupled with more police enforcement and oversight. That has gone a long way in addressing behavioral issues in town which in turn better serves the citizens, tourists, and our business community.

4) What is the role of the city councilor?

The role of the city councilor is to serve the citizens of the community they represent. This sounds simplistic but I understand it to be a complex task. A city councilor is someone who is committed to serve, a great listener, a coalition builder and a problem solver who is results oriented and able to work well with other to find mutually acceptable solutions to the problems facing our community.

A city councilor is someone who is willing to ask hard questions that others may be unwilling to ask, Someone who is accountable and willing to stand up and be heard when it may be unpopular to stand up. Someone who welcomes transparency, is passionate, persistent and dedicated to doing what is needed to provide the best future possible for the citizens of Ashland. I understand that responsibility and I have never been more convinced that I am ready for the task. I know as a city councilor I will disagree at times with other members of the council, as each person will hold true to their own ideals and principles but, as we agree to disagree, I pledge to be respectful of others and the positions they hold dear. I am committed to finding common ground.

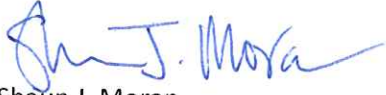
In a partnership between city government and the people it represents, I will not be afraid to support policies that others may disagree with in order to best represent all the citizens of our diverse community. There are extensive administrative, budgetary, and time demands that a city councilor needs to understand and commit to, in order to be an effective member of the council. I am willing and eager to undertake this responsibility.

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I would appreciate the opportunity to meet with you and answer any additional questions that you might have.

Sincerely,



Shaun J. Moran