



**Budget Committee Meeting  
Draft Minutes  
April 21, 2008 7pm  
Civic Center, Council Chambers, 1175 East Main Street**

**CALL TO ORDER**

The Citizen's Budget Committee meeting was called to order at 7:00 pm on April 21, 2008 in Council Chambers at 1175 East Main Street, Ashland Oregon.

**ROLL CALL**

Committee members Douma, Everson, Gregorio, Hardesty, Hartzell, Heimann, Jackson, Morrison, Navickas, Slattery, Stebbins, and Thompson were present. Chapman and Silbiger were absent.

STAFF PRESENT:     MARTHA BENNETT, CITY ADMINISTRATOR  
                          LEE TUNEBERG, ADMINISTRATIVE SERVICES/ FINANCE DIRECTOR  
                          BRYN MORRISON, ACCOUNT REPRESENTATIVE  
                          DIANA SHIPLER, EXECUTIVE SECRETARY  
                          TERRY HOLDERNESS, POLICE CHIEF  
                          GAIL ROSENBERG, POLICE DEPARTMENT  
                          COREY FALLS, POLICE DEPARTMENT  
                          RICH WALSH, POLICE DEPARTMENT  
                          KEITH WOODLEY, FIRE CHIEF  
                          GREG CASE, FIRE DEPARTMENT  
                          MARGURITTE HICKMAN, FIRE DEPARTMENT  
                          SHAWN BRANAUGH, FIRE DEPARTMENT  
                          BILL MOLNAR, COMMUNITY DEVELOPMENT DIRECTOR  
                          ADAM HANKS, COMMUNITY DEVELOPMENT DEPARTMENT  
                          BRANDON GOLDMAN, COMMUNITY DEVELOPMENT DEPARTMENT

**STAFF REPORT**

Martha Bennett, City Administrator, stated that they are gathering a list of all the issues the committee has asked for more information. They will bring these items to the group as soon as possible. They are also keeping a running list of all the issues the group would like to talk about at the end of the process.

**POLICE DEPARTMENT PRESENTATION**

Chief Terry Holderness of the Police Department gave overview of their general responsibilities. There are three areas their budget is broken down into including; Administration Division which has the chief, administrative assistant, and Medford dispatch contract, the Operation Department which had deputy chief, patrol and detectives and the Support Department which has records keeping, evidence, volunteers and park patrol. The administration division is slightly larger than typical because it holds all the contracts, including the Medford dispatch contract.

Major accomplishments in Fiscal Year 2008 include; implementation of area commander program, opening of the downtown contact station, completion of new training program, station upgrade and

parking lot improvements, completed department reorganization, and completed connection to Crimereports.com for current reporting of police activities.

The department gave overview of the budget over the last couple of years. Holderness stated that the reason for the increase in budget between this fiscal year and the proposed budget has to do with staffing recruitment costs and the length of time for the hiring process. Out of the last three recruitment cycles they have only gained one new employee. They must budget with the hope that they will be at full staffing levels.

Significant budget changes include; one unfilled police officer position has not been funded, dispatch contract increased by \$103,000 – Medford has been subsidizing our dispatch but are no longer willing to do so. When they put the budget together they were hoping to find some offsetting funding for the purchase of an Identix fingerprinting machine. That offsetting source was not found and so they decided to not purchase the Identix machine this budget cycle. They will be purchasing no new equipment, other than those things they are required to replace or upgrade or those things which they can use to purchase with forfeiture funds.

Service impacts of cuts include; increase in average response times for priority one calls (those emergencies where response time is important), reduction of proactive responses, and likely will increase the need for overtime to maintain minimum staffing levels. Challenges for Fiscal Year 2009 include; continued institutionalization of Community Policing, implementation of PERF report, reduction in response time to priority one calls, improve data gathering and analysis, enhance ability to work with youth in community, provide all employees with training related to mental illness, complete installation on video systems in all patrol units, and complete update of policies and procedures.

#### PUBLIC INPUT

No public input.

#### DISCUSSION

Committee asked for clarification on the amount of money received in Fiscal Year 2008 from asset forfeiture and if that amount was high. Police stated that the amount was \$190,000 and that was high because it was several years worth of funding that they had to spend prior to year end in order to not lose the funding. Committee asked for clarification on the location in the budget of several line item charges. Tuneberg walked them through those issues.

Committee discussed concerns relating to the lost of Police personnel and the increased costs relating to salaries and benefits. Chief Holderness stated that personnel is the last place they want to reduce but too many of their costs are set by outside forces so they are unable to reduce material and services any further.

Committee asked about forfeiture funds and how much they expect to receive this year. Holderness stated that it appears they will have between \$80,000 and \$100,000 to spend and they are looking towards moving as much as possible away from central services funds to forfeiture. Those funds are not reflected in this budget – they will be brought forth as a supplemental budget so as not to confuse those funds with regular budget monies.

Committee asked if the lower crime levels should equate to fewer staff. Holderness stated that there are fewer numbers of certain types of crime but there are higher numbers of crimes like identity theft which take a longer time to handle. They are dealing with this by elimination of one patrol officer and the addition of one detective.

Committee asked for clarifications on position reductions, park patrol reduction, response times, and partnering with other agencies on the mental health training to try and reduce costs. Committee asked for clarifications regarding gas projections. Holderness reminded the group those projections are determined by the Public Works Department. Committee asked for clarification regarding the Tiburon system which is the system used for records and dispatch in conjunction with Medford dispatch.

Committee asked for clarification regarding staffing levels and how they were adjusted between divisions, and information related to use of a detective or patrol officer or possibility of contracting out to deal with identity theft. Holderness made clarifications relating to the reorganization and the challenges and cooperation with other agencies associated with identity theft and fraud. He also stated that according to industry standards identity theft and fraud crimes will greatly increase over the next few years. They would like to increase the number of detectives but currently had to choose not to in order to keep the correct number of patrol officers on duty.

Committee raised concerns about the validity of this proposed budget due to the length of time it takes to hire personnel and whether or not they can count on the large ending fund balance for assistance with other currently unfunded positions. Tuneberg stated that they would re-look at the projections.

Committee asked for clarification regarding fleet equipment replacement. Tuneberg stated this is all handled through the public works fleet division and gave overview of the process for determining replacement projections, cost allocations, and maintenance figures.

**Hartzell/Everson m/s to tentatively approve the budget from the Police Department. DISCUSSION:** Committee had discussion on the difference between tentative approval of the budget verses approval of the presentation. Committee decided that if it means moving on and not having the same debate every meeting that tentative approval was acceptable. **Voice Vote: All Ayes. Motion Passes.**

**Douma/Heimann m/s that tentative approval means the committee is not asking the department to go back and rework their budget presentation. Voice Vote: All Ayes. Motion Passes.**

**Heimann/Everson m/s to tentatively approve the Parks budget. DISCUSSION: None. Voice Vote: All Ayes. Motion Passes.**

#### **FIRE DEPARTMENT PRESENTATION**

Chief Keith Woodley of the Fire Department gave overview of their proposed budget. There are three divisions of the Fire Department; Fire Operations, Emergency Services, and Fire and Life Safety. They gave an overview of the goals for each division and the current status for each goal. Also, gave an overview of the major accomplishments for each division for Fiscal Year 2008. See presentation for details.

Woodley gave an overview of the accomplishments planned for Fiscal Year 2009 including; continued participation in the Facilities Master Planning Process, continued assistance in the wildfire fuels reduction efforts, maintaining community emergency preparedness activities, etc. See presentation for details. Woodley stated that in developing this budget the goal was to assist overall budget issues and still maintain current staffing levels. Due to this they have several significant budget changes including; limiting personal services costs, elimination of child safety seat inspections, reduce CERT training for the public, implement EMS response fee which has never yet been charged. Some of the challenges for Fiscal Year 2009 include; EMS revenues continuing to decline, personnel costs will continue to increase, our ability to offer competitive wages will continue to decrease – we will likely lose people to other

agencies. See presentation for further details. Woodley reminded the group that this budget is dependant upon the property increase including the CERT program and an inspector position.

#### PUBLIC INPUT

Clark Custodio urged the committee to continue to fund the CERT program. The program has grown greatly beyond what FEMA originally intended when it was established. CERT volunteers have been trained to handle most emergency situations and have become highly valuable to City staff as well as the community.

#### DISCUSSION

Committee affirmed the value of the CERT program.

Committee asked about dispatch and response levels for incidents. Greg Case gave an overview of the dispatch procedures and how Medford dispatch organizes who responds. This is based on both national standards, manpower requirements, and response time issues. Committee asked about regulations regarding how expansive our response territory is. Case stated it is determined by the state legislature so that communities can not pick and choose their response areas for financial gain.

Committee asked for clarification on how ambulance service costs were calculated. Woodley gave an overview of how they do the calculation.

Committee had questions and discussion about the CERT program growth, personnel costs, and budget requirements and the slow down in the growth of the program.

Committee asked if there were other fees that could be charged that they currently do not charge. Woodley and Case gave overview of some of the possible fees they could implement and the discussions they have had with other groups regarding additional fees. Committee asked for and received clarification on the costs, total calls, and trending for the ambulance services. Committee requested that the Council continue to look into options for improving cost recovery for the ambulance services.

Committee asked for clarification regarding the potential cut of the fire inspector position. Woodley stated the background regarding the decision and reminded the committee that this is a viable position and they would rather not lose it. Committee discussed the challenges around losing this position and where alternate funding sources could come from.

Committee had discussion about the importance of CERT and the potential for alternate funding sources. Also had discussions about how many hours of training per month the CERT program handles.

Committee asked and received clarification regarding the bond and debt service relating to Fire station number one.

Committee asked and received clarification regarding the fire inspection services and the level of violations they typically discover.

Committee asked and received clarification regarding what the impact would be to reduce the CERT Program total employees from 1.4 to 1.0. Also asked and received clarification regarding the grant funding the CERT program receives.

**Everson/Hartzell moves tentative approval of the Fire Department budget.** DISCUSSION: Douma stated council needs to do long-term work with regards to the ambulance issue. **Voice Vote: All Ayes. Motion Passes.**

*Committee members Morrison and Jackson left the meeting 9:55 p.m.*

**COMMUNITY DEVELOPMENT**

Committee asked department if they would rather present now and have questions asked at a later date or if they would rather move entirely to another meeting. It was determined by staff and committee to move the Community Development Department presentation to the May 1, 2008 meeting.

**ADJOURNMENT**

This meeting adjourned at 10:03 PM.

Respectfully Submitted,

Diana Shiplet  
Executive Secretary

## Police Department City of Ashland

Proposed Budget for 2008-2009  
April 21, 2008

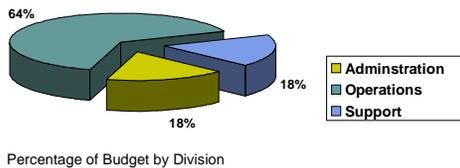


## Major Responsibilities of Department



- Deal with general crime and disorder
- Work with the community to identify and solve community problems
- Traffic Safety
- Assist in major events occurring in the City
- Help maintain quality of life in the City
- Assist the community when requested with a variety of issues

## Structure of Department



## Administration Division page 3-48



- Chief
- Administrative Assistant
- Background investigator
- Contracts (communications, training facilities, sobering unit)
- 2.5 FTE

## Operations Division page 3-52



- Deputy Chief
- Patrol
- Traffic
- Detectives
- 25 FTE

## Support Division page 3-50

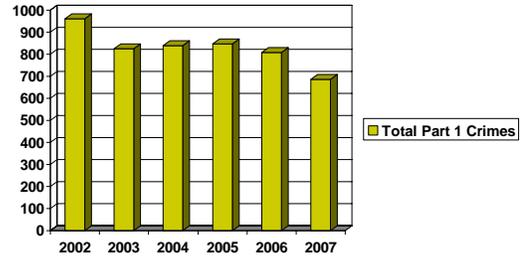


- Lieutenant
- Records
- CAP
- SRO
- Property/Evidence
- CSO
- Volunteers
- Park Patrol
- 10.05 FTE

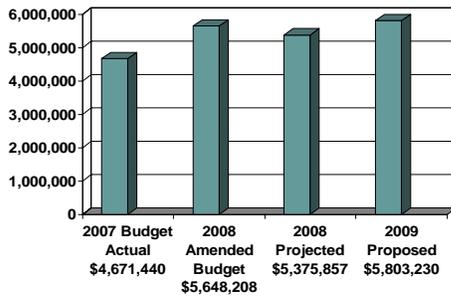
## Major Accomplishments

- Implemented Area Commander program
- Opened Contact Station
- Completed PTO, POP and leadership training
- Updated and implemented several new policies to address both community and internal department issues
- Parking lot improvements and station upgrade
- Completed department reorganization
- Crimereports.com

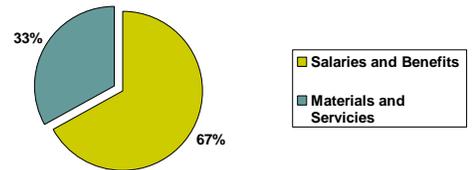
## Performance Measures



## Budget Over Time



## 2008 Proposed Budget



## Significant Budget Changes From 2007-2008

- One police officer position not funded
- Increase in dispatch contract of \$103,000
- Recommend reducing Materials and Services by an additional \$19,000 to eliminate purchase of Identix machine
- No new equipment purchases except those required for replacement in this year's budget

## Service Impacts of Cuts

- Priority one average response time is presently 6:04. Our ability to reduce that decreases with the loss of a patrol officer position.
- Our ability to respond proactively to crime, traffic safety or other community issues is also reduced by the loss of a patrol officer.
- Likely to increase the need to pay overtime to maintain minimum staffing levels.

## Challenges for FY 2009



- Institutionalize Community Policing philosophy
- Finalize the implementation of the PERF Report
- Reduce response times to priority one calls
- Improve data analysis
- Enhance our ability to work with youth in the community
- Provide all employees with comprehensive training program for dealing with issues relating to Mental illness
- Complete installation of video systems in all patrol vehicles
- Complete updating of all departmental policies and procedures

## Police Department City Of Ashland

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Proposed Budget for 2008-2009  
April 21, 2008



## ASHLAND FIRE & RESCUE City Of Ashland

Proposed Budget for 2008-2009  
April 21, 2008

## Structure of Department

- Fire Operations Division
- Emergency Services Division
- Fire & Life Safety Division

## Major Responsibilities of Ashland Fire & Rescue

- Provide emergency fire response services within the City of Ashland in an efficient and effective manner.
- Provide highest quality of patient care within our ambulance service area within fiscal constraints.
- Provide innovative leadership and program development for Ashland CERT.
- Provide effective fire prevention services including fire safety education, fire plans review, certified fire code compliance services and consultation services to the community.

## Major Accomplishments in FY 2007-2008

DEPARTMENT GOALS	STATUS
• Assist private property owners with wildfire fuel reduction efforts	• Wildfire thinning efforts completed on 82 acres or 26 homes treated
• Meet or exceed department performance measurement standards	• Currently meeting two of the five performance measures
• Support City initiatives included in the Ashland Forest Resiliency Project	• The City collaborated with the USFS in clarifying CWPP recommendations. Now awaiting release of the FEIS for City review and comment.

## Major Accomplishments in FY 2007-2008

DEPARTMENT GOALS	STATUS
• Increase community-wide attention to emergency preparedness activities.	• Conducted the September 2007 Community Wildfire training exercise and public educational forum.
• Planning for Fire Station No. 2 reconstruction	• Facilities Master Plan Committee organized in December 2007 and work is progressing.

## Major Accomplishments in FY 2007-2008 page 3-58

FIRE OPERATIONS DIVISION GOALS	STATUS
• Continue to seek grant funding for needed equipment	• Obtained a \$30,000 DHS Grant for firefighter protective clothing
• Improve the application of technology for emergency response information management	• Completed Firehouse & Telestaff software updates. Development of MDT program and replacement of laptops not completed due to budget reduction
• Focus on improvements in firefighter training program delivery system	• Continuing to develop instructors for in-house training program

## Major Accomplishments in FY 2007-2008



FIRE OPERATIONS DIVISION GOALS	STATUS
<ul style="list-style-type: none"> <li>Continue to develop specialized rescue capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Not completed due to budget reduction.</li> </ul>
<ul style="list-style-type: none"> <li>Develop pre-incident planning for key facilities within the City of Ashland</li> </ul>	<ul style="list-style-type: none"> <li>Currently on track – will continue through FY 2008/09</li> </ul>

## Major Accomplishments in FY 2007-2008 page 3-62



FIRE & LIFE SAFETY DIVISION GOALS	STATUS
<ul style="list-style-type: none"> <li>Provide fire protection plans review services within five working days</li> </ul>	<ul style="list-style-type: none"> <li>Fire plans review processing currently at six days.</li> </ul>
<ul style="list-style-type: none"> <li>Adopt Domestic Vegetation Management Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>Process delayed to FY08/09 to accommodate Comm. Dev. timelines.</li> </ul>

## Major Accomplishments in FY 2007-2008



FIRE & LIFE SAFETY DIVISION GOALS	STATUS
<ul style="list-style-type: none"> <li>Conduct business fire safety inspections</li> </ul>	<ul style="list-style-type: none"> <li>All healthcare and childcare facilities and some assemblies have been completed. This goal will continue through next year and will include other occupancies</li> </ul>
<ul style="list-style-type: none"> <li>Adopt 2007 Oregon Fire Code with amendments</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>

## Major Accomplishments in FY 2007-2008 page 3-60



EMS DIVISION GOALS	STATUS
<ul style="list-style-type: none"> <li>Provide technical training on best practices for all EMS personnel and meet State of Oregon recert requirements</li> </ul>	<ul style="list-style-type: none"> <li>All department EMT's completed required training and were recertified in July 2007.</li> </ul>
<ul style="list-style-type: none"> <li>Provide EMS within ASA response time standards.</li> </ul>	<ul style="list-style-type: none"> <li>Currently meet or exceed ASA and state response time standards.</li> </ul>

## Major Accomplishments in FY 2007-2008



EMS DIVISION GOALS	STATUS
<ul style="list-style-type: none"> <li>Comply with ambulance service licensing requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<ul style="list-style-type: none"> <li>Improve the application of technology for emergency response information management</li> </ul>	<ul style="list-style-type: none"> <li>Completed Firehouse &amp; Telestaff software updates. Development of MDT program and replacement of laptops not completed due to budget reduction.</li> </ul>

## Major Accomplishments in FY 2007-2008



EMS DIVISION GOALS	STATUS
<ul style="list-style-type: none"> <li>Improve CERT capabilities through implementation of 2007 CERT Visioning Plan</li> </ul>	<ul style="list-style-type: none"> <li>All initiatives in five-year plan are on target and ongoing.</li> </ul>
<ul style="list-style-type: none"> <li>Increase CERT program development and supervision through leadership development.</li> </ul>	<ul style="list-style-type: none"> <li>Developed and initiated a series of continuing classes to meet visioning plan goals.</li> </ul>

## Major Accomplishments in FY 2007-2008 page 3-89



FOREST INTERFACE DIVISION GOALS – WATER FUND	STATUS
<ul style="list-style-type: none"> <li>Assist private property owners with wildfire fuels reduction</li> </ul>	<ul style="list-style-type: none"> <li>Completed 82 acres of fuels reduction work on 26 properties within the Ashland Urban-Wildland Interface</li> </ul>
<ul style="list-style-type: none"> <li>Initiate a comprehensive noxious vegetation management program</li> </ul>	<ul style="list-style-type: none"> <li>Inventory and mapping of noxious vegetation populations complete</li> </ul>

## Major Accomplishments in FY 2007-2008



FOREST INTERFACE DIVISION GOALS – WATER FUND	STATUS
<ul style="list-style-type: none"> <li>Develop a GIS-based wildfire management mapping system</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
<ul style="list-style-type: none"> <li>Provide watershed ecology education</li> </ul>	<ul style="list-style-type: none"> <li>Classroom and field studies program developed in conjunction with Ashland Schools</li> </ul>

## Major Accomplishments Planned For FY 2008-2009



### GOALS

- Continue to participate in City Facilities Master Planning Process (Fire Sta. No. 2 reconstruction)
- Continue efforts to assist private property owners with wildfire fuel reduction efforts and consultation on fire protection mitigations.
- Meet or exceed department performance measurement standards.
- Maintain community-wide attention to emergency preparedness activities.

## Major Accomplishments Planned For FY 2008-2009



### GOALS

- Support the development of the Ashland Forest Resiliency Project with City resources, as available.
- Modify in-house firefighter training program to function within budget constraints.
- Continue to develop pre-incident planning for key facilities within the City of Ashland.
- Continue to pursue CERT & Assistance To Firefighters DHS/FEMA Grants

## Major Accomplishments Planned For FY 2008-2009



### GOALS

- Implement new medical protocols to respond to changes in Jackson County standing orders.
- Provide emergency medical response services to all patients to meet Ambulance Service Area (ASA) response time standards.
- Comply with ambulance service licensing requirements.
- Maintain CERT volunteer base and conduct two basic training classes annually.

## Major Accomplishments Planned For FY 2008-2009



### GOALS

- Provide fire protection plans review services within five working days of receipt of plans.
- Develop Domestic Vegetation Management Ordinance.
- Continue to conduct business fire safety inspections in higher-risk occupancies including night clubs, residence halls, and schools.

### Significant Budget Changes From 2008-2009



Proposed FY 2008/09 has been reduced by department staff and increases limited as follows:

Personal Services	-	5.0%
Materials & Services	-	3.3%
Capital Outlay	-	\$6000
Total Budget	-	4.7%

### Significant Budget Changes From 2008-2009



- Child safety seat inspection program has been discontinued (\$7,000)
- CERT training for the public – classes reduced from 3 per year to 2 per year (\$2,100)
- EMS response fee will be charged for ALS care given when patient not transported (\$30,000 -\$50,000)

### Challenges for FY 2009



- EMS revenues will continue to decline as calls for service increase.
- Personnel costs will likely continue to increase. Current labor contract expires June 2009.
- OR-OSHA Health & Safety regulations governing fire department operations will continue to increase.
- Department's ability to attract and retain a qualified workforce will become more challenging.

### Challenges for FY 2009



- Fire Department infrastructure (buildings & equipment) are deteriorating at a faster rate than funds are available to replace.
- Community requests for emergency services will continue to increase at a rate of 5% – 7% annually.
- Economy-related Fire & Life Safety trends in the community