



City of Ashland

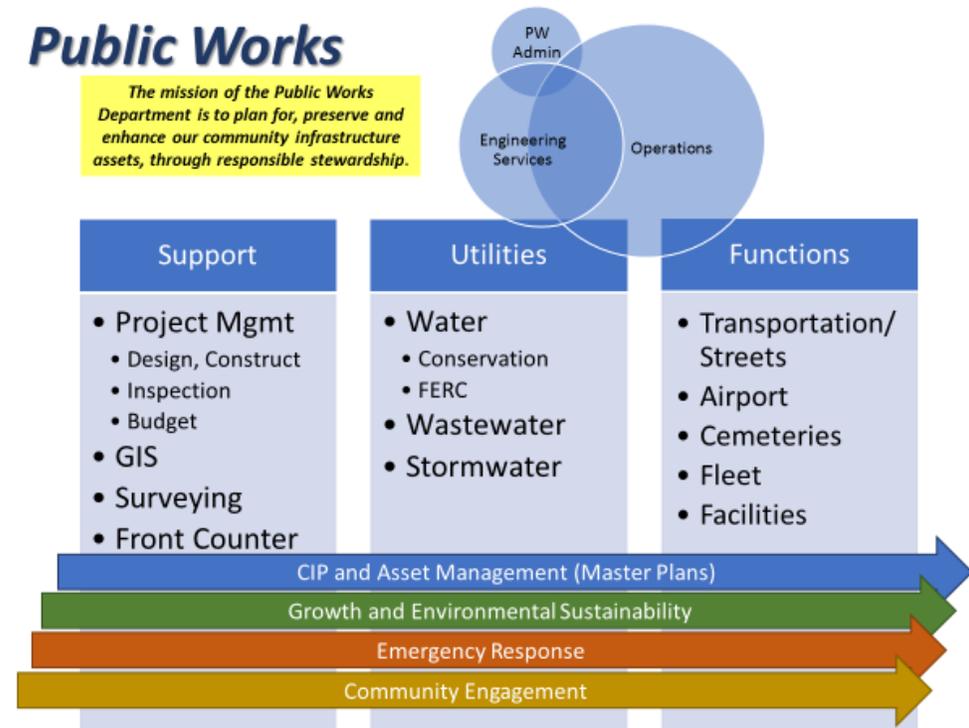
Public Works

BN 2017-2019 – FY18 focus



# PW Funds

- Enterprise Funds
  - Water
  - Wastewater
  - Streets/Transportation
  - Storm Water
- Restricted Funds
  - Airport
  - Capital Improvements (Facilities)
  - Cemetery Trust Fund
  - Equipment Fund (Fleet)



- Central Services
  - Engineering, Technical & Administrative “Support”
- General Fund
  - Cemetery Operations

# Public Works Mission

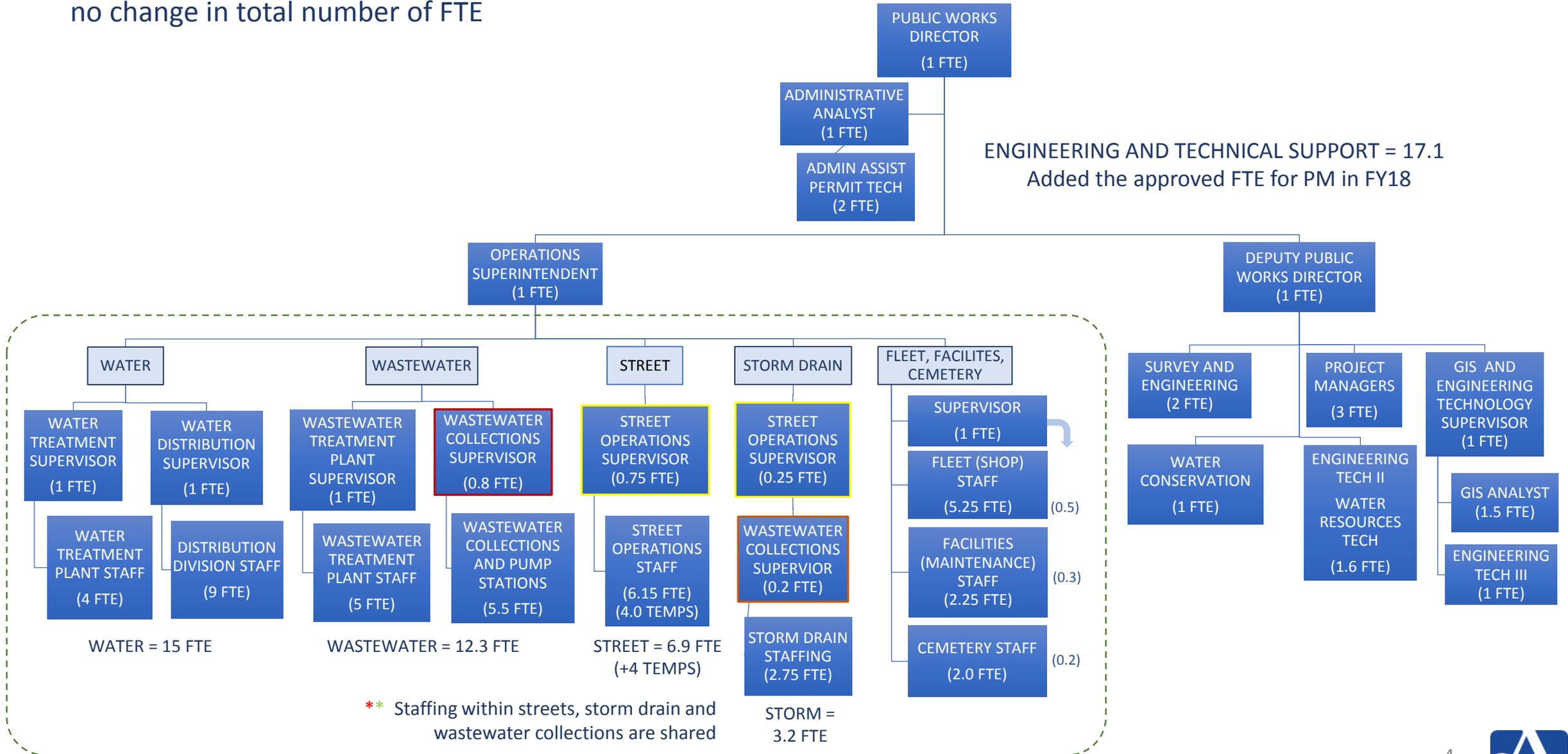
*The City of Ashland's Public Works Department plans for, maintains, preserves and enhances our community infrastructure assets through responsible stewardship.*

*We provide the highest quality public infrastructure and municipal essential services to the citizens of Ashland in a safe, efficient and fiscally responsible manner that is protective of our environment. We are committed to delivering services in a courteous, efficient and professional manner.*



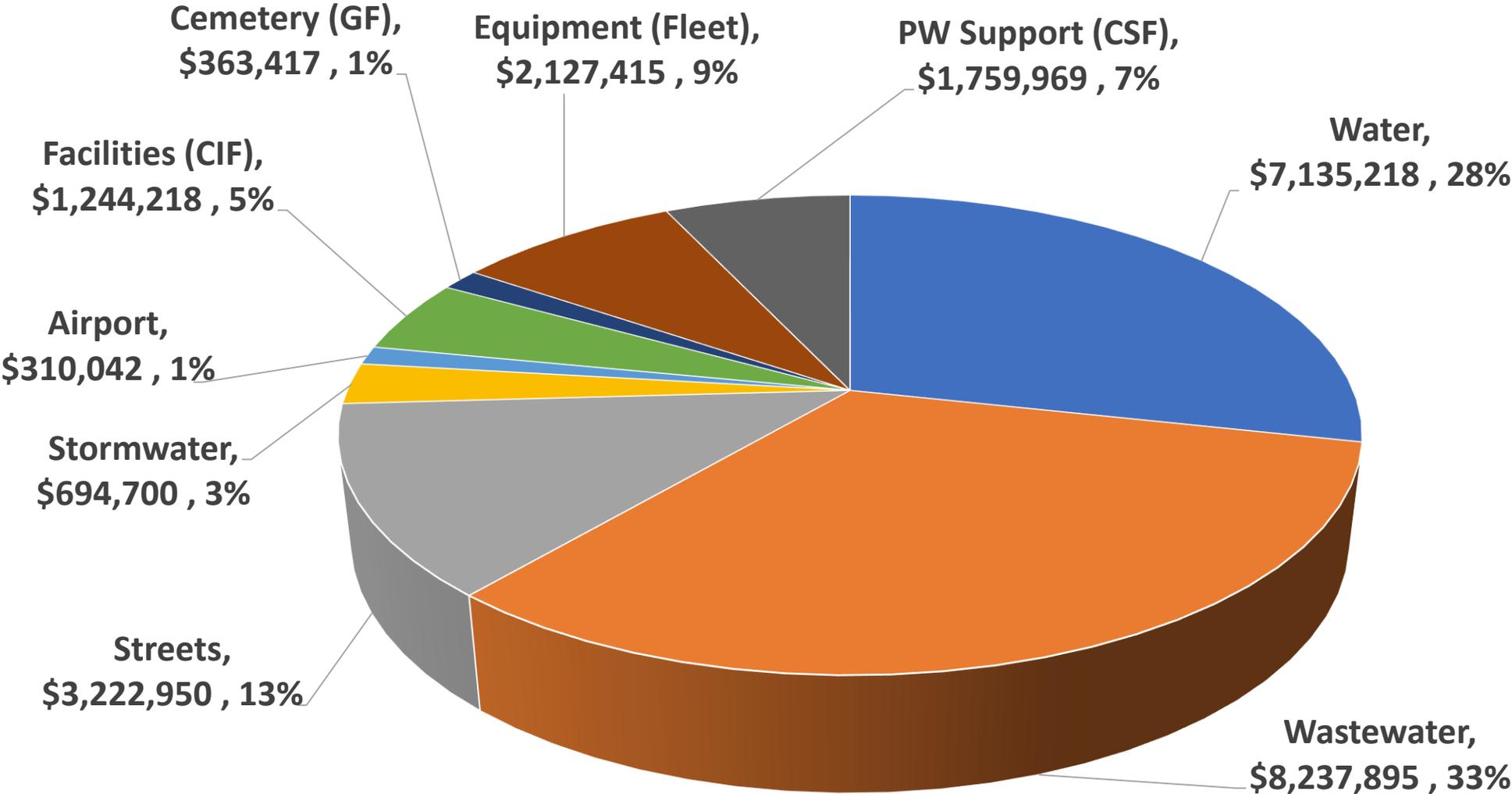
# Public Works Department (65 FTE + 4 FTE temps)

no change in total number of FTE

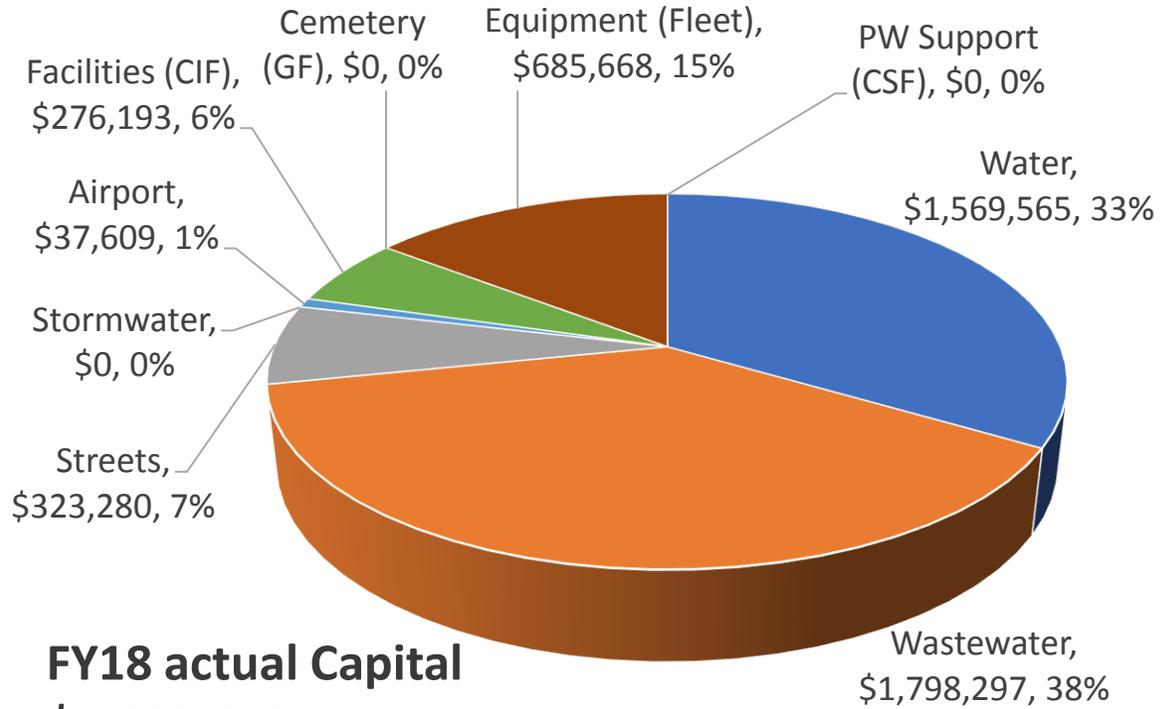


# FY18 Overall Summary;

Budgeted \$52,836,022, Actual \$25,095,824 (47.5%)

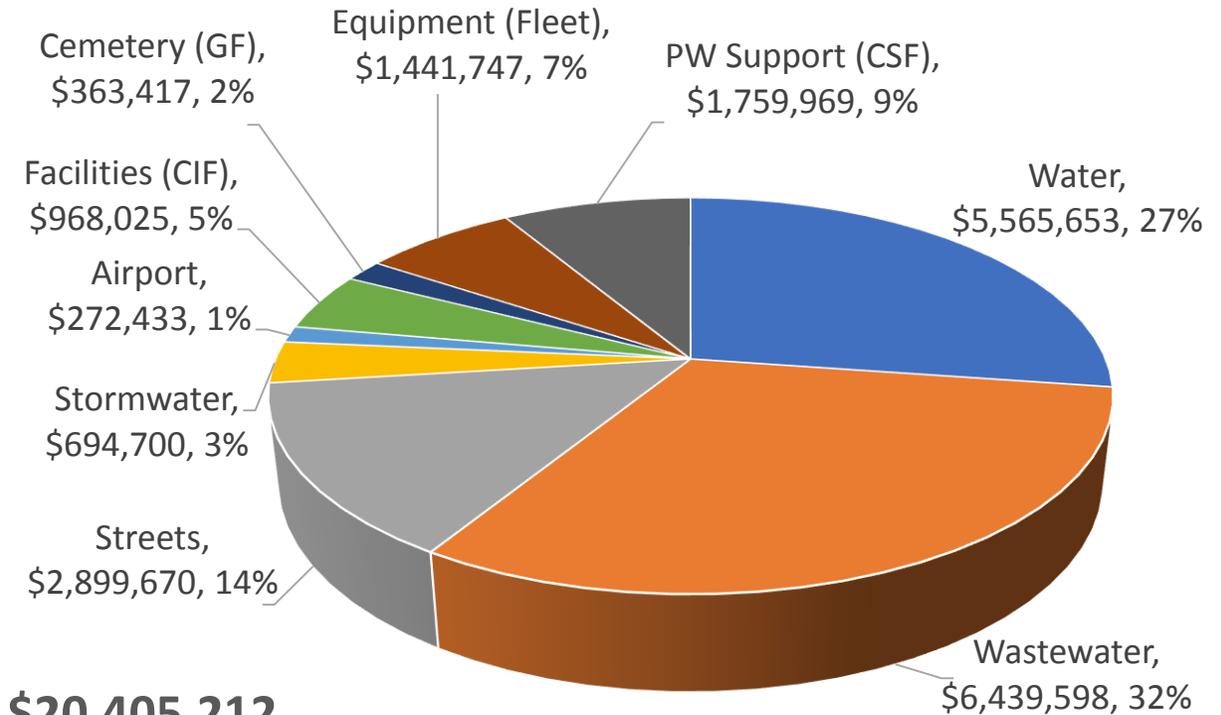


# FY18 Actual Capital vs Operating Expenses



**FY18 actual Capital**  
**\$4,690,612**

budgeted amount  
\$30,604,240 (15%)



**\$20,405,212**  
**FY18 actual operating expenses**

operating expenses (personnel, M&S, debt)  
budgeted amount \$22,231,782 (91.7%)



# FY18 Public Works – general; actual 47% of budget (CIP)

- Personnel – held flat (65 FTE + 4 FTE temps) **\$6,900,027**; 96% of budget
  - Engineering and Technical Support (“Support”) adjusted for CIP project management
  - Support personnel costs have increased due to:
    - Gaining (paying for) the planned project manager – FY18
    - Correctly coding the technical support person (Engineering Tech III) – FY19
    - Correctly coding the facilities project manager – FY19
    - Down to one in water conservation (with additional assistance by all) – FY19
  - Material and Services – actual **\$10,791,009**; held to budget 90%
    - Licensing for iPads, computer and computer programs (AutoCAD, Cartegraph, etc.)
    - Each fund has specific unique items; some items are only purchased once in the BN (FY19 adjustments)
- Capital – exaggerated across the major funds; budget \$30M, **actual \$4.7M; 15%**
  - The ***entire project amount*** was put into the BN, typically split over the two years
  - Will have a sizable carry forward beginning fund balance to cover the work that will be completed in future years
  - Water Treatment Plant was the largest difference (\$23.3 M in BN only \$1.9M anticipated over BN)
  - Evaluating the need for a few of the projects (specifically at wastewater treatment plant)



# Water Fund

Supply, Treatment, Distribution, Conservation  
SDC (reimbursement and improvement)



- Functions

- Operations (daily keep it all flowing; 9,141 customer accounts)
- Engineering & Technical “Support” (CIP program and master planning)
- Personnel \$1,815,873, slightly under budget (91%)
  - 5 FTE treatment plant and 10 FTE distribution (no change)
  - plus 4 FTE “PW support”
- Materials and Services – slightly under budget (88%)
  - FY18 budget \$3,563,616      FY18 actual \$3,135,546
- Capital – significantly under budget (10%)
  - FY18 budget \$15,700,449      FY18 actual \$1,569,565

# Water Fund - financials FY18 actual

## Operating Expenses -

\$1,815,873 Personnel (91%)

- \$1,088,328 in Salary (60%) / \$727,545 in Benefits (40%)

\$3,135,546 Materials and Services (88%)

- \$126,200 Chemicals (treatment plant)
- \$135,600 Infrastructure (distribution and plant)
- \$167,000 conservation
- \$1,947,428 (**62.1%**) Internal Charges (Overhead) to Central Services  
Equipment Replacement, Insurance
- \$639,429 (**20.4%**) Distribution Franchise Fees to the General Fund
- \$119,899 (3.8%) Remaining M&S for operations across the water fund

Capital Outlay - \$1,569,565 actual – FY18; **10% of what was budgeted**

- Water Treatment Plant changes in scope and design
- Pump Stations; Terrace Street and Park Estates in construction
- Design for Ashland Canal (TID) Piping

Debt Service - \$614,234 FY18 actual (less than anticipated)

- \$6,006,750 outstanding with annual payments of just over \$600K through 2023
- new debt forecast upon completion of new WTP (2023); 30 years ~\$800K/year

# Water Fund - revenue sources

- Rates and Fees; \$7.8M collected in FY18
  - 2016 Cost of Service Study projected 4% increase for FY19
  - Completing an update with the new CIP (WTP) costs (by end of May 2019)
- Loans
  - IFA: two open loans; \$19,277,065
    - 1.79% and 1% for a 30-year repayment period
    - Loans for future infrastructure projects will be assessed
    - Prior TAP pipeline loan for \$6,137,805 in debt repayment
  - DEQ loan for Canal Piping
- SDCs
  - minimal \$100K annually



# Water Fund – FY18 accomplishments

- Ashland Canal (TID) Piping from Starlite to Terrace Street
  - pre-design complete
- TID Terrace Street Pump Station Improvements
  - construction to be complete by June 2019
- Park Estates Pump Station Improvements
  - construction to be 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; to go to bid in March 2019



# Water Fund - goals

- fully meet all regulatory requirements (Oregon Health Authority)
- deliver quality drinking water to our 9,141 total accounts
  - 7822 residential, 606 commercial, 216 Municipal/Gov, 497 irrigation
- 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 1274 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 (Hosler Dam)



# Water Fund Challenges

- Complete final design for the new 7.5 MGD Water Treatment Plant
  - Council decision April 2018 and design contract award September 2018
  - construction planned to begin FY 2020
- Receive and execute Council direction for the Ashland (TID) Canal
- Hosler Dam / Reeder Reservoir
  - meet FERC requirements (coordinate with Electric)
- Complete Water Master Plan and Distribution System O&M Plan
  - project delayed to get the design criteria for the 7.5 MGD plant
  - completion planned for May 2019
- Continue conservation and efficiency (*Right Water Right Use*) programs
- CIP program execution
  - updates based on the updated Master Plan (2019)
- Keeping rates in balance



# Water Fund Performance Measures

- No water quality violations
  - regulated by the Oregon Health Authority
- 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



# Water Fund Capital Improvements FY18 (CIP)

STATUS	PW Project #	PROJECT NAME	ADOPTED BN 2017-19	anticipated	ACTUAL BN 2017-19	DESIGN	CONST	DESIGN	CONST
						START	START	COMP	COMP
		<u>Water Supply</u>							
	2015-17	Ashland (TID) Canal Piping: Starlite to Terrace Street	\$1,452,000	\$300,000	\$240,314	X			
	2012-01	TID Terrace St Pump Station Improvements	\$650,000	\$510,000	\$627,279	X	X	X	
		Reeder Reservoir Access Road TMDL Compliance	\$116,000	\$0	\$0				
	2018-10	East & West Fork Transmission Line Rehabilitation	\$309,000	\$103,000	\$51,641	X			
		Ashland Creek West Fork Bridge Construction	\$129,000	\$10,000	\$0	X			
		Sediment TMDL in Reeder Reservoir	\$120,000	\$0	\$0				
		<b>Subtotal Water Supply</b>	<b>\$2,776,000</b>	<b>\$923,000</b>	<b>\$919,234</b>				
		<u>Water Treatment &amp; Storage</u>							
	2018-20	7.5 MGD Water Treatment Plant	\$23,306,000	\$700,000	\$367,674	X			
	2012-01	Permanganate Feed Facility Study & Implementation	\$316,000	\$316,000	\$0	X	X	X	
		<b>Subtotal Water Treatment &amp; Storage</b>	<b>\$23,622,000</b>	<b>\$1,016,000</b>	<b>\$755,085</b>				
		<u>Water Distribution</u>							
	2012-04	Park Estates Pump Station/Loop Road Reservoir Alternatives	\$2,604,000	\$1,991,000	\$1,899,234	X	X	X	
		Granite Reservoir Valving	\$127,000		\$0	X			
		Radio Read Meter Program	\$126,000	\$125,000	\$25,000	X			
		<b>Subtotal Water Distribution</b>	<b>\$2,857,000</b>	<b>\$2,116,000</b>	<b>\$1,924,234</b>				
		<u>Water Mainline Projects</u>							
	2016-04	Siskiyou Boulevard - Crowson Road south towards I-5 Exit 11	\$175,000	\$175,000	\$0	X	X		
	2018-32	Oak Street - Nevada to Bear Creek Bridge	\$273,200	\$275,000	\$5,490	X			
		Grandview Drive - Skycrest Dr to Ditch Rd	\$131,250	\$50,000	\$0				
	2014-04	Ivy Lane - Morton Street to west end of Ivy Lane	\$357,000		\$0				
	2018-04	Ivy Lane - South Mountain to FH-16AD-038	\$103,000	\$73,000	\$33,159	N/A	N/A	X	X
		A Street - 1st St to 6th St	\$155,000	\$50,000	\$0				
		Misc Water Line Projects (in-house crews)	\$49,700	\$50,000	\$0				
		<b>Subtotal Water Mainline Projects</b>	<b>\$1,244,150</b>	<b>\$673,000</b>	<b>\$38,649</b>				
		<b>WATER TOTAL</b>	<b>\$30,499,150</b>	<b>\$4,728,000</b>	<b>\$3,637,202</b>				

**PROJECT STATUS CODES**

- progress on schedule
- delayed somewhat
- significant delays
- completed



# Wastewater Fund

Collection, Treatment (includes outfall and reuse)  
SDC (reimbursement and improvement)



- Functions
  - Operations (daily keep it all flowing; 8,644 customer accounts)
  - Engineering & Technical Support (CIP program and master planning)
- Personnel FY18 actual \$1,345,072 – slightly over budget (102%)
  - 6 FTE treatment plant and 6.3 FTE operations (no change)
  - 2.4 FTE “PW support”
- Materials and Services – under budget (91%)
  - FY18 budget \$3,752,725 FY18 actual \$3,413,298
- Capital – significantly under budget (35%)
  - FY18 budget \$5,089,961 FY18 actual \$1,798,297

# Wastewater Fund Financials

Operating Expenses \$12,048,973 FY18 Budget; \$8,237,895 FY18 actual

\$1,345,072 Personnel (102%); \$816,539 in Salary (61%) / \$528,533 in Benefits (39%)

\$3,413,298 Materials and Services (91%)

- \$272,960 treatment plant electrical costs
- \$202,530 biosolids landfill disposal
- \$117,205 plant chemicals
- \$238,290 plant infrastructure
- \$67,000 collections infrastructure
- \$1,683,257 internal charges (49.3%) (overhead) to central services;
- \$474,910 franchise fees (13.9%) to the general fund (WW collections)
- \$357,146 remaining M&S

Land Purchase \$1,200,000 – will be shared across PW (streets, water and ww; 20/20/60)

Capital Outlay \$598,297 (35%)

- \$268,246 for treatment plant (shading project and outfall relocation)
- \$329,912 collection pipelines
- \$139 misc fees

Debt Service FY18 actual \$1,681,228

- outstanding debt \$10.6M; 2010 WWTP debt (\$8M) retires in 2022; membranes (\$2M) in 2028)



# Wastewater Fund - revenue sources

- Rates and Fees (charges for services); \$5.8 M FY18
  - 4% rate increase
- Loans – 2 current DEQ CWSRF loans
  - DEQ CWSRF R11751 Outfall Relocation
  - DEQ CWSFR R11755 Riparian Temperature Shade Credits
- Food and Beverage Tax
  - existing (pre 2014) debt repayment (\$1.6 M each year through 2022)
- SDCs
  - current methodology verified; 2018
  - minimal revenues projected (\$100K annually)



# Wastewater Fund - accomplishments

- Grandview Pump Station construction **complete** (May 2018)
- Completed preliminary design on the Outfall Relocation to Bear Creek
- Received “acceptance” by DEQ for the Water Quality Trading Program and began the trading partnership with The Freshwater Trust
- Purchased Hardesty Property (future wetlands site)
- 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)



# Wastewater Fund – goals and challenges

## Goals

- fully meet all regulatory requirements (DEQ)
- collect all wastewater from 8,644 total accounts
  - 7822 residential, 606 commercial, 216 Municipal/Gov (no irrigation accounts)
- treat over 800 million gallons of sewage annually
- continue to chase and resolve the inflow/infiltration issue

## Challenges

- DEQ NPDES Permit Renewal
- CIP program execution
- resolve differences in master plan with facilities assessment update
- keeping rates in balance



# Wastewater Fund 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 Capital Improvements

STATUS *	PW Project #	PROJECT NAME	CAPITAL IMPROVEMENT PROJECTS BN 2017-19				DESIGN START	DESIGN COMP	CONST START	CONST COMP
			ADOPTED BN 2017-19	anticipated	ACTUAL BN 2017-19					
		<b>Wastewater Treatment Plant</b>								
■	2013-21	Outfall Relocation / Fish Screen	\$660,000	\$350,000	\$393,672	X	X			
■	2018-21	Shading (Capital Cost + first 6 years of O&M)	\$1,262,000	\$200,000	\$64,816	X				
■	2013-20	Oxidation Ditch Shell	\$5,020,000	\$4,000	\$3,788	X				
■		RAS Pump Replacement	\$122,000	\$0	\$0	X				
		<b>Subtotal Treatment Plant</b>	<b>\$7,064,000</b>	<b>\$554,000</b>	<b>\$462,277</b>					
		<b>Wastewater Collection System</b>								
■		Wastewater Line Upsizing - 18" & 24" Parallel Trunkline - Wightman to Tolman Creek Road	\$1,424,000	\$0	\$0					
■	2013-14	Wastewater Line Replacement; 15" Main - Mountain Avenue	\$141,000	\$118,700	\$67,774	X	X	X	X	
■	2007-26	Grandview Pump Station Replacement	\$697,000	\$505,000	\$327,375	X	X	X	X	
■	2013-17	Wastewater Line Replacement; 15" Main - A Street	\$600,000	\$0	\$0					
		<b>Subtotal Collection System</b>	<b>\$2,862,000</b>	<b>\$623,700</b>	<b>\$395,149</b>					
		<b>WASTEWATER TOTAL</b>	<b>\$9,926,000</b>	<b>\$1,177,700</b>	<b>\$857,426</b>					

## PROJECT STATUS CODES

- progress on schedule
- delayed somewhat
- significant delays
- completed



# Street (Transportation) Fund

Operations

SDC (reimbursement and improvement)



- Functions

- Operations (daily keep it all moving safely)

- maintain street surfaces (sweeping, pothole corrections, crack seal, paving, ditch cleaning, signage and pavement markings), city sidewalks, railroad crossings, debris and snow removal

- Engineering & Technical Support (CIP program and master planning)

- Personnel FY18 actual \$848,701 – under budget (91%)

- 6.9 FTE (+4 FTE temp) operations (no change); 2.7 FTE “PW support”

- division personnel are shared with the storm drain division

- Materials and Services FY18 actual \$1,683,140 – under budget (77.5%)

- some are one time charges that will be funded in FY19

- Capital– under budget (4%)

- FY18 budget \$7,609,830                      FY18 actual \$367,829

- Projects currently in design and permitting; construction in late FY19

# Street (Transportation) Fund – financials FY18

## Operating Expenses

\$848,701 Personnel (91%); \$520,965 in Salary (61%) / \$327,737 in Benefits (39%)  
\$1,683,140 in Materials and Services (77.5%)

- \$192,530 infrastructure
- \$52,500 signal maintenance
- \$50,000 bus fare project (includes encumbered amount)
- \$111,970 professional services (engineering, transit, traffic engineer)
- \$ 874,684 internal Charges (52%) (overhead) to Central Services
- \$0 franchise fees
- \$401,456 remaining materials and services

## Capital Outlay \$323,280 (4%)

- design work – Hersey
- construction to begin in May 2019

## Debt Service \$367,829



# Street (Transportation) Fund - revenue sources

- Street Utility Fees
  - Generate approximately **\$1.5 million FY18**
  - Fees will be assessed with the Transportation System Plan update (FY21)
  - Current fee increases based on CPI
- Other Revenues and Loans
  - Food and Beverage Tax **\$516,552 FY18**
    - full allocation expected in 2023
  - ODOT (and Federal) gas tax; **\$1.3 M FY18**
  - SDCs \$172,220
    - methodology and assessments updated in 2018
    - revenue hard to predict in changing environment



# Street (Transportation) Fund - accomplishments

- ***Completed*** Transit Feasibility Study March 2019
- ***Completed*** the Hersey Street (N Main to Oak Street) CMAQ Sidewalk project in Feb 2018
- ***Completed*** revisions to Transportation SDC methodology 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 May 2019
- Revitalize Downtown Ashland Plan (ODOT TGM **grant**) **approved**
  - will be initiated with ODOT in May 2019
  - plan will provide prioritized improvements for BN 2019-21 and beyond



# Street (Transportation) Fund - 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



# Street (Transportation) Fund - challenges

- revenues continue to improve with food and beverage taxes, state gas tax and new transportation systems development charges
- stay ahead of major replacements and completing maintenance and pavement overlays prior to street degradation
- adjust the 20 year CIP with the updates to the transit plan and the transportation system plan updates
- search for (and receive) grants to fully execute the prioritized 20-year plan; streets, sidewalks, bikes, transit
- explore feasibility of ODOT jurisdictional exchange for downtown and the north end of main street
- ensuring ADA compliance
- costs of construction and contractor availability



# Street (Transportation) Fund 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



# Street (Transportation) Fund – CIP

## CAPITAL IMPROVEMENT PROJECTS BN 2017-19

STATUS *	PW Project #	PROJECT NAME	ADOPTED	anticipated	ACTUAL	DESIGN	START	DESIGN	COMP	CONST	START	CONST	COMP
			BN 2017-19		BN 2017-19								
		<u>Roadway</u>											
■	2011-36	Railroad Crossing Improvements; Hersey & Laurel	\$450,000	\$100,000	\$34,995	X		X					
■	2013-25	Independent Way - Washington St to Tolman Creek Rd (design const only)	\$1,590,000	\$100,000	\$34,899	X		X					
■	2018-03	N. Main Refuge Island	\$80,000	\$80,000	\$0	X		X					
■	2012-28	<del>East Nevada Street Extension</del>	<del>\$6,494,400</del>	<del>\$0</del>	<del>\$0</del>								
■		Grandview Drive Improvements - Phase II	\$350,000	\$0	\$0								
■	2013-37	City Wide Chip Seal Project	\$93,404	\$0	\$0								
		<b>Subtotal Roadway</b>	<b>\$9,057,804</b>	<b>\$280,000</b>	<b>\$69,894</b>								
		<u>Street Improvements/Overlays per Pavement Management System</u>											
■	2010-10	Overlay/Partial Rebuild - N Mountain Avenue - Hersey to I-5	\$840,000	\$30,782	\$7,015	X		X					
■	2015-01	Overlay - Wightman Street - Quincy to Siskiyou	\$225,000	\$4,789	\$630	X		X					
■	2017-09	Repave/Rebuild - Hersey Street - N. Main to N. Mountain	\$4,000,000	\$1,000,000	\$441,883	X							
■	2013-02	Overlay/Partial Rebuild - N Mountain Avenue - E.Main to R/R Tracks	\$200,000	\$4,365	\$0	X		X					
		<b>Subtotal Street Improvements/Overlays</b>	<b>\$5,265,000</b>	<b>\$1,039,936</b>	<b>\$449,528</b>								
		<u>Sidewalk/Pedestrian</u>											
■	2011-30	Hersey Street - N Main Street to Oak Street (CMAQ)	\$250,000	\$0	\$50,826	X		X		X		X	
■	2015-22	Downtown ADA Ramp Replacement/Plaza Sidewalk Replacement	\$88,950	\$150,000	\$8,068	X		X					
■		N Main Street RRFB Installation - Nursey Street & Van Ness Avenue	\$75,000	\$75,000	\$0	X							
■		Mountain Avenue RRFB Installation - Fair Oaks Avenue	\$40,000	\$0	\$0	X							
■		A Street - Oak Street to 100' west of 6th Street	\$155,000	\$50,000	\$0								
		<b>Subtotal Sidewalk/Pedestrian</b>	<b>\$358,950</b>	<b>\$275,000</b>	<b>\$58,894</b>								
		<u>Bicycle</u>											
■		Downtown Super Sharrows	\$100,000	\$50,000	\$0	X							
		<b>Subtotal Bicycle</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>								
		<b>TRANSPORTATION TOTAL</b>	<b>\$14,781,754</b>	<b>\$1,594,936</b>	<b>\$578,316</b>								

### PROJECT STATUS CODES

- progress on schedule
- delayed somewhat
- significant delays
- completed



# Stormwater Fund

Operations

SDC (reimbursement and improvement)



- Functions
  - Operations (daily keep it all flowing); pipelines, open ditches, outfalls
  - Engineering & Technical Support (CIP program and master planning)
- Personnel: FY18 actual \$311,791 slightly under budget (92.4%)
  - \$180,521 in salary (58%) / \$131,270 in benefits (42%)
  - 3.2 FTE operations (no change); 2.3 FTE “support”
  - operations personnel shared between streets and wastewater collections
- Materials and Services: FY18 actual \$370,560 under budget (86%)
- Capital: FY18 budgeted \$75,000 actual \$0
  - project work to be completed in FY19
  - in house crew work likely charged to materials and services infrastructure

# Stormwater Fund - accomplishments and performance measures

- Accomplishments

- stormwater master plan in process – some delays to complete field work for consultant modeling data accuracy
- staff assisting with I & I assessments and flow meter data collection

- Performance Measures

- camera, screen and clean 20% of the system annually
- visually observe 25% of all catch basins and 40% outfall nodes



# Stormwater Fund - goals and challenges

## Goals

- meet the DEQ Municipal Separate Storm Sewer System (MS4) Discharge Permit based on the Bear Creek Watershed TMDL limits
  - requirements will be phased in starting February 2020; include a significant education component, line cleaning and reducing pollutants into waterways

## Challenges

- restructure ordinance language to meet new MS4 permit requirements
- track and manage new regulatory requirements and riparian-type solutions
- complete master plan
  - began in 2017 by Kennedy Jenks; to be complete by June 2019
    - delays allowed City staff to complete accurate field data collection
  - plan will identify and develop storm drain pollution reduction systems
  - plan will identify and prioritize pipe size to meet 25-year storm flows
- identify funding sources with the master plan update



# Stormwater Fund - revenue sources and CIP

## Revenues

- Stormwater Utility Fees; \$1,635,000
  - line maintenance, open ditches, sediment pond cleaning, education
  - fees will be re-assessed with the Stormwater Master Plan update (FY20)
  - current fee increases based on CPI
- SDCs
  - methodology and assessments to be updated post master plan

## CIP

- Internal (\$75,000 for line improvements not shown on CIP)



# Airport



- Goals: Long term fund stability and sustainability
  - ensure airport is safe
  - sustain airport operating funds
  - enable growth
- Operations = Bob Skinner, FBO (daily keep it all flying)
  - 3 private hangars and 48 City owned T-hangars
  - 74 permanent aircraft
    - 64 single-engine, 2 multi-engine, 1 turbojet, 5 helicopters and 2 ultra-lights
  - 71 tiedowns
- Engineering & Technical Support (CIP program and master planning)
  - personnel: 0.8 FTE “support”
- Materials and Services FY18 budget \$212,690; actual \$233,897 (110%)
  - professional services (master plan)
  - maintenance
  - debt \$38k



# Airport

- Capital Improvements – budget \$166,000; actual \$37,609 (22.7%)
  - internal projects
- Challenges
  - CIP program and growth at the airport
  - keep budget balanced and self-sustaining
  - maintenance needs
  - stormwater permitting
- Performance Measures
  - maintain 95% of hangars rented and occupied throughout the year
  - increase safety so that there are zero days with FAA reportable incidents



# Capital Improvements (Facilities)



- Functions:
  - Operations (daily keep it all working; 15 occupied buildings and an additional 45 warehouse type facilities)
  - Includes all utilities (water, sewer, electric) and custodial
  - Engineering & Technical Support (CIP program and master planning)
- Personnel: FY18 budget \$306,370; actual \$312,292 (101.9%)
  - 2.55 FTE \$183,361 salary (59%); \$128,931 benefits (41%)
- Materials and Services: FY18 budget \$491,596; actual \$655,733 (113.4%)
  - custodial contract increased in July 2017 (and was not forecasted in the budget)
  - utilities costs increased; water, sewer, electric
- Capital: FY18 budget \$419,000; actual \$276,193 (66%)

# Capital Improvements (Facilities) - 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 plaguing the City for decades.
  - Council is continuing to evaluate future facility needs
- ✓ Police Generator
- ✓ Pioneer Hall assessment
- ✓ Butler Bandshell Improvements
- ✓ Gun Club Mitigation (insurance fund \$)



# Capital Improvements (Facilities) - challenges

- Performance Measures
  - 50% of all facilities inspected per year
    - will use staff resources
    - priorities established by newly formed Facilities User Group
  - 90% of planned maintenance performed per year
- Challenges
  - aging facilities
  - CIP program requirements and funding
  - budget revenue sources (facilities user fee)
  - source of time and funding for public art support



# Cemetery



- Goals:
  - maintain cemetery with reverence
  - maintain cemetery in compliance with Oregon Cemetery and Mortuary Board requirements
  - maintain 100% compliance with weed abatement requirements
- Personnel:
  - FY18 budget \$228,806; actual \$219,058 (96%)
  - 2.2 FTE salary \$126,917 (58%) / benefits \$92,141 (42%); 0.4 FTE “support”
  - uniquely trained for historic cemetery maintenance
  - emotional support to families as well as the ability to retrieve genealogy information
- Material & Services: FY18 budget \$177,107; actual \$144,359 (81.5%)
  - operations (daily keep it all going; 11,500 burial sites: graves, niches, and crypts)
    - Supplementary staff responsibilities include the maintenance of approximately 50 City owned parcels for annual fire and weed abatement
    - Assistance to facilities maintenance and city recorder’s records maintenance needs
  - includes – central service fees (\$74K or 51%), utilities (\$46K) and grounds (\$14K); misc \$10K

# Cemetery

- 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
- Capital Improvements
- Challenges
  - all three cemeteries are on the historic register
  - create efficient watering practices (plans for irrigation and use of TID)
  - use of Cemetery Trust Fund for capital projects



# Equipment Acquisition (fleet) & Fleet Repairs (shop)



## Goals

- Enable effective fleet utilization and continue to utilize alternative fuel vehicles.
- Optimize repairs and work with each user group on best preventive maintenance strategies so that vehicles remain operational and avoid unnecessary down time.

## Functions

- Personnel: 5.75 FTE (no change); 0.5 FTE “support”
  - FY18 budget \$564,418; actual \$551,831 (98%)
  - salaries \$315,266 (57%) / benefits \$236,565 (43%)
- Material and Services: FY18 budget \$1,001,408; actual \$889,916 (89%)
- Operations; daily keep it all working (City and Parks fleet operations);
  - 650 assets: 196 pieces of equipment, 244 handheld devices, 27 large on-road vehicles, 10 large off-road pieces of equipment, 114 vehicles, and 37 trailer
  - includes specialty fire apparatus and ambulances, police patrol vehicles and motor cycle, electric bucket and line trucks, heavy equipment within the street division, standard operational equipment, parks mowers and general vehicle fleet for other departments, and miscellaneous tools



# Equipment Acquisition (Fleet) and fleet repairs (shop)

- Accomplishments
  - replaced 19 vehicles with electric and hybrid vehicles
  - developed unique opportunity with *GovDeals* to more efficiently dispose of or sell vehicles and equipment no longer needed by the City
    - This should save significant staff time and result in alleviating storage requirements for excess equipment.
  - MOU with Jackson County/ODOT shared resources
- Performance Measures
  - 90% of fleet replaced on schedule according to 10-year Fleet Replacement Plan
  - 95% of the fleet available for use
- Acquisition Schedule
  - based on age, use, repair requirements



# Equipment Acquisition (Fleet) and fleet repairs (shop) - challenges and opportunities

- right sizing fleet with appropriate propulsion technology
- keeping up with technology changes
- meeting CEAP goals with current selection of vehicles available to purchase that will reliably meet the needs of the city.
- catching up on fleet replacement and maintenance plan to ensure minimal downtime and reductions in total cost per mile or hour
- Manage fleet replacement charges adequately fund necessary replacements for each department
- much of the material and services budget are one time purchases across the BN; anticipate full expenditures each BN



## Vehicle Acquisition List for CITY Vehicles and Equipment - FY18 Schedule

Department	Equipment scheduled for replacement	Amount budgeted	Vehicle Replacement Acquisition	Actual Cost	Difference
Street	1987 Dump Truck	\$110,000.00	2018 Peterbuilt 7YD dump truck	(\$105,479.00)	\$4,521.00
Street	1988 Roller	\$110,000.00	2018 cat CB7 roller	(\$113,519.75)	(\$3,519.75)
Electric	2003 Bucket Truck	\$125,000.00	2018 Tree truck	(\$153,770.00)	(\$28,770.00)
Wastewater	2004 Pick-Up Truck	\$58,000.00	2018 Ford F-450 crew cab	(\$66,380.30)	(\$8,380.30)
Street	2004 Pick-Up Truck	\$49,000.00	2018 Ford F-450 crew cab	(\$50,090.30)	(\$1,090.30)
Engineering	2005 Pick-Up Truck	\$35,000.00		(\$28,176.00)	\$6,824.00
Water	2005 Pick-Up Truck	\$35,000.00		(\$35,150.48)	(\$150.48)
Comm Dev	2005 Pick-Up Truck	\$35,000.00	2017 Chevy Bolt	(\$36,557.58)	(\$1,557.58)
Building	2006 Pick-Up Truck	\$35,000.00	2018 ford C-Max	(\$23,406.45)	\$11,593.55
Water	2006 Pick-Up Truck	\$35,000.00		(\$26,698.23)	\$8,301.77
Fleet Maint	2007 Pick-Up Truck	\$35,000.00		(\$34,497.63)	\$502.37
Fire	2007 SUV	\$46,000.00	2018 Toyota RAV4 Hybrid AWD	(\$30,103.67)	\$15,896.33
Cemetery	2007 Mower	\$18,000.00	2018 Kubota ZD1211-60	(\$12,653.94)	\$5,346.06
Elec Conserv	2013 Electric Vehicle	\$35,000.00	2017 Chevy Bolt	(\$36,690.90)	(\$1,690.90)
Police	2014 SUV	\$53,000.00	2016 Chevrolet Tahoe 4x4 Police Patrol Vehicle (PPV)	(\$53,354.93)	(\$354.93)
Police	2014 SUV	\$53,000.00	2016 Chevrolet Tahoe 4x4 Police Patrol Vehicle (PPV)	(\$53,523.87)	(\$523.87)
<b>CITY - ESTIMATED Replacement Cost (Subtotal FY18)</b>		<b>\$867,000.00</b>	<b>CITY - ACTUAL Fleet Acquisitions (Subtotal FY18)</b>	<b>(\$860,053.03)</b>	<b>\$6,946.97</b>



## Vehicle Acquisition List for CITY Vehicles and Equipment - FY19 Schedule

Department	Equipment scheduled for replacement	Amount budgeted	Acquisition	Actual Cost	Difference
Street	1988 Roller	\$60,000.00	2017 Caterpillar CB22B-MB Utility Compactor (double drum roller)	(\$37,000.00)	\$23,000.00
Street	1996 Trailer Mounted Air Compressor	\$25,000.00	not yet ordered	(\$25,000.00)	\$0.00
Electric	1998 Line Truck	\$255,000.00		(\$220,367.00)	\$34,633.00
Water	1999 Dump Truck	\$110,000.00	2018 Peterbuilt 7YD dump truck	(\$102,984.00)	\$7,016.00
Ambulance \$250K split between both years		\$250,000.00		(\$240,805.00)	\$9,195.00
Street	2003 Skid Steer Loader	\$61,000.00		(\$66,836.41)	(\$5,836.41)
Electric	2004 Bucket Truck	\$150,000.00		(\$171,235.00)	(\$21,235.00)
Electric	2006 morbark twister 12 chipper	\$0.00		(\$28,789.00)	(\$28,789.00)
Electric	2005 Bucket Truck	\$125,000.00		(\$153,770.00)	(\$28,770.00)
Cemetery	2005 Utility Vehicle	\$20,000.00	2018 John Deere TE	(\$12,565.68)	\$7,434.32
WTP	2006 SUV	\$30,000.00	2018 Toyota RAV4 Hybrid AWD	(\$27,133.00)	\$2,867.00
Wastewater	2006 Vacuum Truck (Jet Rodder)	\$280,000.00		(\$273,529.25)	\$6,470.75
Electric	2007 SUV	\$30,000.00	2018 Ford Fusion Energi SE	(\$27,378.00)	\$2,622.00
WTP	2008 Pick-Up Truck	\$29,000.00	2018 Ford F-150	(\$28,047.00)	\$953.00
Street	2008 Sweeper	\$300,000.00		(\$276,221.08)	\$23,778.92
PD	Generator Propane tanks	\$0.00		(\$3,915.00)	(\$3,915.00)
Cemetery	2009 Mower	\$17,000.00	2018 Toro GM7200	(\$20,375.49)	(\$3,375.49)
<b>CITY - Total EST Replacement Cost (FY 2018 &amp; 2019)</b>		<b>\$1,742,000.00</b>	<b>CITY - Total ACTUAL Acquisition Cost (FY 2018 &amp; 2019)</b>	<b>(\$1,715,950.91)</b>	<b>\$26,049.09</b>
Total FY2018, FY2019		\$2,609,000.00		(\$2,576,003.94)	\$32,996.06
IT	Phone system	\$210,000.00		(\$210,000.00)	\$0.00
City	CEAP Fleet Audit	\$30,000.00	performed in house	\$0.00	\$30,000.00
Total FY2018, FY2019		\$2,849,000.00		(\$2,786,003.94)	\$62,996.06

- Actual expenditures are 97.8% of what was budgeted
- Majority of the equipment is specified and purchased in the first year
- Much is acquired in the second year due to long lead times
- All equipment ordered with the exception of the street compressor
- Phone system (FY19) in process
- CEAP fleet audit completed in house



# Engineering & Technology “Support”



- Engineering & Technical Support (PW Central Services)
  - CIP program execution and master planning
  - project design and project management, inspections
  - GIS analysis
    - inventory management tools providing visual spatial relationships)
    - digital asset management (Cartegraph support)
    - web applications for customer accessibility
- Personnel: FY18 budget \$1,533,476; actual \$1,495,409 (98%)
  - \$918,445 in salary (61%) / \$576,964 in benefits (39%)
  - personnel are paid from enterprise funds based on time spent
- Materials and Services: FY18 budget \$247,836; actual \$264,560 (107%)
  - central service fees \$120,945 (as budgeted)
  - licenses (AutoCAD, computers) and advertising over budget
  - many one time purchase across the BN

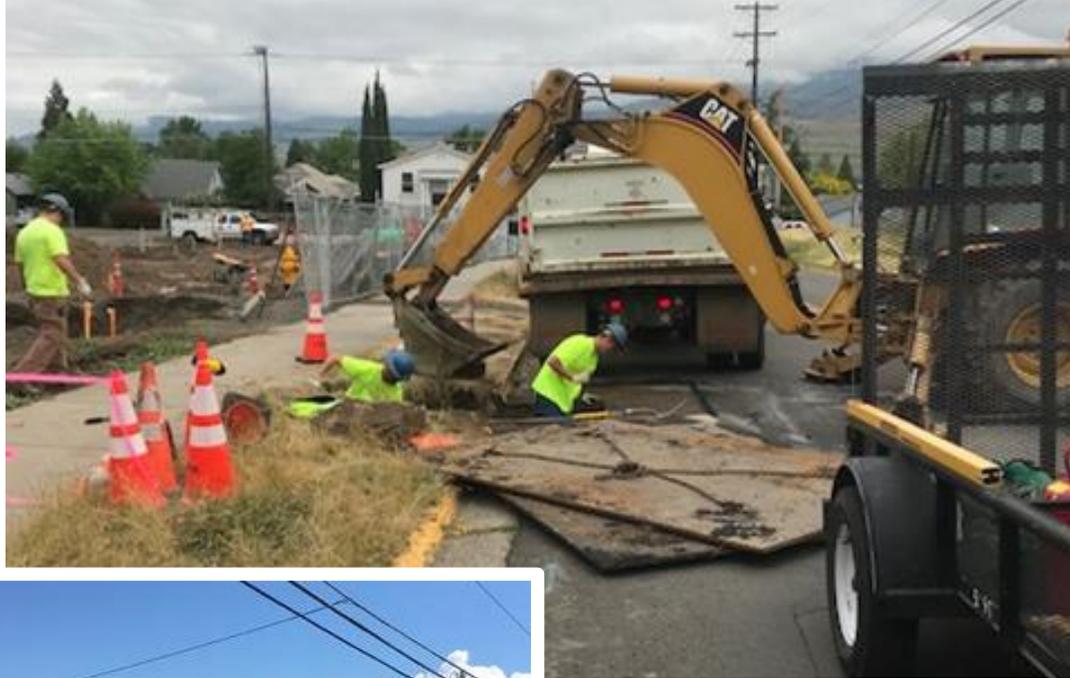


# Engineering & Technology “Support”

- Goals
  - integration across all public works divisions and the rest of the city
  - program and project delivery
- Performance Measures
  - on time, on budget project delivery
- Challenges
  - CIP development (20 year) and execution; on time, within budget
  - keeping up with master planning; every 5 to 8 years
  - downtown; revitalize downtown Ashland (ODOT TGM grant)
    - includes parking priorities
  - customer support
  - digital filing
  - telling our story



# Questions?



# Electric Fund



# Electric Fund

- ▶ The Electric Department provides electricity to 10,233 residences, 1,451 business and 166 “institutions” (Governments and City) within the City of Ashland.
- ▶ The Electric Department employs 17 Employees
- ▶ And operates 3 facilities
  - Electrical Substations
  - Hosler Dam Energy Generation Plant
  - 130 miles of electrical lines, overhead and underground
- ▶ With 3 sources of electricity
  - Primary: Bonneville Power Authority (BPA)
  - Secondary: Hosler Dam Energy Generation Plant
  - Secondary: Roof top solar: both residential and commercial

# Electric Budget

The operating expenses (Actual 2017/18):

- ▶ \$1,614,526 in Salary/\$922,312 in Benefits
- ▶ \$13,054,462 in “Materials and Services”
  - \$7,800,563 to Purchase Electricity
  - \$2,447,845 Internal Charges (Overhead)\*
    - \*To Central Services, Equipment, Insurance, Facilities
  - \$1,597,808 Franchise Fees\*\*
    - \*\*To the General Fund
  - \$528,580 for Energy Conservation Programs
  - \$490,753 Electrical System Maintenance
  - \$188,913 Remaining M&S

The Electrical Department sources of income:

- ▶ \$15,917,213 for charges for electric usage
- ▶ \$259,094 BPA Conservation Grant
- ▶ \$128,173 Other Sources

# Electric Fund Accomplishments

- Received national recognition for Excellence in Reliability from APPA for the third time in four years. Ashland was amongst 143 public power utilities nation wide 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 interties
- Trimmed over 300 trees as part of the three year trim cycle to maintain reliability and safety
- Maintained an active membership in national and regional industry groups, giving Ashland Electric a larger voice and access to the latest information regarding industry changes or trends. Also providing a network for mutual aid among utilities in the event of a disaster.

# Electric Fund Goals

- 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

# Electric Fund Future Challenges

- Insure rate structure adequately covers costs with flat or declining sales
- Compliance with legislative and regulatory changes
- BPA rate increases
- 2028 BPA contract negotiations
- Attracting and maintaining a qualified workforce

# Electric Fund 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

# Ashland Fiber Network (AFN)



# Ashland Fiber Network (AFN)

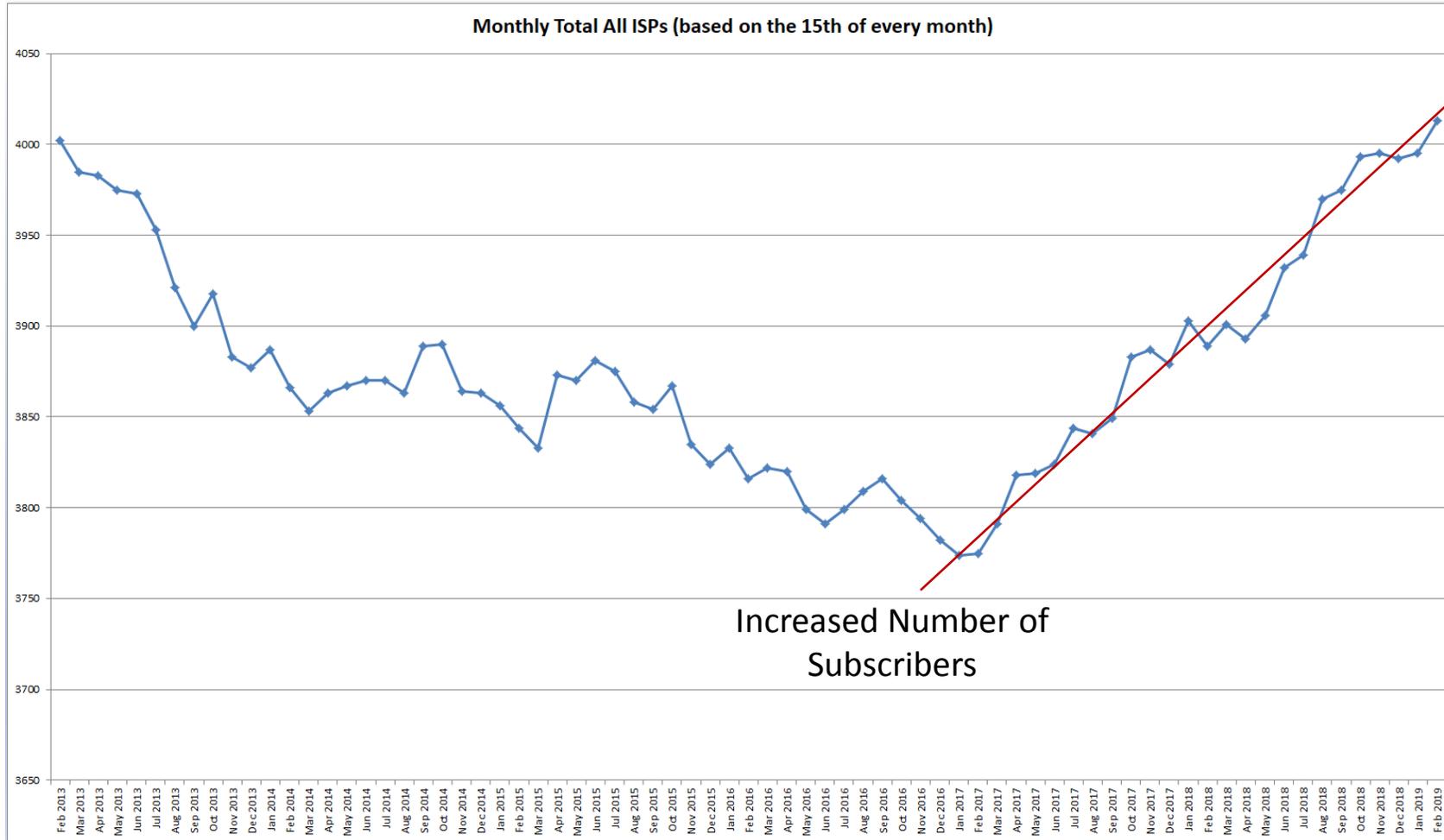
- ▶ The Ashland Fiber Network (AFN) was created in the late 1990s when a small group of local innovators decided to take control of the city's destiny by building a telecommunications network. The Ashland Fiber Network is a community-owned infrastructure designed to provide a platform for showcasing local compassionate people, supporting local innovators and sharing our community's unique independent way of living and thinking with the world
- ▶ AFN's unique open access model means that the city owns, manages and maintains the telecommunications infrastructure, then leases it to preferred locally owned Internet Service Providers (ISP's) so customers can choose between going with AFN directly or the partner ISP that best fits their needs.

# AFN Financials

The operating expenses (Actual 2017/18):

- ▶ \$398,921 in Salary/\$239,112 in Benefits.
  - 5 FTE's, 2 PTE's
  
- ▶ \$1,366,195 in "Materials and Services".
  - \$1,018,682 Internal Charges (Overhead).
    - \*To Central Services, Equipment, Insurance, Facilities.
  - \$165,659 for Internet Bandwidth Purchase.
  - \$181,854 Remaining M&S.

# AFN Fund Accomplishments



# AFN Fund Accomplishments

- ▶ 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.

# AFN Fund Accomplishments

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

# AFN Fund 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%

# AFN Fund 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.

# AFN Fund Future Challenges

- ▶ Funding for infrastructure upgrades
- ▶ Future Challenges: Reversal of Net Neutrality
- ▶ FCC Policies and Rule Making
- ▶ Dealing with Charter's Anti AFN Door-to Door Marketing Campaigns
- ▶ Keeping up with competitors service offerings