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February 21, 2018

Melissa Huhtala
City Recorder
City Hall
20 East Main Street
Ashland, OR 97520

Dear Ms. Huhtala,

I am interested in being considered for the open seat of Council Position #3 with the term expiring December 31, 2018.

Since moving to Ashland 3 years ago, I have become an active supporter of our municipal government. I have observed the communication, collaboration, and mutual respect of our City Councilors and the Mayor, as they have addressed critical issues and taken steps to solve and prioritize our community's challenges. I am very impressed with their work!

Through my involvement with Parks and Recreations's Senior Program, as the Chair of the Ad Hoc Senior Advisory Committee, as well as my appointment on the City's Housing and Human Services Commission, I have gained a greater understanding of how Ashland's municipal government functions.

There are many similarities to what I did in my professional life and what is required as a Councilor. As a Special Education Director, my job was to bring groups, from 5 to 20 people, (staff, parents, attorneys, upper management) to consensus on how to move forward in best meeting the needs of a student, who was the focus of our concern.

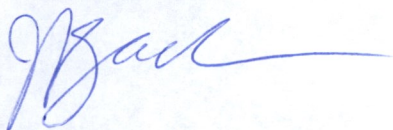
As a Councilor, I would be looking at the needs of our community, and listening to the different perspectives, asking clarifying questions, and working with my peers to develop detailed plans to solve problems in our city, step by step.

I believe my communication skills and leadership experience in solving problems, bringing people together to create new strategies, and prioritizing objectives, will help our City continue on the path of fiscal accountability, accessibility for all ages, transparency in decision making through constructive engagement, and environmental protection for our exceptional community.

I look forward to sharing my ideas with the Mayor and Councilors in the coming weeks.

Please find the answers to the 4 application questions attached to this letter.

Sincerely,
Jackie Bachman

A handwritten signature in blue ink, appearing to read 'JBach', with a long horizontal flourish extending to the right.

February 26, 2018

Responses to Ashland City Council Application Interview Questions from Jackie Bachman:

1. What do you think are the biggest issues facing the City?

The biggest issues facing the City right now, in my opinion, are:

- a. Maintaining transparency and inclusion in decision making,
- b. Hiring the right City Administrator for Ashland,
- c. Openly addressing financial concerns, especially related to PERS,
- d. Clarifying and communicating Council priorities,
- e. Affordable housing, including regional options for the homeless and mentally ill.

2. What is your primary motivation for seeking a vacant Council Seat?

My primary motivation for seeking a vacant Council Seat is to use my proven leadership, problem solving, and communication skills to keep Ashland on the right path. This is my community. I want to help.

3. What Community and City activities have you been involved in recently?

Community Activities:

Senior Center Program Advisory Committee Member for 2 years, Food Project Neighborhood Coordinator, Olli Senior Program Ambassador, OSF Member, Senior Program Line Dance Treasurer, Improv Student/Performer.

City Activities:

Currently serving on the Housing and Human Services Commission, Chair of the Parks and Rec Ad Hoc Senior Program Advisory Committee, involved in promoting an Age Friendly Ashland, with accessibility for all as a major goal.

4. What is the Role of the City Councilor?

The Role of the City Councilor is to:

- a. Weigh all the information available on any issue,
- b. Listen to the many perspectives of Citizens, Staff, and Council Members,
- c. Discuss the pros and cons of specific strategies to address each issue,
- d. Make non partisan decisions in collaboration with Council Members,
- e. Do the right thing for Ashland now and into the future.