



Strategic Choices – FY 2022-2023

CITY OF
ASHLAND

Mayor and City Council Special Called Business Meetings
May 23 & 24

Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- **General Fund Deficit Status**

- Organizational Staffing/Structure

- Vision & Values
- Ashland's Characteristics
 - Strengths, Demographics & Risks
 - Economics & Opportunities
- Organizational Status
 - Cause-Effect
 - Services Silos

- General Fund Budget Status

- Priorities & Adjustments

- City Commissions

- CIP Budget

- Transportation
- Storm Drain
- Wastewater
- Water

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

General Fund - Budget Deficit Status

- **Manager's responsible for adopted budget**

- Expenditure reductions due to General Fund budget deficit

- Current Deficit Estimate

▪ 2022-23 Budgeted Deficit	\$1,000.000
▪ Food & Beverage Tax Reallocation	<u>\$2,000,000</u>
Total Deficit	\$3,000,000

- April 1, 2022 Financial Operations Memo

- Freeze vacant positions unless otherwise authorized
 - Vacancy savings to be used for deficit coverage
- Travel & training restricted except for certifications and to maintain operational readiness
- Department budget reduction plans



General Fund - Budget Deficit Status

- **Food & Beverage Tax is a Restricted Revenue**

- 1993 parks lands and open space parks program acquisition & other purposes
- 2009 Add wastewater debt (80%) & parks CIP (20%)
- 2016 voters enact Council-approved ordinance that includes park ($\geq 25\%$), tax administration (2%), fixed amounts for wastewater, and adds street repair & rehabilitation provision
- AMC 4.344.020
 - C.5.d Except as provided in subsection D of this section, any remaining amounts shall be appropriated for purposes consistent with this chapter unless other purposes are approved by a Council-adopted ordinance enacted by a vote of the Ashland electorate.



Strategic Choices

Questions?



Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- ✓ General Fund Deficit Status

- **Organizational Staffing/Structure**

- **Vision & Values**
- **Ashland's Characteristics**
 - **Strengths, Demographics & Risks**
 - **Economics & Opportunities**
- **Organizational Status**
 - **Cause-Effect**
 - **Services Silos**

- General Fund Budget Status

- **Priorities & Adjustments**

- City Commissions

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- **Transportation**
- **Storm Drain**
- **Wastewater**
- **Water**

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

Strategic Choices - Vision & Plan/Do/Act Cycle



Strategic Choices – Vision for Success

- *Ashland is a resilient, sustainable community that lives within its means and maintains the distinctive quality of place for which it is known.*
- *We will continue to be a unique and caring city that stresses environmental conservancy, fosters artistic expression, and is open to new ideas.*
- *We will plan and direct our efforts to fulfill this Vision for the long-term with a constant view toward building a welcoming community with a positive economic future.*



Strategic Choices – Values for Success

Values that support the Vision:

- **Community**
 - Belonging through mutual respect and openness, inclusion, and equity
 - Quality of life that underpins the city's economic vibrancy
 - Environment resilience, including addressing climate change and resource conservation
 - Community affordability, including in available housing
 - Regional cooperation, including in support for public safety and homelessness



Strategic Choices – Values for Success

Values that support the Vision:

- **Organization**
 - Respect for the citizens we serve and the work we do
 - Excellence in governance and city services
 - Sustainability through creativity, affordability and right sized service delivery
 - Public safety, including emergency preparedness for climate change risk
 - Quality infrastructure and facilities through timely maintenance and community investment

Mayor & City Council – Vision Ballot

- ***Ashland is a resilient, sustainable community that lives within its means and maintains the distinctive quality of place for which it is known.***

Yes/No: _____ Edits/Other: _____

- ***We will continue to be a unique and caring city that stresses environmental conservancy, fosters artistic expression, and is open to new ideas.***

Yes/No: _____ Edits/Other: _____

- ***We will plan and direct our efforts to fulfill this Vision for the long-term with a constant view toward building a welcoming community with a positive economic future.***

Yes/No: _____ Edits/Other: _____



Mayor & City Council – Values Ballot

- | | <u>Yes</u> | <u>No</u> |
|--|------------|-----------|
| • Community | | |
| ○ <u>Belonging</u> through mutual respect and openness, inclusion, and equity | ___ | ___ |
| ○ <u>Quality of life</u> that underpins the city’s economic vibrancy | ___ | ___ |
| ○ <u>Environment resilience</u> , including addressing climate change and resource conservation | ___ | ___ |
| ○ <u>Community affordability</u> , including in available housing | ___ | ___ |
| ○ <u>Regional cooperation</u> , including in support for public safety and the houseless | ___ | ___ |
| • Organization | | |
| ○ <u>Respect</u> for the citizens we serve and the work we do | ___ | ___ |
| ○ <u>Excellence</u> in governance and city services | ___ | ___ |
| ○ <u>Sustainability</u> through creativity, affordability and right sized service delivery | ___ | ___ |
| ○ <u>Public safety</u> , including emergency preparedness for climate change risk | ___ | ___ |
| ○ <u>Quality infrastructure & facilities</u> through timely maintenance and community investment | ___ | ___ |
| ○ <u>Other:</u> _____ | | |
| ○ <u>Other:</u> _____ | | |

Ashland's Characteristics

- **Strengths**

- High quality of life
- Natural environment
- Strong tourism economy
- Significant historic resources
- Education focus
 - Strong local schools
 - Southern Oregon University
- Vibrant arts and cultural amenities

- **Demographics**

- Limited population growth
- Aging population
- Small household sizes

Ashland's Characteristics

- **Risks**

- Public Safety

- Fire (urban, wildfire & smoke)
- Pandemic

- Environmental

- Climate Change
 - Extreme weather
 - Changing biodiversity
 - Water resources
- Flood
- Earthquake

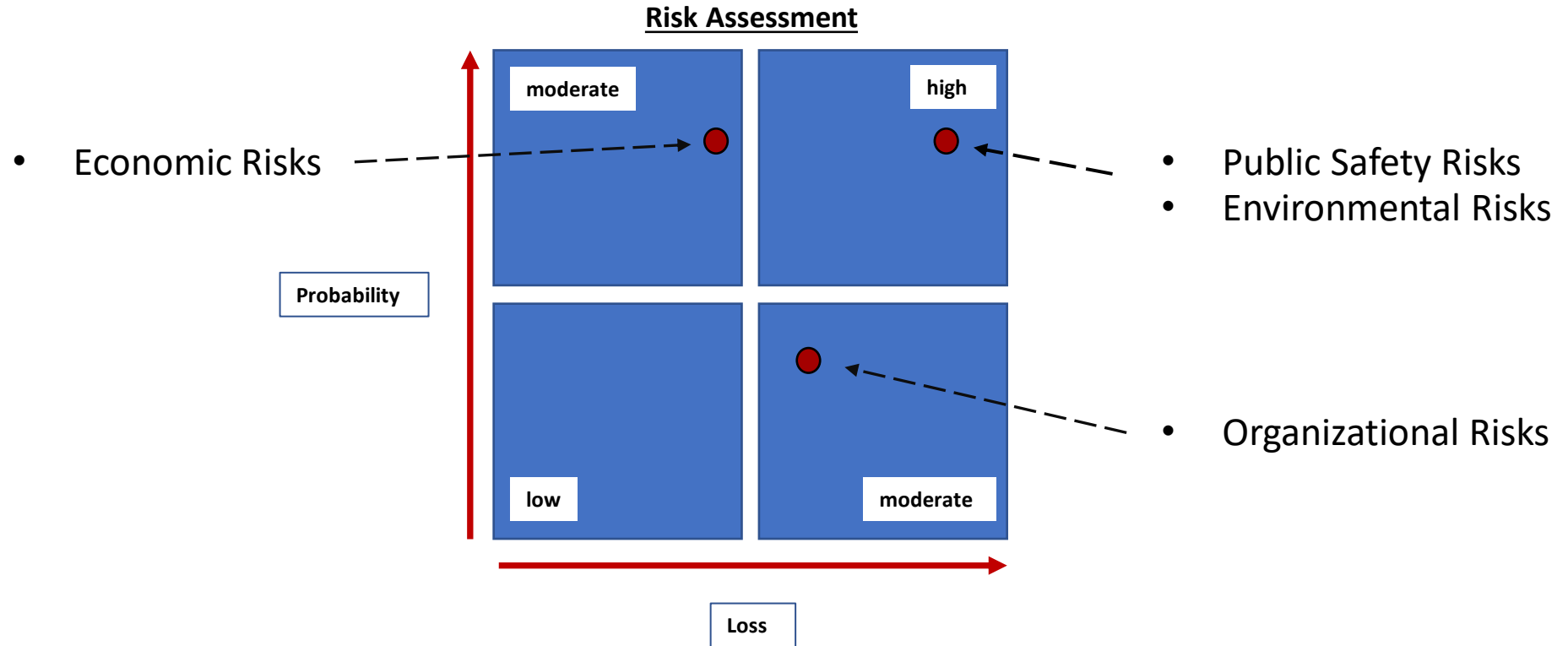
- Economic

- Changing tourism trends
- Service Industry/Fixed Income Economy
 - Workforce earnings outflow
 - Emergency Recovery/Resilience
- High housing cost
 - Shift to high asset owners
 - Push out of affordable housing
 - Out flow of family housing
- Economic downturn
 - Recession/Inflation

- Organizational

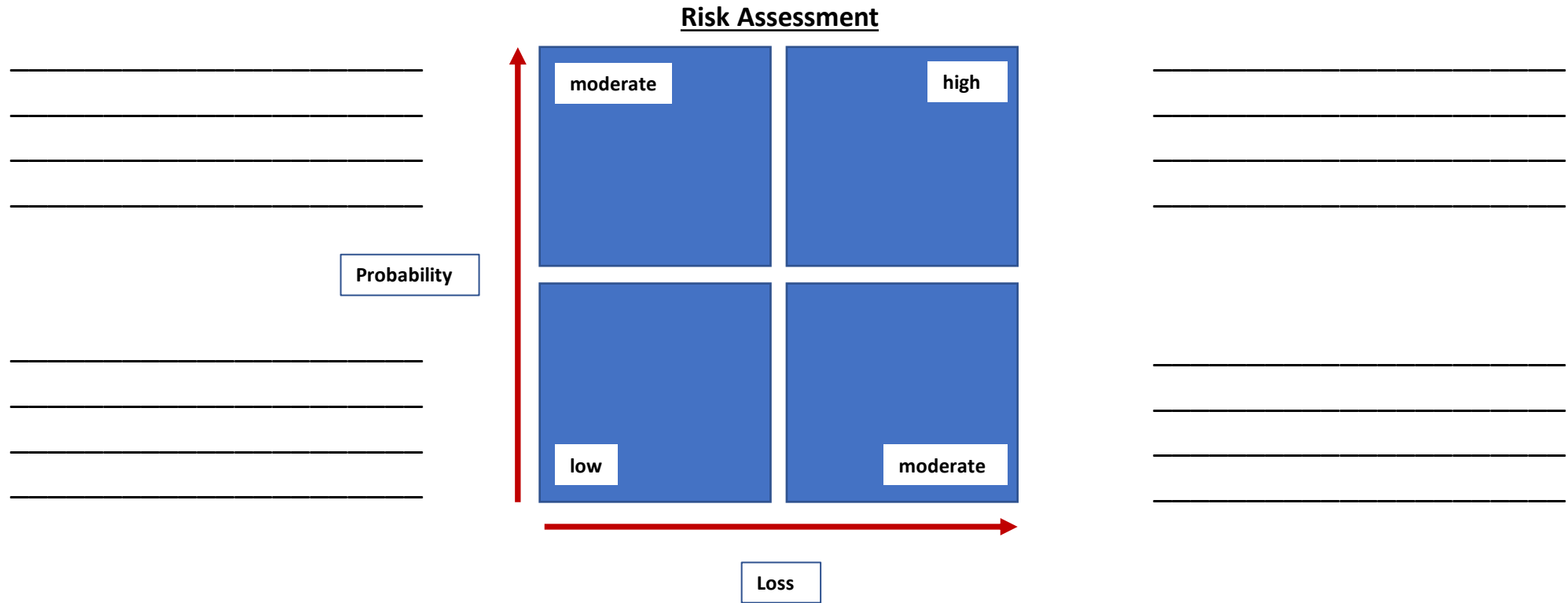
- Turnover
 - Recruit, Train & Retain
 - Lost productivity

Strategic Choices - Risk Assessment



Mayor & City Council – Risks Assessment Ballot

- Public Safety Risks
- Environmental Risks
- Economic Risks
- Organizational Risks

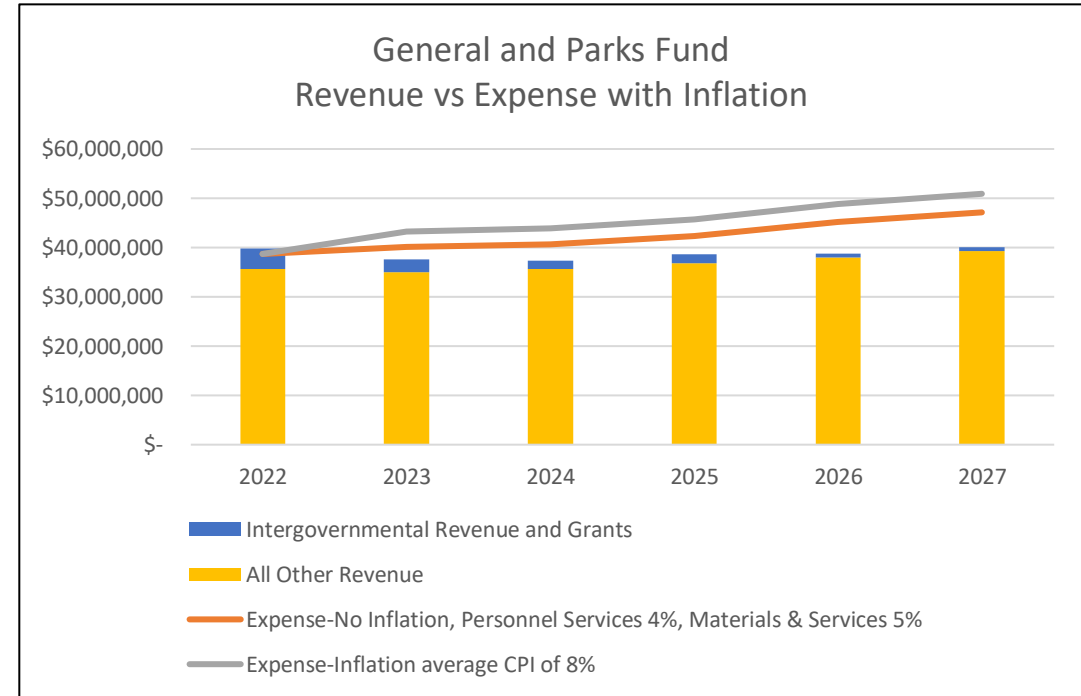
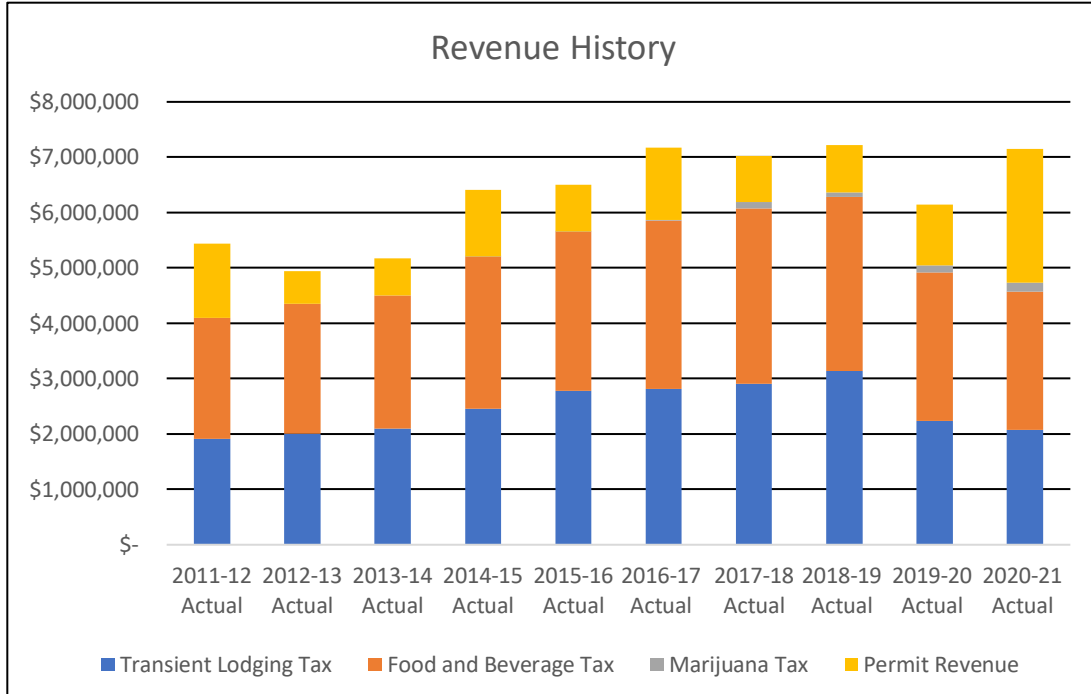


Strategic Choices

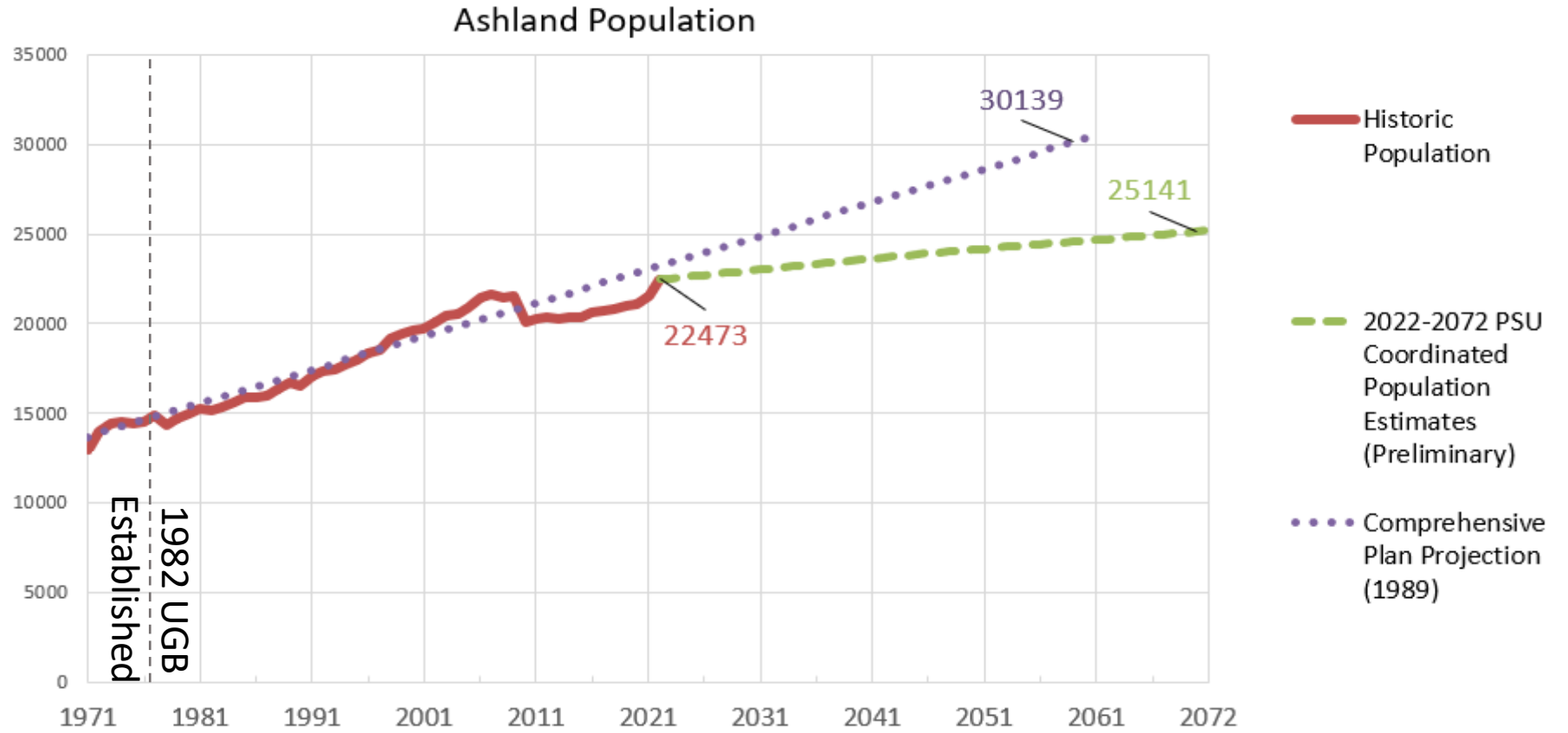
Questions?



Ashland's Characteristics – Economics



Ashland's Characteristics – Economics

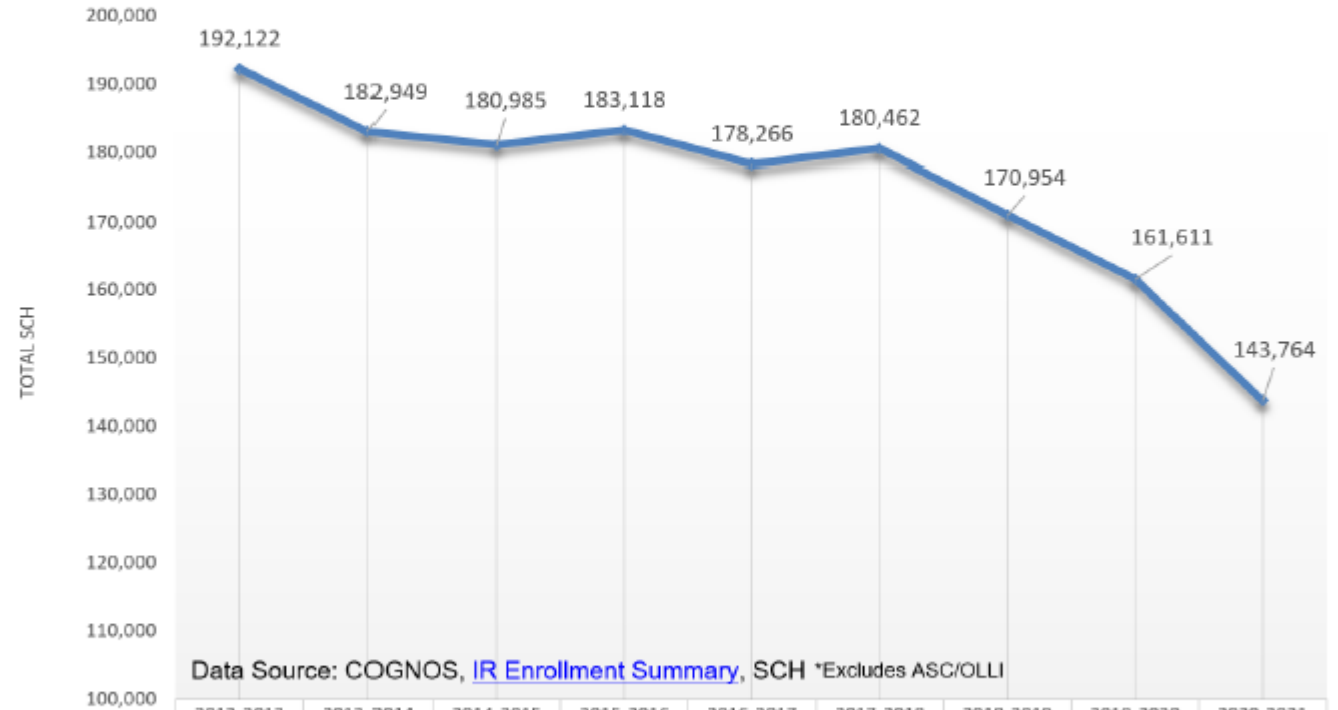


Population growth rate projected to slow over the next 50 years



Enrollment Context: Decline in Student Credit Hours (SCH)

Total SCH Per Academic Year 2012 - 2020



Data Source: COGNOS, [IR Enrollment Summary](#), SCH *Excludes ASC/OLLI

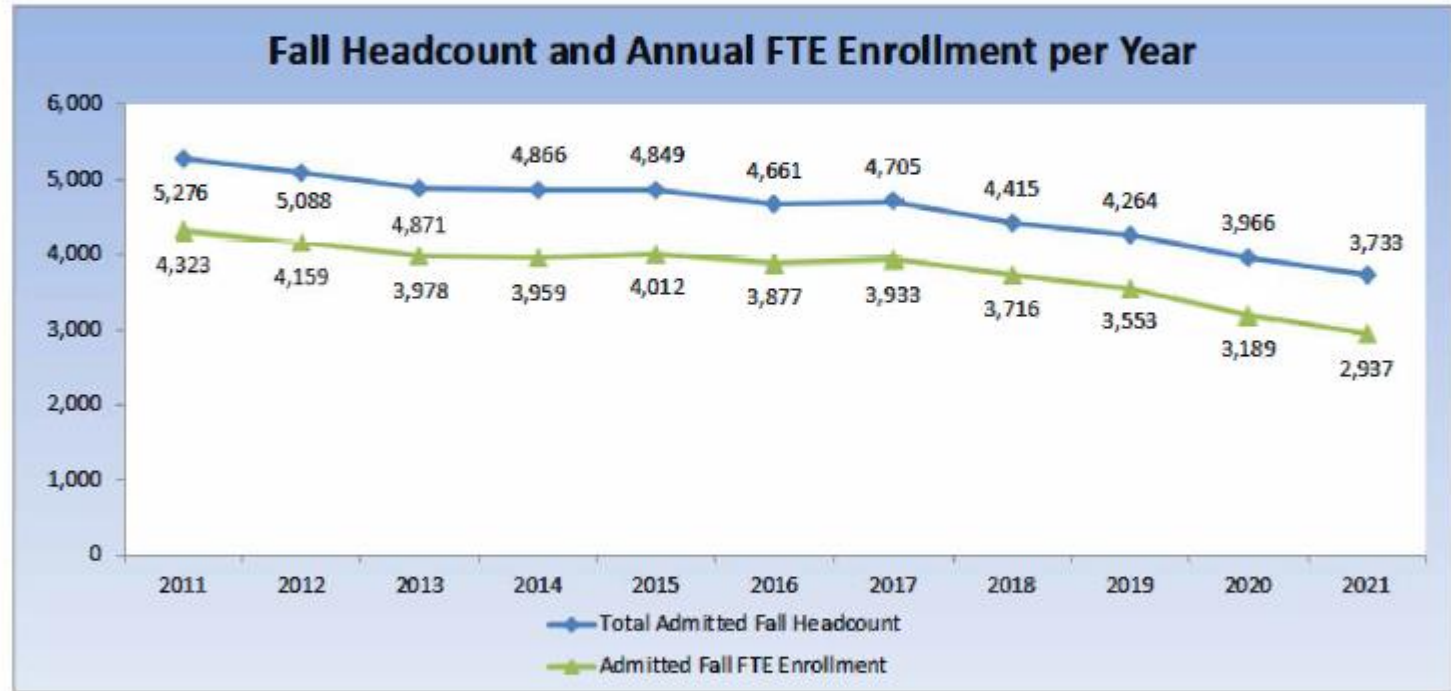
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
AY SCH Total	192,122	182,949	180,985	183,118	178,266	180,462	170,954	161,611	143,764
% Change From Prior AY		-5.0%	-1.1%	1.2%	-2.7%	1.2%	-5.6%	-5.8%	-12.4%

ACADEMIC YEARS

SOU Enrollment Status

Fall 2021 Headcount and FTE Enrollment

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Change from 2020 to 2021
Total Admitted	5,276	5,088	4,871	4,866	4,849	4,661	4,705	4,415	4,264	3,966	3,733	-4.8%
Admitted Fall FTE Enrollment	4,323	4,159	3,978	3,959	4,012	3,877	3,933	3,716	3,553	3,189	2,937	-7.9%



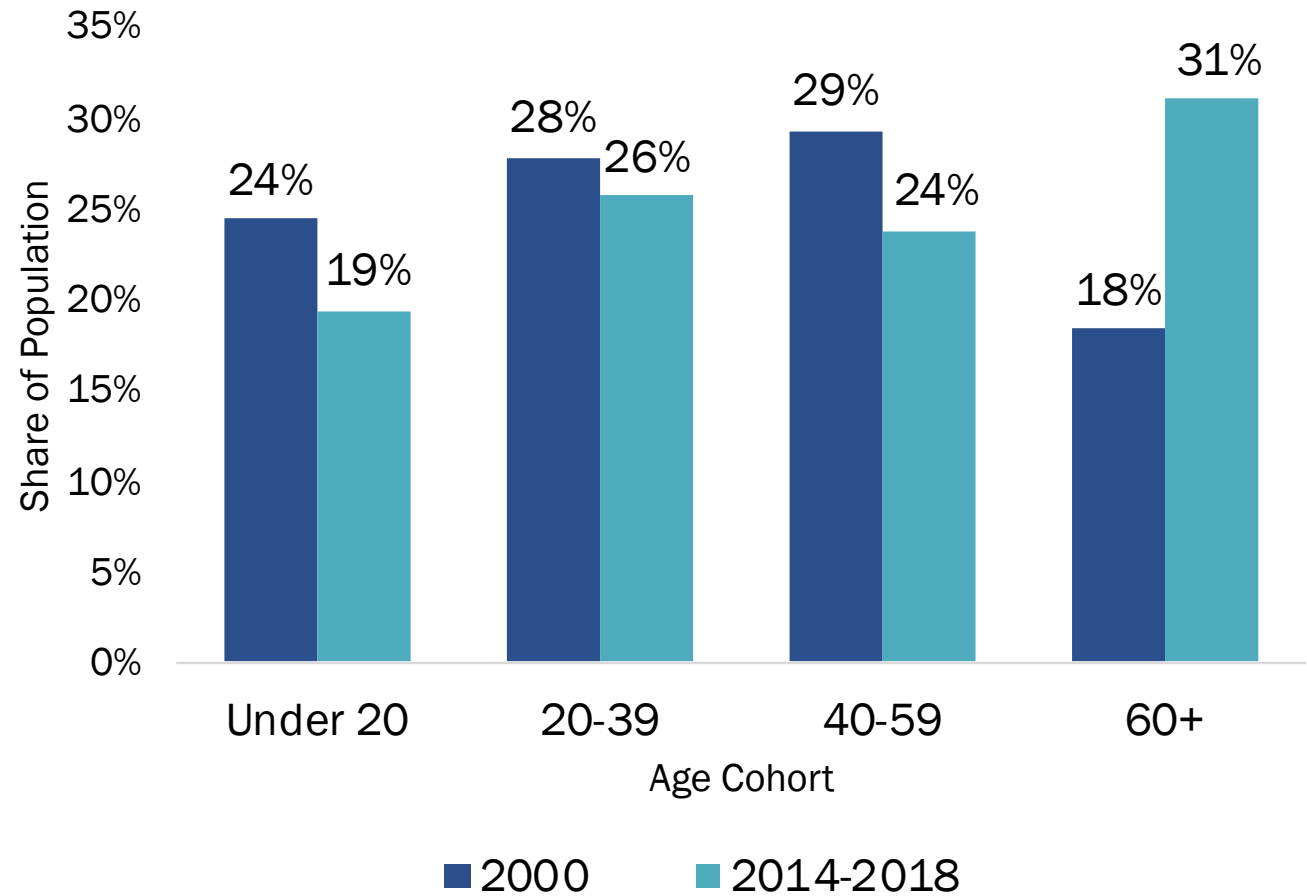
* Source SOU Institutional Research

** Figures do not include Nursing Enrollment or Non-admitted Students

Ashland's Characteristics

Population Growth by Age, Ashland, 2000 to 2014-2018

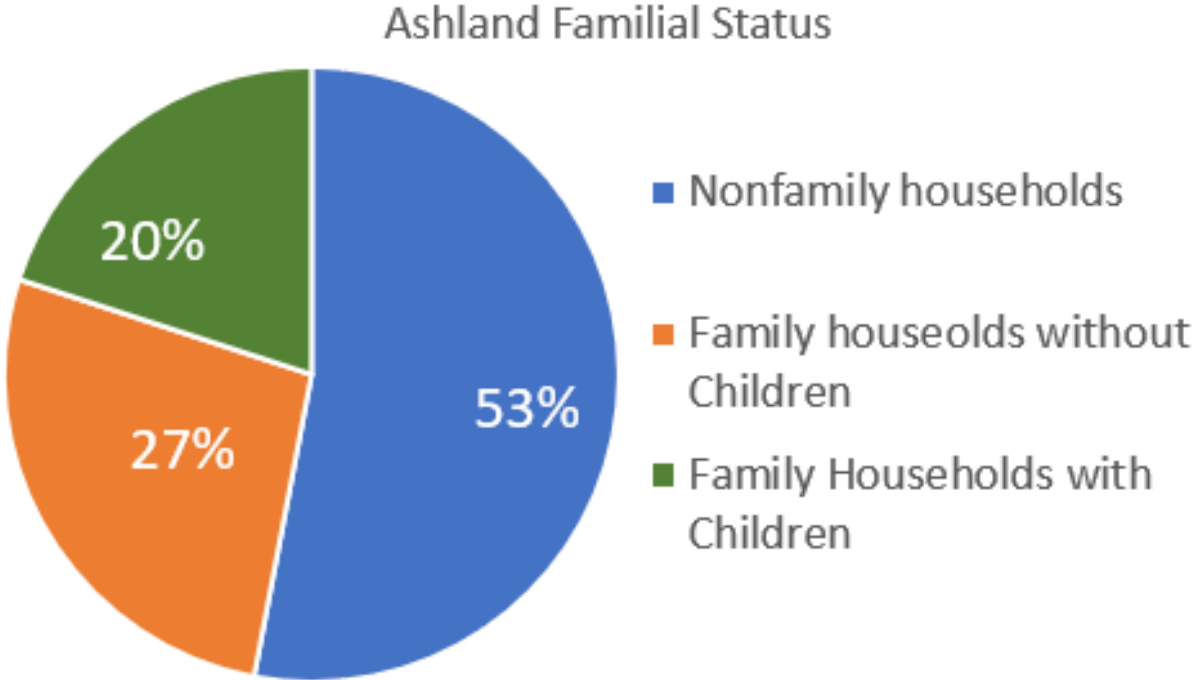
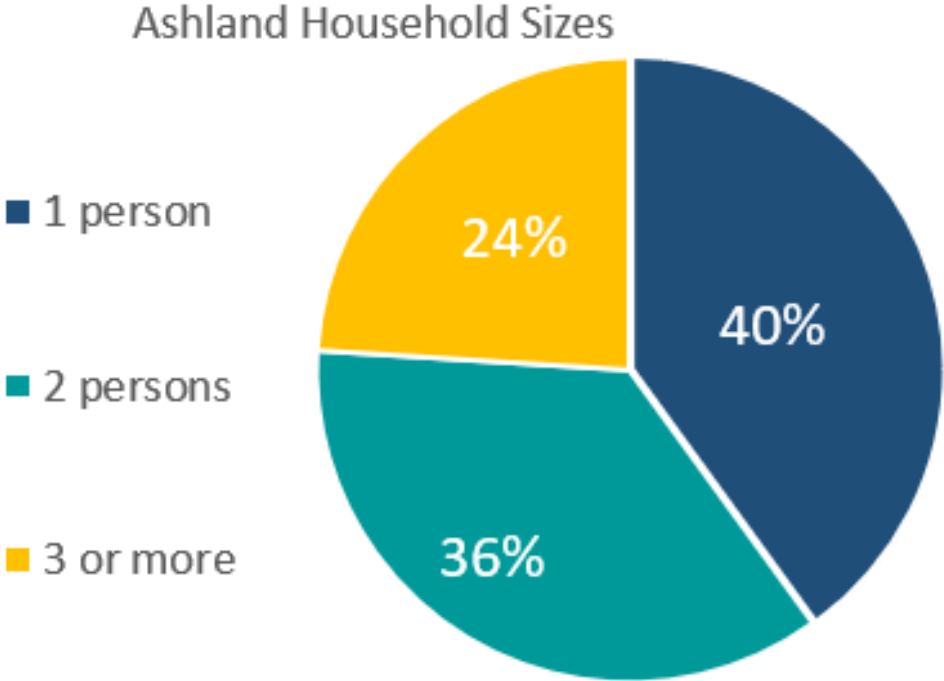
Source: U.S. Census Bureau, 2000 Decennial Census Table P012 and 2014-2018 ACS, Table B01001.



- Ashland's population is increasingly made up of older individuals

Household Size, Ashland, Jackson County, and Oregon, 2014-2018

Source: U.S. Census Bureau, 2014-2018 ACS 5-year estimate, Table B25010.

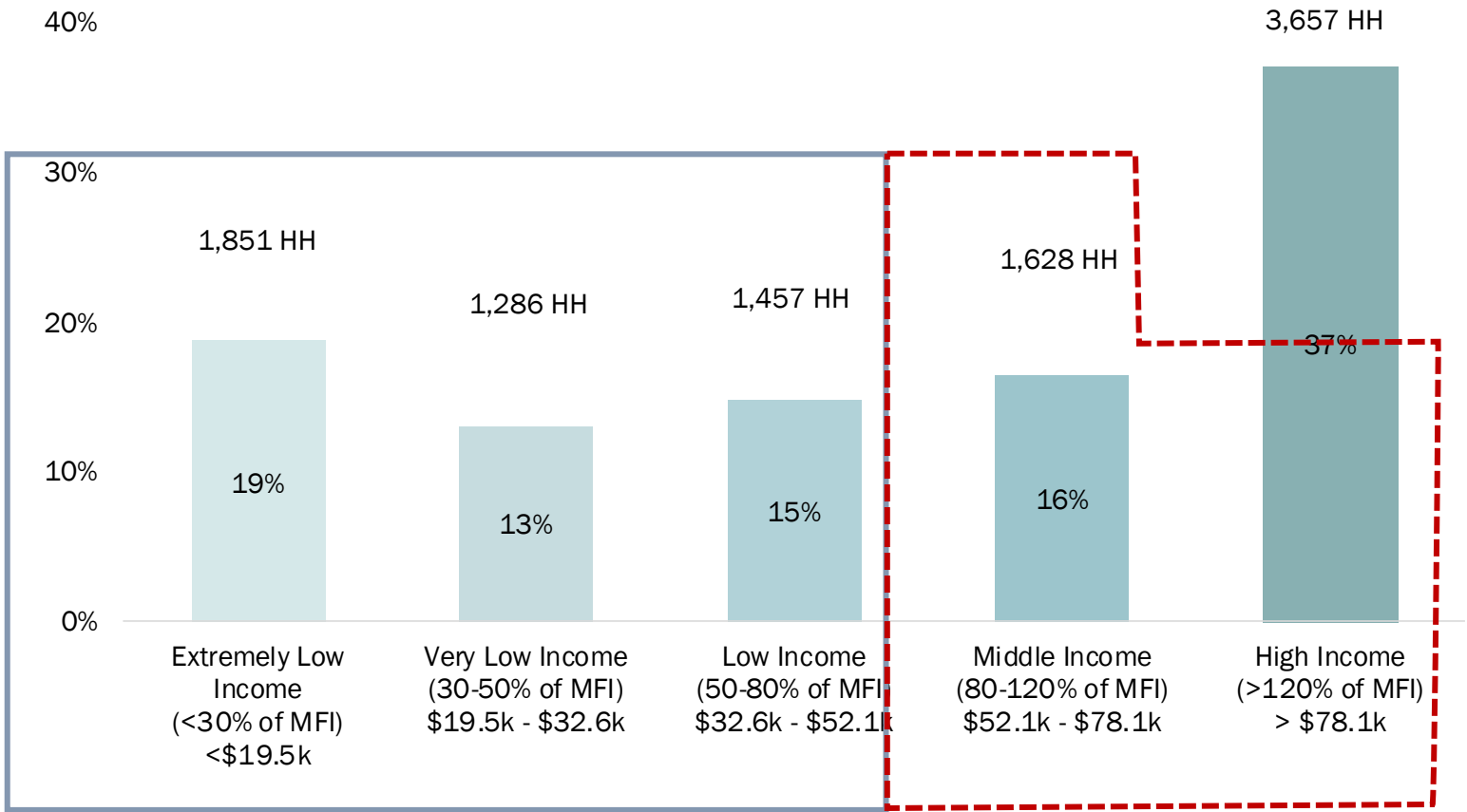


- 3/4th of households are comprised of just 1 or 2 people, and
- 1/5th of households have children present

Ashland's Characteristics - Share of Households by income: Ashland, 2019

- Nearly ½ of the households in Ashland:
 - Are low income
 - Spend over 30% of income on housing

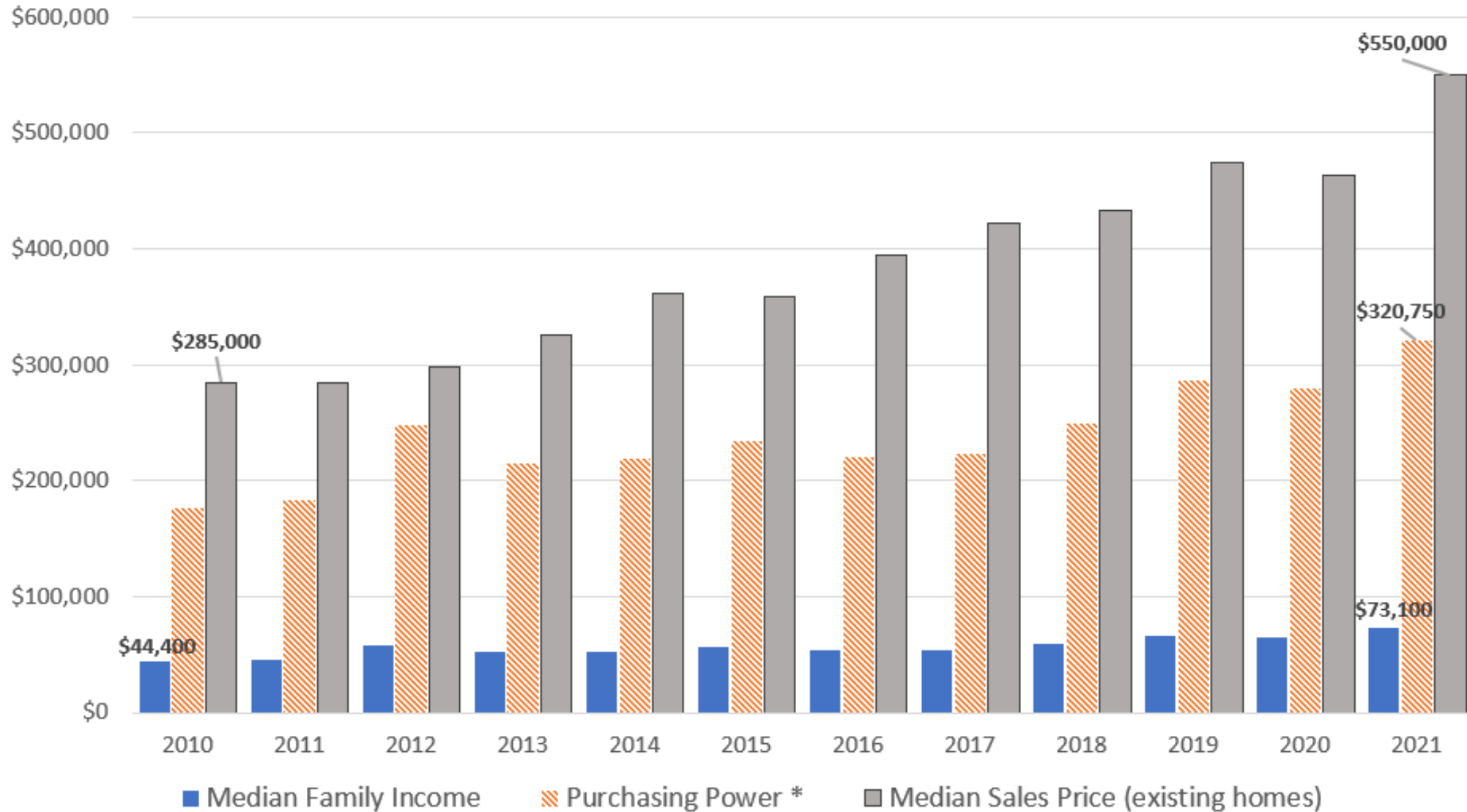
- Housing ownership is increasingly unaffordable
 - Including for middle and high-income households (earning $\leq 165\%$ area median income - \$107,000)



2019 Median income
(100% MFI) = \$65,100

Source: U.S. Department of HUD, Jackson County, 2020. U.S. Census Bureau, 2015-2019 ACS Table 19001.

Ashland Incomes and Housing Sales



Median income lags behind escalating housing costs

Incomes: Department Housing and Urban Development annual median income for the Medford-Ashland MSA (family of 4).

Purchasing Power assumes: a 30year fixed rate loan at 5% Interest; 20% down payment; \$3000 annual property taxes, \$2800 annual insurance

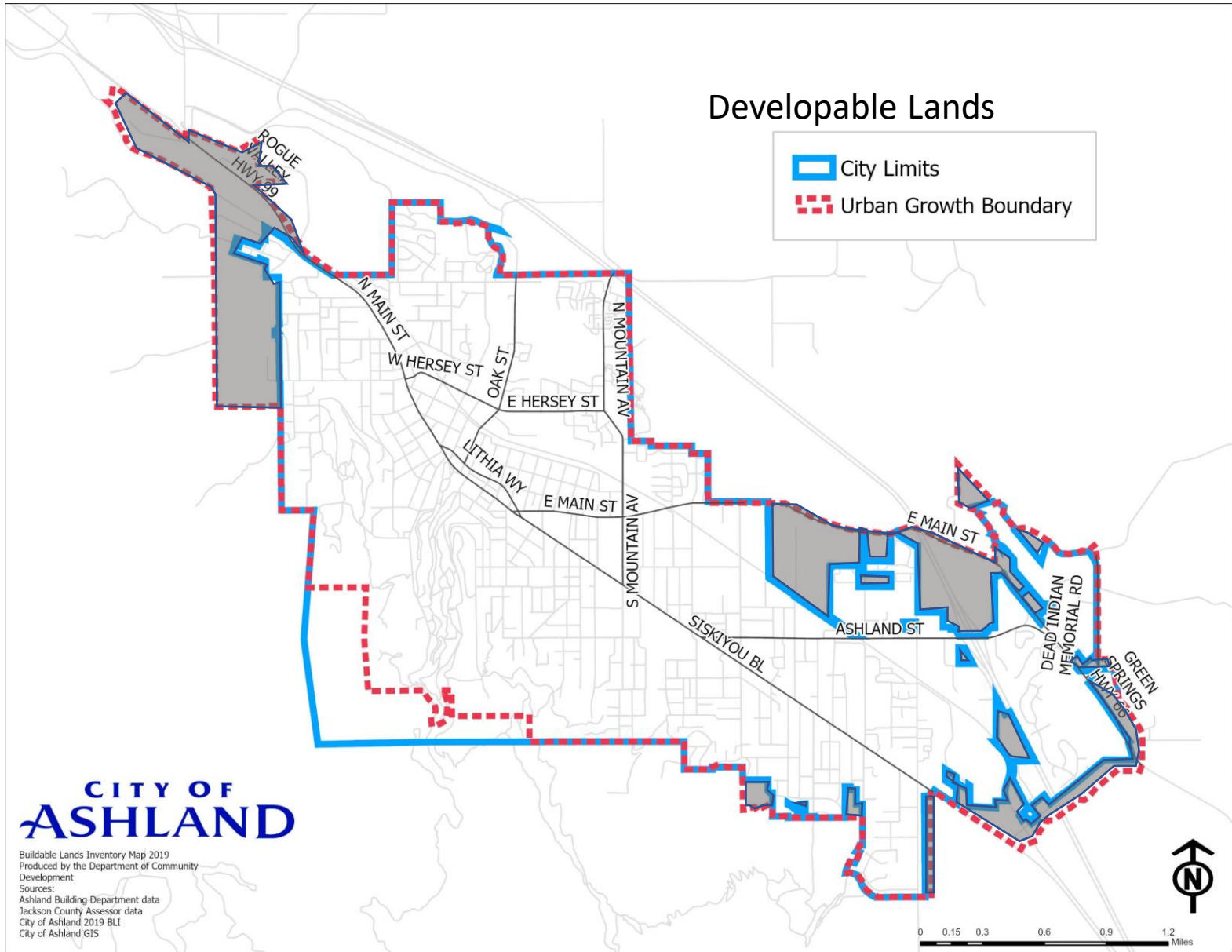
Housing costs: Rogue Valley Association of Realtors: Southern Oregon Multiple Listing Service.

Ashland's Demographics Summary

- Slow population growth is expected to continue
- Aging population
- Avg. household of only 1 or 2 people
- Increasing divide between higher and lower households
 - Median cost of home was \$550,000 in 2021
 - Requires a household income of approx. \$120,000 a year
 - Only high income/asset households can afford to purchase homes
 - Middle-income & low-asset households being displaced
 - Middle-income
 - Young professionals
 - Recent college graduates

Ashland's Characteristics – Urban Form

- Compact urban form
 - Slow growth
 - Limited Urban Growth Boundary
 - No urban reserve areas
 - Build out
 - 90% Residential in City Limits
 - 80% Residential in UGB
- Current Activity Centers
 - Entertainment – Downtown
 - Education – Southern Oregon Univ.
- Market
 - High market values
 - Aging housing stock
 - Locked Growth Capacity
 - 20+ commercial/employment land
 - Includes Croman Mill

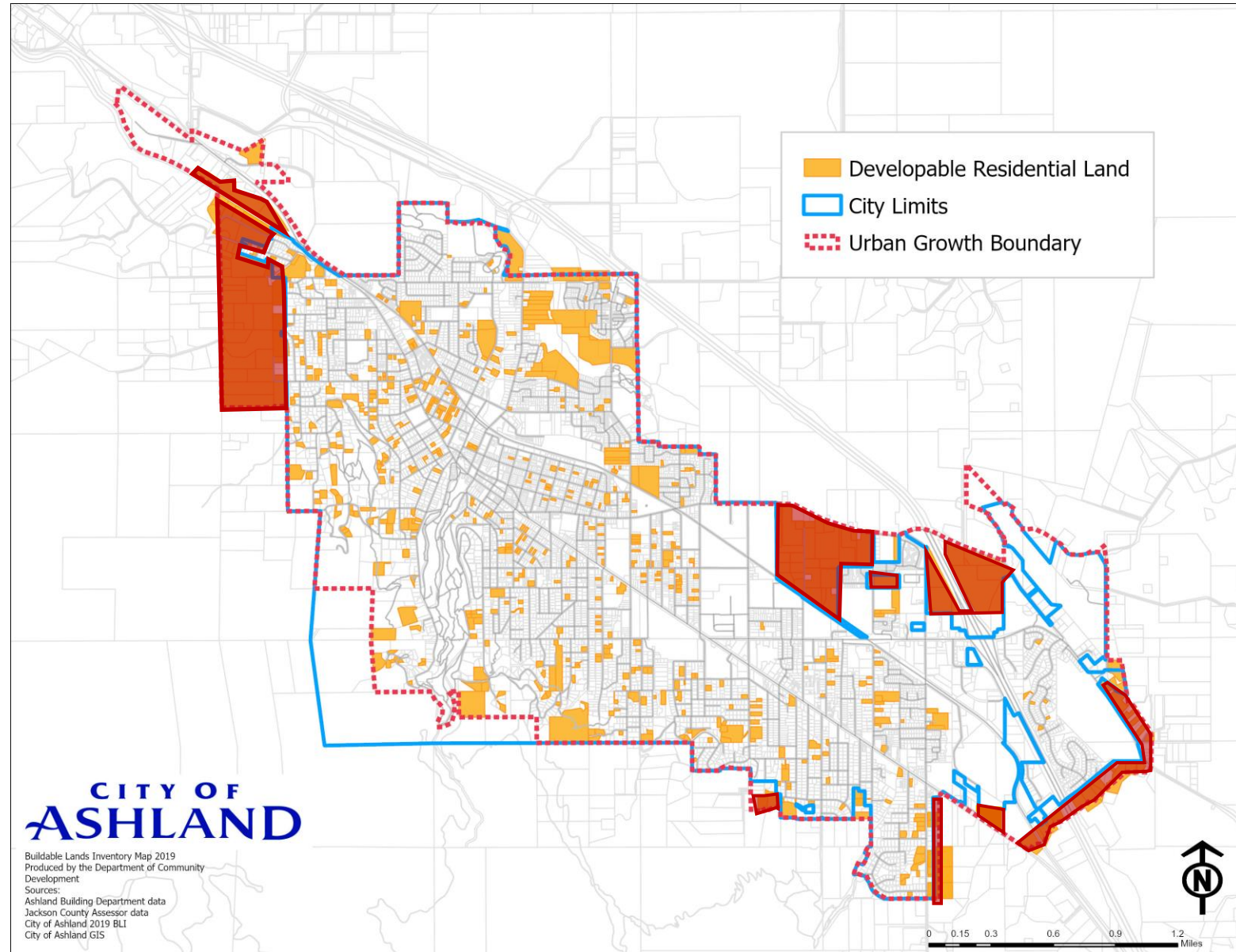


CITY OF ASHLAND

Buildable Lands Inventory Map 2019
 Produced by the Department of Community
 Development
 Sources:
 Ashland Building Department data
 Jackson County Assessor data
 City of Ashland 2019 BLI
 City of Ashland GIS

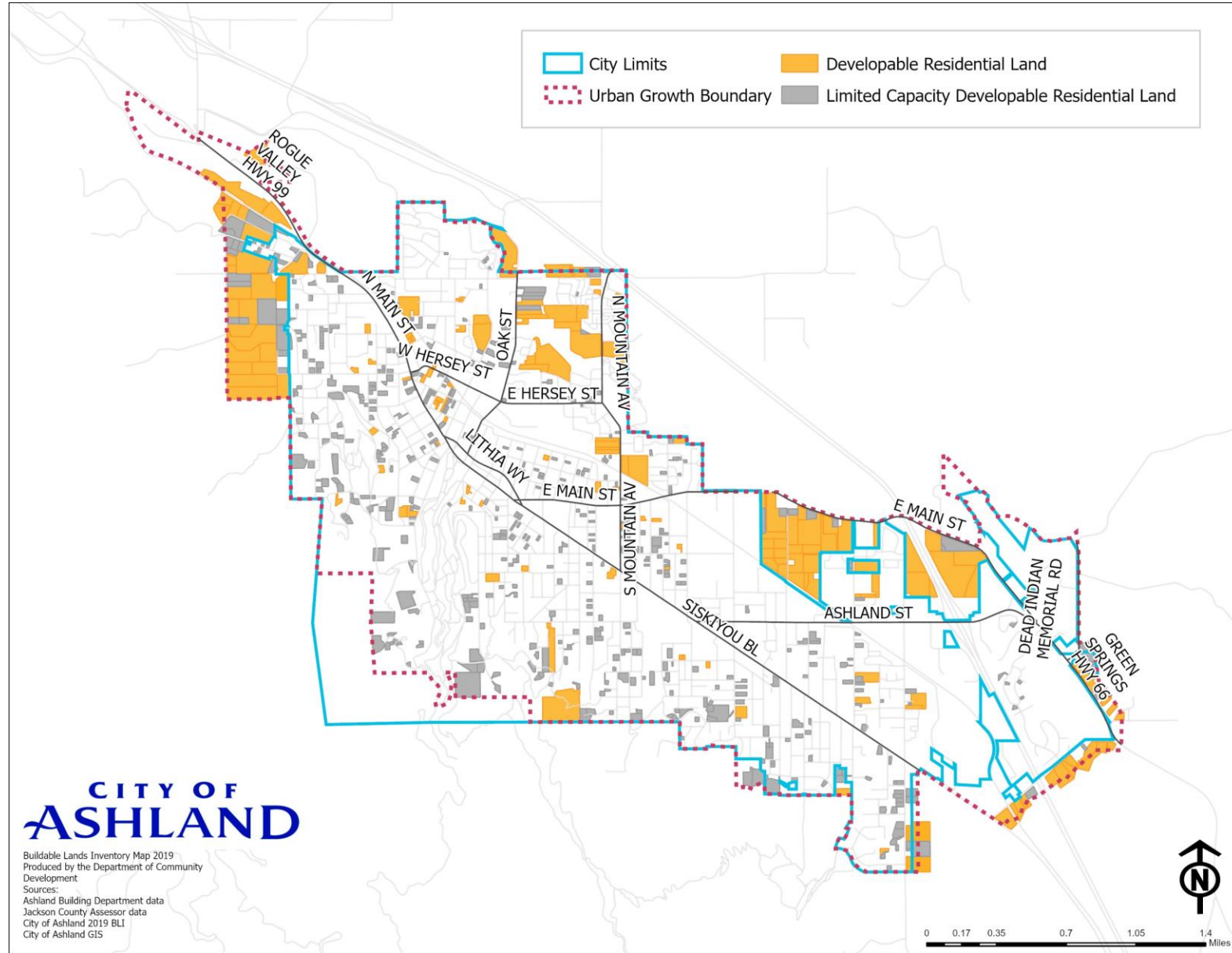
Developable Lands

- 11,081 existing housing units within Ashland (2020 Census)
- City plus UGB
 - Residential = 475 net buildable acres
- City
 - 90% buildout for residential units
- City plus UGB
 - 80% buildout for residential units



Developable Lands

- City plus UGB
 - 2754 housing unit capacity remaining (2021-2041 HCA)
- City - Residential Lots Capacity
 - Maximum potential - one or two added dwellings per lot
 - 500 lots that meet this criteria
 - total potential of 597 additional dwelling units
- City - Larger lot/property capacity
 - 875 dwelling units capacity
- UGB
 - 1,300 dwelling units capacity
 - Requires annexation to develop



Strategic Choices - Developable Lands

- Affordable and Workforce Housing Development

Required Affordability- Annexations

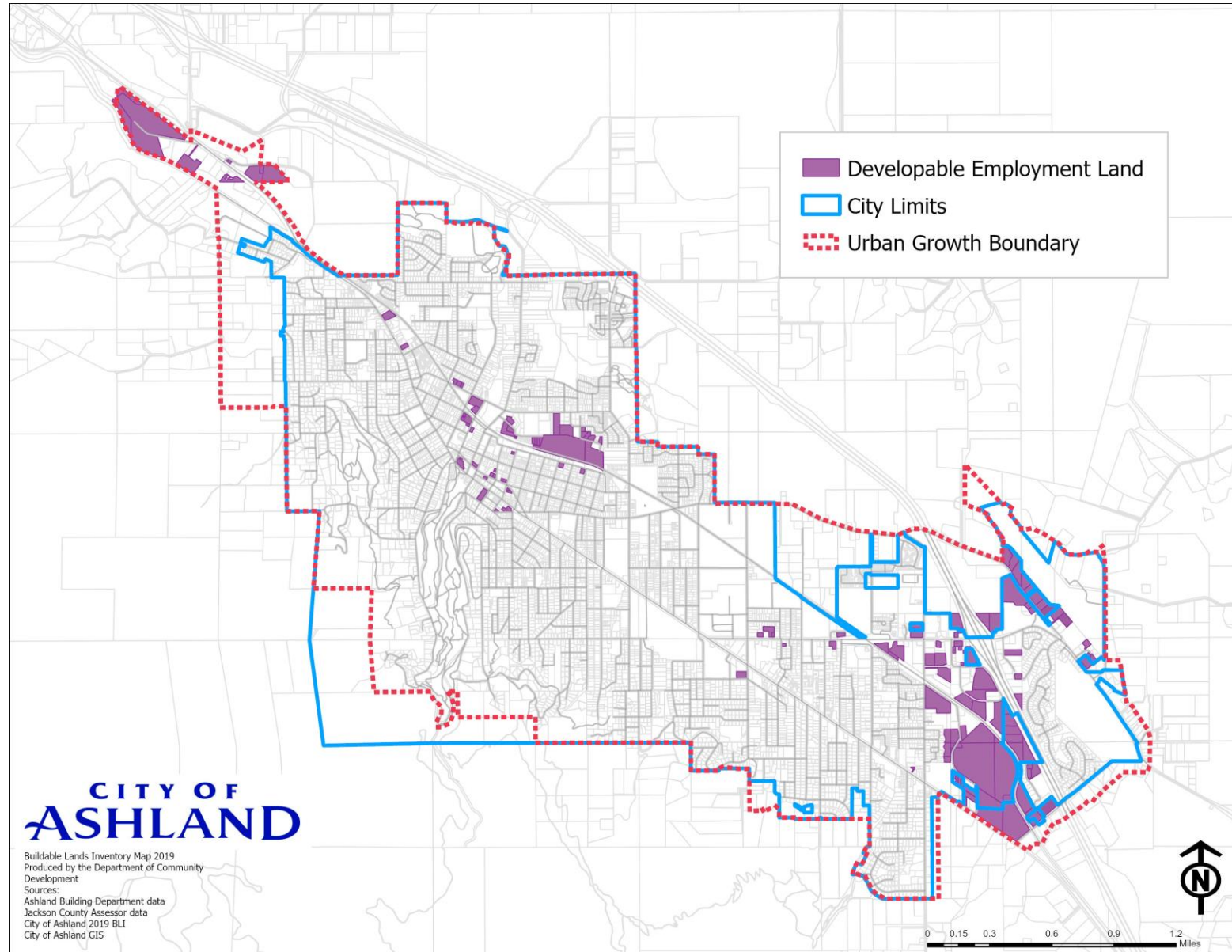
- Dwelling capacity outside City Limits = 1300 units
 - 25% affordable units required (depending on income targets)
- **325** new deed restricted affordable housing units expected

Voluntary affordability - Infill

- Subsidy required for affordability
- City support
 - Fee Waivers
 - System Development Charge waivers
 - Land Dedication
 - Zoning Incentives (density bonuses)
 - Grants (CDBG, AHTF)
 - Urban Renewal (potential)

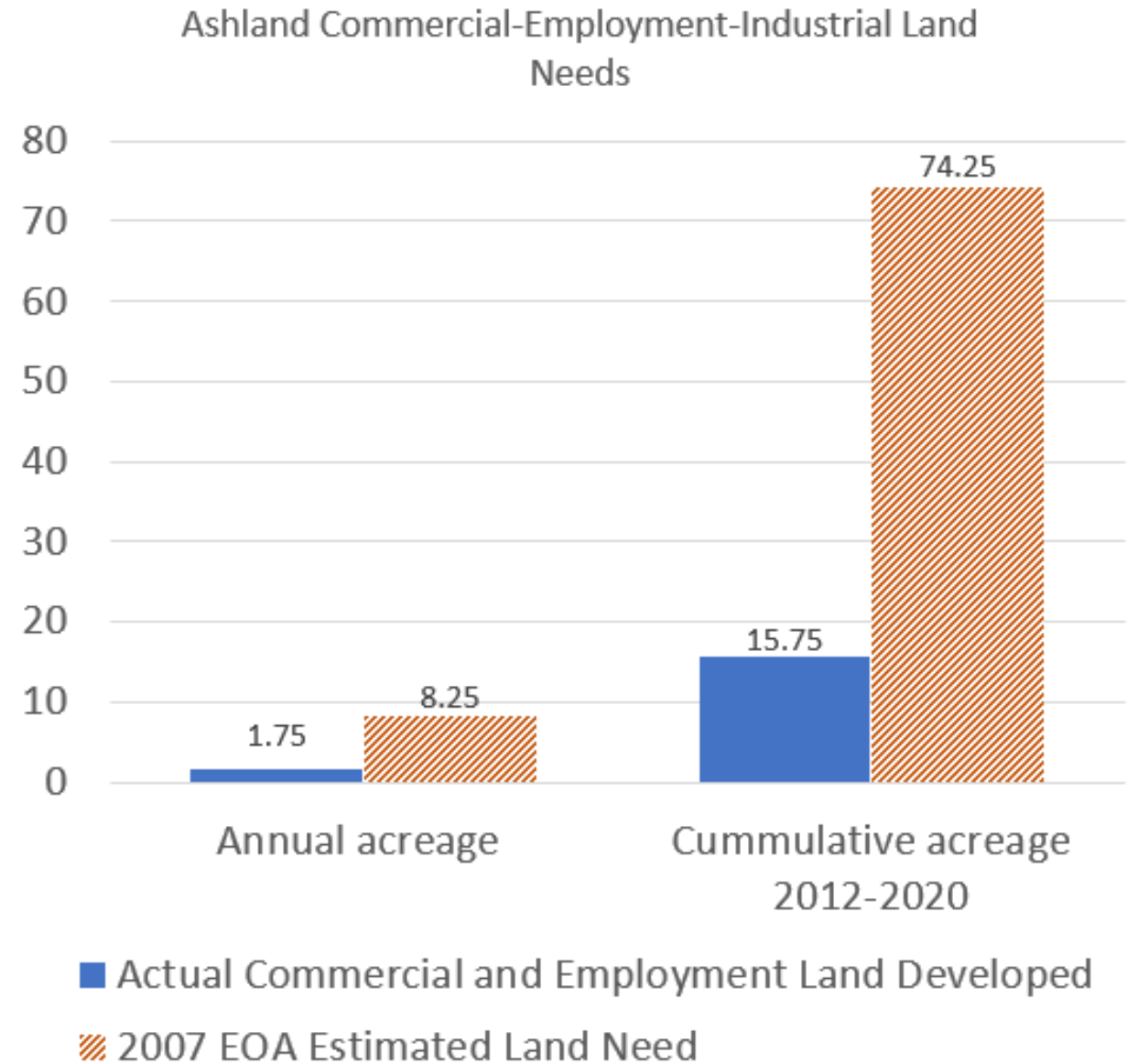
Developable Lands

- City plus UGB - Commercial Employment/Industrial land
 - 185 net buildable acres available
- Employment Lands
 - Typically consumes less than 2-acres per year
- 20+ year supply of Commercial & Employment lands
 - Includes Croman Mill District
- 30% of future employment through redevelopment of properties



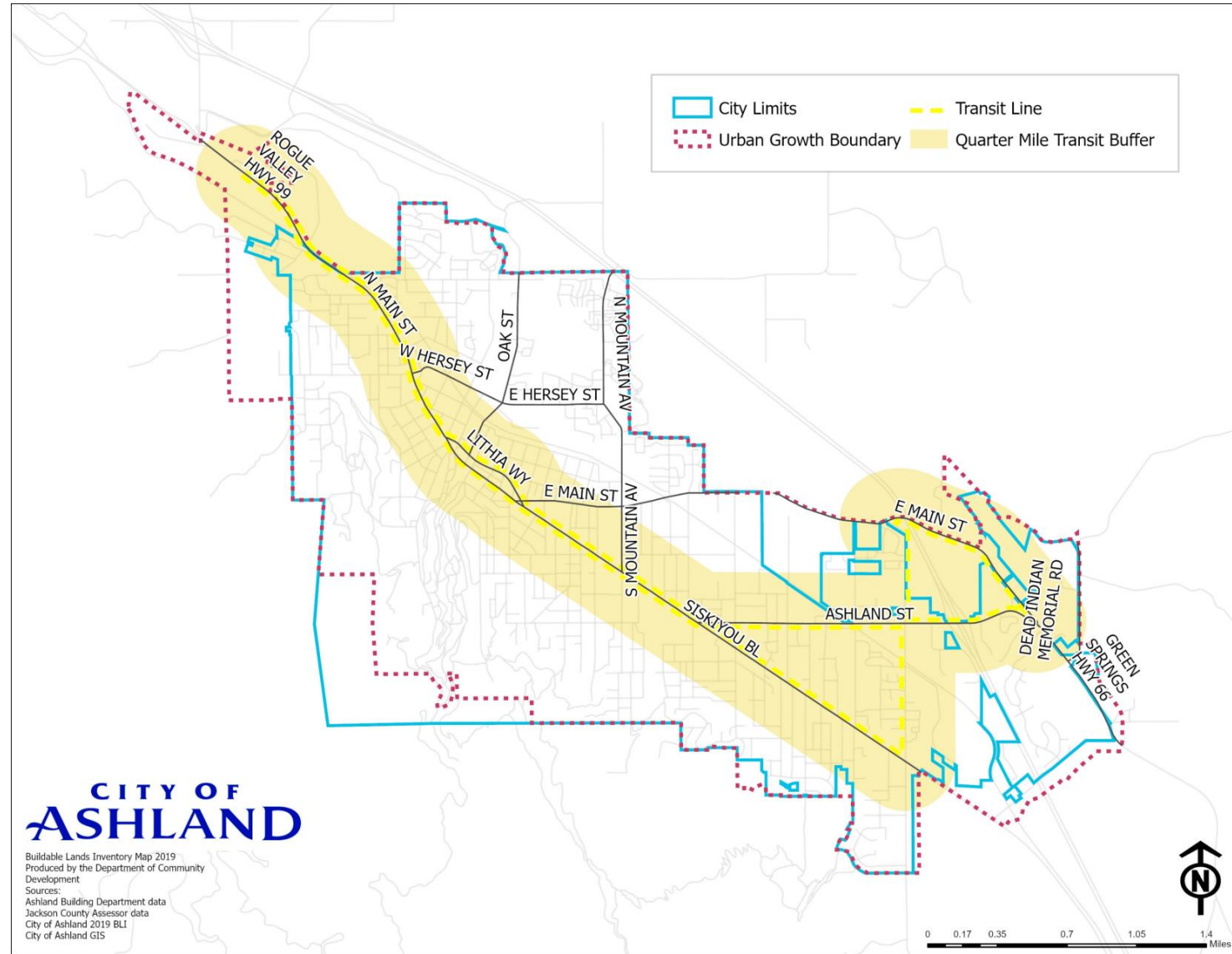
Developable Lands

- Development of commercial
 - Approx. 1/5th of the est. 2007 Economic Opportunities Analysis



Strategic Choices - Opportunities

- Housing and Business development along Transit Routes
- Climate Friendly Areas
- Housing Production Strategies
- City and University Collaboration



Strategic Choices - Activity Centers (Investment Districts)



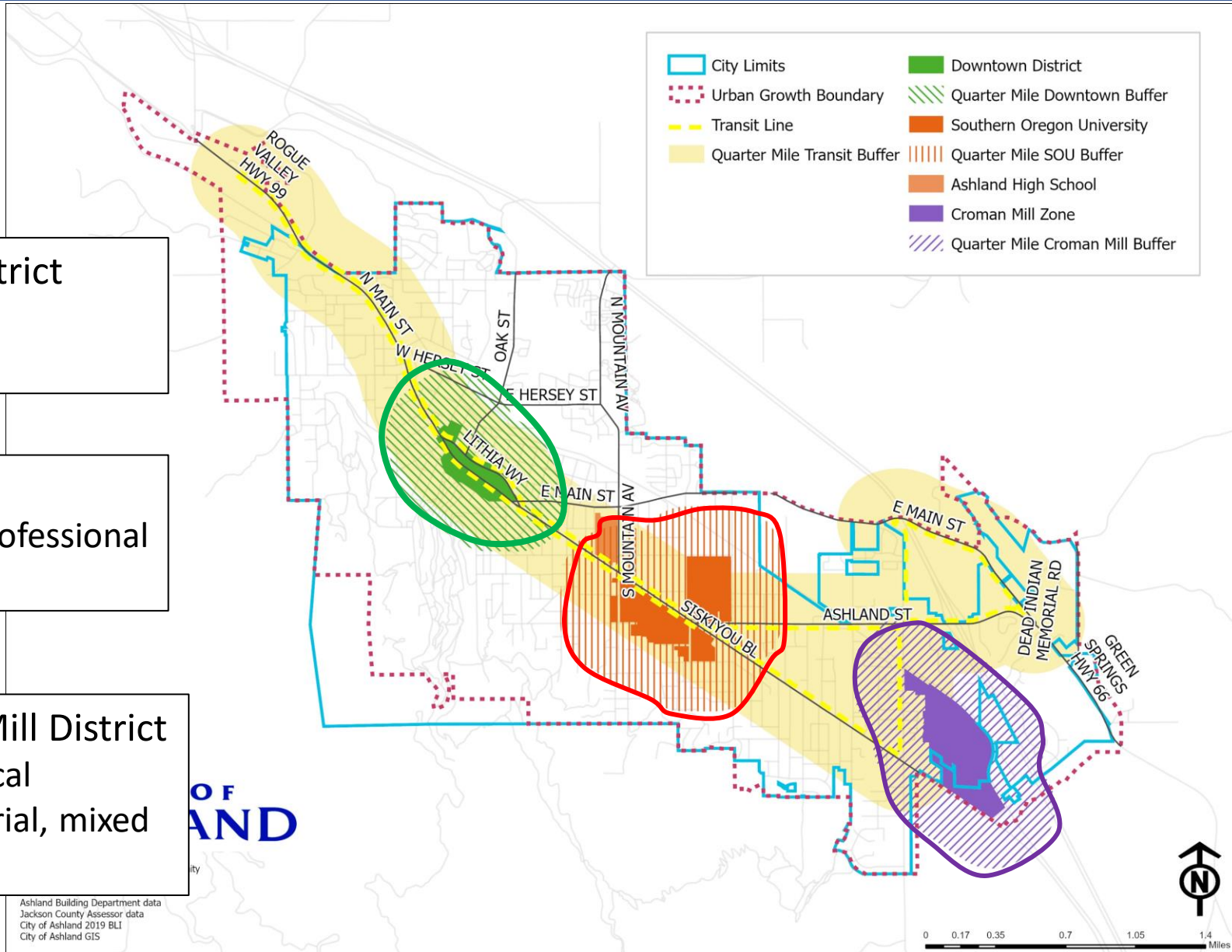
- **Entertainment - Downtown District**
 - Historic district, arts, culture, entertainment



- **Education - University District**
 - Education, student housing, professional services, retail and restaurants

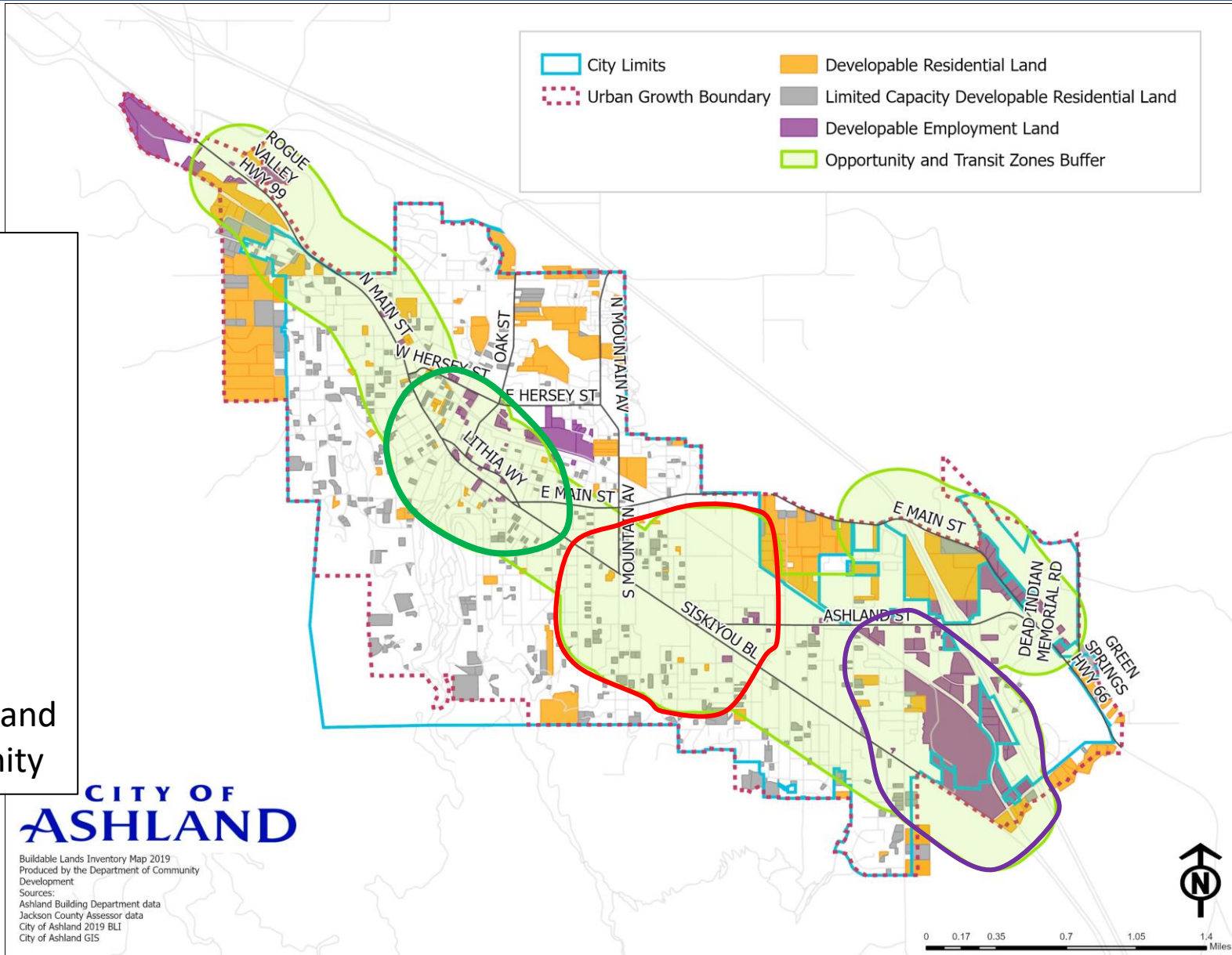


- **Future Employment - Croman Mill District**
 - Current Croman Mill Plan – Local businesses, Office, light industrial, mixed use residential



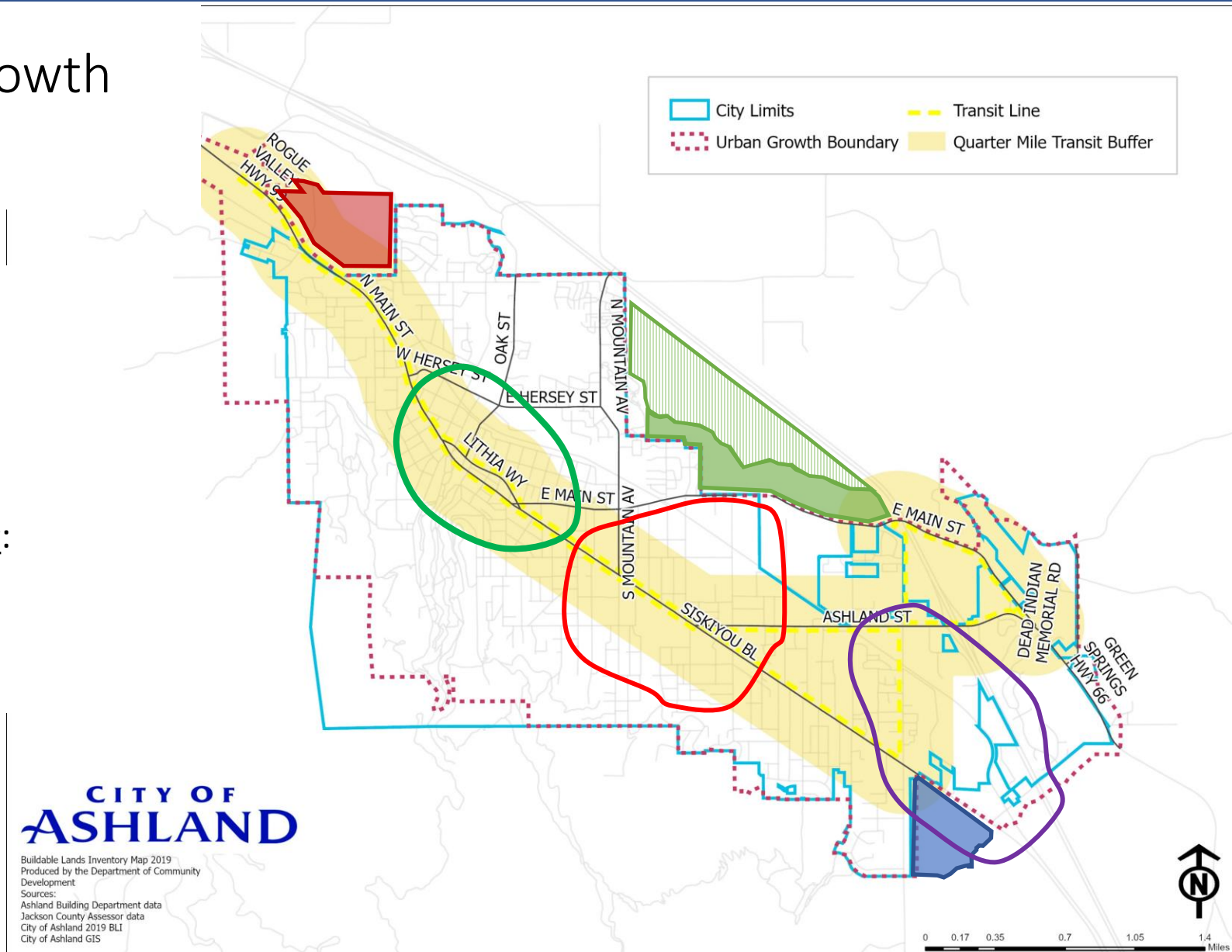
Strategic Choices - Transit Supportive Development

- **Land Use benefits**
 - mixed-use development
 - Promote economic development
- **Transportation benefits**
 - reducing congestion
 - increasing pedestrian activity
- **Environmental benefits**
 - Reduce vehicle emissions
 - reducing urban sprawl onto farmland
 - Sustainable and resilient community



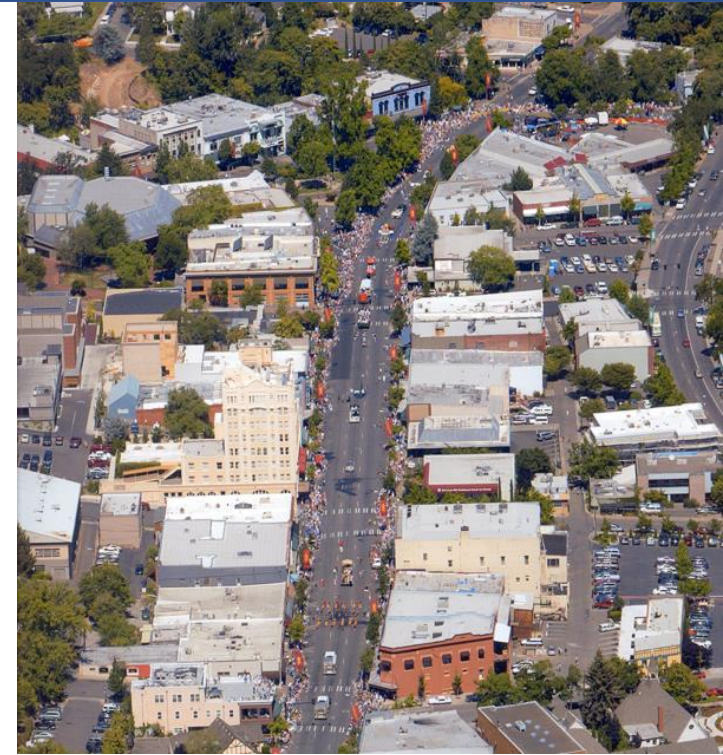
Strategic Choices - Future Growth (next 40+ years)

- Evaluate opportunities for future expansion of Ashland's UGB
- Activity center investments
- Potential areas for urban reserve areas:
 - Northside of E. Main St.
 - Tolman Creek/Siskiyou Blvd
 - Billings Farm



Strategic Choices - Urban Form Summary

- Unlock existing housing and employment capacity
 - Housing Production Strategy 2022
 - Address site contamination and/or infrastructure costs
 - Economic diversity and resiliency strategy
- Encourage concentration of development of housing and businesses
 - Activity Center Focus
 - Strategic public facility investments
 - Prioritize health, economic development, mobility, education, safety and equity
 - Public-Public and Public-Private partnerships

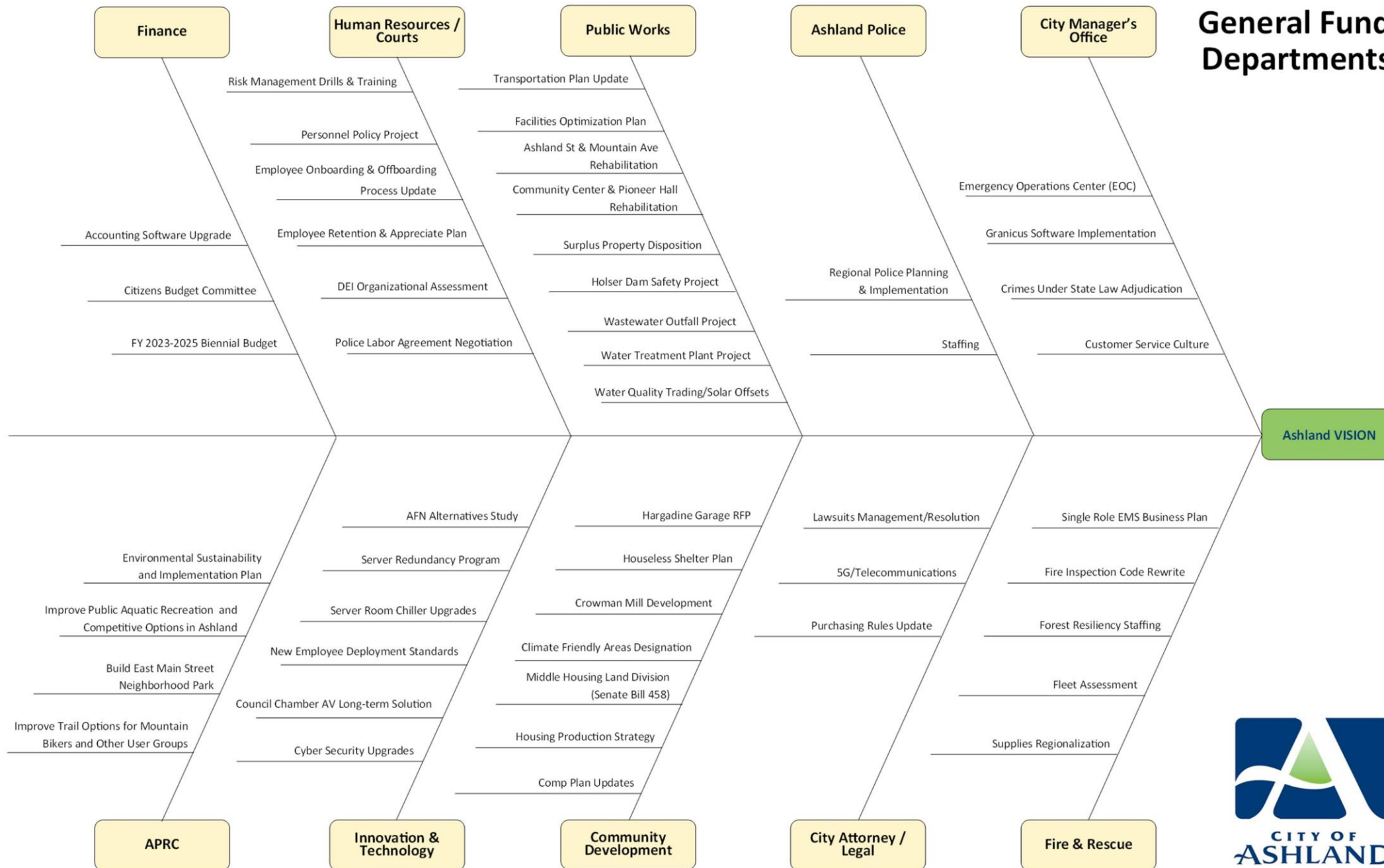


Strategic Choices

Questions?



General Fund Departments



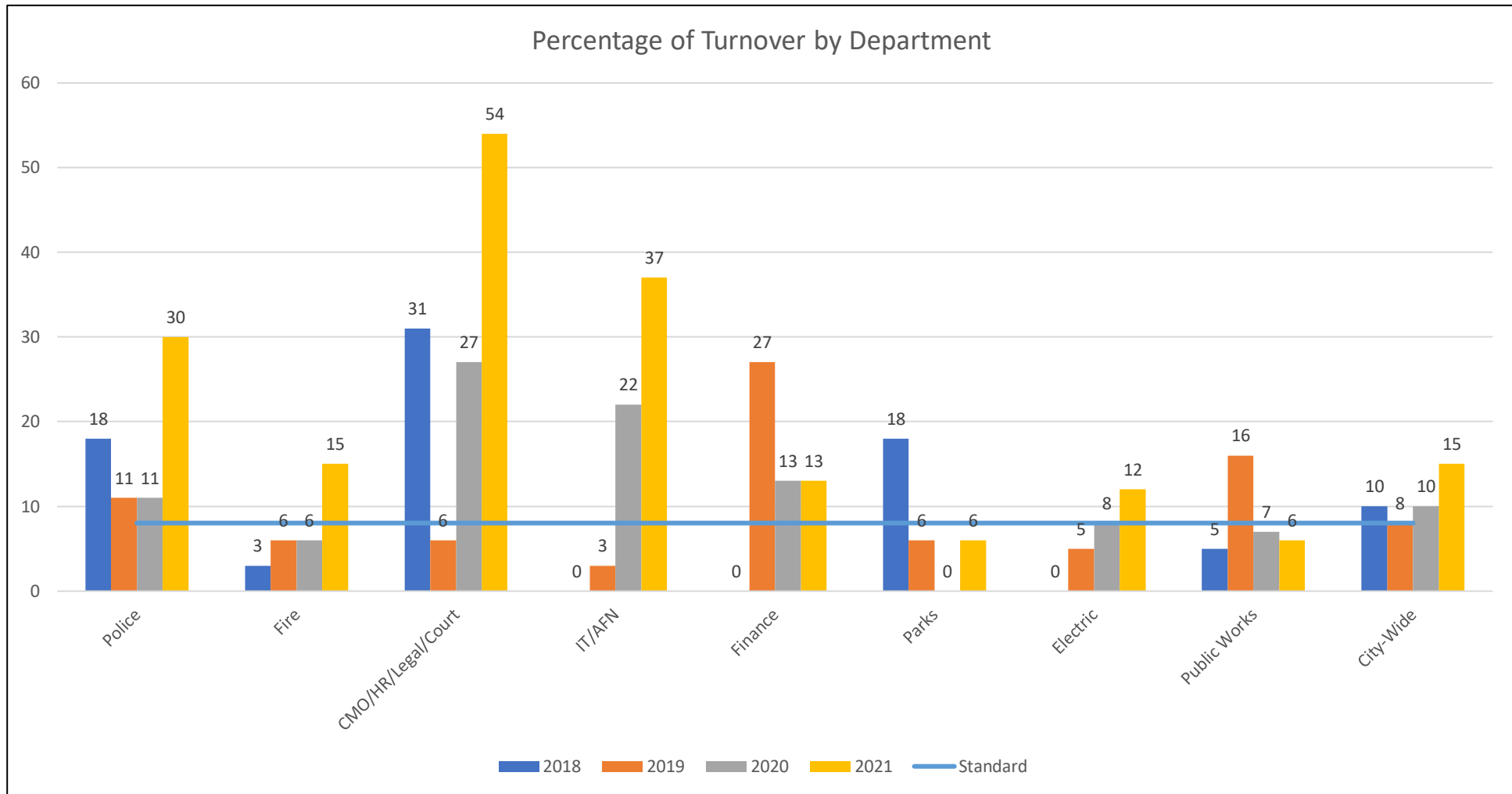
City Organization Profile

- **Total Workforce**

- Approx. 245.25 Full Time Equivalents (FTEs)
 - Includes approx. 30-40 Park & Rec. & Streets temporary positions
- Department Budgeted FTEs
 - Admin.
 - City Recorder
 - City Attorney
 - Finance
 - Community Dev.
 - Police
 - Fire
 - Parks & Recreation
 - Public Works
 - Electric
 - Total

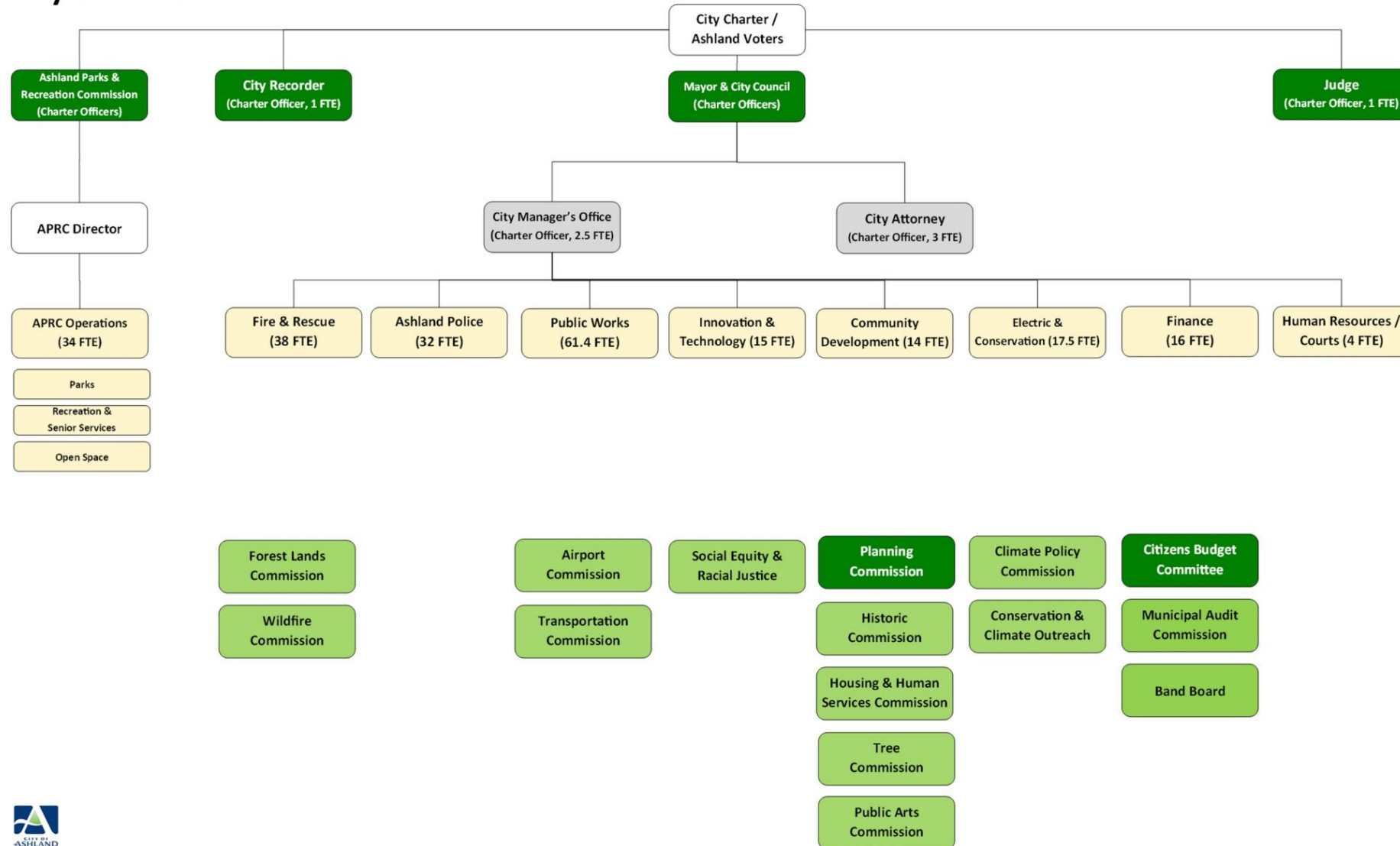
- Bargaining unit affiliation (approx. current)
 - IBEW Clerical 40
 - IBEW Electrical 17
 - Laborers 41
 - Fire 30
 - Police 22
 - Non-affiliated
 - Management/confidential 60.5
 - Parks & Rec. 34.75
 - Total 245.25

Organizational Risk - Turnover Rates

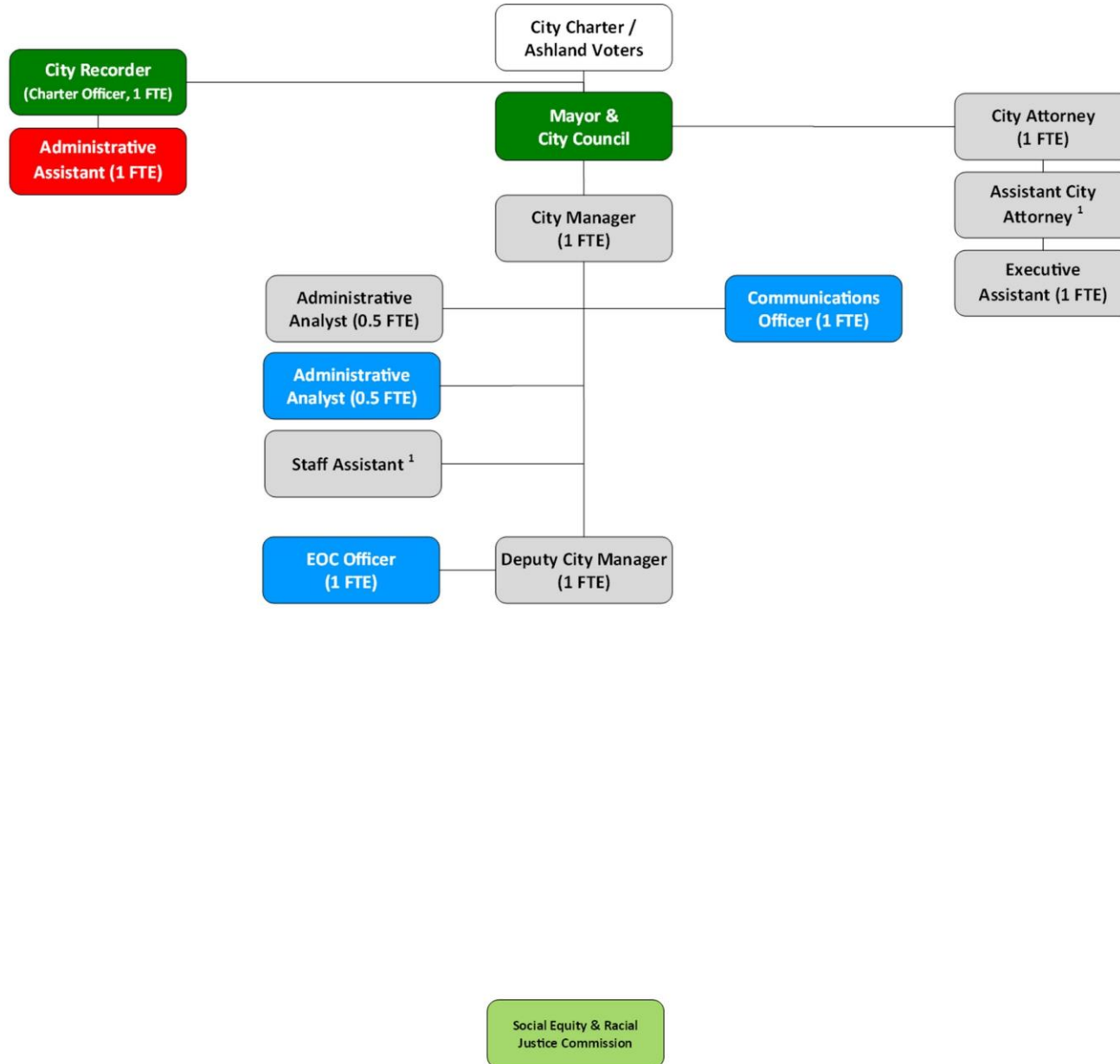


Strategic Choices - Organizational Assessment

City of Ashland



City of Ashland Administration



Notes:

Reduction of the Administrative Analyst position to 0.5FTE

Addition of a Communications Officer for city-wide communication

Addition of an Emergency Operations Coordinator

Transition of Information Technology and Ashland Fiber Network to include GIS to a stand-alone Innovation and Technology Department

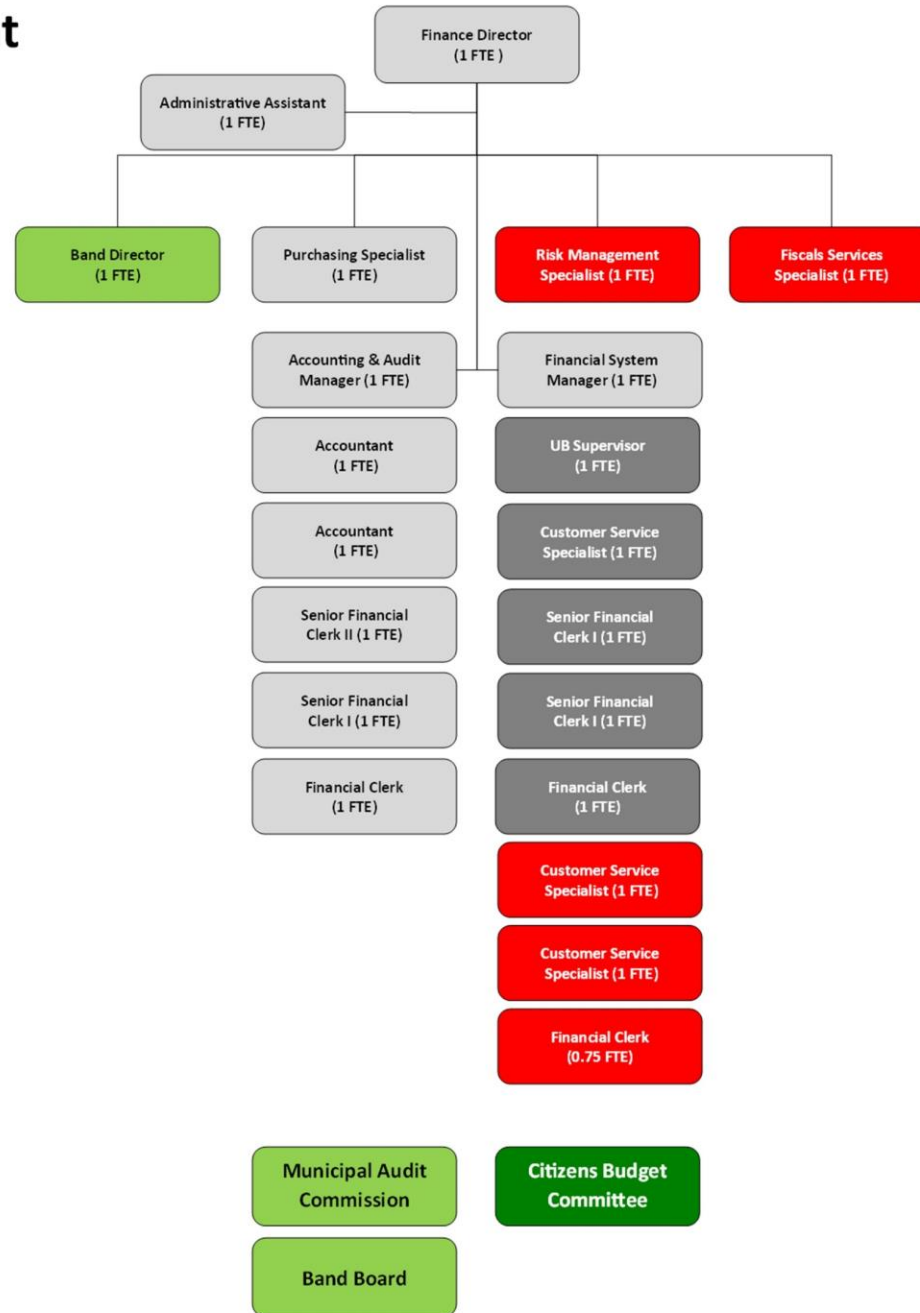
LEGEND

Brown Font	Shared Positions
Blue Box	Frozen Positions
Red Box	Unfunded Positions
Light Grey Box	General Fund & Enterprise Fund Positions
Dark Grey Box	Non General Fund Positions
Light Blue Box	Flex Positions (Filled as staffing permits)
Green Box	Legally Mandated Commissions/Committees
Light Green Box	Discretionary Commissions/Advisory Boards

¹ Currently, a contracted position



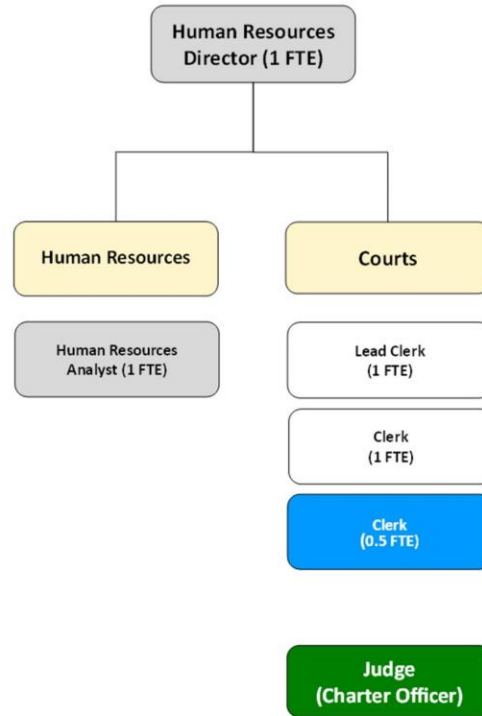
Finance Department



LEGEND

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Human Resources / Courts

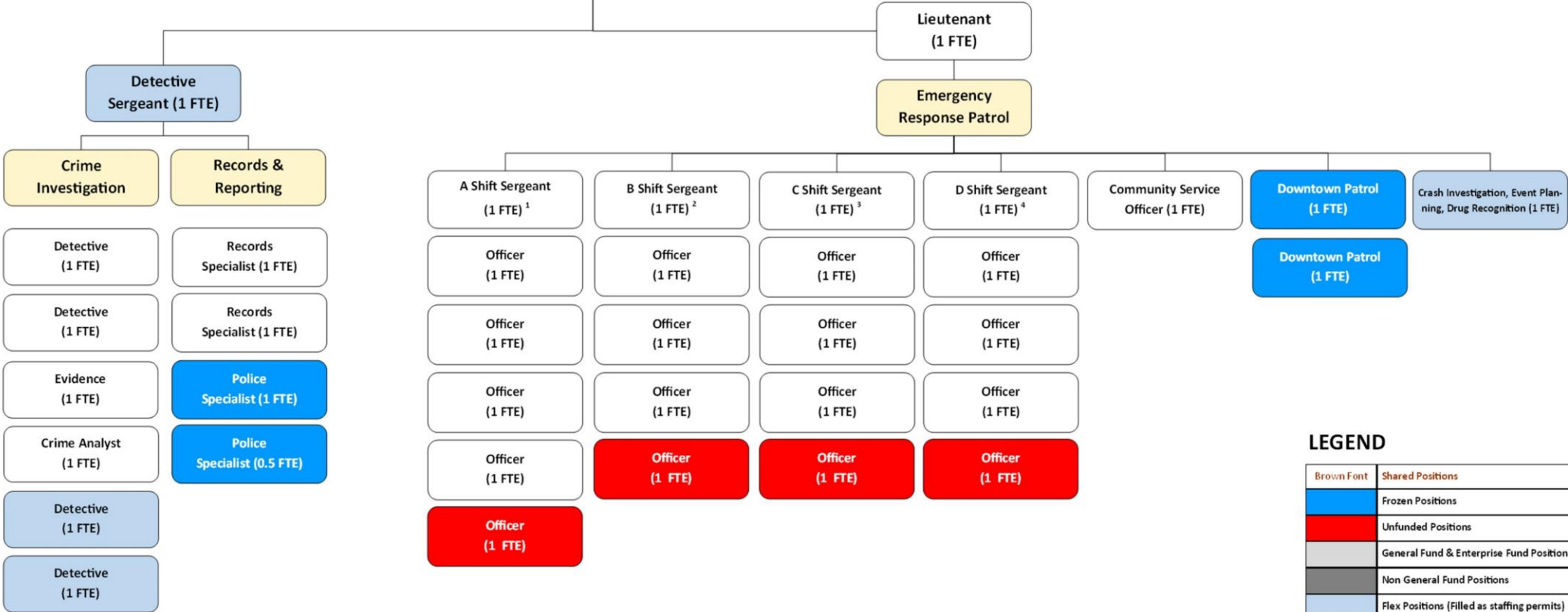
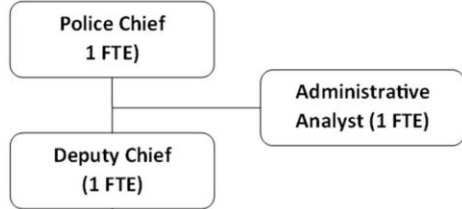


Notes:
 Reduction of the Court Clerk position to 0.5FTE
 (Relocation to City Manager Department)

LEGEND

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Ashland Police Department



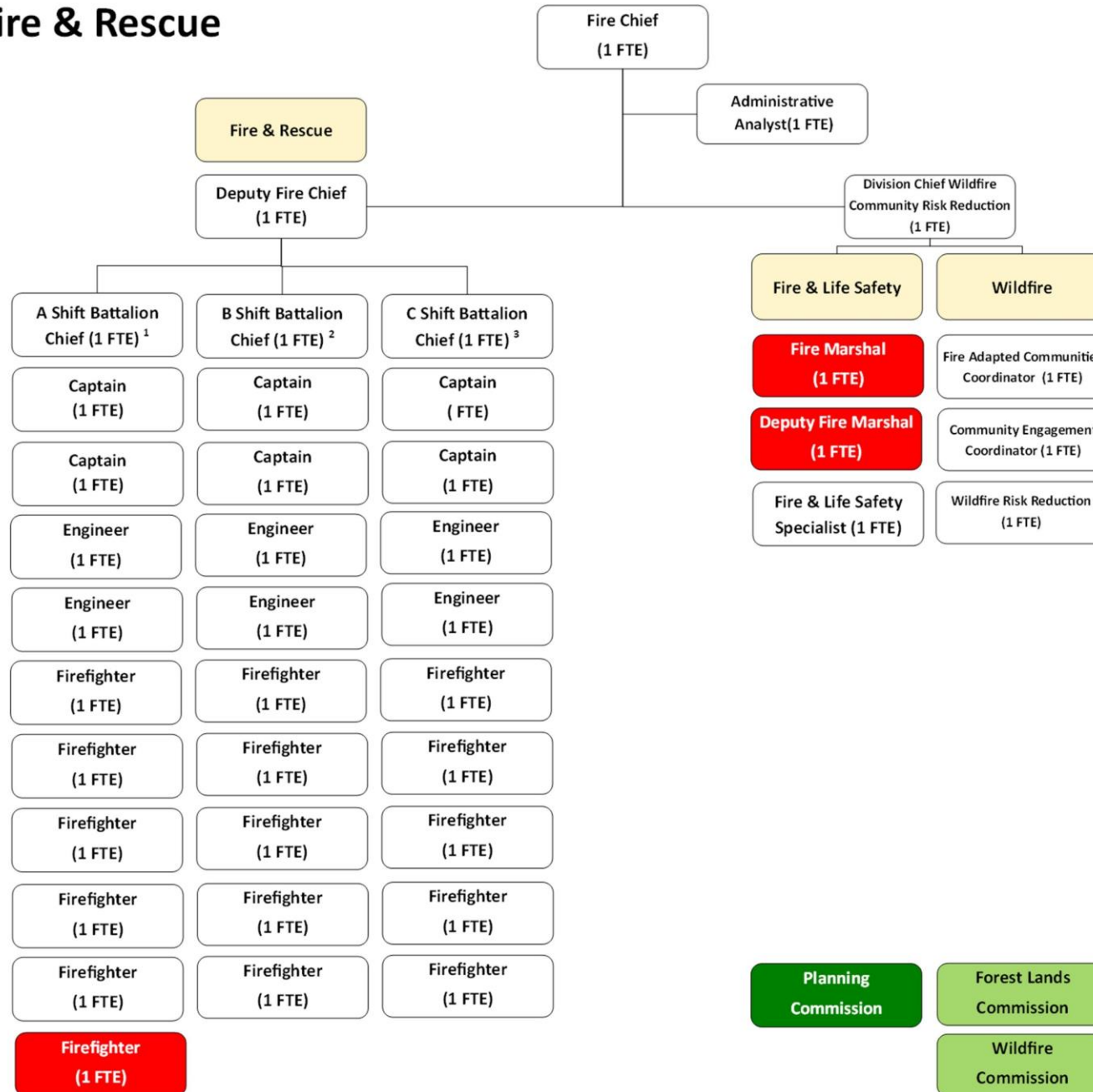
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¹ Shift A: Wed, Thu, Fri and every other Tue, Day Shift
² Shift B: Sat, Sun, Mon and every other Tue, Day Shift
³ Shift C: Wed, Thu, Fri and every other Tue, Night Shift
⁴ Shift D: Sat, Sun, Mon and every other Tue, Night Shift



Ashland Fire & Rescue



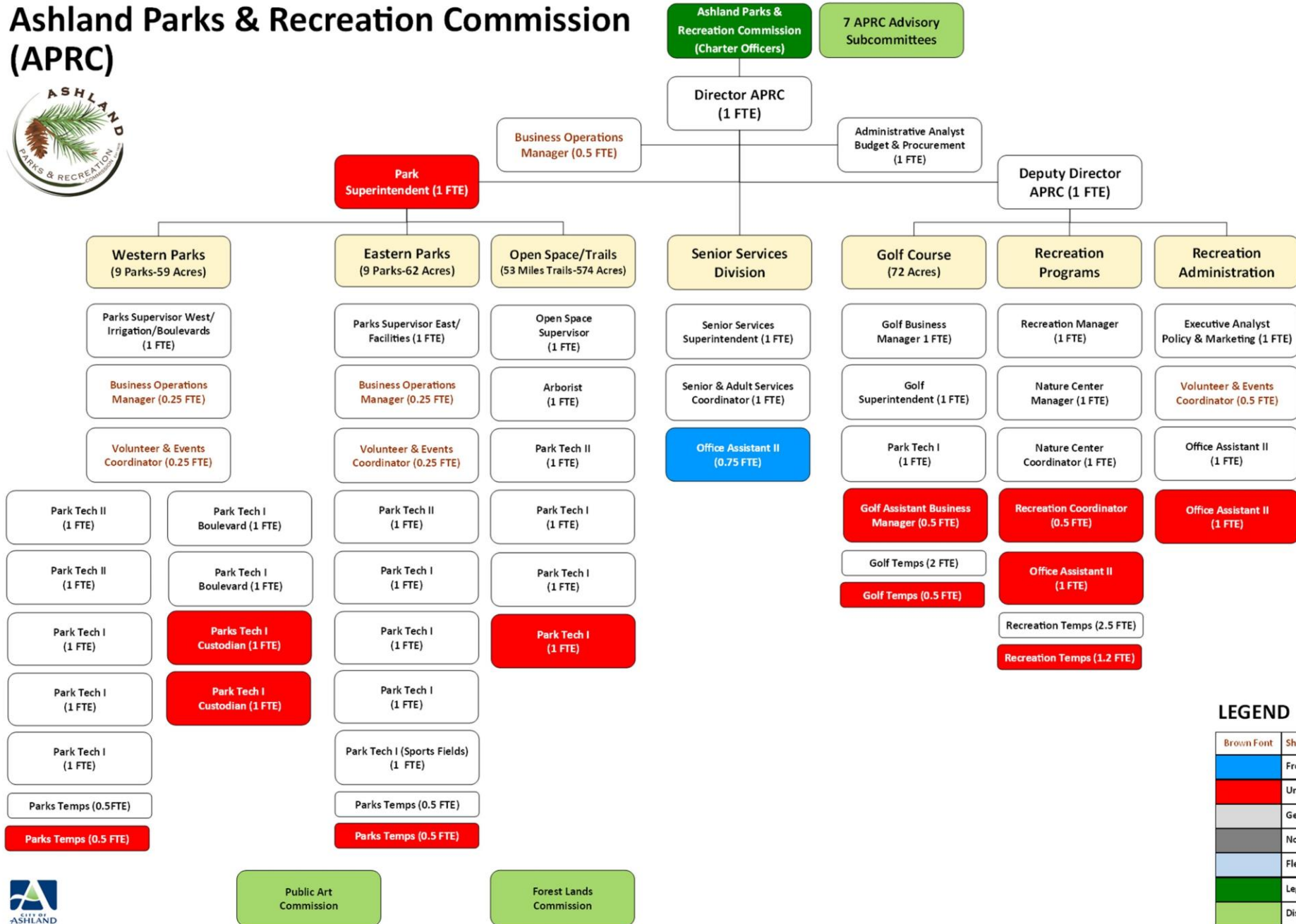
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¹ Shift A: Sat, 8 a.m.—Sun, 8 a.m.
² Shift B: Mon, 8 a.m.—Tue 8 a.m.
³ Shift C: Wed, 8 a.m.—Thu, 8 a.m.
 Cycle continues with A, B, C



Ashland Parks & Recreation Commission (APRC)

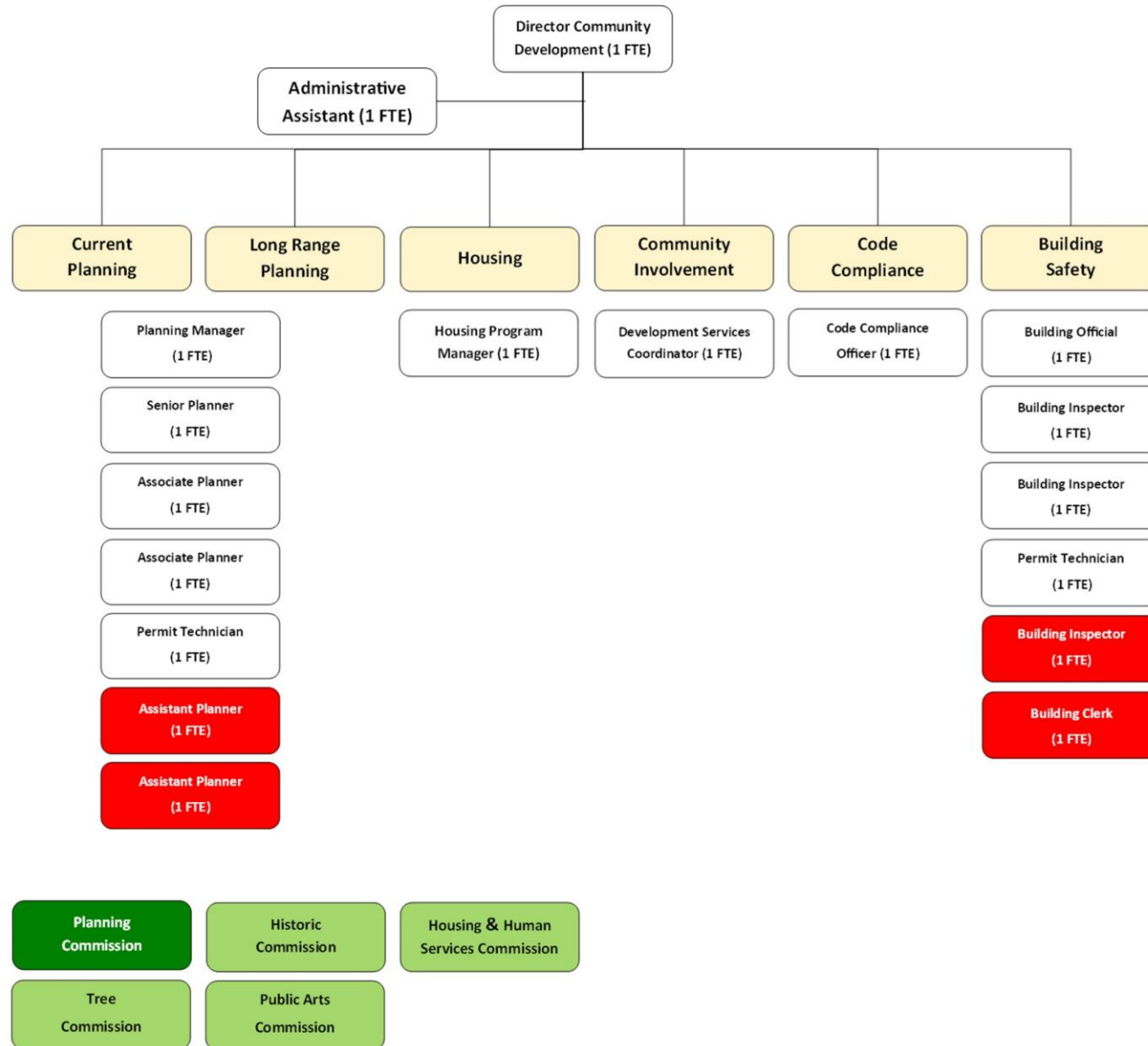


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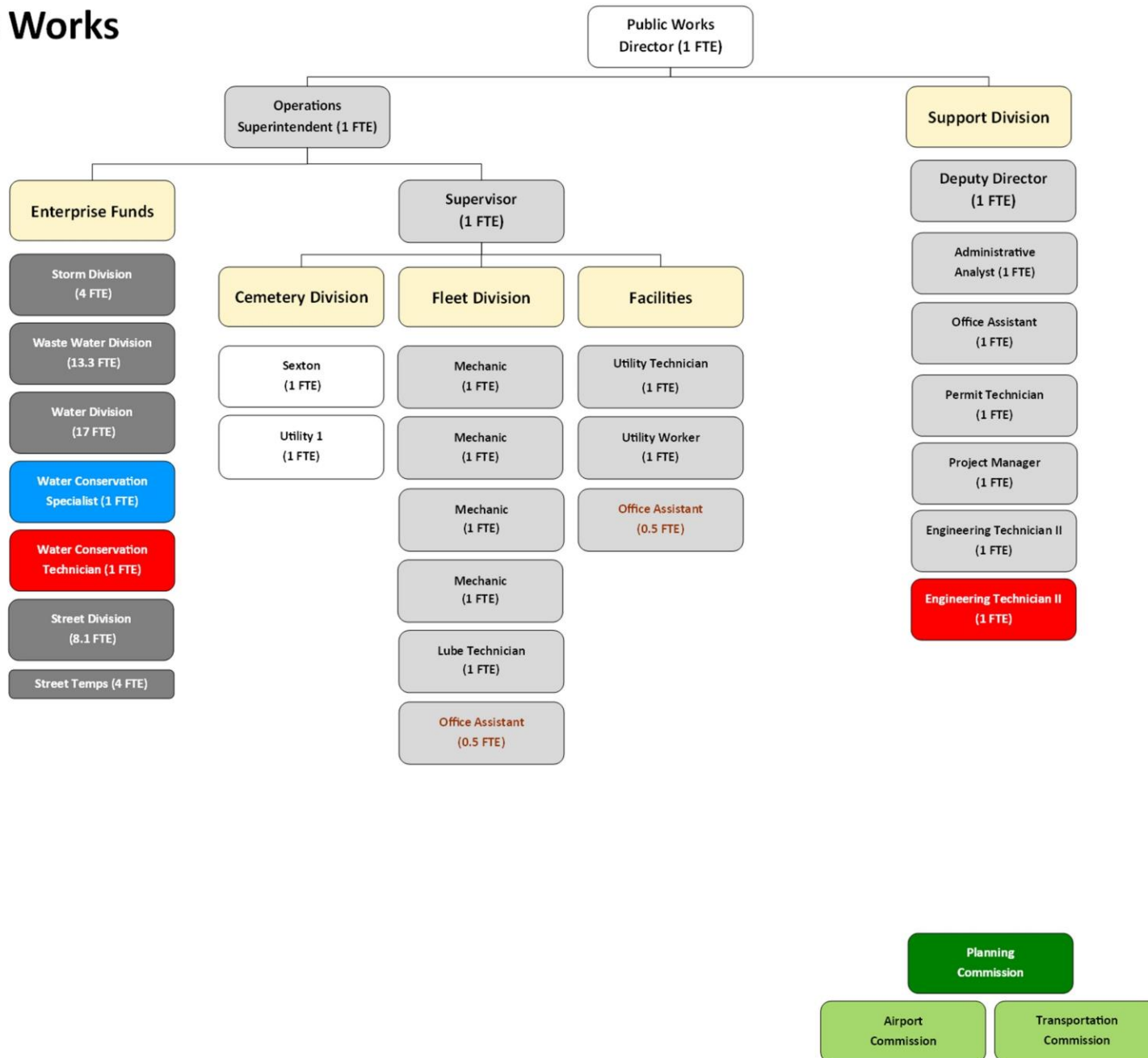
Community Development



LEGEND

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Public Works



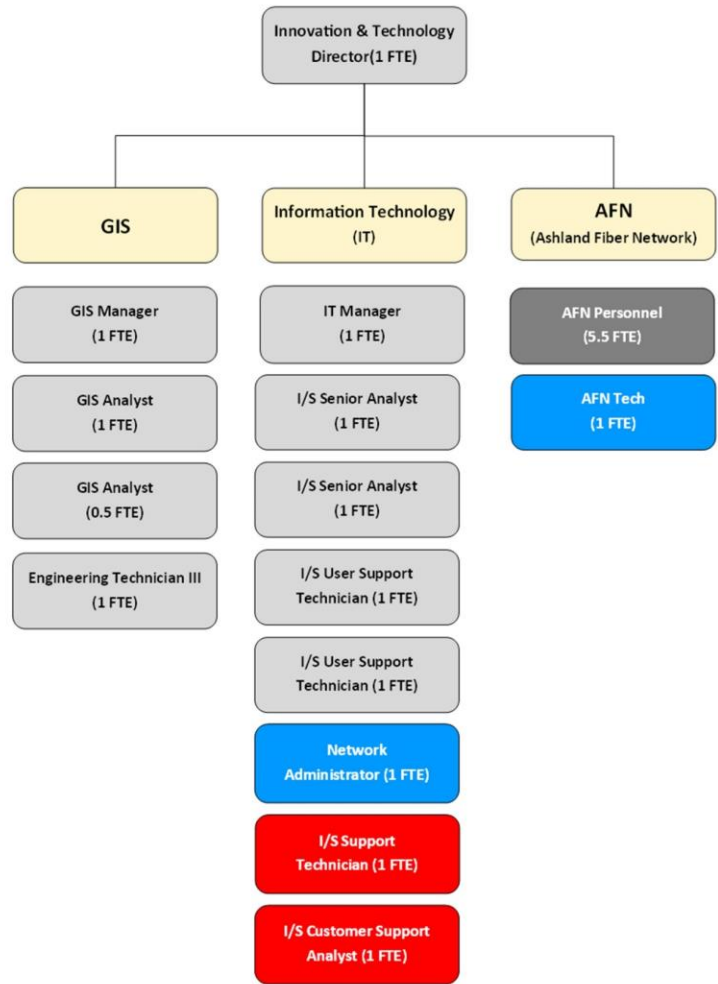
NOTES:
Transition of GIS to the Innovation & Technology Department

LEGEND

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Innovation & Technology



Notes:
 Transition of GIS, Information Technology and Ashland Fiber Network to a stand-alone Innovation & Technology Department

LEGEND

Brown Font	Shared Positions
Blue	Frozen Positions
Red	Unfunded Positions
Light Gray	General Fund & Enterprise Fund Positions
Dark Gray	Non General Fund Positions
Light Blue	Flex Positions (Filled as staffing permits)
Green	Legally Mandated Commissions/Committees
Light Green	Discretionary Commissions/Advisory Boards

Strategic Choices

Questions?



Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- ✓ General Fund Deficit Status

- ✓ Organizational Staffing/Structure

- Vision & Values
- Ashland's Characteristics
 - Strengths, Demographics & Risks
 - Economics & Opportunities
- Organizational Status
 - Cause-Effect
 - Services Silos

- **General Fund Budget Status**

- **Priorities & Adjustments**

- City Commissions

- CIP Budget

- Transportation
- Storm Drain
- Wastewater
- Water

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

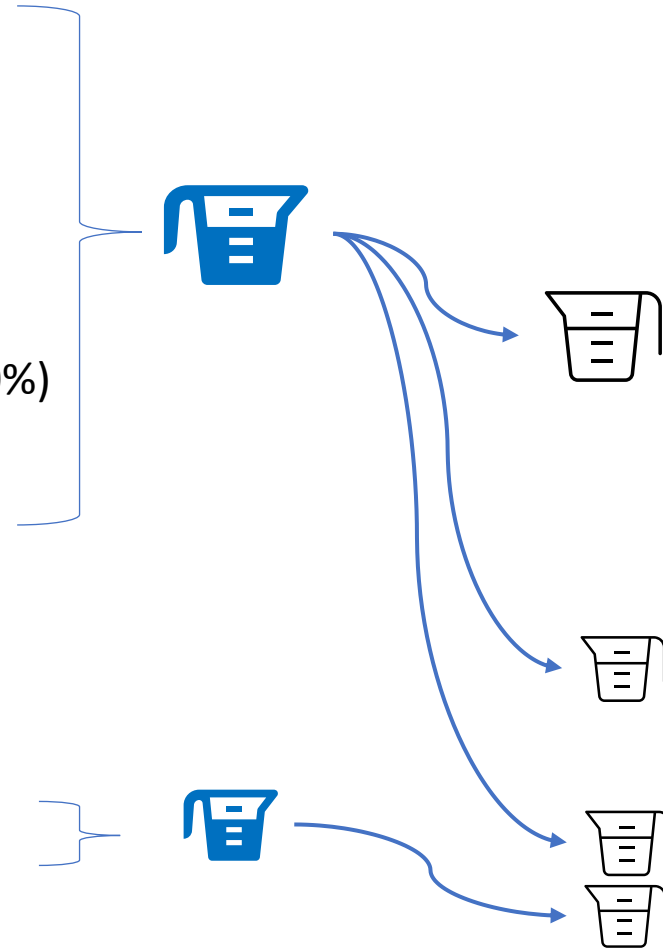
General Fund Sources

- **Unrestricted**

- Property Tax
- Charges for Services
- Marijuana Tax
- Franchise Fees
- Intergovt. Revenue (grants)
- Licenses & Permits
- Transient Lodging Tax (TLT; 70%)
- Fines & Forfeitures
- Interest Earnings

- **Restricted**

- Food & Beverage Tax



General Fund Uses

- **Departments**

- Police
- Fire & Rescue
- Finance
- Park & Recreation
- Administration
- Information Technology
- Community Development
- Public Works
- Information Technology
- Human Resources

- Housing Trust Fund

- **CIP**

- Streets, etc. in General Fund
- Parks Acquisition & Improvements

General Fund Budget Status

- **Sources growth vs. uses growth**

- Property Tax Revenue Compression
 - Base Property Tax Growth = 3%
 - Slow Growth
- Pandemic Impact
 - Reduced Transit Lodging Tax (TLT)
 - Reduced Food & Beverage Tax (F&BT)
- Market Cost Increases
 - Including supply chain issues
- Inflation (current > 8%)
- Staff Turnover Costs
- PERS Unfunded Liability (PERS UAL)
- Higher than avg. public property percent

- **Signs of Budget Instability**

- Spent Emergency Reserve
- Allocated F&BT to Park & Rec. O&M
- Employee Turnover

- **Balancing the Budget with Limited Resources**

- Keep a Vision Orientation
 - The important vs. the urgent
 - Solutions vs. Problems Focus
 - Set Priorities & Stay the Course
 - Trimming Costs vs. Reducing Services
 - Quantity vs. Quality
- General Fund Sources & Uses
 - Unrestricted vs. Restricted
 - General vs. Self-Restricted
 - Limited Budget Flexibility
 - Maximize City Council Discretion
 - Allocate Funds not Sources
- Create Growth Opportunities
 - Adapt to changing circumstances
 - Value Brand & Marketing
 - Attract Investment
 - Diversify the Economy

General Fund Budget Status

- **Expenditure Reductions**

<u>Departments</u>	<u>Reductions</u>	<u>Vacancy</u>
○ City Council	24,000	
○ Municipal Court	59,000	
○ Administration	28,600	
○ City Attorney		
○ City Recorder		
○ Innovation & Technology		30,000
○ Human Resources	27,000	
○ Finance	156,200	60,000
○ Police		200,000
○ Fire		220,000
○ Community Development	20,000	50,000
○ Public Works	62,200	80,000
○ Parks & Recreation	350,000*	140,000
Subtotal	727,000	780,000
<u>Reductions Total</u>		<u>1,507,000</u>

* Includes Marketing/Comm. Officer Transition of 70,000 from TLT (Parks & Rec. reduction offset)

General Fund Budget – Strategic Choices

- **Operating Expenditure Reductions**

○ Est. Budget Deficit	-3,000,000
○ Expenditure Reductions	
Vacancy Savings	+780,000
Reductions	+727,000*
Subtotal	<u>+1,507,000</u>
○ Recurring Revenue	
▪ > Budget Revenue (unrestricted TLT & Property Tax)	+1,350,000
○ Expense Adjustments	
▪ EOC Officer	-140,000
▪ DEI Assessment	-40,000
▪ Innovation & Tech. Officer	-40,000
▪ Immediate Emergency Response	<u>-237,000</u>
Subtotal	-457,000

• One-time (>budget GF balance)	+2,600,000
• Emergency Reserve (one time exp.)	-2,000,000

NET TOTAL	<u>0</u>
------------------	-----------------

* Includes Marketing/Comm. Officer Transition of 70,000 from TLT (Parks & Rec. reduction offset)

Strategic Choices - Risk Assessment

- **Budget Priorities**

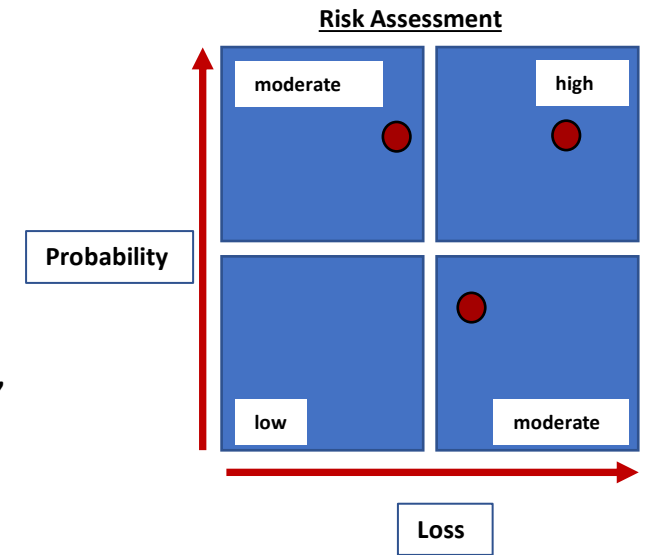
1. Balance 2022-23 Budget
 - Within Budget Authority
 - Within available funding
 - Focus on systemic reductions
 - Vacancy & travel/training
 - Budget reductions
2. Emergency Operations Center (EOC)
 - EOC Officer
 - Communications Officer
 - Immediate Emergency Response
3. Emergency Reserve

4. Support Local Economy

- Marketing/Communications Officer
- Business community “welcome” initiative

5. Organizational Stability

- DEI Assessment
- No current employee layoffs



- Public Safety Risks
- Environmental Risks
- Economic Risks
- Organizational Risks

Strategic Choices

- **Priorities**

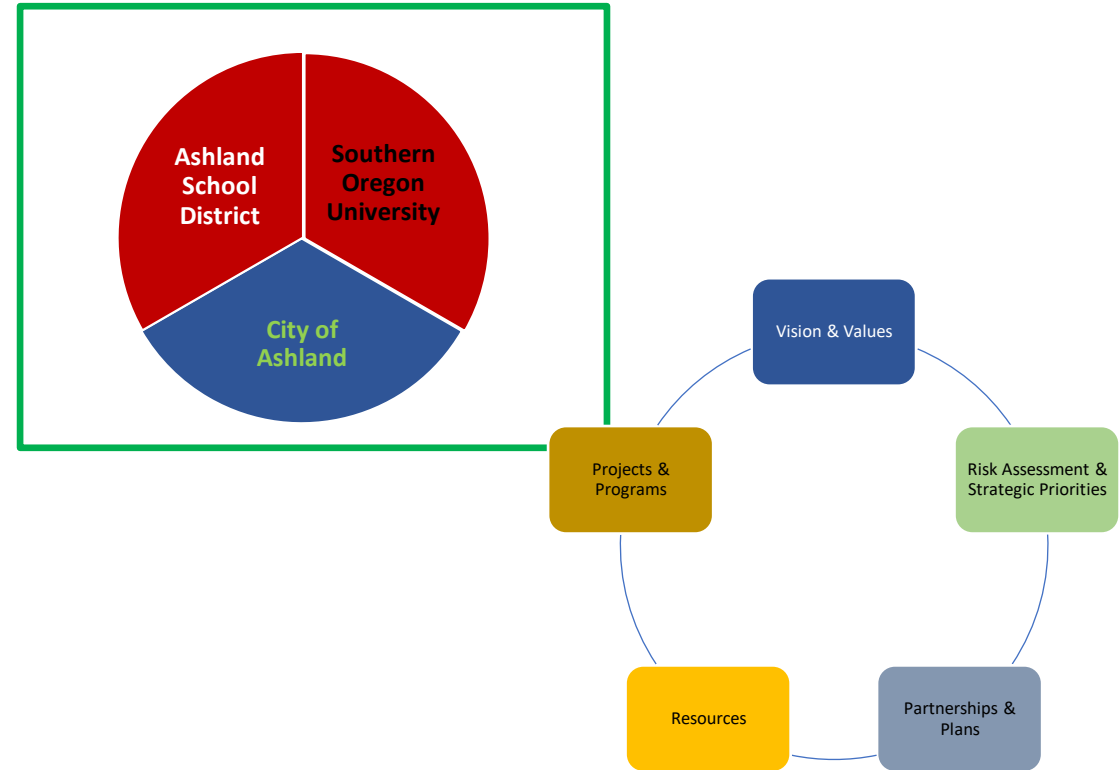
- Emergency Operations Center (EOC)
 - EOC Officer
- Diversity, Equity & Inclusion initiatives
 - Organizational assessment & training Business community “welcoming” initiative
- Houseless Shelter Planning
- Affordable Child Care & Early Childhood Education planning

- **Risk Response**

- Emergency Reserve
- EOC Officer & Emergency Response Funding
- Innovation & Technology Director
- DEI assessment & TLT Business “welcome” funding
- City Recorder agenda support
- City Marketing/Communications Officer

- **Joint Planning Partners**

- Southern Oregon Univ. (SOU)
- Ashland School District (ASD)
- City of Ashland (CoA)
- Community organizations TBD



Strategic Choices

Questions?



Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

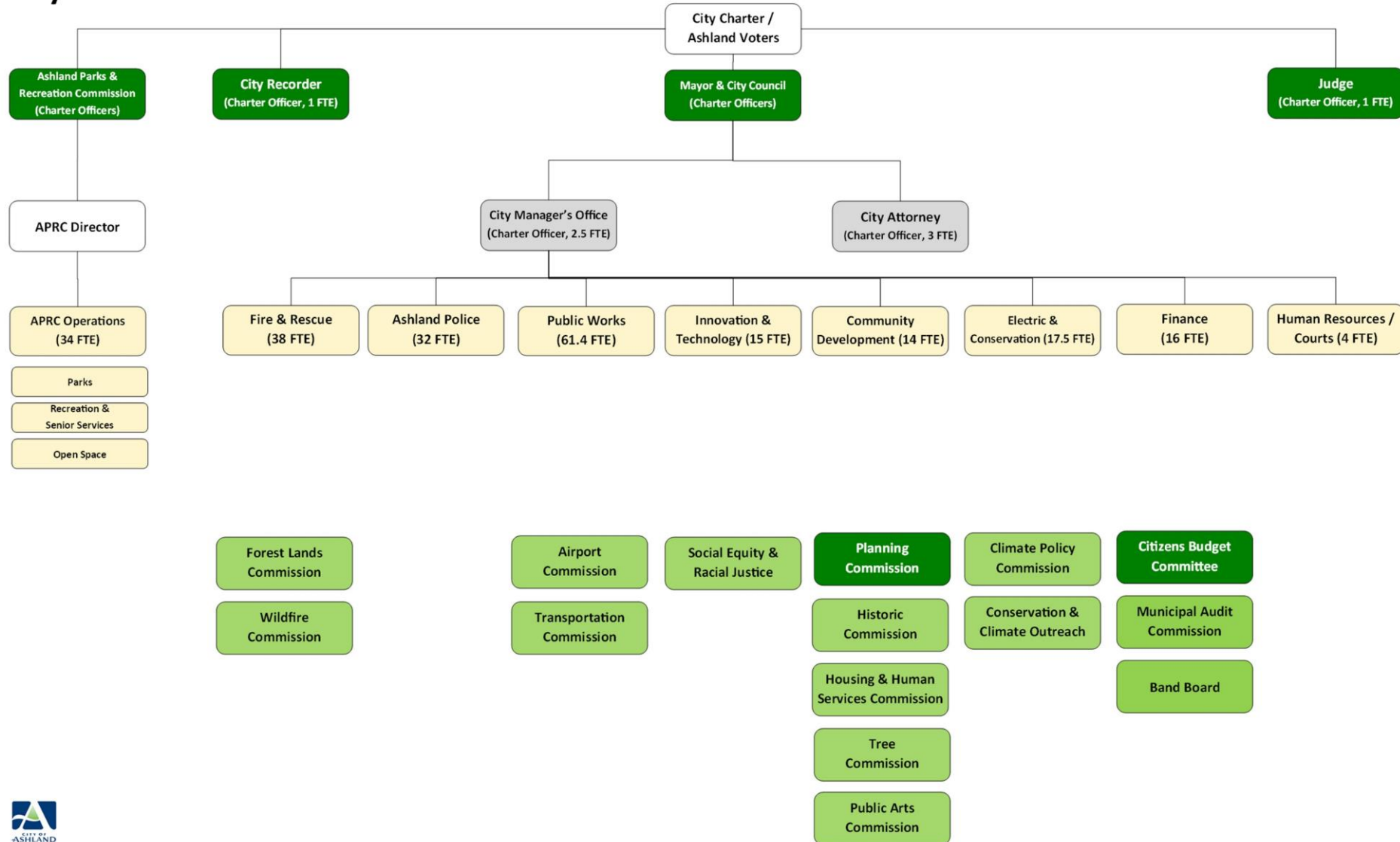
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 - Cause-Effect
 - Services Silos
- ✓ General Fund Budget Status
 - Priorities & Adjustments

- **City Commissions**

- CIP Budget
 - Transportation
 - Storm Drain
 - Wastewater
 - Water
- Surplus City Property
- PERS Liability Accounting
- 2022-23 Recommendations

Commissions & Advisory Boards/Committees

City of Ashland



Proposed Commissions & Advisors

Governance/Discretion

1. Park & Recreation Commission
2. Planning Commission
3. Historic Commission

City Council – Sitting Advisory Boards

1. Housing & Human Services Board
2. Environmental Board

combine

- Climate Policy Commission
- Conservation & Climate Outreach Commission

3. Public Arts Board
4. Social Equity and Racial Justice Committee

City Council/Staff – Ad Hoc Advisory

1. Airport Board
2. Municipal Audit Committee
3. System Development Charge (SDC) Committee
4. Transportation Board
5. Forest Land & Wildfire Safety Board
6. Urban Forest Advisory Board
7. Band Board

Ashland – Current Commissions

Commissions

	<u>Continue</u>	<u>Discontinue</u>	<u>Combine</u>	<u>Council Advisory</u>	<u>Ad-Hoc Advisory</u>
<u>Governance/Discretion & Planning</u>					
1. Historic Commission	_____	_____	_____	_____	_____
2. Housing & Human Services Commission	_____	_____	_____	_____	_____
3. Transportation Commission	_____	_____	_____	_____	_____
<u>Environment</u>					
4. Climate Policy Commission	_____	_____	_____	_____	_____
5. Conservation And Climate Outreach Commission	_____	_____	_____	_____	_____
6. Forest Land Commission	_____	_____	_____	_____	_____
7. Tree Commission	_____	_____	_____	_____	_____
8. Wildfire Safety Commission	_____	_____	_____	_____	_____
<u>Community Character</u>					
9. Public Arts Commission	_____	_____	_____	_____	_____
10. Social Equity and Racial Justice Commission	_____	_____	_____	_____	_____
11. Band Board	_____	_____	_____	_____	_____
<u>Management</u>					
12. Airport Commission	_____	_____	_____	_____	_____
13. Municipal Audit Commission	_____	_____	_____	_____	_____

Strategic Choices

Questions?



Strategic Choices - Agenda

- **FY 2022-23 General Fund Status & Recommendations**

- ✓ General Fund Deficit Status

- ✓ Organizational Staffing/Structure

- Vision & Values
- Ashland's Characteristics
 - Strengths, Demographics & Risks
 - Economics & Opportunities
- Organizational Status
 - Cause-Effect
 - Services Silos

- ✓ General Fund Budget Status

- Priorities & Adjustments

- ✓ City Commissions

- **CIP Budget**

- **Transportation**
- **Storm Drain**
- **Wastewater**
- **Water**

- Surplus City Property

- PERS Liability Accounting

- 2022-23 Recommendations

Strategic Choices – Capital Improvement Plan (CIP)

Master Planning

- **Seven-Ten Year Cycle**
- **Planning Criteria**
 - Regulatory
 - Life Cycle
 - Deficiency
 - Capacity



Capital Improvement Program

- **Project Priorities – Biennium Budget**

✓ **Council Adoption**

- **Alternatives Analysis**
- **Project Priorities (20-year plan)**

✓ **Council Adoption**

Strategic Choices - Project Implementation

- **Council Approvals**

- Priority Project Implementation*
 - ✓ Preliminary Engineering
 - ✓ Final Engineering
 - ✓ Construction Administration
 - ✓ Construction Contract

*Note: Any project over \$75K for Engineering and \$100k for construction requires Council approval

Strategic Choices - Street CIP

Transportation System Improvements 2022-2027 Construction Years		Project Totals FY22-FY27									
Project Description		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
Regulatory	Lithia Way (OR 99 NB)/E Main Street Intersection Improvements	\$ 73,750						\$ 73,750	\$ 7,375	\$ 66,375	\$ -
Life Cycle	Ashland St - Siskiyou Blvd to Faith St	58.76	\$ 2,500,000					\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
	N Mountain Ave - I-5 Overpass to E Main St	59.36	\$ 1,000,000	\$ 2,225,000				\$ 3,225,000	\$ -	\$ -	\$ 3,225,000
	Oak St - City Limits to E Main St	36.09		\$ 1,500,000	\$ 1,000,000			\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
	Siskiyou Blvd - E Main St to Walker Ave	37.87			\$ 3,500,000	\$ 3,000,000		\$ 6,500,000	\$ -	\$ -	\$ 6,500,000
	Wightman St - Quincy St to Siskiyou Blvd	17.30				\$ 1,400,000		\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
	Maple St - Chestnut St to N Main St	32.36				\$ 600,000		\$ 600,000	\$ -	\$ -	\$ 600,000
	Tolman Creek Rd - E Main St to Ashland St	65.30					\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000
	Walker Ave - E Main St to Siskiyou Blvd	45.77					\$ 1,700,000	\$ 1,700,000	\$ -	\$ -	\$ 1,700,000
	A St - Oak St to Eighth St	53.89					\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	Grandview Drive Improvements - Phase II			\$ 350,000				\$ 350,000	\$ -	\$ -	\$ 350,000
Deficiency	City Wide Chip Seal Project (CMAQ)	\$ 53,592						\$ 53,592	\$ -	\$ 468,244	\$ 53,592
	N Main Street RRFB Installation - Nursey Street & Van Ness Avenue	\$ 75,000						\$ 75,000	\$ -	\$ -	\$ 75,000
	Clay Street - 300-ft north of Takelma to Siskiyou Boulevard	\$ 2,012,500	\$ 3,035,814					\$ 5,048,314	\$ -	\$ 5,048,314	\$ -
Capacity	N Main Street/Highway 99 - N Main Street to Schofield Street		\$ 73,750					\$ 73,750	\$ 71,626	\$ -	\$ 2,124
	Beaver Slide - Water Street to Lithia Way		\$ 73,750					\$ 73,750	\$ 71,626	\$ -	\$ 2,124
	Diane Street - Clay Street to Tolman Creek Road		\$ 29,500					\$ 29,500	\$ 7,375	\$ 22,125	\$ -
	Walker Avenue - Oregon Street to Woodland Drive			\$ 295,000				\$ 295,000	\$ 73,750	\$ 221,250	\$ -
	Tolman Creek Road - Siskiyou Boulevard to City Limits (west side)				\$ 226,875	\$ 400,000		\$ 626,875	\$ 608,821	\$ -	\$ 18,054
	Garfield Street - E Main Street to Siskiyou Boulevard				\$ 135,000	\$ 971,250		\$ 1,106,250	\$ 276,563	\$ 829,688	\$ -
	A Street - Oak Street to 100' west of 6th Street					\$ 140,000	\$ 228,750	\$ 368,750	\$ 92,188	\$ 276,563	\$ -
	Carol Street - Patterson Street to Hersey Street						\$ 221,250	\$ 221,250	\$ 55,313	\$ 165,937	\$ -
	Wightman Street Bicycle Boulevard - E Main Street to Siskiyou Boulevard	\$ 81,420						\$ 81,420	\$ 27,601	\$ 8,142	\$ 45,677
	Laurel Street Bicycle Boulevard - From Orange Street to Nevada Street	\$ 54,280						\$ 54,280	\$ 18,401	\$ 5,428	\$ 30,451
	B Street Bicycle Boulevard - From Oak Street to N Mountain Avenue		\$ 108,560					\$ 108,560	\$ 36,802	\$ 10,856	\$ 60,902
	Oregon/Clark Street Bicycle Boulevard - Indiana Street to Harmony Lane		\$ 54,280					\$ 54,280	\$ 18,032	\$ 5,428	\$ 30,820
	8th Street Bicycle Boulevard - A Street to E Main Street		\$ 27,140					\$ 27,140	\$ 9,200	\$ 2,714	\$ 15,226
	Maple/Scenic Drive/Nutley Street Bicycle Boulevard - From N Main Street to Winburn Way			\$ 149,270				\$ 149,270	\$ 50,603	\$ 14,927	\$ 83,740
	Walker Avenue Bicycle Boulevard - From Siskiyou Boulevard to Peachey Road				\$ 54,280			\$ 54,280	\$ 18,401	\$ 5,428	\$ 30,451
	Main Street Bicycle Boulevard - From Helman Street to Siskiyou Boulevard					\$ 67,850		\$ 67,850	\$ 23,001	\$ 6,785	\$ 38,064
	Lithia Way Bicycle Boulevard - From Oak Street to Helman Street					\$ 149,270		\$ 149,270	\$ 50,603	\$ 14,927	\$ 83,740
	Normal Avenue Bike Lane - From E Main Street to Siskiyou Boulevard. Coordinate with Project R19						\$ 257,830	\$ 257,830	\$ 87,404	\$ 25,783	\$ 144,643
	Normal Avenue Extension						\$ 500,000	\$ 500,000	\$ 156,146	\$ -	\$ 343,854
Other/Safety	20 Is Plenty Program	\$ 25,000	\$ 25,000					\$ 50,000	\$ -	\$ -	\$ 50,000
	Walker Avenue Festival Street (Siskiyou Boulevard to Ashland Street)				\$ 200,000	\$ 950,500		\$ 1,150,500	\$ 416,717	\$ -	\$ 733,783
	Ashland Street (OR 66)/Oak Knoll Drive-E Main Street Intersection Improvements						\$ 602,851	\$ 602,851	\$ 60,285	\$ 542,566	\$ -
	Hardesty Site Development & Equipment Storage	\$ 80,000	\$ 80,000					\$ 160,000	\$ -	\$ -	\$ 160,000

Strategic Choices - Storm Drain CIP

	Stormdrain Improvements Plan 2022-2027 Construction Years	Project Totals FY22-FY27									
		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
Project Description											
Regulatory	Cemetery Creek Basin Stormwater Quality Improvement (hydrodynamic separator)	\$ 11,250						\$ 11,250	\$ 9,940	\$ -	\$ 1,310
Capacity	E Main Street @ Emerick Street	\$ 235,000						\$ 235,000	\$ 27,633	\$ -	\$ 207,367
	Siskiyou Boulevard @ University Way	\$ 129,000						\$ 129,000	\$ 15,169	\$ -	\$ 113,831
	Dewey Street @ E Main St		\$ 247,000					\$ 247,000	\$ -	\$ -	\$ 247,000
	N Mountain Avenue @ Railroad Tracks		\$ 188,000					\$ 188,000	\$ 22,106	\$ -	\$ 165,894
	Gresham Street @ Beach Avenue			\$ 391,000				\$ 391,000	\$ 45,976	\$ -	\$ 345,024
	Morton Street - Pennsylvania Street to Iowa Street				\$ 217,000	\$ 217,000		\$ 434,000	\$ -	\$ -	\$ 434,000
	Maple Street @ Chestnut Street					\$ 70,000		\$ 70,000	\$ -	\$ -	\$ 70,000
Other	Hardesty Site Development & Equipment Storage	\$ 40,000	\$ 40,000					\$ 80,000	\$ 9,940	\$ -	\$ 70,060

Strategic Choices - Wastewater CIP

Wastewater System Improvements 2022-2027 Construction Years		Project Totals FY22-FY27									
Project Description		FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other	Fees & Rates
Regulatory	WWTP Process Improvements (Miscellaneous)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 900,000	\$ 90,000	\$ -	\$ 810,000
	Shading (Capital Cost + first 6 years of O&M)	\$ 709,000	\$ 453,000	\$ 493,000	\$ 273,000	\$ 118,000	\$ 45,000	\$ 2,091,000	\$ 313,650	\$ -	\$ 1,777,350
	UV System Upgrades	\$ 1,400,000						\$ 1,400,000	\$ 476,000	\$ -	\$ 924,000
	Outfall Relocation / Fish Screen	\$ 1,250,000	\$ 1,250,000					\$ 2,500,000	\$ 375,000	\$ -	\$ 2,125,000
	WWTP Process Improvements (Headworks)	\$ 2,200,000	\$ 1,000,000	\$ 560,000				\$ 3,760,000	\$ 752,000	\$ -	\$ 3,008,000
	Secondary Clarifier 2 Improvements		\$ 397,500	\$ 397,500				\$ 795,000	\$ -	\$ -	\$ 795,000
	Membrane Replacement (two trains)			\$ 600,000	\$ 600,000			\$ 1,200,000	\$ -	\$ -	\$ 1,200,000
	Biosolids Treatment Improvements				\$ 250,000			\$ 250,000	\$ 50,000	\$ -	\$ 200,000
Deficiency	Wastewater Miscellaneous Trenchless Pipe Lining			\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	WWTP Process Improvements (Harmonics)		\$ 110,000					\$ 110,000	\$ -	\$ -	\$ 110,000
Capacity	Wastewater Miscellaneous In-House Replacement	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 750,000	\$ 75,000	\$ -	\$ 675,000
	Wastewater Line Upsizing - 18" & 24" Parallel Trunkline - Wightman to Tolman Creek Road	\$ 712,000	\$ 712,000					\$ 1,424,000	\$ 996,800	\$ -	\$ 427,200
	Maple St - Chestnut St to Scenic Dr			\$ 44,000				\$ 44,000	\$ 4,400	\$ -	\$ 39,600
	Tolman Creek Rd - Abbott Ave to Ashland St			\$ 92,000				\$ 92,000	\$ 9,200	\$ -	\$ 82,800
	A St - First St to Eighth St				\$ 446,000			\$ 446,000	\$ 44,600	\$ -	\$ 401,400
	Garfield St - E Main St to Quincy St				\$ 59,000			\$ 59,000	\$ 5,900	\$ -	\$ 53,100
	Granite St - Baum St to Nutley St, Strawberry Ln to Pioneer St, N of Ashland Creek Dr					\$ 216,000		\$ 216,000	\$ 21,600	\$ -	\$ 194,400
	N Laurel St - W Hersey St to Orange Ave						\$ 121,000	\$ 121,000	\$ 12,100	\$ -	\$ 108,900
Other	Hardesty Site Development & Equipment Storage	\$ 80,000	\$ 80,000					\$ 160,000	\$ -	\$ -	\$ 160,000

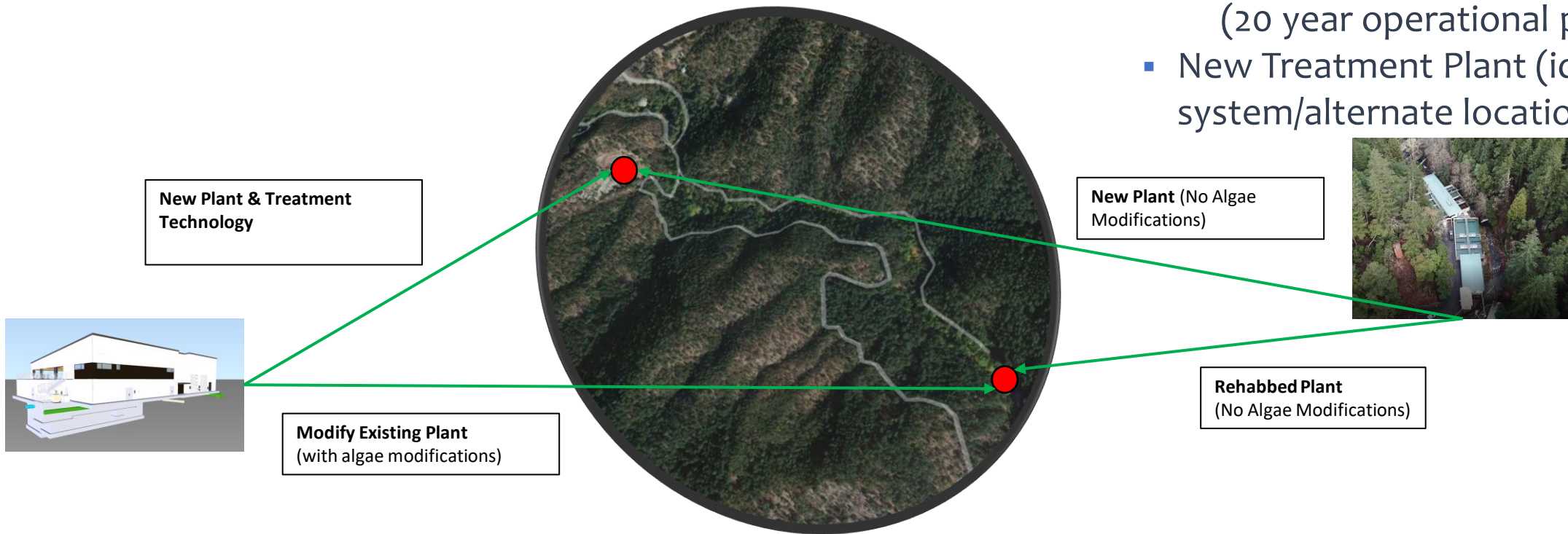
Strategic Choices - Water CIP

Water System Improvements 2022-2027 Construction Years		Project Totals FY22-FY27									
		Project Description	FY22	FY23	FY24	FY25	FY26	FY27	Project Totals	Storm SDC	Other
Regulatory	Dam Safety Improvements	\$ 2,400,000	\$ 2,400,000	\$ 850,000	\$ 850,000			\$ 6,500,000	\$ 845,000		\$ 5,655,000
	Reeder Reservoir Sediment Removal		\$ 140,000			\$ 140,000		\$ 280,000	\$ 210,000	\$ -	\$ 70,000
	Annual Pipe Replacement	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,800,000	\$ 180,000	\$ -	\$ 1,620,000
	Distribution Pipe Projects	\$ 1,021,000	\$ 342,000	\$ 467,000	\$ 507,000	\$ 1,418,000	\$ 311,000	\$ 4,066,000	\$ 406,600	\$ -	\$ 3,659,400
	Transmission Pipe Projects			\$ 117,000	\$ 467,000			\$ 584,000	\$ 467,200	\$ -	\$ 116,800
	ODOT Bridge Pipe Relocation (Coleman Creek in Phoenix)	\$ 58,170						\$ 58,170	\$ -	\$ -	\$ 58,170
Life Cycle	TID Canal Piping: Starlite to Terrace Street			\$ 1,500,000	\$ 1,500,000			\$ 3,000,000	\$ 1,980,000	\$ -	\$ 1,020,000
	Hillview BPS Replacement					\$ 375,000	\$ 1,125,000	\$ 1,500,000	\$ 120,000	\$ -	\$ 1,380,000
	Hydrant Replacement Program	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000	\$ -	\$ -	\$ 480,000
	Telemetry Upgrades			\$ 80,000				\$ 80,000	\$ 8,000	\$ -	\$ 72,000
Deficiency	East & West Fork Transmission Line Rehabilitation	\$ 1,050,000	\$ 1,050,000					\$ 2,100,000	\$ 150,000	\$ -	\$ 1,950,000
	7.5 MGD Water Treatment Plant	\$ 2,700,000	\$ 15,400,000	\$ 22,600,000				\$ 40,700,000	\$ 4,070,000	\$ -	\$ 36,630,000
	Regional BPS Programming Updates					\$ 11,667		\$ 11,667	\$ -	\$ -	\$ 11,667
Capacity	TAP BPS Backup Power	\$ 60,000	\$ 350,000					\$ 410,000	\$ 41,000	\$ -	\$ 369,000
	Tolman Creek Road PRV Station						\$ 75,000	\$ 75,000	\$ 6,000	\$ -	\$ 69,000
	Talent BPS Generator Upgrade (Option 1)						\$ 158,133	\$ 158,133	\$ -	\$ -	\$ 158,133
	Talent BPS Expansion for Talent and Ashland (Option 1)						\$ 341,462	\$ 341,462	\$ -	\$ -	\$ 341,462

Water Treatment Plant

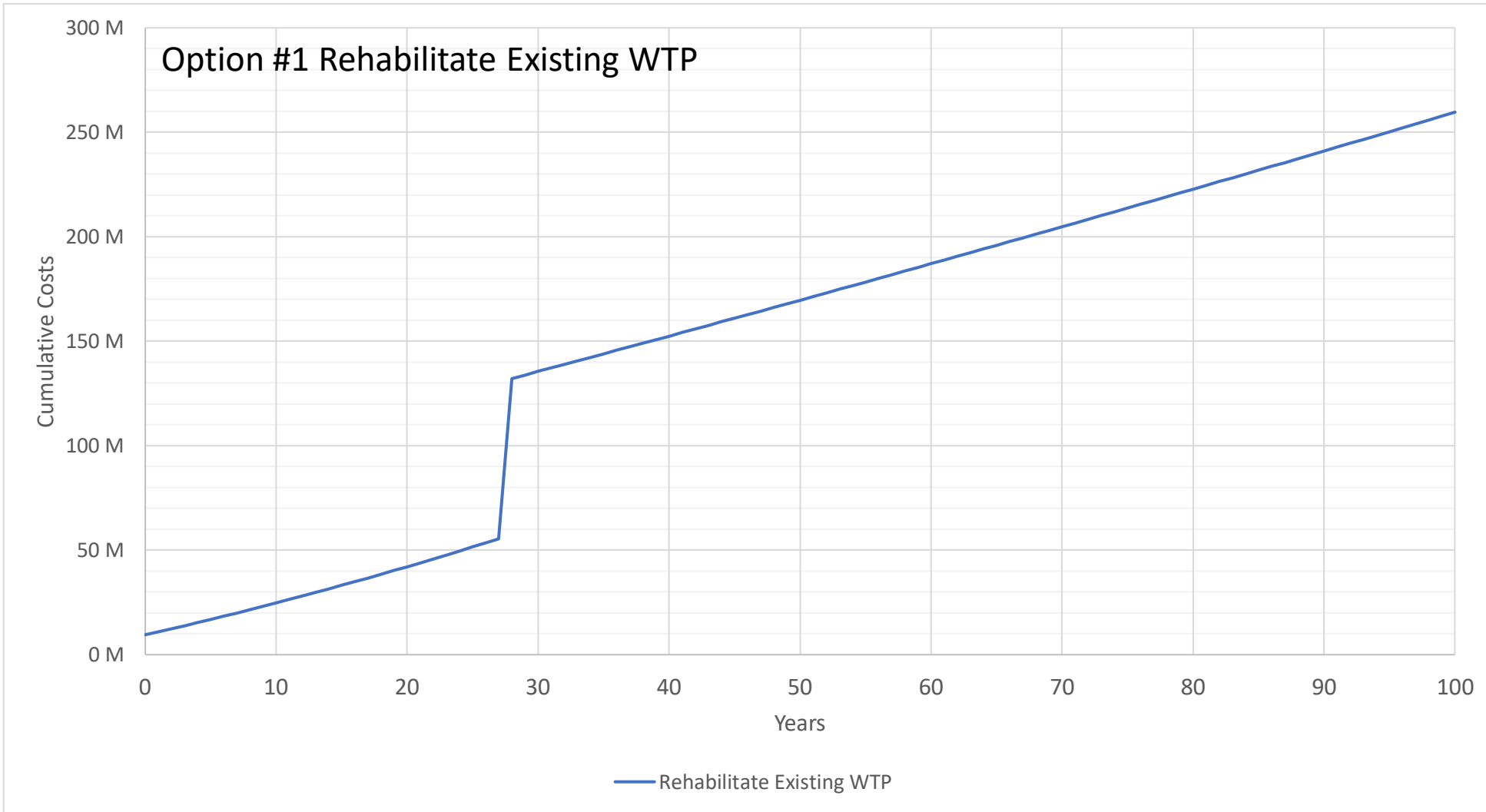
➤ Report Differences

- 2018 Black and Veatch
 - Estimated
 - Existing Plant Rehabilitation (20 year operational period)
 - New Treatment Plant (identical system/alternate location)



- 2021 HDR
 - Modify Existing (increased treatment)
 - New Treatment Plant

Water Treatment Plant



Baseline Year 2021

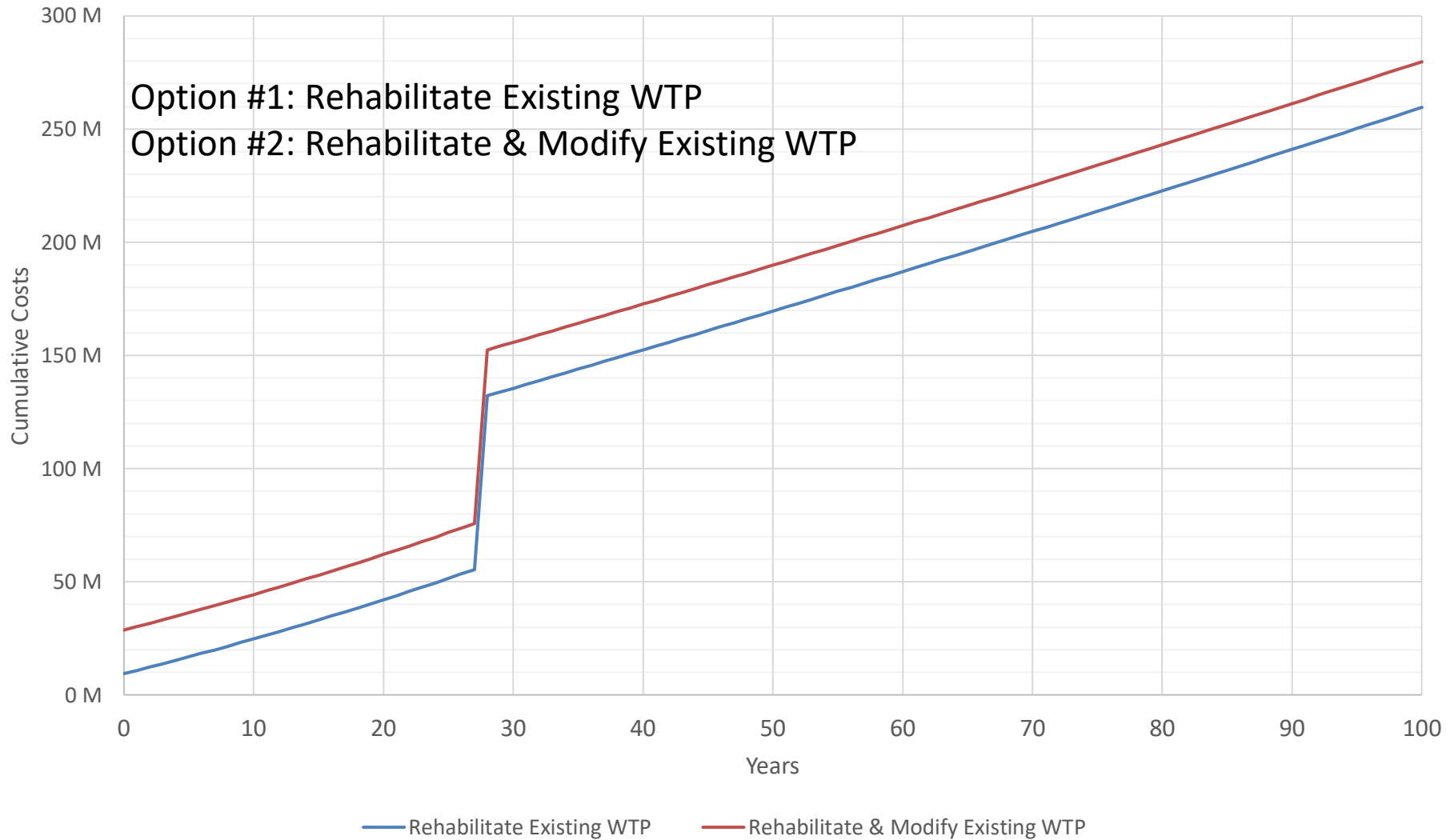
Cumulative Costs (100 years)

\$8 Million Rehabilitation

Year 28

New Plant Construction

Water Treatment Plant



Baseline Year 2021

Cumulative Costs (100 years)

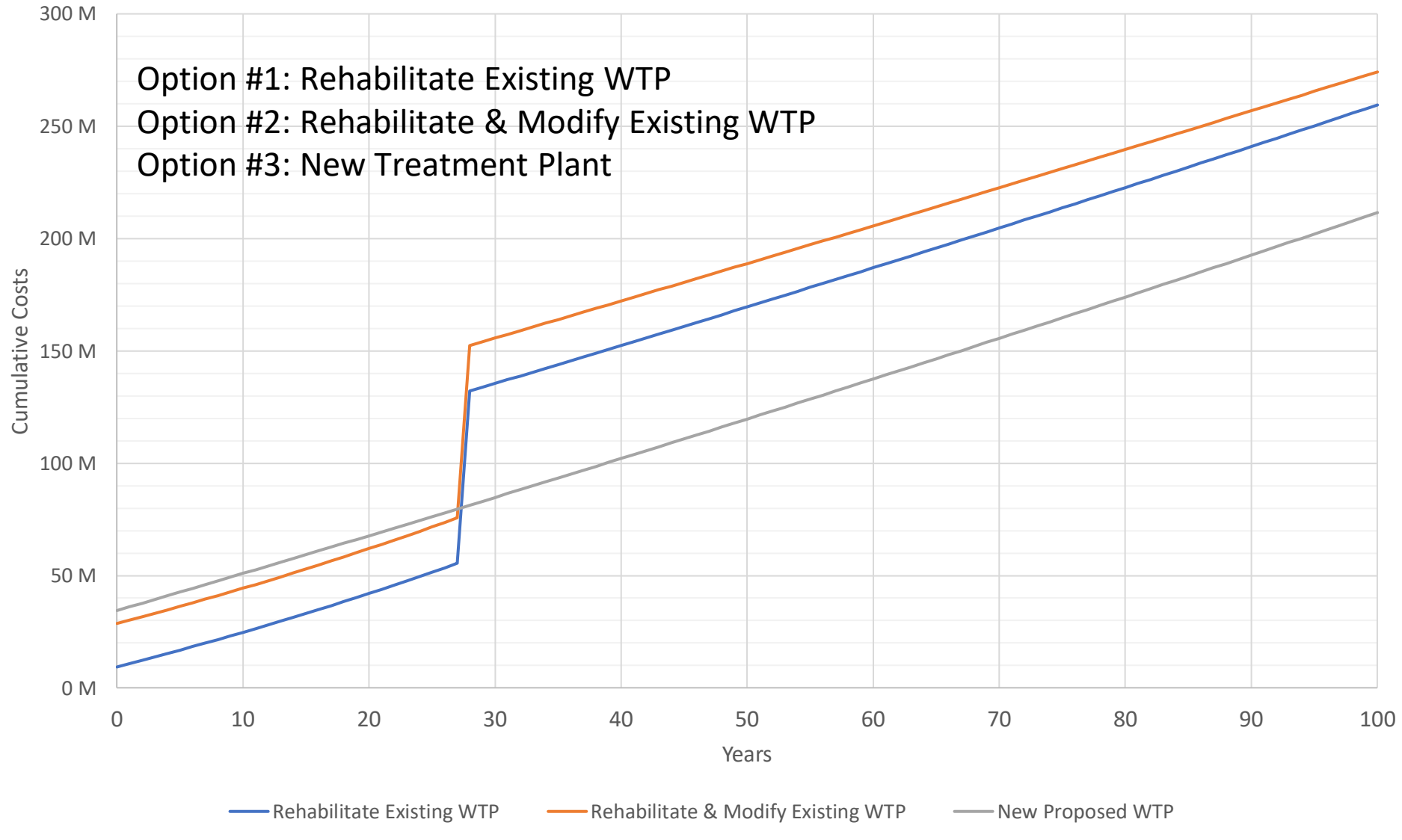
\$27.2 Million Rehabilitation

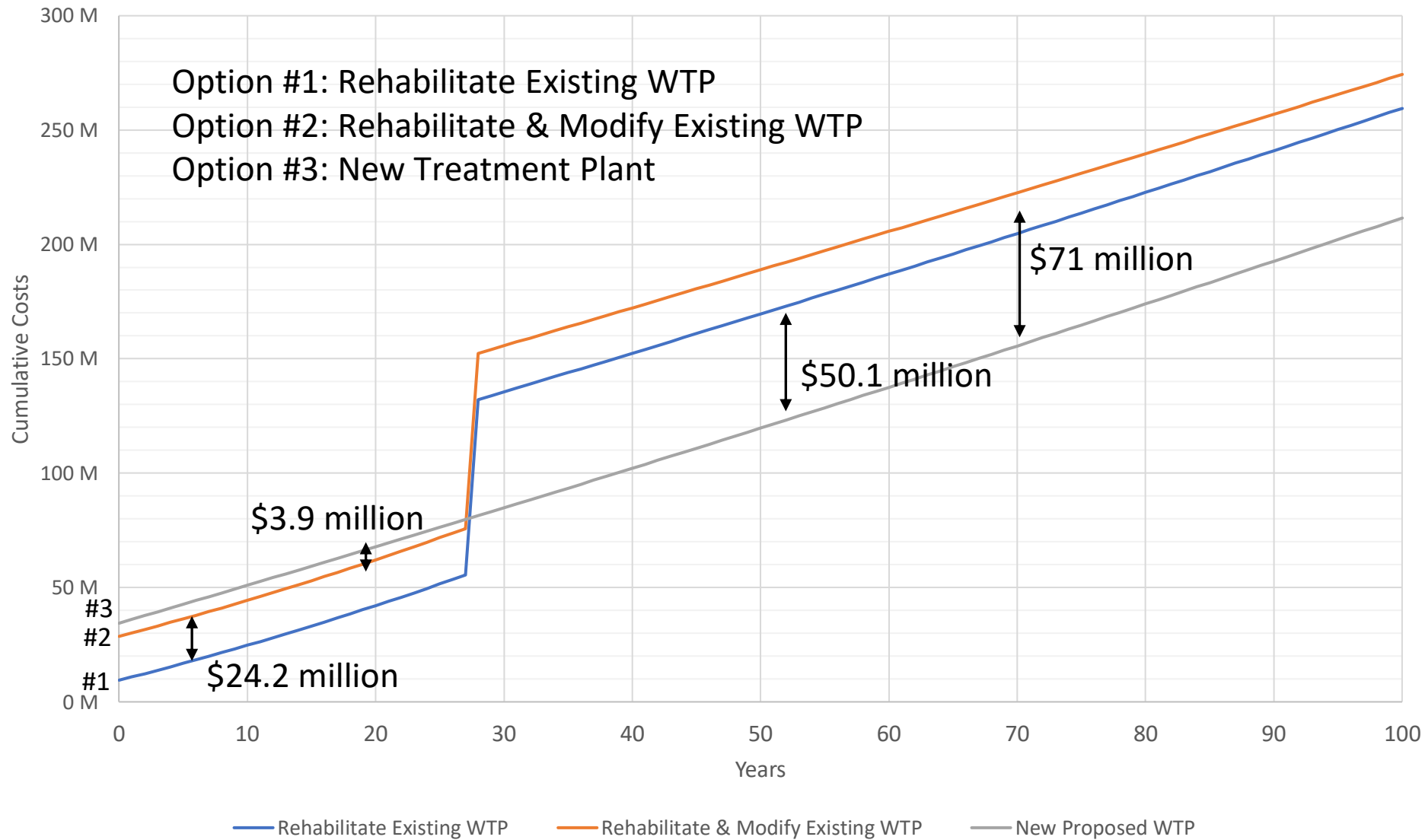
Algal, Taste & Odor Treatment

Year 28

New Plant Construction

Water Treatment Plant





Baseline Year 2021

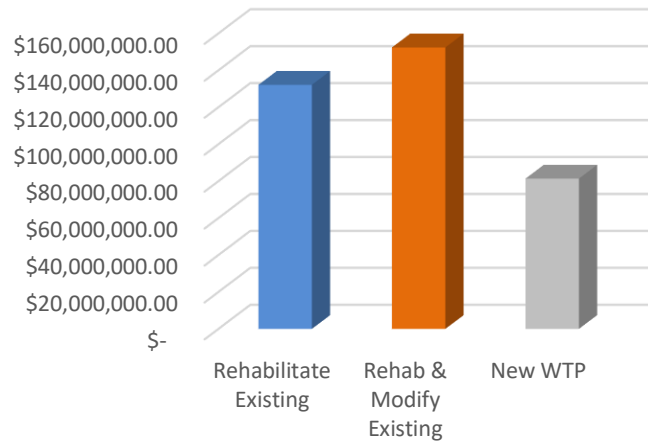
Cumulative Costs (100 years)

\$32.8 Million New WTP construction (to be amortized)

Equity Issue – pay the \$3.9 mil. annually now or \$50-71 mil. annual difference in the future

Note: Includes new plant construction at year 28 (\$75 million)

Cumulative Costs Years 0-28

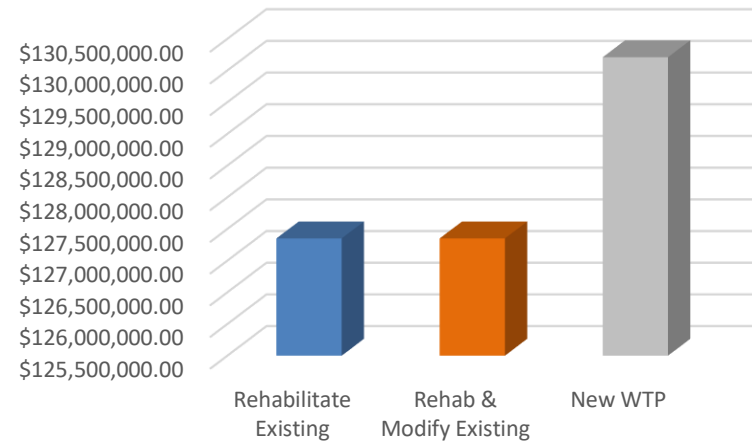


Rehabilitate Existing	Option #1 Year 0-28
Cummulative Cost	\$132,155,505

Rehabilitate & Modify Existing	Option #2 Year 0-28
Cummulative Cost	\$152,405,188

New WTP	Option #3 Year 0-28
Cummulative Cost	\$81,378,571

Cumulative Costs Years 29-100

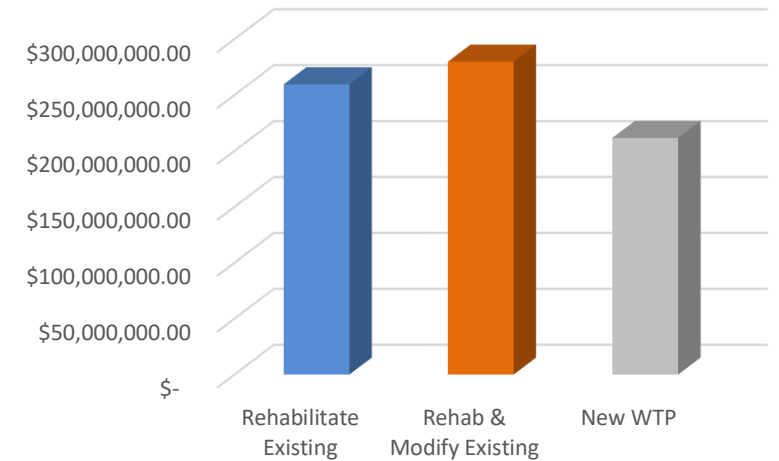


Rehabilitate Existing	Option #1 Year 29-100
Cummulative Cost	\$127,349,642

Rehabilitate & Modify Existing	Option #2 Year 29-100
Cummulative Cost	\$127,349,642

New WTP	Option #3 Year 29-100
Cummulative Cost	\$130,208,761

Cumulative Costs 100 Years



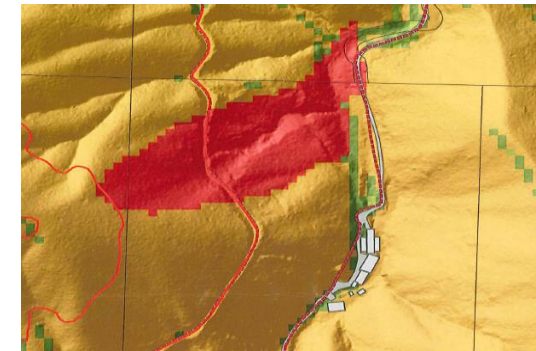
Rehabilitate Existing	Option #1 Year 0-100
Cummulative Cost	\$259,505,148

Rehabilitate & Modify Existing	Option #2 Year 0-100
Cummulative Cost	\$274,238,818

New WTP	Option #3 Year 0-100
Cummulative Cost	\$211,587,332

Water Treatment Plant - Risks

- **Water Treatment Plant**
 - Rate Predictability
 - Water Quality
 - Taste & Odor
 - **Regulatory**
 - Algal Toxin
 - **Environmental/Safety**
 - Fire
 - Landslide
 - Seismic
 - Flood



Mayor & City Council – CIP Ballot

- **Transportation CIP Changes**

Yes/No: _____ Edits/Other: _____

- **Storm Drain CIP Changes**

Yes/No: _____ Edits/Other: _____

- **Wastewater CIP Changes**

Yes/No: _____ Edits/Other: _____

- **Water CIP Changes**

Yes/No: _____ Edits/Other: _____

Strategic Choices

Questions?

