ASHLAND CITY COUNCIL
BUSINESS MEETING MINUTES
Tuesday, May 20, 2025

I. 5:30 P.M. Executive Session

Mayor Graham and Councilors DuQuenne, Bloom, Dahle, Kaplan, and Hansen were present. City Manager Sabrina Cotta, City Attorney Johan Pietila, Assistant City Attorney Carmel Zahran, Human Resources Director Molly Taylor, and City Recorder Alissa Kolodzinski, were present. From the media Morgan Rothborne of Ashland.news.

a. To conduct deliberations with persons designated by the governing body to carry on labor negotiations pursuant to ORS 192.660 (2)(d).

6:00 PM Business Meeting

Council Present: Mayor Graham, Councilors Dahle, DuQuenne, Bloom, Kaplan, and Hansen.
Council Absent: None
Staff Present:

Sabrina Cotta	City Manager
Johan Pietila	City Attorney
Alissa Kolodzinski	City Recorder
Tighe O'Meara	Police Chief
Marianne Berry	Finance Director
Molly Taylor	Human Resources Director
Brandon Goldman	Community Development Director
Rocky Houston	Ashland Parks and Recreation Director

II. CALL TO ORDER

Mayor Graham called the meeting to order at 6:02 p.m.

a. Land Acknowledgement**

Councilor DuQuenne read the land acknowledgement.

III. PLEDGE OF ALLEGIANCE

Councilor Dahle led the pledge of allegiance.

IV. ROLL CALL

V. MAYOR'S/ CHAIR OF THE COUNCIL ANNOUNCEMENT

Graham read the proclamations for the record.

a. Bike Safety Month Proclamation
b. Building Safety Month Proclamation

VI. APPROVAL OF MINUTES

a. Minutes of the May 5, 2025 - Study Session Meeting
b. Minutes of the May 6, 2025 - Business Meeting

Motion made to approve the Study Session and Business Meeting Minutes of May 5 and May 6.
Motion: Bloom Second: Hansen
Roll Call Vote: Councilor DuQuenne, Kaplan, Hansen, Dahle, and Bloom. YES. Motion passed.

VII. CONSENT AGENDA

Citizen spoke of their concern regarding the budget and the proposed fees.

Request to remove item e from the consent agenda.

a. Contract for East and West Forks Project - Bridge Replacement
b. Resolution Adopting Corrections to the 2023-2025 Biennial Budget
c. Resolution Adopting a Supplemental Budget and Budget Adjustments for SN 2023-25
d. Historic Preservation Advisory Committee Appointment
e. Resolution Adopting Miscellaneous Fees for Fiscal Year 2026

Motion made to approve the consent agenda letters a through d, as is.

Motion: Hansen Second: Bloom

Roll Call Vote: Councilor Kaplan, Hansen, Dahle, Bloom, and DuQuenne. YES. Motion passed.

Consent agenda item e:

Request made to make a change to the miscellaneous fee schedule. After discussion, the following motion was adopted.

Motion made to modify page 39, the subsection entitled "Field Usage" in the section "Field Usage and Calle Seating" of the City of Ashland FY26 'Miscellaneous Fees and Charges' that is effective July 1st, 2025 and is referenced as Exhibit A in Resolution 2025-09 as follows:
Delete the line "Per hour/per field charge"
Add an additional subsection entitled "Facility Usage"
And add the following lines under the subsection "Facility Usage":
1 Day per week per season (each organization) $300 for 2025/2026
2 Days per week per season (each organization) $450 for 2025/2026
3-4 Days per week per season (each organization) $600 for 2025/2026
5-7 Days per week per season (each organization) $750 for 2025/2026

Motion: Dahle **Second**: Bloom

Roll Call Vote: Councilor Hansen, DuQuenne, Kaplan, Dahle, and Bloom. YES. Motion passed.

<u>Discussion:</u> Council discussed the rest of the miscellaneous fee schedule. Concern was expressed about the increased rental and cleaning fees outlined for the Community Center and Pioneer Hall, and the public records request fee. Staff spoke that anticipated utility and cleaning costs and a study of comparable regional rates were considered when calculating the fees.

<u>Decision:</u>

After discussion and amendments, the following motion was adopted:

Motion made to direct staff to delete the increases for all fees associated with Pioneer Hall and the Community Center and bring back a revised fee structure that takes into account affordability and possible lower rates for cleaning, shared cleaning, and potential longer use, reviewed by the Parks Commission, as soon as possible.

Motion: Kaplan **Second**: Bloom

Roll Call Vote: Councilor Hansen, DuQuenne, Kaplan, Dahle, and Bloom. YES. Motion passed.

Motion made to approve the Resolution No. 2025-09 titled, "A Resolution Adopting Miscellaneous Fees & Charges Schedule and Repealing Prior Fee Resolution 2024-14 as amended.
Motion: Bloom **Second**: Kaplan
Roll Call Vote: Councilor Hansen, Kaplan, Dahle, and Bloom. YES. DuQuenne. No. Motion passed.

Motion made to add an item to the agenda regarding the Hearts from our Sister City of Guanajuato.
Motion: DuQuenne **Second**: Kaplan
Roll Call Vote: Councilor Hansen, Kaplan, Dahle, DuQuenne, and Bloom. YES. Motion passed.
Item added to the end of the agenda under New Business.

VIII. SPECIAL PRESENTATIONS

a. Proposed Changes to Enhanced Law Enforcement Area (ELEA) Process

Presentation made by O'Meara (see agenda packet).

- Failure to have a dog license is not a qualifying violation for the ELEA, however violations regarding dog control will remain a qualifying violation.
- Discussion regarding ELEA expulsion order notification and appeal process was initiated but pushed to a study session.

Public comment - Citizens spoke about their concerns regarding the ELEA proposal for repeat offenders and expulsion process, the fee related to the appeal process, need for an outreach court, how to petition the Judge, and concern about the rights of citizens.

Council provided direction for staff to bring back an updated ordinance for discussion at the next study session to include clarification about dog control versus dog license, legal guidance from City Attorney, statistics that would inform suggested actions, and a potential separate discussion of an outreach court.

Five-minute recess taken.

b. Comp and Class Study Results

Taylor provided background information on this topic including the request for this study to be conducted and the goal to ensure positions are competitive and equitable throughout the organization. Victoria McGrath, CEO of McGrath Resources Group who was contracted by the City for this study, provided a presentation (see attached).

- The methodology used for the study included interviews with administration and department leaders, review of the City's current compensation system and job descriptions, position questionnaires from all positions including union and non-union positions, and a comparison with other public organizations.
- Workforce demographics were reviewed and compared with other organizations. 'Comp ratio' is defined as a comparison ratio where 50% means the position is at market average with an acceptable comp ratio range of 45% and above.
- Minimum salary analysis yielded 58% of positions were under and 42% aligned with market rate. Midpoint salary analysis yielded 75% of positions were under and 25% aligned with market rate. Maximum salary analysis yielded 69% of positions do not have the same earning capacity

as other organizations. Incumbent salary analysis, referred to as most reflective of the current market, yielded that 79% of positions were under and 23% aligned with market rate.

- Current salary systems include 11 different salary schedules with 3 to 16 pay grades, 3 to 5 Steps ranging from 2%-15% apart, and without a consistent numbering system.
- The recommended salary schedule integrates all into a single schedule with a market average compensation philosophy that aligns positions for internal equity, external market, and minimized compression within the hierarchy of positions. The recommended step system includes eight steps for all pay grades with 3% between each step and Step 4 representing the average market rate for the position. Separate groups may be needed depending on union representation, and Electric has a significant difference that may require it to remain separate.
- Placement on the salary schedule considered external market, internal comparability, position analysis and compression considerations along with staff feedback prior to finalization.
- Best practices for moving forward with this study include an annual look at the salary schedule with a consistent economic indicator such as CPIU to adjust for inflation with a market re-analysis every three to five years and minor course corrections along the way.

IX. PUBLIC FORUM – citizen spoke requesting a softening with officer discretion regarding the rules of the night lawn, lack of beds for the unhoused, and an upcoming tour with OHRA (Opportunities for Housing, Resources, & Assistance).

X. PUBLIC HEARING

a. Public Hearing and First Reading of ORD 3261; An Ordinance Amending the Officially Adopted Physical and Environmental Constraints Map Removing the Locally Adopted Ashland Modified Floodplain from Hamilton Creek (Planning Action #PA-T3-2025-000012)

Per AMC 2.04.040 Section I 1 "Public hearings shall conclude at 8:00 p.m. and be continued to a future date to be set by the Council"

Motion made to table the first reading of Ordinance #3261 "Amending the officially adopted Physical and Environmental Constraints Map removing the locally adopted Ashland Modified Floodplain from Hamilton Creek" and schedule the first reading to July 15, 2025.

Motion: Dahle **Second**: Kaplan

Roll Call Vote: Councilor Hansen, DuQuenne, Kaplan, Dahle, and Bloom. YES. Motion passed.

Five-minute recess taken.

XI. ORDINANCES, RESOLUTIONS AND CONTRACTS

XII. UNFINISHED BUSINESS

a. Water Cost of Service and Rate Study Final Draft Update

Fleury provided background information on the request from Council for updated information on the water rate study to include extending the shoulder seasons to May through October, decreasing the rate for the first 500 cubic feet of water, and increasing the rate of upper-end tier differential. Josiah Close of HDR Engineering Inc. provided a presentation on this analysis (see agenda packet). All alternatives use a peak season of May through October with November through April as off-peak and reaching the same financial result by year five.

- Base Case – Same approach as Alternative 2 presented in March Council meeting
- Alternative 1 – Increase tier differential with lower initial tier cost
- Alternative 2 – transition rate increase starting with minimal increase and increasing regularly
- Alternative 3 – increase Tier 1 to 500 cubic feet (from 300 cubic feet)
- Alternative 3A – alternative 3 with increase tier differential like alternative 1

Discussion:

Councilors discussed alternatives and how to achieve the lowest water rate increase for the lowest two tiers of water users.

Decision:

Motion made to accept the Water Cost of Service Study utilizing Alternative 1 for the preferred rate structure.

Motion: Kaplan Second: Hansen

Roll Call Vote: Councilor Kaplan and Hansen: YES. DuQuenne, Dahle, Bloom: No. Motion failed.

Motion made to accept the Water Cost of Service Study utilizing the rate structure alternative 3A.

Motion: Dahle Second: Bloom

Roll Call Vote: Councilor Dahle, Bloom and Hansen: YES. DuQuenne, Kaplan No. Motion Passed.

b. Resolution Adopting a Parks Fee for BN 25-27

Cotta introduced the item as requested from May 7, 2025, joint City Council and APRC (Ashland Parks and Recreation Commission) meeting to bring a $5 per electric meter Parks Fee resolution to Council.

Public comment - Citizens spoke on the importance of Ashland's Parks (especially Lithia Park and the Ice Rink), in support of this fee, in support of private-public partnerships, and to find secure funding for Parks moving forward through alternative measures such as clarified restaurant tax provisions for Parks operations.

Discussion:

- Mayor Graham polled councilors regarding interest in limiting the Parks fee to two years: Hansen and Kaplan will support the fee regardless of time limit or not. Bloom and Dahle will only support the fee with a time limit. DuQuenne supports a time limit but does not support the fee overall.

Decision:

Motion made to approve Resolution 2025-13 approving a Parks Fee of $5.00 per electric meter to take effect on July 1, 2025, until June 30, 2027, after which it will automatically expire unless renewed by the City Council.

Motion: Dahle Second: Bloom

Roll Call Vote: Councilor Hansen, Kaplan, Bloom, and Dahle: YES. DuQuenne: No. Motion passed.

XIII. NEW BUSINESS

a. Guanajuato Heart Public Art

Graham spoke that she has been in conversation with the Mayor of Guanajuato about a recommitment ceremony to reaffirm their Sister City relationship and will both be traveling to each other's cities this year.

Cassie Preskenis, Chair of the Public Arts Advisory Committee (PAAC) spoke about the topic. The artist has heart sculptures around the City of Guanajuato and was supported in their business plan through Southern Oregon University's (SOU) School of Business and SOU students. The artist offered to make and donate two hearts at no cost to Ashland. PAAC found an in-kind donation for lodging for the artist and is asking for $3,600 of funding for the paint and some materials ($600), shipping ($2,000), and travel for the artist ($1,000). The unveiling is proposed for July 4, 2025, at the already identified SOU instillation site on Churchill Lawn near Siskiyou Blvd. The second heart location would then be selected and is in conversation with Ashland Parks and Recreation and require some additional funds for concrete at the time of installation. Councilors discussed the value of the Sister City relationship with Guanajuato and accepting this donation.

Motion made to approve the $4,600 for the gift and the art of the two Guanajuato hearts.
Motion: DuQuenne Second: Bloom
Roll Call Vote: Councilor Hansen, Kaplan, DuQuenne, Bloom, and Dahle: YES. Motion passed.

XIV. CITY MANAGER REPORT
XV. OTHER BUSINESS FROM COUNCIL MEMBERS/REPORTS FROM COUNCIL LIAISONS
XVI. ADJOURNMENT

The meeting was adjourned at 9:30 p.m.

Alissa Kolodzinski

City Recorder Alissa Kolodzinski

Tonya Graham

Mayor Tonya Graham

CITY OF ASHLAND
Better Together

Classification and Compensation Study

May 20, 2025

McGrath
HUMAN RESOURCES GROUP

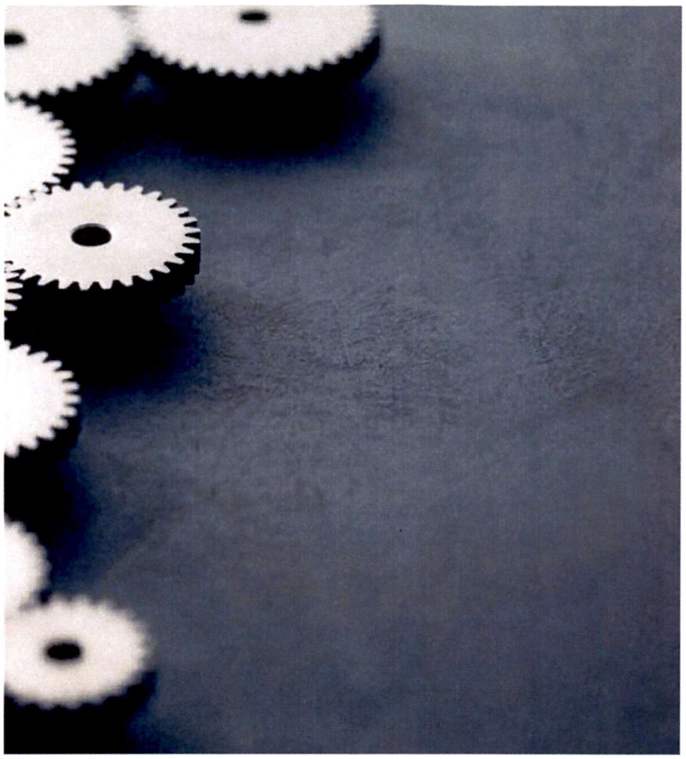
About Us

- Interviews with Administration and Department leaders.
- Review of data from current Compensation Systems, current Job Descriptions, and current Policies.
- All positions requested to complete a Position Questionnaire (PQ). At least one (1) PQ was required per position.
- Solicited compensation data from public organizations (Minimum, Midpoint, Maximum, and Incumbent Salary).
- Human Resources reviewed the compensation system with Department Directors
- Collected information on benefits

About Us

Celebrating 25 Years

- McGrath Consulting Established in 2000
  - Sept 2012 – McGrath Human Resources Group
  - 620 Client Projects in 41 States Companywide
- Public Sector Consultants
  - Human Resources
  - Public Safety (Police, Fire, EMS, Dispatch)
- Specialize In
  - Compensation Studies
  - Performance Management
  - Development of Policies and Procedures/Handbooks



Methodology

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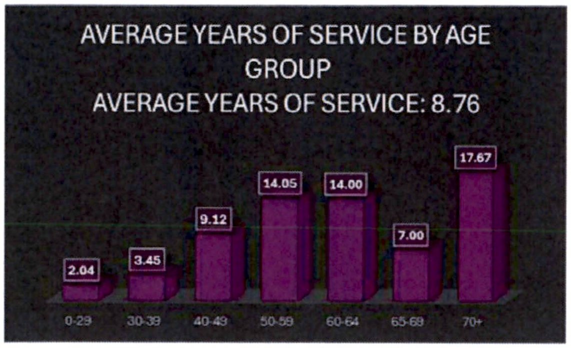
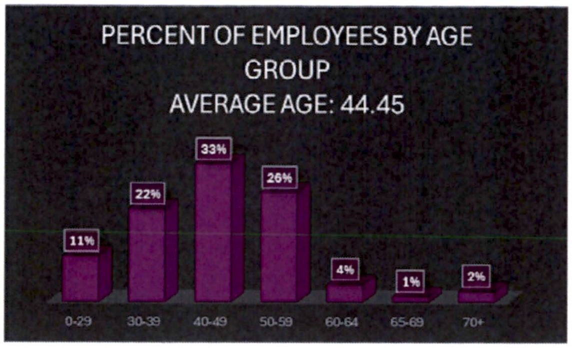
Demographics





33% of workforce under age 40 (mobile workforce)
59% of workforce are within the 40-59 age group – more stable workforce
34% of workforce are age 50 and above
Recruitment and Retention Focus

Public Comparable Organizations

Approved Comps	
City McMinnville	Electric - Additional Comps
City of Central Point	Canby Utility Board
City of Corvallis	City of Canby
City of Eugene	City of Monmouth
City of Forest Grove	Forest Grove Light & Power
City of Grants Pass	McMinnville Water and Light
City of Hermiston	Fire - Additional Comps
City of Klamath Falls	City of Newberg*
City of Lake Oswego	City of Redmond
City of Lebanon	City of Wilsonville
City of Medford, City	Jackson County Fire District
City of Milwaukie	Redmond Fire & Rescue
City of Roseburg	Tualatin Valley Fire & Rescue District
City of Sherwood	Park - Additional Comps
City of Wilsonville	Bend Parks & Recreation
Jackson County	PW - Additional Comps
Josephine County	Medford Water Commission

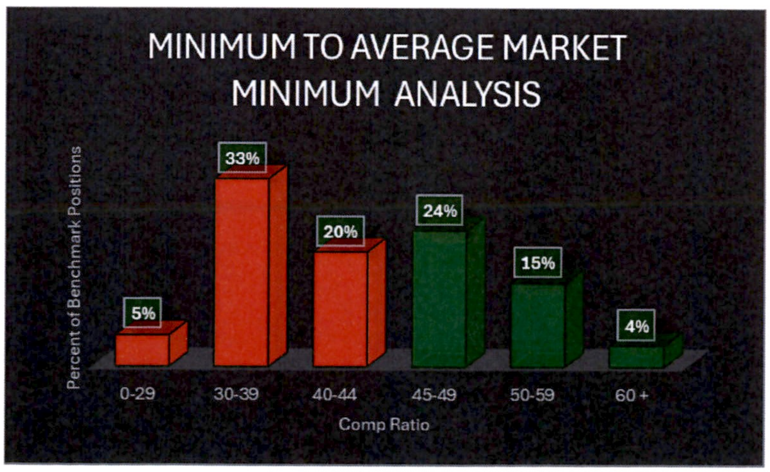
* Did not participate

Market Analysis

Comp Ratio

- A comparison of the City's Salary Range and/or salaries to the "Market"
- Average Market Rate: 50%
- Acceptable Comp Ratio Range: 45% +

Minimum Salary Analysis

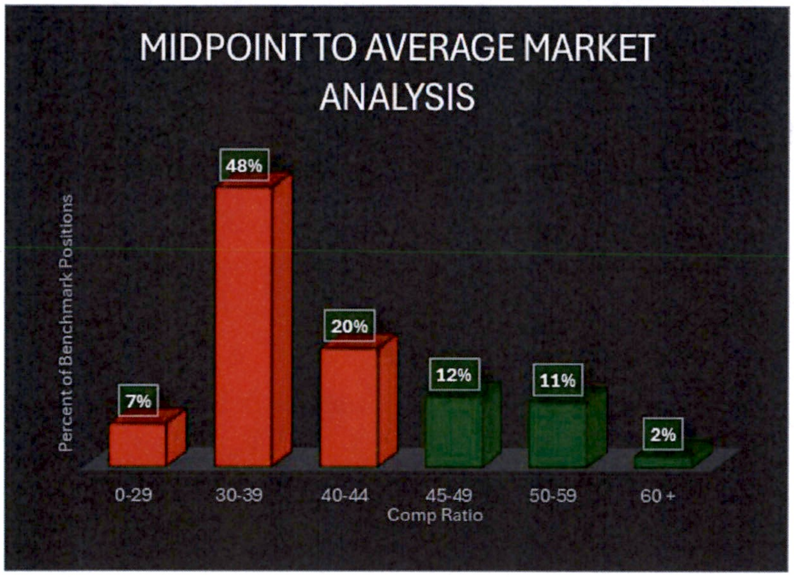


58% under Market

42% aligned with Market

Rounding may not result in 100%

Midpoint Salary Analysis



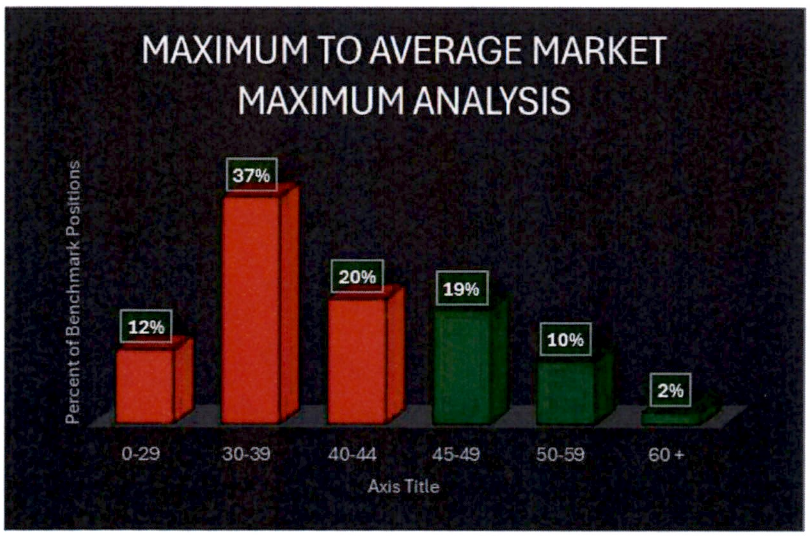
Rounding may not result in 100%

75% under Market

25% aligned with Market

Traditional schedules reach the midpoint 4-7 years

Maximum Salary Analysis

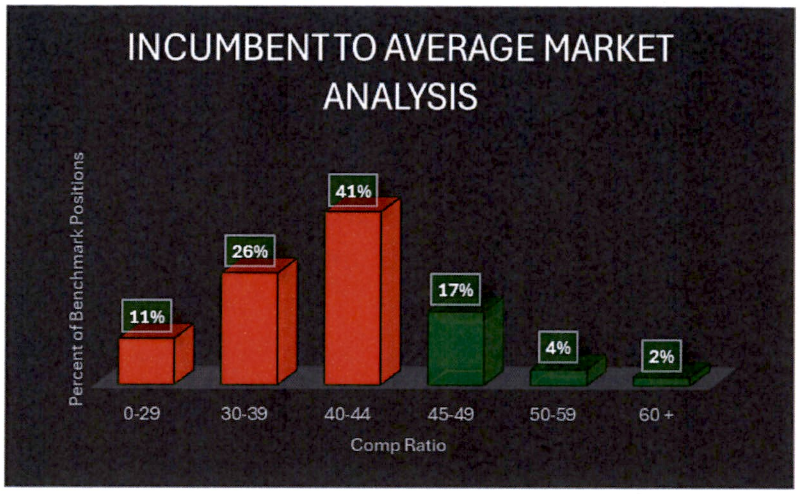


Rounding may not result in 100%

69% of positions do not have the same earning capacity as other organizations

Incumbent Salary Analysis

Is most reflective of current market



79% under Market

23% aligned with Market

Considerations:
Time in position and performance are typical factors

Rounding may not result in 100%

Current Salary Systems

11 Different Salary Schedules

- 3 – 16 different pay grades
- 3 – 5 Steps that range from 2% - 15% apart
- No consistent numbering system

- Integrated all schedules into one
  - Considerable overlap of pay grades
  - Compression between positions in different pay ranges
  - Difficult to determine the hierarchy of positions due to different pay ranges
  - No methodology to place positions

- Major issue within the compensation study

Constructing the New Salary Schedule

Compensation Philosophy

An organization's commitment of compensation for its employees. The goal of a compensation philosophy (and practice) is to attract, retain, and motivate qualified people. A consistent philosophy sets the direction for determining the compensation package to offer employees and should align with the overall Mission of the organization.

- Lead the local market for competitive recruitment/retention by setting the ranges over average market. *Can the City afford to lead the market?*
- Meet the local market by aligning the ranges to the average market. *Most organizations strive for average.*
- Follow the local market by not reaching average. *This typically only happens for financial purposes, and fiscal resources will then be allocated to recruitment and turnover.*

Recommended Salary Schedule

Compensation Philosophy set to **market average**

Created one salary schedule for all positions within the City
- Aligned all positions for internal equity
- Aligned all positions to the external market
- Minimized compression within the hierarchy of positions

Step System
- 8 steps for all pay grades
- 3% between each step (reduction in the percentage)
- Step 4 represents the average market rate
- Will not reach the maximum too quickly – stagnate increases
  - Provides ability to hire above step one; retention incentive with more steps

May need to break out schedule by represented groups
- If separated – try to maintain same percentage increase to schedule – minimize compression
- Electric has a very different schedule – may need to keep separate

Position Placement

Utilization of several factors used to place positions:

All position placements discussed with the City to provide feedback prior to finalization.

Employee Placement

- **Step Placement**
  - Placed on the Step closest to current pay – WITHOUT a decrease
  - Does not take into account years in the position
  - In-range compression can occur
- **Average Increase – 3%**
  - 28 employees = 0%
  - 179 employees = 1 – 4% increase
  - 35 employees = 5% or greater

naging the Structure

- Annual increase to the salary schedule
- Step movement

Other Considerations

- **Compensation Considerations**
  - Incentive pay
    - Fire – added 2 tiers within the pay grade
    - Police – consider a limit on the incentive pay

- **Benefit Considerations**
  - Health insurance
  - Time off benefits
    - Holiday
    - Vacation Sick leave
  - Four-day work week

Questions