



Council Study Session Meeting Agenda

ASHLAND CITY COUNCIL

RETREAT AGENDA

Monday, December 1, 2025

Council Chambers, 1175 East Main St.

To attend electronically, request a meeting link by emailing the [City Recorder](#) at least 24 hours before the meeting.

1:00 pm Council Retreat

I. CALL TO ORDER

II. REPORTS AND PRESENTATIONS

- a. City Finance 101
- b. General Fund Forecasting and Discussion
- c. Reserve Fund Goal and Discussion
- d. Review of Previous and Current Cost Cutting Measures, Operational Changes & Timeline
- e. Revenue Generation and Additional Cost Cutting Possibilities Discussion
- f. Facilities Masterplan (if time allows)

III. ADJOURNMENT

If you need special assistance to participate in this meeting, please contact Alissa Kolodzinski at recorder@ashlandoregon.gov or 541.488.5307 (TTY phone number 1.800.735.2900). Notification at least three business days before the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting in compliance with the Americans with Disabilities Act.

***Agendas and minutes for City of Ashland Council, Commission and Committee meetings may be found at the City website, ashlandoregon.gov,





Council Study Session

Date: December 1, 2025

Agenda Item	City Finance 101
Department	City Manager's Office
From	Sabrina Cotta

TIME ESTIMATE

Informational only unless Council has questions.

CATEGORY

Informational - this is to inform the body on a particular topic. No motion or direction needed.

SUMMARY

This provides a high-level overview of City Finance with key terms and concepts to guide the discussion for the retreat.

POLICIES, PLANS & GOALS SUPPORTED

Excellence in governance and City services.
Sustainability through creativity, affordability and the right-sized service delivery

BACKGROUND AND ADDITIONAL INFORMATION

Local governments pay for a wide variety of things. Employees, infrastructure, equipment, etc. There must be enough revenue to cover all the expenses of running the City. A budget is the local government's plan of how to spend and raise money over the next two years (The City of Ashland operates on a biennium budget). By law, the budget must be balanced, meaning all the expected revenues from taxes, grants or fees must be equal to the planned spending. For the purposes of this retreat, the focus is on the general fund and the reserve fund.

General fund

A general fund is the primary operating fund used by government entities. It records the inflow and outflow of cash associated with primary functions of the government that are financed through taxes and other general revenues (fees, fee for service, etc). It supports public services such as public safety, community development and administration. It is a cornerstone of essential government operations and services that directly affect the community's quality of life. The fund's health is a reflection of the government's overall financial health and ability to meet both current and future community needs. Unlike special revenue, capital, or debt services, the general fund is more comprehensive and flexible in nature.

Revenue

Where does the money come from?

The primary contributors to general fund revenue are:

- 1) Taxes: Property tax is the most significant source of revenue. This is levied on property. (Predictable)
- 2) Fees and Service Charges: These are charges for specific services provided by the government, such as a licensing fee, permit fee and public safety fee. These fees are tied directly to the cost of service provision. (Generally predictable but are dependent upon demand)
- 3) Grants: These are funds received from other government units (state, federal) or private organizations. Grants are usually designated for specific projects or programs but can also support general operations depending on stipulations. (Highly variable)
- 4) Fines and Penalties: Revenue generated from civil and criminal fines, including tickets and other court-imposed fines, also contributes to the General Fund. (Highly variable)
- 5) Internal services fees. Due to the fact the City of Ashland has multiple enterprises (electric, water, sewer, etc), a fee is paid to the general fund for services provided by administration (finance, HR, etc.)

Expenditures

Where does the money go?

The general fund is the financial resource for most operational expenditures within a governmental entity. Police,





Council Study Session

Fire and Rescue, Community Development, City Council, Finance, HR, Administration, Legal, Parks and Recreation are supported by the general fund.

Reserve Fund

The reserve fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events.

Revenue

Where does the money come from?

Contributions to the Reserve Fund are made via four mechanisms:

- 1) Transfer from operating funds through the budget adoption process as approved by City Council.
- 2) Transfer from operating funds through the budget amendment process as approved by City Council.
- 3) Proceeds from the windfall opportunities as directed and approved by the City Council at the time the opportunity is recognized, i.e. outside the budget process
- 4) Pursuant to the Fund Balance policy as adopted by City Council by which a portion of an individual fund's fund balance over the policy maximum is transferred automatically to the Reserve Fund.

Expenditures

Where does the money go?

- 1) A declaration of public health, safety and welfare emergency by the City Manager and confirmed by the City Council electronically for which additional resources are needed to address immediate needs.
- 2) Appropriation of funds during the budget process to address unplanned, urgent capital project for which other funding has not been secured.
- 3) Appropriation of funds during the budget process to address the unplanned, urgent operating needs resulting from a sudden loss of revenues or catastrophic event impacting the City's ability to raise funds from usually budgeted sources.

Additional resources about City finances can be found:

[News Flash • Better Together OLLI Presentations](#)
[Finance | Ashland, OR](#)

FISCAL IMPACTS

N/A

SUGGESTED ACTIONS, AND/OR OPTIONS

N/A

REFERENCES & ATTACHMENTS

1. LocalGovtBasicsweb
2. Financial Policies_Final_051623_202405011741216231
3. 2020-26 Confirming the intended sources and uses of funds accumulated for and in the Reserve Fund
4. FY26 Misc Fees_ADOPTED_202506271532126479





Local Government

The Basics

13 Essentials for City Officials



Published March 2023 – Updated December 2024



Home Rule Fundamentals

The League of Oregon Cities (LOC) was established in 1925 to protect against the erosion of local “home rule” by the state Legislature. The LOC has fought to protect home rule since that time. But what, exactly, is “home rule,” and why does it matter?

In Oregon, home rule forms the legal basis for city governments to act. Thus, home rule is an important legal concept with real-world implications for a city’s ability to serve the needs of its citizens. This article briefly explains the origins of Oregon’s home rule, how home rule impacts city government authority, and the continuing fight between city and state government over the scope of local authority.

CITIES DERIVE THEIR EXISTENCE FROM THE STATES

The United States of America is a “federal republic,” meaning that government authority is divided between the federal government and the states. The United States Constitution grants limited powers to the federal government and reserves the remaining powers to the state governments. But what about local governments, such as cities and counties?

Interestingly, the United States Constitution makes no mention of local governments. Instead, it places all government authority not granted to the federal government with the states. Thus, the courts have uniformly concluded that cities derive their authority and existence from state governments and lack any inherent authority. In fact, the Supreme Court of the United States has stated that cities are simply “convenient agencies”¹ of their states, and states may abolish or reorganize cities at any time.

DILLON’S RULE

Under the United States Constitution, cities derive their authority from the states. For that reason, judges and legal scholars took the view that city governments could only act in areas expressly authorized by a state legislature. That principle is often called “Dillon’s Rule,”² and is still followed in many states.

In a Dillon’s Rule state, local governments lack authority to act unless they can show how a state law allows them to take an action, such as levying property taxes, maintaining a fire department, or operating a parks system.

The Dillon’s Rule model allows a state legislature to closely control local government structure, the methods of financing local government activities, local procedures, and local government authority to address local problems.

DILLON’S RULE IN OREGON

In the late 1800s, the Oregon Supreme Court formally endorsed the Dillon’s Rule model of state-local relations.³ Under Dillon’s Rule, Oregon’s cities were not able to effectively respond to local problems, as no local action could be undertaken without express permission from the Oregon Legislature, which only met for short biennial sessions.

HOME RULE INCLUDES THE POWERS TO:

- Regulate for protection of public health, safety, morals & welfare;
- To license;
- To tax; and
- To incur debt.

Home rule is the right to local self-government, without express or implied legislative authorization.

OREGON’S SHIFT TOWARDS HOME RULE

In the early 20th century, a wave of political populism began to sweep the country. As a part of that political movement, cities and political reformers in Oregon began to push for a “home rule” amendment to the Oregon Constitution.

Frustrated by the special interests that dominated the Legislature and by the time it took to address local problems, a group of Oregonians, led by William Simon U’Ren, sought to amend the Oregon Constitution. Their goal was to vest authority over local affairs in the voters, through the adoption of home rule charters. In U’Ren’s view, cities would exist independently from the Legislature and would derive their authority from the city charter, not from the Legislature.

¹ *Hunter v. City of Pittsburg*, 207 US 161, 178-79 (1907).

² Dillon’s Rule is named for John F. Dillon, a Justice of the Iowa Supreme Court and later federal judge. See 1 John F. Dillon, *THE LAW OF MUNICIPAL CORPORATIONS*, § 9(b), at 93 (2d ed 1873).

³ *City of Corvallis v Carlile*, 10 Or 139 (1882).



“The legal voters of every city and town are hereby granted power to enact and amend their municipal charter.”

– Oregon Constitution

In 1906, consistent with a wave of home rule reform sweeping the nation, the voters of Oregon adopted a constitutional amendment that granted the people the right to draft and amend municipal charters. That provision states:

“The Legislative Assembly shall not enact, amend or repeal any charter or act of incorporation for any municipality, city or town. The legal voters of every city and town are hereby granted power to enact and amend their municipal charter, subject to the Constitution and criminal laws of the state of Oregon[.]”⁴

At the same election, the voters of Oregon “reserved” initiative and referendum powers “to the qualified voters of each municipality and district as to all local, special and municipal legislation of every character in or for their municipality or district.”⁵

Note that the home rule amendments do not use the term “home rule,” nor do they specifically confer substantive lawmaking authority. Rather, the amendments prevent the Legislature from enacting or amending municipal charters, and free cities from the burden of seeking approval from the state before amending their charter. What that means, in practice, is that cities—and their voters—now possess substantial lawmaking authority independent of the state, although the precise relationship between cities and the state has evolved over the last 100-plus years, primarily through judicial interpretation of the home rule amendments. One of the most significant aspects of that relationship is the ability of the Legislature to preempt certain municipal policy decisions.

HOME RULE CHARTERS

For a city to become a home rule city, its residents must vote to adopt a home rule charter. By doing so, a community vests all possible legal authority in its city government. A city charter operates much like a state constitution in apportioning authorities to various officials and setting out the system of government for that community, whether it be a commission, mayor-council, council-manager, or strong mayor form of government. Today, all 241 cities in Oregon have home rule charters.

⁴ Or Const, Art XI, § 2.

⁵ Or Const, Art IV, § 1(5).

ONLINE RESOURCES

ORIGINS, EVOLUTION AND FUTURE OF HOME RULE



This white paper examines the origin of the “home rule” doctrine in Oregon, how that doctrine has changed over time, and the current legal fight over the meaning of Oregon’s home rule provisions. Available in the LOC’s online Reference Library: tinyurl.com/home-rule

HOME RULE 101

A two-page overview of home rule in Oregon. Available at: tinyurl.com/home-rule-101

GUIDE TO STATUTORY PREEMPTION OF HOME RULE

This legal guide is designed to provide city leaders with general information regarding specific examples of how and when municipalities are preempted from taking certain actions or regulating particular conduct. Available at: tinyurl.com/preempt-guide

OREGON MUNICIPAL HANDBOOK – Chapter 2: Home Rule & Its Limits

This Handbook chapter explores in detail the “home rule” authority granted to cities by the Oregon Constitution and the limits placed on it by state and federal authority.

Find it online at: tinyurl.com/handbook-2

Once adopted, a home rule charter vests in the city the authority to do all things necessary to address matters of local concern without legislative authorization. The LOC’s model charter, based on the council-manager form of government, was written to provide a city with as much authority as permitted under the Oregon Constitution.



All 241 cities in Oregon have home rule charters

Oregon is a home rule state, which gives voters the authority to establish their own form of local government and empowers that government to enact substantive policies. Unlike a Dillon's Rule state, home rule authority allows cities to act as policy innovators and quickly address social problems, especially when faced with inaction from the state and federal government.

PREEMPTION

The following list highlights some of the areas in which the state has preempted local governments from acting. Please note that the list is not comprehensive. For a comprehensive list of preemptions on local authority, please see the LOC's Legal Guide to Oregon's Statutory Preemptions of Home Rule (tinyurl.com/yc83xkxn).

Taxing

- ▶ Cities may not impose or collect a business license tax from licensed real estate brokers.
- ▶ The state has the exclusive right to tax tobacco products.
- ▶ The state has the exclusive right to tax alcoholic beverages.

General Governance

- ▶ Cities must hold elections in compliance with Oregon election law.
- ▶ Public officials, including city officials, must comply with the Oregon Ethics Code.
- ▶ City government must comply with Oregon's public records and meetings law.

Land Use

- ▶ Cities are required to comply with statewide land use and development goals.
- ▶ Cities may not prohibit certain types of housing.

Personnel

- ▶ Cities must offer PERS coverage to police and firefighters.
- ▶ State minimum wage laws preempt contrary city ordinances or charter provisions.
- ▶ State sick leave requirements preempt contrary city ordinances or charter provisions.
- ▶ State law restricts the use of credit score reports for hiring purposes.

Regulatory Authority

- ▶ State preemption of regulations on vending machines that dispense tobacco or e-cigarette systems.
- ▶ State preemption of local laws concerning various liquor uses and consumption.
- ▶ State building code preempts local ordinances.
- ▶ State preemption of local ordinances that makes a shooting range a nuisance or trespass.
- ▶ State preemption of local regulations on cell phone use in vehicles. ■





From the Sidelines to the Playing Field:

The Importance of Council Teamwork and Knowing Your Role

A high functioning city government requires multiple roles to be adequately fulfilled. Equally important is for individuals to understand their role in order to better serve the city as a whole. Building a high functioning city council requires subscription to the theory of how local government functions, hard work, and commitment to the responsibility of the council role. In other words, a high functioning city council must act as a team and work towards shared goals.

HOW DO INDEPENDENTLY ELECTED INDIVIDUALS BECOME A TEAM?

According to Robert Maddux, author of *Team Building: An Exercise in Leadership*,¹ the below seven principles outline how a group of individuals can transform into a team:

1. **Shared Understanding:** There is a shared understanding between the members that personal and team goals can be achieved best with mutual support.
2. **Shared Ownership:** Members feel a shared ownership of their work and the team's goals and are committed to the commonly established rules.
3. **Everyone Contributes:** Everyone can contribute their personal and professional competencies to the success of the team's goals.
4. **Room for Everyone to Express Ideas and Opinions:** There is room to express ideas and opinions, and team members are making effort to understand each other.
5. **No Person Feels Threatened by Conflict:** No one person feels threatened by conflict and conflict is viewed as a normal aspect of teamwork.

6. **Atmosphere of Trust and Encouragement:** There is an atmosphere of trust and encouragement, and members are encouraged to improve their skills and competencies.

7. **Participative Decision-Making:** The decision-making process is participative, and no one is left out or unheard.

HOW DO TEAM PRINCIPLES TRANSLATE INTO EFFECTIVE CITY COUNCILS?

With a teamwork mindset in place, it is equally important for each individual to know their role and responsibility to the team. Imagine a football team where no one had a defined position, and everyone tried to play quarterback—this does not paint a championship picture. Just like positions on a football team, a city and its council have defined roles and responsibilities. Each city's charter and locally adopted council rules of procedure set forth the parameters of each person's roles and responsibilities. While every city is governed slightly differently, the majority of cities in Oregon practice a variation of the council-manager form of government. In this form of government, the following are a few roles:

The Team Captain: Mayor

The mayor serves on council but is generally limited to the role of presiding officer in council meetings and is the city's ceremonial head. In some cities, the mayor only votes to break a tie, and in others, the mayor votes along with the rest of the council.

The Offense: City Councilors

Under the council-manager form of government, the city council acts as a whole to develop the city policy and legislation—with little to no authority vested in any individual councilor. Individual councilors bring their unique skills and learned experience to the

¹ *Team Building: An Exercise in Leadership*, Robert B. Maddux, 1986.

A high functioning city council must act as a team and work towards shared goals.



table, but must work with one another to effectuate city policy and legislation. Think of the council members as the quarterback, running back, wide receiver, fullback, tight end, and offensive line. Each player holds an important role, and they must work together to complete a successful play.

The Coach: City Manager/City Administrator

The city manager serves as the city's chief executive officer and takes the policy implemented by the council and sees it to fruition. Oftentimes, the city manager is the only city staff member who is supervised by the council. As the city's "CEO," the city manager oversees all city staff, and the council must respect the manager's role and not overstep into managing staff who are not under their direct supervision.

The Fans: Citizens

Finally, the city's voters also play a role on the team. Citizens vote to elect the city council members and vote on any charter amendments or ordinances put out for a vote. Most importantly, the city's voters may also recall individual city council members as well as the mayor.

"TALENT WINS GAMES, BUT TEAMWORK AND INTELLIGENCE WIN CHAMPIONSHIPS." – MICHAEL JORDAN

Conflict, in the form of robust discussion wherein all participants are open to learning from others, can lead to creative solutions that no single person could have developed. To win the proverbial "championship game" requires a high functioning council, where individual members of the council contribute their individual knowledge and work together to form a solution. However, there is no requirement that everyone on council votes unanimously on all issues. After all, there are many ways to win a game. In fact, the advantage a council holds is that it is comprised of diverse individuals. Ultimately, a council is there to serve its city and to effectuate long-term and long-lasting change that benefits their constituents. Even if a councilor votes against a certain decision and the majority of the council votes in favor, the councilor's role is to stand with the team and be a united front. The council only has power as a collective and speaking against the collective only acts as a disservice.

We've all seen the post-game interviews where an athlete is interviewed about the team's performance. Imagine if that player called out their teammates for performing badly? Instead, the athlete typically will focus on the positive actions of their teammates and when necessary, address avenues for improvement. Individual athletes take responsibility for their team's performance whether they win or lose a game. Athletes focus on working together and stand up for their fellow teammates—council members should

ONLINE RESOURCES

MODEL RULES OF PROCEDURE FOR COUNCIL MEETINGS

The purpose of this guide is to provide cities with a starting point in creating their rules of procedure, where required by the city charter, or where a council so desires. Available in the LOC's online Reference Library: tinyurl.com/council-rules



FAQ ON LEGISLATIVE, ADMINISTRATIVE AND QUASI-JUDICIAL COUNCIL DECISIONS

Most cities vest all powers of government in their city council, which functions as the legislative, executive and judicial body. Because a single council plays multiple roles in city government, the council's actions may have different legal ramifications. As this FAQ demonstrates, the nature of a council's actions has important consequences for a city and its residents. Available at: tinyurl.com/faq-council-decisions

OREGON MUNICIPAL HANDBOOK – Chapter 3: Municipal Officials

This Handbook chapter provides an overview of the common roles of municipal officials, including roles of elected council members, mayors, and city staff.

Find it online at: tinyurl.com/handbook-3

too. Remember, since council members have limited authority as an individual, council members should speak as a single group and not necessarily as an individual member unless they had authority to act individually. Like their athletic counterparts, council members should take responsibility for their council's decisions—whether they are popular or not. Win or lose, councils are a team and working together is the most important step towards victory. ■



Public Meetings:

What Elected Officials Need to Know

INTRODUCTION

Oregon law sets the policy for open decision-making at various levels of government. These laws ensure that the public is aware of the deliberations and decisions of governing bodies, as well as the information that forms the basis of the governing bodies' decisions.¹

The key requirements of the Oregon Public Meetings Law (OPML) include:

- Conducting meetings that are open to the public—unless an executive session is authorized;
- Giving proper notice of meetings being held within their jurisdiction; and
- Taking minutes or another record of meetings.

Further, the OPML imposes other requirements regarding location, voting, and accessibility to persons with disabilities.

Please note that this article is not a substitute for legal advice, nor is it comprehensive. The OPML is complicated, and public officials are encouraged to speak with their legal counsel for legal advice.

ENTITIES SUBJECT TO THE PUBLIC MEETINGS LAW

Understanding which entities are subject to the OPML is critical for ensuring compliance with the provisions of the law. In short, the OPML applies to any (1) governing body of a public body, (2) when that governing body holds a meeting for which a quorum is required to make a decision or deliberate toward a decision on any matter.²

The OPML applies to meetings of a “governing body of a public body.”³ A public body is the state, any regional council, a county, a city, a district, or any other municipal or public corporation. A “public body” also includes a board, department, commission, council, bureau, committee, subcommittee, or advisory group of any of the entities in the previous sentence. If two or more members of any public body have “the authority to make decisions for or recommendations to a public body on public body policy or administration,” they are a “governing body” for purposes of the OPML.⁴

MEETINGS SUBJECT TO THE PUBLIC MEETINGS LAW

Not every action that a governing body takes is subject to the OPML. The law defines a “meeting” as the convening of any of the “governing bodies” subject to the law “for which a quorum is required in order to make a decision or to deliberate toward a decision on any matter.”⁵ Thus, the definition of a meeting has three elements: (1) the convening of a governing body; (2) for which a quorum is required; (3) to make a decision or deliberate toward a decision on any matter. The first of those elements was addressed in the previous section.

The term is defined as “the minimum number of members of a governing body required to legally transact business. In the absence of a statute, ordinance, rule, charter, or other enactment specifically establishing the number of members constituting a quorum, a quorum is a majority of the voting members of the governing body.”⁶ For cities, quorum requirements are often set by charter, bylaws, council rules, or ordinance. A gathering of less than a quorum of a governing body of a public body is not a “meeting” under the OPML.

It may be possible for a governing body to convene through serial communications on a topic. As of October 1, 2024, the Oregon Government Ethics Commission prohibited serial communications in its rulemaking process—a quorum of the members of a governing body shall not, outside of a meeting conducted in compliance with the Public Meetings Law, use a series of communications of any kind, directly or through intermediaries, for the purpose of deliberating or deciding on any matter that is within the jurisdiction of the governing body.⁷ The Oregon Attorney General also states that members of a governing body should not meet in private to discuss business, or exchange private communications about business, even if those involved constitute less than a quorum.⁸

Finally, there are specific exemptions to the OPML requirements.⁹ Further, a staff meeting called by a single official is not subject to the law because the staff do not make decisions for or recommendations to a “governing body” as well as no quorum requirement being met.

⁵ ORS 192.610(5).

⁶ OAR 199-050-0005(9) (Effective October 1, 2024).

⁷ OAR 199-050-0020 (Effective October 1, 2024); see specific prohibitions listed therein.

⁸ ODOJ, ATTORNEY GENERAL'S PUBLIC RECORDS AND MEETINGS MANUAL 145 (2019).

⁹ ORS 192.690(1)(n).

¹ ORS 192.260 establishes Oregon's policy of open decision-making through public meetings.

² ORS 192.610(5); ORS 192.630(1).

³ ORS 192.610(4).

⁴ ORS 192.610(3).



REQUIREMENTS OF THE LAW

The last two sections covered which entities are subject to and what meetings of those entities trigger the OPML. The next section addresses the substantive requirements of the OPML, including notice, space and location, accessibility, public attendance, control of meetings, voting, and minutes and record keeping.

Notice

The OPML requires that notice be provided of the time and place of public meetings, including regular, special and emergency meetings.¹⁰ For regular meetings, notice must be reasonably calculated to provide actual notice to the persons and the media that have stated in writing that they wish to be notified of every meeting. Special notice requirements apply to executive sessions.

Space, Location, and Accessibility

For any meeting, the public body should consider the probable public attendance and should meet where there is sufficient room to accommodate that attendance. In the event of an unexpectedly high turnout, the public body should do its best to accommodate the greater number of people. Additionally, effective January 1, 2022, state law requires governing bodies to provide members of the public, “to the extent reasonably possible” an opportunity for virtual access to meetings held.¹¹

► Geographic Location

The OPML states that meetings of a governing body of a public body must be held within the geographic boundaries of the area over which the public body has jurisdiction, at its administrative headquarters, or at “the other nearest practical location.”¹² In the case of an actual emergency necessitating immediate action, however, a governing body may hold an emergency meeting at a different location than one described in ORS 192.630(4).

► Nondiscriminatory Site

Governing bodies are prohibited from holding meetings at any place where discrimination based on race, color, creed, sex, sexual orientation, national origin, age or disability is practiced. A governing body may hold a meeting at a location that is also used by a restricted-membership organization if the use of the location by such an organization is not its primary use.

► Accessibility to Persons with Disabilities

The OPML imposes two requirements relating to accessibility to persons with disabilities. First, meetings subject to the OPML must be held in places accessible to individuals with

¹⁰ ORS 192.640 provides for both regular and executive session notice requirements.

¹¹ ORS 192.670.

¹² ORS 192.630(4) provides for both geographic location as well as accessibility of these locations.

ONLINE RESOURCES

LOC'S GUIDE TO EXECUTIVE SESSIONS



A comprehensive review of where, when and how cities may conduct executive sessions, complete with model forms and policies. Available at: tinyurl.com/exec-sessions.

HANDLING DISRUPTIVE PEOPLE IN PUBLIC MEETINGS

A legal guide to help cities know their options for dealing with disruptive behavior. The guide covers when the public has a right to speak at public meetings, constitutional speech protections, and issues involved in removing someone from a council meeting. Available at: tinyurl.com/disruptive-people.

LOC MODEL RULES OF PROCEDURE FOR COUNCIL MEETINGS

A guide providing cities with a starting point in creating their rules of procedure, where required by the city charter, or where a council so desires. Available at: tinyurl.com/model-rules-proc.

FAQ ON NOTICE REQUIREMENTS FOR PUBLIC MEETINGS

Answers to common questions about the notice requirements associated with public meetings. Available at: tinyurl.com/notice-reqs.

OREGON MUNICIPAL HANDBOOK – Chapter 9: Public Meetings Law

This Handbook chapter touches on the basic requirements of the Oregon Public Meetings Law. Find it online at: tinyurl.com/handbook-9.



mobility and other impairments. Second, the public body must make a good-faith effort to provide an interpreter at the request of deaf or hard-of-hearing persons.

VOTING

All official actions by a governing body of a public body must be taken by public vote. The vote of each member must be recorded unless the governing body has 26 or more members.¹³ Even then, any member of the governing body may request that the votes of each member be recorded. The governing body may take its vote through a voice vote or through written ballots, but ballots must identify each member voting and the vote must be announced. ***Secret ballots are prohibited.***¹⁴ State law preempts any local charter or ordinance that permits voting through secret ballots.

RECORDED OR WRITTEN MINUTES

The OPML requires that the governing body of a public body provide for sound, video or digital recording, or written minutes, of its public meetings. The record of the meeting—in whatever format—must include at least the following information:

- The members present;
- All motions, proposals, resolutions, orders, ordinances, and measures proposed and their disposition;
- The results of all votes and, except for governing bodies consisting of more than 25 members unless requested by a member of the governing body, the vote of each member by name;
- The substance of any discussion on any matter; and
- Subject to the Oregon Public Records Law, a reference to any document discussed at the meeting.¹⁵

Written minutes need not be a verbatim transcript and sound or video recordings need not contain a full recording of the meeting. Rather, the record must provide “a true reflection of the matters discussed at the meeting and the views of the participants.” The record must be made available to the public “within a reasonable time after the meeting.”¹⁶

EXECUTIVE SESSIONS

Governing bodies are permitted to meet in executive (closed) sessions in certain circumstances.¹⁷ An “executive session” is defined as “any meeting or part of a meeting of a governing body which is closed to certain persons for deliberation on certain matters.”¹⁸ Executive sessions are not exempt from the OPML. An executive session is a type of public meeting and must conform to all applicable provisions of the OPML. Importantly, the authority

to go into executive session does not relieve a governing body of its duty to comply with other requirements of the OPML.

Permissible Purposes

A governing body is permitted to hold an open meeting even when the law permits it to hold an executive session. However, a governing body may only hold an executive session in certain circumstances set forth in ORS 192.660. These permissible purposes include:

- Employment of public officers, employees and agents;
- Discipline of public officers and employees;
- Performance evaluations of public officers and employees;
- Labor negotiation consultations;
- Real property transactions;
- Discussion of public records exempt from disclosure; and
- Discussions with legal counsel.

Final Decision Prohibition

The OPML provides: “No executive session may be held for the purpose of taking any final action or making any final decision.”¹⁹ Although a governing body may reach a final consensus in an executive session, the purpose of the final-decision prohibition is to allow the public to know of the result of any such consensus.²⁰ A formal vote in a public session satisfies the requirement, even if the vote merely confirms the consensus reached in executive session.

Method of Convening an Executive Session

A governing body is permitted to hold a public meeting consisting of only an executive session. The notice requirements for such a meeting are the same as those for any other meeting.²¹ In addition, the notice must cite the statutory authority for the executive session.

Alternatively, an executive session may be called during a regular, special, or emergency meeting for which notice has already been given in accordance with ORS 192.640. The person presiding over the meeting must announce the statutory authority for the executive session before going into the executive session.

CONCLUSION

The OPML is important and nuanced. A single article cannot fully describe all of its provisions or how it applies in various factual circumstances. For more detail on the OPML, please see the Oregon Attorney General’s Public Records and Meetings Manual (2017), available at tinyurl.com/opml-manual.²² ■

13 ORS 192.650(1)(c).

14 39 Op Atty Gen 525, 526-528, 1979 WL 35618 (1979).

15 ORS 192.410 to 192.505. Note that reference to a document in meeting minutes does not change the status of the document under public records law; *see also* ORS 192.650(3).

16 ORS 192.650(1).

17 ORS 192.660.

18 ORS 192.610(2).

19 ORS 192.660(6).

20 OAR 199-040-0060 (Effective October 1, 2024).

21 ORS 192.640.

22 (last accessed October 29, 2024).



Property Tax Basics

Oregon's current property tax system was shaped by Measures 5 and 50, from two constitutional amendments passed in the 1990s. Prior to Measures 5 and 50, Oregon jurisdictions used a levy-based system for assessing property taxes. Put simply, each taxing district (city, county, etc.) imposed a levy in the amount needed to cover the taxing district's budget, which was based on community service demands. County assessors estimated the real market values (RMV) of all properties in the state. The levy for each taxing district was then divided by the total RMV in the district to arrive at a district tax rate. The taxes each district imposed equaled its tax rate, multiplied by its RMV. Generally, levies for each district were constitutionally limited to an annual growth rate of 6%, and levies that would increase by more than 6% required voter approval. The levy system was dramatically altered with the passage of Measure 5 in 1990.

MEASURE 5: TAX LIMITS AND COMPRESSION

In 1990, Oregon's voters amended the state constitution by approving Ballot Measure 5, which set limits on the amount of tax that a taxing jurisdiction could impose on the RMV of property. For example, education districts could levy no more than \$5 per \$1,000 of RMV and general government districts (including cities and counties) could levy no more than \$10 per \$1,000 of RMV. The caps apply only to operating tax levies, not bonds. If property tax rates exceed the limits, the taxes must be reduced until they meet the limits imposed by Measure 5. Reducing the property tax rate to meet Measure 5 limits is commonly called "compression," and results in millions of dollars of lost revenue for taxing districts every year.

MEASURE 50: PERMANENT RATES, ASSESSED VALUE AND GROWTH LIMITS

In 1997, the voters of Oregon again decided to profoundly alter the property tax system by approving the passage of Ballot Measure 50. First, Measure 50 imposed a permanent operating tax rate limit on all existing taxing districts. The permanent rate for each taxing district was primarily determined by combining the levies that existed locally when Measure 50 was passed.

Neither a taxing district nor the voters can alter Measure 50 permanent rates—they remain at 1997 levels in perpetuity.

Second, Measure 50 also changed the concept of assessed value, to which the tax rates are applied. Assessed value is no longer equal to the RMV of a property. Instead, the amount of tax is based on the property's "assessed value" as defined by Measure 50. Measure 50 stated that a property's assessed value is calculated by reducing the property's RMV in the 1995-96 tax year 10%. That method of calculating assessed value codified inequities between comparable properties. Prior to Measure 50, the RMV of properties within a county was determined across a six-year reappraisal cycle. When Measure 50 passed, some properties had been recently assessed, while other properties had not been assessed for four or five years.

Third, Measure 50 limited the annual growth rate of taxable property to 3% of assessed value—well below the average rate of inflation. By setting assessed values at 90% of 1995-96 market levels and capping the annual rate of growth, Measure 50 permanently codified imbalances in assessed values. As a result, similarly valued properties may pay dramatically different property tax amounts.

For new properties, or those that undergo a significant change such as remodeling, new construction, rezoning, or subdivision, the assessed value is determined according to Oregon Revised Statutes 308.149 to 308.166, known as the changed property ratio (CPR) statutes. The new assessed value is determined by applying the ratio of the assessed value to the market value of all existing property within the same class (residential, commercial, etc.) in either the city or the county to the improved or changed property. In most of the state, CPR is calculated on a county-wide basis. In Multnomah County, cities can elect to calculate CPR on a city-wide basis, provided the city passes an ordinance or resolution as required by law.

MEASURES 5 & 50 IMPACTS

Measures 5 and 50 have caused significant revenue challenges for taxing authorities in Oregon. Following the passage of Measure 50, statewide property tax revenue immediately fell by \$51.4

Neither a taxing district nor the voters can alter Measure 50 permanent rates – they remain at 1997 levels in perpetuity.



Reducing the property tax rate to meet Measure 5 limits is commonly called **“compression,”** and results in millions of dollars of lost revenue for taxing districts every year.

million due to the changing of the property tax system to one based on assessed values rather than one based on market values. Since 1997, inflation has regularly exceeded the 3% limit set out in Measure 50, particularly for city expenses like employee healthcare and pension costs. Thus, cities have seen a growing disparity between property tax revenue relative to costs, even as property values continue to rise.

For a detailed look at the effects of Measures 5 and 50 over time, please see the LOC’s Primer on Measures 5 and 50 in the LOC’s online Reference Library (tinyurl.com/measures5-50).

COMPRESSION EFFECTS

To determine a property’s tax obligation each year, a county assessor must determine the property’s assessed value (as required by Measure 50) and the property’s RMV (as required by Measure 5). When a property’s assessed taxes exceed the Measure 5 limits, the tax obligation is compressed to the Measure 5 limits. The difference between the assessed value and the compressed limit is forever lost to the taxing district—typically, millions of dollars every year across the state. In fiscal year 2016-17, for example, more than 65% of Oregon’s cities were negatively affected by compression, representing \$31.4 million in lost property tax revenue.

The LOC continues to seek reforms to Oregon’s property tax system that is fair for property owners, effective for cities, and does not inhibit economic growth. ■

ONLINE RESOURCES

MEASURE 5 & 50 PRIMER

A detailed look at the effects of Measures 5 and 50 over time. Available in the LOC’s online Reference Library: tinyurl.com/measures5-50



CITY PROPERTY TAX REPORT (2016)

Statistical information regarding property taxes for cities, counties, school districts and special districts. The report includes data on tax revenues received, assessed and real market values, city tax rates, compression losses and property tax exemptions. Available at: tinyurl.com/prop-tax-report

NORTHWEST ECONOMIC RESEARCH CENTER OREGON PROPERTY TAX REPORT (2014)

This research report examines how differences in property taxes due to measures 5 and 50 have impacted the real estate market in Oregon. Available at: tinyurl.com/nerc-report





Five Things to Know About Public Records

1. WHAT ARE PUBLIC RECORDS?

State law defines a public record as: “[A]ny writing that contains information relating to the conduct of the public’s business * * * prepared, owned, used or retained by a public body regardless of physical form or characteristics.”¹ The term “writing” is defined broadly and includes any “handwriting, typewriting, printing, photographing and every means of recording, including letters, words, pictures, sounds or symbols, or combination thereof, and all papers, maps, files, facsimiles or electronic recordings.”² When determining whether a record is public, the question is whether the record relates to the business of the public, not the format of the record. This often means that emails, text messages and social media posts—even those created, delivered and stored on a personal device—could be considered a public record. If a record has a relationship to a city’s business, then it is a public record.

2. DUTIES OF A CITY AND PUBLIC RECORDS

Cities have the duty to make available a written procedure for making public records requests.³ The procedure must include the name of at least one city contact to whom requests may be sent, and the amounts of and manner of calculating fees that the city charges for responding to public records requests.

Once received, a city must acknowledge receipt of the public records request or provide a copy of the requested record within five business days.⁴ Within 10 business days of the date it was required to acknowledge the request, the city must either complete its response to the request, or provide a written statement that it is still processing the request, along with an estimated completion date. These timeframes do not apply if compliance would be impracticable.⁵ However, a city must still complete the request as soon as practicable and without unreasonable delay.

3. PUBLIC RECORDS DISCLOSURE

The public has the right to inspect any public record in a city’s possession.⁶ A city may withhold certain public records from disclosure if they are exempt by law.⁷ Cities must segregate exempt records from nonexempt records and disclose all nonexempt material. The primary list of public records exemptions may be found under ORS 192.345 and 192.355, though exemptions are scattered throughout both state and federal law. There are two primary types of exemptions: (1) conditional and (2) unconditional. Conditional exemptions require a city to consider the public’s interest in disclosure.⁸ Unconditional exemptions either require their own separate consideration or none at all.⁹ Remember, when in doubt, Oregon law favors disclosure.

4. PUBLIC RECORD REQUEST FEES

A city may assess reasonable fees to get reimbursed for the actual costs incurred while responding to a public records request.¹⁰ The city may assess a fee for the time spent by city officials and staff researching the records, providing redactions, and the city attorney’s time spent reviewing the records and redacting exempt materials. If the city wishes to charge a fee greater than \$25, the city must notify the requester in writing of the estimated amount of the fee and the requester must confirm in writing that it wishes to proceed. The city may request prepayment. If the actual cost incurred by the city is less than the amount paid, the city must promptly refund any overpayment.¹¹

5. APPEALS AND CONSEQUENCES TO THE CITY

A person who is denied access to a public record may appeal the city’s denial.¹² The appeal may be made to the district attorney in the county in which the city is located, if the denial was by the city/a city official. If the district attorney denies any part of a petition, the requester may seek review in the circuit court for the county in which the city is located or the Marion County Circuit Court.

If the denial was made by an elected official, the appeal may be made by petitioning the circuit court for the county in which the elected official is located or the Marion County Circuit Court. If the requester prevails in full, the city is required to compensate the requester for the cost of litigation and trial. If the requester prevails only in part, an award of costs and attorney’s fees is discretionary.

Additional guidance regarding public records is available on the LOC’s website and in the Oregon Attorney General’s Public Records and Meetings Manual available online at: tinyurl.com/opml-manual.¹³ ■

- 1 Generally public records law is covered by ORS Chapter 192. ORS 192.311(5)(a)
- 2 ORS 192.311(7).
- 3 ORS 192.324(7).
- 4 Generally, public records request timeline covered by ORS 192.324 and ORS 192.329.
- 5 Reasons where compliance would be impracticable include staffing, performance of other necessary services, or the volume of other simultaneous public records requests.
- 6 ORS 192.318(2).
- 7 See Oregon Attorney General’s Public Records and Meetings Manual (2019), Public Records Section (I)(E); see also Oregon Department of Justice Attorney General Public Records Exemptions at <https://justice.oregon.gov/PublicRecordsExemptions> (last accessed October 29, 2024).
- 8 ORS 192.345.
- 9 ORS 192.355.
- 10 See ORS 192.324.
- 11 Oregon Attorney General’s Public Records and Meetings Manual (2019), Public Records Section (I)(D)(7).
- 12 ORS 192.415.
- 13 (last accessed October 29, 2024).



Gift Limitations: What You Need to Know

GIFT BASICS

A public official, candidate, or relative or member of the household of the public official or candidate cannot receive a gift if all the below elements are met in the calendar year:¹

1. Solicit or receive
2. Directly or indirectly
3. Any gifts with an aggregate value above \$50
4. From any single source
5. If the source is reasonably known to have a legislative or administrative interest

A GIFT IS...

1. Something of economic value
2. Without cost, at a discount, or as forgiven debt
3. Not available to the general public on the same terms.

Examples: meals; lodging; event tickets²

LEGISLATIVE OR ADMINISTRATIVE INTEREST MEANS...

1. Economic interest
2. Distinct from that of the public
3. In a matter subject to the decision or vote of a public official acting in that capacity

THE FOLLOWING ARE PERMISSIBLE GIFTS:

- Gifts from relatives or members of the household
- Unsolicited token of appreciation with a resale value less than \$25
- Publications and subscriptions related to official duties
- Campaign contributions
- Waiver or discount of certain registration expenses or materials at a continuing education event to satisfy a professional licensing requirement
- Entertainment that is incidental to the main purpose of the event
- Received as part of the usual and customary practice of one's private business or employment and unrelated to holding public office
- Offers of lawful benefits to public officials offered by the public entity the public official represents.

ONLINE RESOURCES

OREGON MUNICIPAL HANDBOOK – Chapter 8: Ethics

This Handbook chapter covers ethics laws regarding public officials' ethics and conflicts of interest provided by various federal and state constitutional and common law provisions, state statutes and, occasionally, local charters or ordinances. Find it online at: tinyurl.com/handbook-8.



OREGON ETHICS COMMISSION GUIDE FOR PUBLIC OFFICIALS

This guide discusses how the provisions in Oregon's statutes apply to public officials and summarizes the Commission's procedures. tinyurl.com/zrjmr8e8

WHAT TO ASK YOURSELF BEFORE ACCEPTING A GIFT³

1. **Is it a “gift?”** A gift is something of economic value not offered to others who aren't public officials (relatives or household members) on the same terms and conditions.
2. **Exceptions:** Do any of the exceptions apply?⁴
3. **Source:** Does the gift giver have a legislative or administrative interest in my decisions or votes?
4. **Value:** If so, does the value of the gift, along with any other gift received from that source this calendar year, exceed \$50? ■

1 ORS 244.025.

2 For additional information, see Oregon Government Ethics Commission “Guide for Public Officials” at tinyurl.com/zrjmr8e8 at page 26-27.

3 See also League of Oregon Cities Municipal Handbook – Ethics (tinyurl.com/handbook-8).

4 See ORS 244.020(7)(b).



Budgeting 101

A city's adopted budget is one of the most important and informative documents city officials use. This budget is prepared for each fiscal period and serves as a city's financial plan. Many cities in Oregon operate within a fiscal year, beginning on July 1 and concluding the following June 30; alternatively, cities may use a biennial budget, covering a 24-month period, beginning July 1 of the first fiscal year and ending on June 30 of the second fiscal year.¹

The adopted budget is a legal document establishing the authorization for the city to receive and spend money, and limits how much money can be spent for a specific activity or program. The budget presents the estimated costs of expenditures—goods or services the city plans to purchase in the coming fiscal year—and other budget requirements—contingency for unanticipated expenses—that must be planned for but may not actually be spent. The budget also presents the anticipated and actual revenues that will be available to pay for those expenditures.

Preparing a budget allows a city to look at its needs in light of funds available to meet those needs. In Oregon, all local governments must plan a balanced budget, meaning that the resources and requirements are equal. A city cannot plan to purchase more items or services than it has money to pay for them.

A CITY'S BUDGET PROCESS

Appoint a Budget Officer

The budget officer—who is either appointed by the city council or defined in the city charter—prepares the proposed budget in a format that meets the requirements set out in state statutes. The budget officer develops the budget calendar, which maps out all the steps that must be followed for the legal adoption of the city budget. A budget calendar is not required by law but is highly recommended.

Appoint Electors to the Budget Committee

The budget committee is an advisory group comprised of the city council and an equal number of appointed members. The appointed members of the budget committee must be electors of the city. Budget committee members are appointed for staggered three-year terms, and cannot be employees, officers, or agents of the city. All members of the budget committee have the same degree of authority and responsibility.

¹ Oregon's Local Budget laws can be found in ORS 294.305. Statutes and additional information can also be found at the Oregon Department of Revenue website at www.oregon.gov/DOR.

THE BUDGET PROCESS

1. Appoint a budget officer.
2. Appoint electors to the budget committee.
3. Budget officer prepares a proposed budget.
4. Public notice of budget committee meeting.
5. Budget committee meets.
6. Budget committee approves the budget.
7. Budget summary and notice of budget hearing are published.
8. Hold budget hearing.
9. Adopt budget, make appropriations, impose taxes, categorize taxes.
10. Certify taxes.
11. Post-adoption budget changes.

Source: Local Budgeting Manual 150-504-420, found under Forms & Publications at www.oregon.gov/DOR.

Budget Officer Prepares a Proposed Budget

After the budget calendar is set, the budget officer begins to develop the estimates of resources and requirements for the coming fiscal year or biennial cycle.

Every city budget will have at least one fund—the general fund—which accounts for daily operations. In practice, a city budget will have a number of funds, each designed to account for a specific purpose. A budget should include enough different types of funds



to clearly show what services and programs a local government is providing and how it is paying for expenditures. However, it is advisable to not have too many funds, as this makes the budget harder to read and understand.

There are seven types of funds used in most city budgets:

1. **General Fund** – records expenditures needed to run the daily operations of the local government.
2. **Special Revenue Fund** – accounts for money that must be used for a specific purpose.
3. **Capital Project Fund** – records the money and expenditures used to build or acquire capital facilities, such as land, buildings or infrastructure.
4. **Debt Service Fund** – records the repayment of general obligation and revenue bonds and other financing obligations.
5. **Trust and Agency Fund** – accounts for money that is held in trust for a specific purpose as defined in a trust agreement or when the government is acting as a custodian for the benefit of a group.
6. **Reserve Fund** – functions as a savings account to pay for any service, project, property, or equipment that the city can legally perform or acquire in the future.
7. **Enterprise Fund** – records the resources and expenditures of acquiring, operating, and maintaining a self-supporting facility or service—such as a city water or wastewater utility.

Oregon budget law requires a city's budget to provide an annual financial history of each fund. The financial history must include:

- The actual revenues and expenditures for the prior two years;
- The budgeted revenues and expenditures for the current year;
- The estimated balanced budget, as proposed by the budget officer, for the coming year which includes columns for the budget approved by the budget committee; and
- The final budget adopted by the governing body.

The budget also includes a column for the descriptions of expenditures and resources.

Public Notice of the Budget Meeting

The budget committee must hold at least one public meeting for the purpose of receiving the budget message and the budget document, and to provide the public with an opportunity to ask questions about and comment on the budget.

The city must give public notice for the budget meeting(s) either by: (1) printing notice two times in a newspaper of general circulation; or (2) once in the newspaper and posting it on the city's website. If the budget committee does not invite the public to

THE BUDGET MESSAGE

The budget message gives the public and the budget committee information that will help them understand the proposed budget. It is required by statute to contain a brief description of the financial policies reflected in a proposed budget and, in connection with the financial policies, explain the important features of the budget. The budget message must also explain proposed changes from the prior year's budget and any major changes in financial policies.

comment during the first meeting, the committee must provide the opportunity for public comment in at least one subsequent meeting. The notice of the meeting(s) must tell the public at which meeting comments and questions will be taken.

Budget Committee Meets

The budget message is prepared in writing so it can become part of the budget committee's records. It is delivered at the first meeting of the budget committee by the budget officer, the chief executive officer, or the governing body chair.

A quorum—more than one-half of the committee's membership—must be present for a budget committee to conduct an official meeting. Any action taken by the committee first requires the affirmative vote of the majority of the membership.

Budget Committee Approves the Budget

One of the budget committee's most important functions is to listen to comments and questions from interested citizens and consider their input while deliberating on the budget. The budget committee can revise the proposed budget to reflect changes it wants to make in the city's fiscal policy, provided that the revisions still produce a balanced budget. When the committee is satisfied, it approves the budget.

When approving the budget, the budget committee must also approve a property tax rate or the tax amounts that will be submitted to the county assessor. The budget committee should make a motion to approve the property tax so that the action is documented in the committee meeting minutes. Upon approval of the budget by the budget committee, the budget officer completes the budget column labeled "approved by budget committee," noting any changes from the original proposed budget.



Any action by the budget committee requires approval by a majority of the entire committee. For example, if the budget committee has 10 members, six are present at a meeting (a quorum), but only five of the six present agree with a motion to approve the proposed budget, then the motion does not pass. It is up to the budget committee to negotiate a budget and tax that is acceptable to a majority of its members.

Budget Summary and Notice of Budget Hearing are Published

A summary of the approved budget, which includes a narrative description of prominent changes to the budget from year to year, is published in the local newspaper with the notice of a public hearing to adopt the budget five (5) to thirty (30) days before the budget hearing date.

Hold Budget Hearing

The city council must conduct a budget hearing by June 30 to receive the budget committee's approved budget, conduct deliberations, and consider any additional public comments. The council can make any adjustments it deems necessary (with some restrictions) to the approved budget before it is adopted by June 30. The budget hearing and the resolutions or ordinances necessary to adopt the budget and impose taxes can be conducted at the same public meeting.

Adopt Budget, Make Appropriations, Impose Taxes, Categorize Taxes

The city council may adopt the budget at any time after the budget hearing so long as it is adopted by June 30. It is not a requirement that the budget be adopted at the hearing.

To adopt the budget, the city council enacts a resolution or ordinance which provides the legal authority to:

- Establish or dissolve funds;
- Make appropriations for expenditures;
- Adopt a budget; impose and categorize taxes; and
- Perform all other legal actions pertaining to budgeting and authorizing tax levies.

All enacted statements can be combined into one resolution (or ordinance), which must be signed by the mayor before submission to the county assessor's office.

Certify Taxes

Any property taxes must be certified to the county assessor annually, even if the city adopts a biennium budget. By July 15 of each year, a city must submit two copies of the resolution (or ordinance) to the county tax assessor. In addition, the notice of property tax certification (form LB-50) and successful ballot

ONLINE RESOURCES

OREGON DEPARTMENT OF REVENUE RESOURCES

LOCAL BUDGETING MANUAL

An introduction to the requirements of Local Budget Law, including information on biennial budgets. Available at tinyurl.com/4mtemwkwf.

LOCAL BUDGETING IN OREGON

A supplement to the Local Budgeting Manual, covering the requirements of Oregon's Local Budget Law. Available at tinyurl.com/mt9a2fy7.

LOCAL BUDGET LAW WEBPAGE

A webpage dedicated to helping local governments prepare and adopt their budgets. The page contains forms, glossary of terms, sample budgets and information on free training sessions. Available at www.oregon.gov/dor/programs/property/pages/local-budget.aspx.



measures for local option taxes or permanent rate limits must be submitted.

In addition to the county tax assessor's copies, a copy of the resolutions required to receive shared revenue must be submitted to the Oregon Department of Administrative Services by July 31. Finally, a copy of the published adopted budget document, including the publication and tax certification forms, must be submitted to the county clerk's office by September 30.

Post-Adoption Budget Changes

While it is possible for changes to be made to an adopted budget once the fiscal year begins, this can only happen under specific circumstances. Two such examples are council-approved resolution transfers of funds, and supplemental budgets that make changes to adopted expenditure appropriations and estimated resources. These are actions that must be taken before more money is spent beyond what is appropriated in the adopted budget. Any changes made to the adopted budget require that the budget remain in balance after the change. ■



Successful Code Enforcement Considerations

Code enforcement can be a tricky job. Striking the balance between properly enforcing a city's codes and providing good customer service to its constituents is no easy task. Code enforcement works to protect the health and safety of the city through ensuring the city's codes are enforced, in areas such as land use code, environmental code, and building code. Generally, a city will use a complaint-based system of enforcement and will focus first on code violations that present serious risk to public health and safety.

A successful code enforcement officer excels in these six areas:

1. Knowing their code. Successful code enforcement officers are experts on their city's codes. They are extremely proficient at knowing what the code regulates and what it does not. The best code enforcement officers can point to relevant sections of their city's code when questioned by superiors and members of the public.

2. Reviewing their city's code annually. Code enforcement officers likely work with their city's codes more than any other city employee. It is often the code enforcement officer who finds the code's flaws or the proverbial loopholes. Successful code enforcement officers annually review their city's code so that, when necessary, appropriate amendments can be submitted to their city council.

3. Believing in interdepartmental cooperation. An exemplary code enforcement officer works cooperatively with employees from various city departments. Code enforcement officers regularly interact with problem properties that necessitate the involvement of numerous city departments. Knowing which employees in the various departments need to be involved in resolving the issues at a property is a unique and ideal skill.

4. Participating in successful community outreach. A quality code enforcement officer not only knows their city's code, they also educate property owners and community members about the code's requirements. Code enforcement officers with high rates of success are those who frequent neighborhood association meetings, engage with the chamber of commerce, and have regular contact with key stakeholders in the community. Making sure the community knows the code as well as they do is the mark of a successful code enforcement officer. To accomplish this, code enforcement officers may need to communicate code changes to residents in ways such as putting information in utility bills or publishing updates in a city newsletter.

5. Engaging with citizens who are in violation of the city code. Notifying property owners that they are in violation of the city's code is never a fun task. While it can be easier to try and deal with code violations via written notices, emails, and phone calls, effective code enforcement officers know that sometimes face-to-face contact is the most efficient way to remedy a violation. Meeting with a person whose property is in violation of the city code allows the code enforcement officer the opportunity to fully explain the violation, listen to the reasons behind the violation, and engage with the property owner in how to successfully and most expeditiously achieve compliance.

6. Enforcing the city's code consistently and equally. Successful code enforcement officers are fair code enforcement officers. A fair code enforcement officer is one that enforces the city's code equally against all property owners, regardless of their position in the community or the location of the property. ■





Public Employees & Political Campaign Restrictions

Each election season, the LOC is asked to clarify the restrictions on political campaigning by public employees. Generally, public employees are prohibited from using their work time to support or oppose measures, candidates, recalls, petitions, or political committees.¹ Furthermore, elected officials cannot direct their employees to engage in political activity.

Who is a Public Employee?

A public employee is any person employed by the state of Oregon, a county, a city, or a special district.² Examples of public employees include: full-time city employees; part-time city employees; city volunteers that receive no compensation for their service; and appointed board or commission members when they are acting in their official capacity.

Elected officials are not public employees.³ State law prohibiting public employees from supporting or opposing measures, candidates, recalls, petitions, and political committees do not apply to elected officials. Elected city mayors, councilors, and auditors are not public employees. Contractors are also not public employees. However, contractors cannot be directed to engage in political activity as part of the contractual service they are providing a city.

When are Public Employees “On the Job?”

An employee is “on the job” when he or she is performing work for the city in an official capacity, regardless of when and where the work is performed. For example, if a city’s parks director is required to attend a chamber of commerce event in their official capacity, the parks director is prohibited from asking event attendees to support a local ballot measure that would raise money for the city to build a new swimming pool.

Some common activities that are always considered to be performed in an official capacity include, but are not limited to:⁴

- Posting material to an official city website;
- Drafting or distributing an official city publication; and
- Appearing at an event as the city’s representative.

How Does a Public Employee Engage in Political Campaigning During their Personal Time when Everyone in the Community Identifies Them as a Public Employee?

Some public employees are in high profile positions that make them regularly known in their communities. In some small communities, public employees are known by all residents as working for the city. In these instances, it can be hard for members of the public to distinguish whether the public employee is speaking on behalf of the city as opposed to speaking on behalf of themselves. Similarly, a public employee who wishes to engage in political campaigning during their own private time should make it clear to all that they are acting in their personal capacity and are not working for or representing the city.

Can Public Employees Express their Own Personal Political Views While on the Job?

Yes. Public employees can express their own personal political views while at work. Employees can display political stickers on their personal vehicles and wear political buttons on their clothing (providing such an action does not violate the city’s uniform or personnel policies).

Also, public employee unions can have designated bulletin boards in city buildings to post information. The content of union bulletin boards is determined through a collective bargaining process and is not subject to ORS 260.432.

Conclusion

Understanding and knowing when and how public employees can engage in political campaigning can be confusing. To assist public employees and elected officials in understanding and complying with ORS 260.432, the LOC has created a document entitled “FAQ about Restrictions on Political Campaigning by Public Employees,” available in the online Reference Library at tinyurl.com/FAQ-campaigning. If city employees or leaders have questions about ORS 260.432, they are encouraged to consult with their city attorney for additional guidance. ■

¹ ORS 260.432.

² See ORS 260.432.

³ ORS 260.432(6)(a).

⁴ See Secretary of State Quick Reference on Restrictions on Political Campaigning for Public Employees - tinyurl.com/4csrymye



Tips for Handling Difficult Social Media Interactions

Elected officials typically run for office to better their community. In order to see this goal to fruition, elected officials seek tools to reach their constituents in an effective manner. One tool that elected officials have at their disposal is social media. Social media takes many forms, but all platforms typically share the following common traits: (1) communication is done electronically or digitally; (2) the platform is widely accessible to the public; and (3) the platform is interactive.

Whether using Facebook, Twitter, Instagram, webpages, or other platforms, social media has benefits that cities and their elected officials can utilize. First, cities and their officials can instantly broadcast notices and information to their residents. Second, cities and officials can receive feedback from residents on any topic. Lastly, social media is fast, affordable, and an effective alternative to other mediums of communication.

However, elected officials often find the main pitfall that comes with social media is how to properly manage and handle challenging interactions with members of the public. Elected officials must exercise caution in their interactions with members of the public while on social media platforms.

GOVERNMENT OR PRIVATE?

Generally, the initial reaction in handling a difficult interaction on a social media page is to limit and restrict comments, or perhaps even blocking individual members of the public from the account. Prior to restricting individuals interacting on a social media account, the public official should take the following steps:

- Identify whether it is a private account or a designated government/public account; and
- Regardless of the designation, identify whether the posted content is personal in nature or public business/public promotion.

Public officials are cautioned that although their social media account may have been created in a personal capacity, there could be instances when the account will be categorized by the legal

ONLINE RESOURCES

MODEL SOCIAL MEDIA POLICY

This model policy addresses legal risks such as violations of public records law and protections on free speech. This model does not address the off-duty private use of social media accounts that do not relate to public business. Available at tinyurl.com/model-social-policy



OREGON MUNICIPAL HANDBOOK – Chapter 28: First Amendment Law

This Handbook chapter focuses on the First Amendment to the U.S. Constitution. Topics include what is protected under the First Amendment, who it applies to, and enforcement. Find it online at: tinyurl.com/handbook-28.

system as a government/public account because of the manner in which the account is used. It is important for a public official to distinguish whether an account is purely private, or if an account is government/public.

If a social media account is deemed to be public (i.e. government managed), the members of the public who interact with the account have First Amendment free speech protections under the federal and state constitutions. Unfortunately, Oregon courts have yet to interpret and provide guidance on what a government account is. However, best practice is to err on the side of

Public officials should be mindful of how they designate their social media accounts and what type of content they disseminate.



caution and assume that if the social media account is used for any type of government business or public promotion, that it will be deemed to be a government account.

IMPOSING RESTRICTIONS

The Oregon Constitution has been interpreted to mostly prohibit the government (and its officials) from implementing content-based restrictions on public speech, whether that speech is verbal or written. This content-based prohibition applies to social media accounts that are governmental in nature (this is determined by usage and content). Any restriction on speech must be content-neutral. This means that an official might be able to prohibit outcomes, such as disruptions, but the official cannot do so by targeting a specific type of content. While cities and city officials are encouraged to verify any type of restriction with their attorney prior to taking action, since the law is fluid and nuanced, the following is a list of restrictions that are likely permissible:

- Removing actual disruptive behavior such as high frequency repetitive posting or posting that is unintelligible;
- Banning the promotion of a hostile or unhealthy online environment such as postings that are sexually explicit or depict excessive violence;
- Banning the encouragement or promotion of criminal activity; and
- Banning advertising.

Another avenue in which officials can stay clear of difficult social media interactions is to disable all commenting options on posts. This restriction avoids exposure to constitutional claims but still allows for the delivery of information to the public.

If a social media account is deemed to be public, the members of the public who interact with the account have First Amendment free speech protections under the federal and state constitutions.

OTHER TIPS FOR HANDLING ONLINE INTERACTIONS

In addition to avoiding the constitutional free speech pitfalls highlighted above, the following are actions public officials should avoid doing on their social media accounts:

- Sending incorrect information;
- Making commitments the official cannot follow through on;
- Issuing long statements;
- Blaming others; and
- Engaging with negative comments and online “trolls.”

Ultimately, public officials should not be scared away from utilizing social media platforms. However, public officials should be mindful of how they designate their social media accounts and what type of content they disseminate. If public officials choose to moderate the actions of individuals on their social media accounts, they must also be aware that the moderation may expose them to liability and potential legal implications. ■





A City's Role in the Land Use Process

By Joanna Lyons-Antley, Of Counsel, Campbell Phillips

Land use is defined as what is built or developed, or what activities take place on a piece of property. A city's role in land use is to ensure that both public and private development are aligned with the standards set out in the city's comprehensive plan, zoning maps and development code.

STATEWIDE GOALS

Land use planning in Oregon is quite different when compared to other states. The Oregon land use planning program was created in 1973 when the Legislature passed the Oregon Land Use Act (SB 100) in response to Oregon's rapid population growth. Under this program, all cities and counties throughout Oregon have adopted comprehensive plans that meet 19 statewide planning goals that deal with land use, development, housing, transportation, and conservation of natural resources.

LOCAL COMPREHENSIVE PLANNING

Oregon's statewide goals are achieved through local comprehensive planning. State law requires each city and county to adopt a comprehensive plan and the zoning and land division ordinances needed to put the plan into effect. The local comprehensive plans must be consistent with the statewide planning goals. Once approved by the state's Land Conservation and Development Commission (the Commission), the plan is said to be "acknowledged," and along with state law, becomes the controlling document for land use in the city.

CITY PROCEDURES FOR LAND USE DEVELOPMENTS

Any development, whether a new single-family home or a shopping center, must receive prior approval from a city to ensure that it conforms to the land use plan and ordinances for health and safety and other local objectives. Typical land use decisions include variances, site and design review, conditional use permits, partitions, subdivisions, and zone changes.

To obtain city approval for a development, the landowner must submit the specified land use and demonstrate how the development proposal meets criteria set out in the code.

A city's land use code sets out the procedures it uses to consider land use applications. Certain kinds of development, such as an

addition to a home, may be approved quickly at the staff level, while others, such as a home based business or small office complex in a residential zone, may require conditional use approval by the planning commission. More complicated actions or policy changes, such as a new mixed-use zone or zone change from multi-family residential to retail commercial, may require approval of the city council.

CITY ROLES & DECISION-MAKING

According to state law, there are three main types of land use decisions: legislative, quasi-judicial and ministerial. For legislative decisions, city officials act like a legislature, considering changes to the land use code to establish local land use policies. In most cities, proposed legislative amendments to the comprehensive plan or zoning code are considered first by the planning commission, which holds one or more public hearings. The commission's recommendation is then considered by the governing body which holds at least one public hearing before taking final action.

For quasi-judicial decisions, city officials act like the judiciary, reviewing a landowner's land use application, holding hearings, considering testimony, and applying code criteria to decide whether the city must approve or deny the proposed development. To ensure a fair process, city officials should consider all testimony and evidence. Also, city officials should not read or talk about the pending application outside of the formal hearing and review process. If such an ex parte communication does occur, the city official must declare such communication. Decisions must be based on written findings addressing the application's consistency with the approval criteria from the code.

Ministerial land use decisions are made by planning staff based on clear and objective standards and requirements applicable to a specific development proposal or factual situation. Ministerial decisions do not require a public notice or hearing. ■

Ms. Lyons-Antley has more than 20 years of general counsel local government experience, advising her clients with practical and cost-effective solutions.



Oregon Water Rights Basics

By Olivier Jamin

With increasing stress imposed on water resources from drought and climate change, securing a safe and reliable water supply is a priority concern for every Oregon community. Many cities in Oregon operate their own water systems, while others are served by various water districts or contracts with other cities. Compared to irrigated agriculture, municipal and industrial water use constitutes just a fraction of the total amount of water withdrawn from streams or pumped from aquifers. But efforts to acquire or expand municipal water supplies attract a lot of attention and sometimes controversy. Because building new infrastructure takes time, local leaders often must forecast demand and supply over the long term. Meanwhile, the availability of new water rights is shrinking, as regulatory requirements expand.

Oregon water law, as in other western states, follows the rule of Prior Appropriation, often described as “first in time is first in right.” Prior to enactment of Oregon’s water code in 1909, the common law was that whoever first diverts water out of a stream for a beneficial use can prevent latecomers from interfering with that use. There is no sharing of shortages under this “wild west” rule of prior appropriation.

WATER RIGHTS ADMINISTRATIVE PROCESS

1. Application filed with the Oregon Water Resources Department (OWRD);
2. If water is available, the OWRD issues a permit; and
3. Once construction is complete, a Claim of Beneficial Use is filed with the OWRD by the permittee.

New water rights follow a three-step process. First, an application is filed with the Oregon Water Resources Department (OWRD), and the date of the application establishes the priority date. That’s important because the entire water right process can take considerable time to complete. Second, if the OWRD finds that water is available for appropriation, and withdrawal would not “impair or be detrimental to the public interest,” then it issues a permit. The public has a right to file a protest, possibly because the new right would deprive fish of needed flows or interfere with existing water rights. A permit allows development of water works and initial use. Third, when construction is complete, the permittee files a Claim of Beneficial Use with the OWRD that documents how the water is being used, which may differ from the rate of diversion or volume of water specified in the permit. The OWRD then issues a certificate, which is conclusive evidence of a fully vested water right.

As long as the certificate holder continues to use the water in accordance with the certificate, the right continues in perpetuity. Generally, certificated water rights may be forfeited following five consecutive years of non-use. However, municipal water rights are the exception and cannot be lost for non-use.

While somewhat simple in theory, the practice of applying for a new water right has become increasingly complicated. Most streams are over appropriated, so new permits for surface water are virtually a thing of the past, and groundwater is becoming increasingly regulated, to the point where water rights transfers may soon be the primary mechanism to acquire water rights.

WATER RIGHT TRANSFERS

A water right transfer is necessary to change one of the main components of a water right, such as the place of use, character of use, or point of diversion. The test is whether other water right holders may be “injured” by the change. An example of this is a change in point of diversion higher up in the watershed, which could mean withdrawals of water above someone else’s diversion. Proposed transfers are also subject to protest and hearings.

Because new water rights are becoming increasingly difficult to obtain, acquiring an existing water right and applying to transfer its place of use or character of use could soon become the primary way to secure water resources. In the last few years, the OWRD adopted a new position at odds with its long-standing practice, and with what some believe is their statutory duty, by refusing to process transfer requests specific to storage water rights. The OWRD’s current interpretation states that holders of storage water rights are not able to change the location of a dam or other reservoirs, even if such a change is required for safety purposes. The issue is currently in front of the courts.

MUNICIPAL EXTENSIONS OF TIME

Generally, a new permit will include a date to commence and complete construction, usually within the first year. That date can be extended for five years for good cause. The problem is that cities must plan for long-term growth. The goal of most cities is to lock in a supply that will meet anticipated demand for decades to come. A city would then develop a system in increments when it was confident the demand would be there, along with the ratepayers to carry the debt service. This reality has created tension between the legal requirement of prompt development and responsible municipal planning.



States throughout the western U.S. are also increasingly looking at water recycling and reuse programs to maximize water use and efficiency.

For decades, the OWRD had simply issued successive five-year municipal extensions to avoid this problem. That practice was disallowed by the courts in 2004. Then, in 2005, the Legislature enacted special laws pertaining to municipal water right extensions. Under that statute, new municipal water permits would extend the initial development period to 20 years, with the possibility of additional extensions of time. Following a 2013 court decision, water right permits that have not been fully developed must go through a special process that includes the potential for limits on withdrawals under the permit to protect fish flows.

ALTERNATIVE APPROACHES TO WATER SUPPLIES

Some municipalities have started purchasing existing water rights from farmers or other cities. Others pay farmers to improve irrigation efficiency, for example to install sprinklers to replace flood irrigation, or pipe to replace open canals. As a result of those efficiency improvements, additional water may be available to municipalities.

States throughout the western U.S. are also increasingly looking at water recycling and reuse programs to maximize water use and efficiency. For a long time, water reuse and recycling were limited to irrigation purposes, but drought conditions have forced states and regulators to expand those programs. In 2022, Colorado became the first state to adopt official rules governing potable water reuse. There are sure to be new opportunities for local governments moving forward to pilot new reuse and recycling programs as part of their water planning strategy.

Water resources continue to diminish around the western U.S. while competition for this scarce and precious resource increases. For local governments, this means that water planning for the next 50-100 years should start now for a better understanding of future supply and demand and to identify potential additional sources of water. The League of Oregon Cities, in collaboration with other stakeholders, is working hard to ensure that the Legislature and the courts understand the imperative and support public water supplies. ■

Mr. Jamin is an associate with the law firm of Davis Wright Tremaine LLP

Resources for City Officials

The League has a large online library of publications, guides, FAQs and models available to assist public officials in carrying out their duties. All of these are available at www.orcities.org under **Resources > Reference Materials**.

- Guide to Recruiting a City Attorney
- Manual for Ordinance Drafting and Maintenance
- Guide to Drafting a Sign Code
- Borrowing and Bonds for Oregon Municipalities
- Guide to the Local Regulation of Marijuana in Oregon
- Guide to Recruiting a City Administrator
- Guide to Local Government Regulation of Firearms
- Legal Guide to Collecting Transient Lodging Tax in Oregon
- So You Want to Run for Public Office - A Guide for Prospective City Elected Officials
- Home Rule 101
- Guide to Incorporation
- Guide to Public Display of Flags on Government Buildings
- Guide to Persons Experiencing Homelessness in Public Spaces
- FAQ on Initiative and Referendum in Oregon
- FAQ on Oaths of Office
- FAQ on Surplus Property
- FAQ on Municipal Audits
- FAQ on Urban Renewal
- FAQ on Public Record Fees
- FAQ on Vacating the Public Right of Way
- FAQ on Single-Use Plastic Bags and Straws
- FAQ on Oregon's Rent Control Laws
- FAQ on Emergency Procurement
- Telecom Toolkit
- Model Noise Ordinance
- Model Business License Ordinance
- Model System Development Charge Ordinance
- Model Beekeeping Ordinance
- Model Rules of Procedure for Council Meetings
- Model Charter for Oregon Cities
- Model Animal Ordinance
- Model Equipment Rental Agreement
- Model Technology Use Policy
- Model Fee Waiver Ordinances
- Model Motor Vehicle Fuel Tax Ordinance
- Model Cable Television Franchise Agreement
- White Paper on Disruptive Citizens in Public Meetings
- White Paper on Incorporating a City in Oregon
- Understanding Oregon's Unfunded Mandate Law
- And many more



Top Three Ways New Elected Officials Get Into Trouble

By Kirk Mylander, CIS General Counsel

INTRODUCTION

Newly elected councilors brim with energy and good intentions. Sometimes, however, a new council-person's enthusiasm can lead him or her to make avoidable mistakes. Here are the top three mistakes of the newly-elected.

I. Terminating Staff on Your First Day/Week/Month

We at CIS watch city council elections closely, as we're very interested in who we will be working with, and working for, the next few years. In the not-too-distant past, I received a call in late December from a person whom I knew had won his race for mayor.

"Congratulations on your election!" I said. "That's great. You must be very excited."

"Well, I am excited to make some changes," he told me. "That's why I'm calling you, because I have asked the city manager for his resignation."

There was a pause. A long pause. Mr. Mayor-Elect had not even been sworn in yet and he was firing the city manager?

The mayor continued.

"I know you have this PreLoss program at CIS, so that's why I'm calling. So, you know, to give you guys the heads up. Because if the city manager doesn't resign, then I'm going to fire him at our first meeting."

After 20 years of legal practice, not much can catch me off guard. This totally caught me off guard. I didn't know where to start.

"But, you're not sworn in... you don't have the authority to fire someone by yourself, it requires a majority vote, and..."

"Oh, I got the votes!" the mayor interrupted. "City manager resigns, or he's gone. This is why I ran for office."

So, then I had to explain to the mayor-elect how we could not support this termination, and his city would be required to pay the Pre-Loss deductible if he went through with it now. However, CIS could support a termination where he and other new councilors take some time to observe the city manager after they get into office. And if they see deficiencies in his job performance, then to provide the city manager with a specific list and give him a certain amount of time to improve, like 90 to 120 days. Also, provide the city manager with training and the support he

needs to do the job the correct way; demonstrate that the city council is there to help the city manager succeed. Then, with the clear expectations, training, support, and additional time, if the city manager does not raise his job performance to meet your metrics, let him go. And really, that's the pattern we want to see for all terminations at any level—where someone is told what's wrong, given the time and tools to improve, but for whatever reason they decide not to make a change. That's a winning, defensible scenario that is fair to everyone. But my new mayor friend wasn't having it.

"We're just going to have to agree to disagree on this one, Kirk. The people elected me to make a change, two other councilors agree with me, and we're going to do what we were elected to do."

And sure enough, at Mr. Mayor's very first meeting he made a motion to fire the city manager. The city manager had waived his right to an open meeting, so council chambers was packed with his supporters. When the vote started, those supporters were LOUD. The people were so loud that the mayor couldn't even hear how the councilors were voting. The mayor then shouted at the people, "Come on people, act like adults!" People in the audience shouted back, "YOU act like adults, terminating our city manager on your first day!" It was a circus.

When all the yelling and shouting was over, the city manager was fired and the citizens were mad mad mad—so mad, in fact, can you guess what happened exactly six months later?

That's right, the mayor and the two other councilors who voted to terminate the city manager were all three recalled. And do you know why it was exactly six months later? Yes! Because there is a six-month "safe harbor" during which a newly sworn in elected official cannot be recalled. Which shows how the people in this town were just waiting for those six months to be up.

II. Believing You are the City CEO and Causing a "Hostile Work Environment" for Staff: (or, doing the city manager's job instead of your own)

There's a type of person who often runs for a city council or mayor position on the basis of their experience and success in the private sector. And their success is to be commended; their skills and leadership learned in the business world can absolutely contribute to their success as an elected official. But occasionally, a councilor who is used to being the CEO of his or her own



company, and having the power to make final decisions on their own, forgets that the public sector is very different. The power of a city council comes from acting as a group. Individual councilors and mayors have no power at all. If you're newly elected and you want to effect the mandate of your election, you do that by convincing a majority of the council to vote in concert with you to pass resolutions or ordinances. You alone can't do much of anything. As a group you can make law.

But like I was saying, some people who have been a successful CEO and who have strong leadership skills, they move too fast after being elected. They don't take the time to learn how the "new company" (the city) is different from their old company, and that they must follow different rules. Instead, they start individually managing city staff, and start ordering quick changes to staffers' duties, titles, and job locations. This makes the permanent city staff feel stressed. They start complaining of a "hostile work environment" cause by the micromanaging city councilor.

Here's where this can get dangerous for you as an elected official: managing staff is outside your scope of authority. You don't have the power to manage the daily activities of staff. Those duties belong to the city manager or city administrator. City staff typically know this, and so they may threaten to file, or actually file, a "hostile work environment" claim against you.

There's good news and bad news when it comes to staff filing lawsuits against you. The good news is that Oregon statutory law requires your city to "indemnify and defend" you for any lawsuits that are filed against you for actions taken "within the scope of your authority" as an elected official. Your own personal checkbook will never be on the line for lawsuits that flow from your official duties. However, like I said, there's bad news too. In the example above, the councilor who is micromanaging staff is NOT acting with(in) the course and scope of his or her official duties. Managing staff is the city manager's job. So, if you cause a lawsuit by micromanaging staff, you will be getting sued for actions that you took outside of your authority. And you will have to pay to defend yourself, most likely.

There's nothing to get scared about here. It's an easy fix. Just let the city manager manage the staff. If you see an issue that simply must be addressed, talk to your city manager about it. That's all you need to do. You are a city councilor now—you get to leave that day-to-day stuff to others!

III. Using Your Office for Personal Gain — The Six Words You Never Want to Hear Yourself Say

Now that you're a city councilor, people are going to treat you differently around town. That's unavoidable. When you have the power (when acting with your co-councilors) to make laws, people will view you in a different light than they used to. But you shouldn't view yourself in a different light. It leads to all sorts of problems. Here's one example.

There is a city in Oregon just large enough to have parking meters in its downtown core. Just the main drag downtown. Well, a person who had just successfully run for city council had a business that fronted that metered boulevard. This fellow owned an auto body shop, and he liked to park his own personal hot rod right out in front. So, what did he stop doing the day after he was sworn in as a new city councilor? You guessed right again; he stopped paying the parking meter in front of his shop.

So that day, the city meter reader began her shift by working her way down that city's primary downtown street. And the new councilor started watching her while he worked. He saw her moving from one car to another, checking meters and writing tickets. He watched until she reached his hot rod, parked directly in front of his store.

Now this meter reader, she was not a big imposing person like the councilor. She was petite and barely five feet tall.

The new city councilor saw the meter reader check his meter, get out her ticket book, and start writing out a ticket. Well, he rushed toward the street, burst out the front door of the store, threw his hand up and yelled. He yelled the six words that you never want to hear come out of your mouth as long as you are a city councilor: "DO YOU KNOW WHO I AM!?"

You never want to hear yourself say those six words, because that will be the beginning of the end for your time in public service. It never ends well after that. The meter reader burst into tears as the councilor continued yelling about how his position at the city compared to hers. She left and went back to her manager.

Her manager did all the right things. He told her how she had nothing to worry about, that she was only doing her job, and how the councilor was out of line. The manager told her to take the rest of the day off, and he would talk to his own boss, the city manager. When the city manager heard what the councilor had



done, he also said all the right things. He said he would talk to the councilor, that the meter reader had nothing to worry about and that she had done the right thing when she ticketed the councilor's car.

Now just as the manager was leaving, who comes storming into City Hall and goes straight into the city manager's office and slams the door closed? The councilor with the shop on main street. And he was still mad. He was yelling loud enough that staff could hear him shouting that he wanted the city manager to fire the meter reader, and to do it now! Who do you suppose the staff shares this with? The meter reader. The next day she emails her boss and says that the city councilor has created a hostile work environment, based upon her applying the parking regulations to the councilor the same as she applies them to everybody else. So, she got a lawyer and sued the councilor and the city.

CIS had to settle this case because the meter reader was right. The councilor did expect her to bend the rules for him, just because he was a councilor. And when she didn't, he demanded that she be fired. In a perfect world, she would have got her job back and the councilor would have been the one who got fired. But councilors can't be fired. You are in a unique position that way, and you do have a lot of responsibility. Use it judiciously and go out of your way to make sure that everyone knows you expect to live by the same rules as everyone else in town.

And never, ever, say to anyone, "Do you know who I am?!"

CONCLUSION

We want your tenure in office to be a success, and hope that you can now avoid these three common potholes that have made the

ONLINE RESOURCES

CIS WEBSITE

www.cisoregon.org

CIS (Citycounty Insurance Services) has been the trusted provider of insurance coverage for Oregon's cities and counties since 1981.



CIS LEARNING CENTER

The CIS Learning Center provides in-person and free online training and resources to help members achieve their goals. Find it online at: cis.sabacloud.com.

wheels come off a few elected officials who have gone before you. Remember that your power comes from acting as a group, not alone; you're free of the day-to-day stuff, which belongs to the city manager alone; and never act or talk like you deserve special treatment because of your position, or you're going to wind up all alone. ■



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SALEM, OREGON 97301
(800) 452-0338
WWW.ORCITIES.ORG**

Financial Management Policies

The Financial Management Policies apply to fiscal activities of the City of Ashland.

Objectives

The objectives of Ashland's financial policies are as follows:

- To enhance the City Council's decision-making ability by providing accurate information on program and operating costs.
- To employ revenue policies that prevent undue or unbalanced reliance on any one source, distribute the cost of municipal services fairly, and provide adequate funds to operate desired programs.
- To provide and maintain essential public programs, services, facilities, utilities, infrastructure, and capital equipment.
- To protect and enhance the City's credit rating and financial wellbeing.
- To ensure the legal use of all City funds through efficient systems of financial security and internal control.

The City of Ashland does not discriminate in providing services, purchasing goods or services, and in matters of employment.

Investments and Banking

All City funds shall be invested to provide—in order of importance—safety of principal, a sufficient level of liquidity to meet cash flow needs, and the maximum yield possible. One hundred percent of all idle cash will be continuously invested in accordance with State law and recommended government finance industry standards.

The City of Ashland has a Banking Policy of authorized signatures, including facsimile signatures for banking services on behalf of the City of Ashland that is part of this document and is labeled Attachment 1 (one).

The City of Ashland has a detailed Investment Policy and is part of this document is labeled Attachment 2 (two).

Accounting

- The City will maintain an accounting and financial reporting system that conforms to Generally Accepted Accounting Principles (GAAP) and Oregon Local Budget Law and in compliance with Government Accounting Standards Board (GASB)

Adopted by Resolution No. 2023-09 (May 16, 2023)

statements. The City will issue a Comprehensive Annual Financial Report (Audit report) each fiscal year. The Annual Comprehensive Financial Report (ACFR) shows fund expenditures and revenues on both a GAAP and budget basis for comparison purposes.

- An independent annual audit will be performed by a certified public accounting firm that will issue an official opinion on the annual financial statements and a management letter as needed or required detailing areas that need improvement.
- Full disclosure will be provided in financial statements and bond representations.
- The accounting systems will be maintained to monitor expenditures and revenues on a monthly basis with thorough analysis and adjustment of the biennium budget as appropriate.
- The accounting system will provide monthly information about cash position and investment performance.
- The City will seek to meet all standards to obtain the Certificate of Achievement for Excellence in financial reporting from the Government Finance Officers Association (GFOA) annually.

Budgetary Policies

- The budget committee will be appointed in conformance with state statutes. The budget committee's chief purpose is to review the city manager's proposed budget and approve a budget and maximum tax levy for City Council consideration. The budget committee may consider and develop recommendations on other financial issues as delegated by the City Council.
- "The Budget Committee Reference Guide" is part of this document and it is Attachment 3 (three).
- The Citizens' Budget Committee services an important service with high visibility within our Ashland community, and it contributes to the community's mood, tone of communications and behavior. It is important that all members are aware of their leadership roles and community influence. The following are the ground rules for the meetings:
 - Keep an open mind
 - Be respectful
 - Don't interrupt
 - Stay on topic
 - It is ok to disagree

- Raise your hand to speak
 - Allow others to speak before speaking again
 - Be prepared
 - Support the relationship to and with the city (fiduciary responsibility)
- The City will finance all current expenditures with current revenues. The City will avoid budgetary practices that balance current expenditures through the obligation of future resources. Appropriation of fund balance or retained earnings will be solely for the purpose of one-time expenditures such as capital projects.
 - The City budget will support City Council goals and priorities and the long-range needs of the community.
 - In contrast to the line-item budget that focuses exclusively on items to be purchased (such as supplies and equipment), the City will emphasize the use of goals and programs to:
 1. Structure budget choices and information in terms of programs or operating units and their related work activities and impact on constituents and the community,
 2. Provide information on what each program or operating unit is committed to accomplish in long-term goals and in short-term objectives, and
 3. Measure the degree of achievement of program or operating unit objectives (performance measures).
 - The City will include multi-year projections in the budget document of at least three years beyond the biennium.
 - To maintain fund integrity, the City will manage each fund as an independent entity in accordance with applicable statutes, generally accepted accounting principles, and government finance industry standards.
 - The City will allocate direct and administrative costs to each fund based upon the cost of the other fund providing these services to the recipient fund. The City will recalculate the cost of administrative services regularly to identify the impact of inflation and other cost increases.
 - If the City should receive unbudgeted revenues net of corresponding or related expenditures or proceeds from the sale of assets within any governmental fund, the City will transfer not less than 20 percent of the gain to the Reserve Fund, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less

than 20 percent to fund capital projects.

- If the City should receive unbudgeted revenues net of corresponding or related expenditures or proceeds from the sale of assets within any enterprise or internal service fund, the City will commit not less than 10 percent of the gain to net earnings, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less than 20 percent to fund capital projects.
- The City will seek to meet all standards for each adopted budget to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association.

Fund Balance Policy

General Fund

The General Fund accounts for all financial resources not accounted for in other funds. Resources include working capital carryover, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, miscellaneous revenues, and inter-fund transfers. Expenditures are for Administration, Human Resources, Legal, Finance, Public Works Support and Facilities, Parks, Innovation and Technology Information Systems, City Recorder, Social Services, Economic and Cultural Development, Police Department, Municipal Court Department, Fire and Rescue Department, City Band, Cemeteries, and the Department of Community Development and payments for services provided by other funds. This fund uses the modified accrual method of accounting.

- The General Fund will maintain an unrestricted and undesignated balance no less than 16.67% percent of the average annual expenditures of the prior three years. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- At such time as the unrestricted and undesignated balance exceeds 50 percent of the average annual expenditures of the prior three years, the City will transfer not less than 20 percent of the overage to the Reserve Fund, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less than 20 percent to fund capital projects.
- If at any time the unrestricted and undesignated balance should fall below 16.67% percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3

percent of the average annual operating expenditures over the prior three years.

Special Revenue Funds

Special Revenue funds account for the proceeds of specific sources that are legally restricted to expenditures for specified purposes. Special Revenue funds account for transactions using the modified accrual method of accounting.

Reserve Fund. This fund is used to set aside funds to protect services and to stabilize the budget, and to meet any costs that may arise in the future from unexpected events. As established by Resolution 2010-18, amended by Resolution 2020-09, and clarified by Resolution 2020-26. The resolution is a part of this document and is Attachment 4 (four).

Community Development Block Grant Fund. This fund was established in 1994-1995. The fund accounts for the Block Grant and related expenditures.

- A fund balance policy is not needed since this fund works on a reimbursement basis and proceeds are restricted by federal guidelines.

Street Fund. Revenues are from the state road tax, grants, franchise fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and surfacing of streets.

- The Street Fund will maintain a committed balance of annual revenue of at least 15 percent of the average annual expenditures of the prior three years. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- If at any time the unrestricted and undesignated balance should fall below 15 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- The City will budget a contingency appropriation to provide for unanticipated expenditures of a nonrecurring nature. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

SDC Street Fund. The System Development Charges for Transportation are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

Tourism Fund. Revenues are from the Transient Lodging Tax and expenditures are restricted by ORS 320.350.

Housing Fund. Revenue is earmarked in this fund to affordable housing by Ordinance and the

dedicated funds are to be used to support affordable housing priorities through receipt of donations and dedicated revenue streams, including but not limited to donations, grants, sale of surplus City property, or any other revenue sources approved by the Ashland City Council or the people of Ashland.

Airport Fund. Revenues are from airport leases and fuel sales. Expenditures are for airport operations.

- The Airport Fund will maintain a committed balance of annual revenue of at least 10 percent of the average annual expenditures of the prior three years. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- If at any time the unrestricted and undesignated balance should fall below 10 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- No portion of the Airport fund balance is restricted for specific uses.
- Many of the Airport assets have restrictions placed on them by the Federal Aviation Administration. None of the current revenues are pledged to outside lenders.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Capital Projects Funds

Capital improvement funds are established to account for financial resources that are used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds, Internal Service Funds, Special Assessment Funds and Trust Funds). Capital projects funds use the modified accrual method of accounting.

Capital Improvements Fund. This fund accounts for revenues from grants, unbonded assessment payments, and other sources, and will account for the construction of special local improvements, usually streets, with revenues from short-term borrowing and unbonded assessments. Expenditures are for construction, property and equipment acquisition and replacement, improvements and related purposes including facility maintenance, and the repayment of short-term debt principal and interest incurred in financing improvements. The purpose is to accumulate funds prior to a large construction project; therefore, there is no minimum or maximum fund balance.

- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of

annual operating expenditures.

Parks Capital Improvements Fund. The Parks Capital Projects Fund is managed by the Ashland Parks & Recreation Commission per City Charter. This fund is used to account for resources from grants and inter-fund transfers that are to be expended for major park renovations. The purpose is to accumulate funds prior to a large construction project; therefore, there is no minimum or maximum fund balance.

SDC Parks Fund. The System Development Charges for Parks are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

Debt Service Funds

Debt Service Funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Expenditures and revenues are accounted for using the modified accrual method of accounting. All bond issues and notes are separated in the accounting system.

- All of the monies within the Debt Service fund are restricted for Debt service until the specific debt is repaid in full. ORS prohibits cities from borrowing this money for any other purpose.

Enterprise Funds

Enterprise funds account for the following operations: (a) those that are financed and operated in a manner similar to private business enterprise, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) those where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Enterprise funds use full accrual basis of accounting for financial statement presentations. However, the enterprise activities use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition, as well as debt principal transactions.

Water Fund. This fund accounts for water operations. Revenues are from sales of water, other charges for services, and miscellaneous sources. Expenditures are for operations, conservation programs, capital construction, and retirement of debt.

- The Water Fund will maintain an unrestricted and undesignated balance of at least 25 percent of the average annual expenditures of the prior three years, in addition to any amounts held to comply with debt covenants or legal requirements. This is the minimum

needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

- If at any time the unrestricted and undesignated balance should fall below 25 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

SDC Water Fund. The System Development Charges for Water are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

Wastewater Fund. This fund accounts for wastewater treatment and collection. Revenues are from charges for services and taxes. Expenditures are for operations, capital construction, and retirement of debt.

- The Wastewater Fund will maintain an unrestricted and undesignated balance of at least 25 percent of the average annual expenditures of the prior three years, in addition to any amount required to comply with debt covenants or legal requirements. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- If at any time the unrestricted and undesignated balance should fall below 25 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

SDC Wastewater Fund. The System Development Charges for Wastewater are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

Electric Fund. The Electric Fund accounts for the distribution of purchased electricity according to standards set forth by the Federal Energy Regulatory Commission. Revenues are from sale of electricity and other charges for services and intergovernmental revenues. Expenditures are for related operations. Utility operations include wholesale power purchases, operating expenses, energy conservation incentives, capital outlay, retirement of debt, franchise tax, and

related purposes.

- The Electric Fund will maintain an unrestricted and undesignated balance of at least 25 percent of the average annual expenditures of the prior three years, in addition to any amount required to comply with debt covenants or legal requirements. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.
- Debt service reserves are included in the Electric Fund balance. This portion of the Electric Fund balance is restricted and shall not be used in determining the minimum fund balance.
- If at any time the unrestricted and undesignated balance should fall below 25 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than 25 percent of the shortfall being restored within each year.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Telecommunications Fund. The Telecommunications Fund accounts for the revenues and expenditures of the Ashland Fiber Network.

- The Telecommunications Fund will maintain a minimum balance of 20 percent of the average annual expenditures of the prior three years, in addition to any amount required to comply with debt covenants or legal requirements.
- If at any time the unrestricted and undesignated balance should fall below 20 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- Debt service reserves are included in the Telecommunications Fund balance. This portion of the Telecommunications Fund balance is restricted and shall not be used in determining the minimum fund balance.
- The city will budget a contingency appropriation to provide for unanticipated non-recurring expenditure. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Stormwater Fund. Revenues are from charges for services and miscellaneous sources. Expenditures are for the maintenance, repair, and construction of storm drains.

- The Stormwater Fund will maintain a committed balance of annual revenue of at least 20

percent of the average annual expenditures of the prior three years. This is the minimum needed to maintain the City's credit worthiness and to adequately provide for economic uncertainties and cash flow needs.

- If at any time the unrestricted and undesignated balance should fall below 20 percent of the average annual expenditures of the prior three years, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- The City will budget a contingency appropriation to provide for unanticipated expenditures of a nonrecurring nature. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

SDC Stormwater Fund. The System Development Charges for Stormwater are in this fund. System Development Charges are a one-time fee imposed on new development to equitably recover the cost of expanding infrastructure capacity to serve new customers.

Internal Service Funds

Internal service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Internal service funds use full accrual accounting methods for financial statement presentations. However, the internal service funds use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition as well as debt principal transactions.

Insurance Services Fund. Revenues in this fund are from service charges from other departments, investment income, and insurance retrospective rating adjustments. Expenditures are for insurance premiums, self-insurance direct claims, and administration.

- The Insurance Services Fund will maintain an unrestricted and undesignated balance of 50% of the average annual expenses of the prior five years or \$500,000 whichever is more. This is the minimum needed to maintain the City's insurance programs and provide for uninsured exposures.
- If at any time the unrestricted and undesignated balance should fall below \$500,000, the City will work to restore the balance in no less than two years with not less than one third of the shortfall being restored within each year.
- No portion of the Insurance Services Fund balance is legally restricted for specific uses.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than

3 percent of annual operating expenditures.

Equipment Fund. This fund is used to account for the maintenance and replacement of the City fleet of vehicles and specified equipment. Revenues are from equipment rental and replacement charges. Expenditures are for personnel, materials and services, and capital outlay. This fund is divided into two functions: equipment maintenance and equipment replacement. The purpose of the equipment replacement function is to accumulate adequate funds to replace equipment. This replacement schedule is updated annually.

- The Equipment Fund will maintain a minimum balance calculated to sufficiently fund equipment replacement as determined by use of the replacement value schedule and not less than 20 percent of the average annual operating expenditures of the prior three years.
- If at any time the unrestricted and undesignated balance should fall below the sum of 20 percent of the average annual operating expenditures of the prior three years and 30 percent of the replacement value of in-service equipment and vehicles, the City will work to restore the balance in no less than three years with not less than one quarter of the shortfall being restored within each year.
- No portion of the Equipment fund balance is legally restricted for specific uses. The City rents equipment at rates that include the replacement cost of the specific piece of equipment.
- The City will budget a contingency appropriation to provide for unanticipated non-recurring expenditures. The minimum contingency will be maintained at not less than 3 percent of annual operating expenditures.

Trust and Agency Funds

Trust and agency funds account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or governmental units, and/or other funds. These include (a) expendable trust funds, (b) non-expendable trust funds, (c) pension trust funds, and (d) agency funds.

Cemetery Trust Fund. The Cemetery Trust Fund is a non-expendable trust fund that uses the accrual basis of accounting. Revenues are from interest income and perpetual care service charges on cemetery operations. Expenditures are for the repurchase of plots and transfers of earnings to the cemetery fund for operations.

- No minimum fund balance policy is recommended.

Revenues

- The City will estimate its annual revenues by an objective, analytical process. Because most revenues are sensitive to conditions outside the City's control, estimates will be conservative.
- The City will make every effort to maintain a diversified and stable revenue base to protect its operation from short-term fluctuations in any one revenue source.
- The City will establish charges for enterprise funds that fully support the total cost of the enterprise. Utility rates will be reviewed annually. Rates will be adjusted as needed to account for major changes in consumption and cost increases.
- The City will identify user fees to the direct beneficiaries of City services to recover all of the full cost of providing that service and compare with existing rates. All user fees will be reviewed biannually to ensure that direct and overhead costs are recovered in the percentage approved by City Council.
- To the extent practicable, new development shall pay necessary fees to meet all identified costs associated with that development.
- The City will work aggressively to collect all delinquent accounts receivable. When necessary, collection procedures will include termination of service, submission to collection agencies, foreclosure, and other available legal remedies.

Expenditures

- The City will provide employee compensation that is competitive with comparable public jurisdictions within the relative recruitment area. Estimated wage increases and changes in employee benefits will be included in the proposed budget under Personnel Services.
- The City is committed to maintaining and improving the productivity of its staff by providing a proper working environment, adequate equipment and supplies, and appropriate training and supervision.
- A Social Service appropriation will be included in the proposed General Fund Budget. This appropriation will increase or decrease relative to the overall General Fund revenues.
- Tourism appropriation will be included in the proposed Tourism Fund Budget. This appropriation will increase or decrease relative to the overall Transient Lodging Tax Revenues.

Purchasing

- The City will purchase materials, supplies, and equipment through a competitive process that provides the best product for the least cost.
- The City will adhere to all State of Oregon and local requirements for purchasing goods and services. The City will also review policies and procedures at least annually for adherence with industry best practices.

Capital

- The City will provide for adequate maintenance of equipment and capital assets. The City will make regular contributions to the Equipment Replacement Fund and the City Facilities budget to ensure that monies will be available as needed to replace City vehicles and facilities.
- Future operating costs associated with new capital improvements will be itemized, projected, and included in the long-term budget forecast.
- The City will determine and use the most appropriate method for financing all new capital projects.
- Special accounts dedicated for capital improvements will be segregated in the accounting system and used only for the intended capital purposes.
- The Capital Improvement Plan (CIP) will encourage a level capital replacement schedule and anticipate future capital needs. The CIP will present identified needed capital projects for a minimum of six years into the future and include known major projects requiring debt obligations to support them for a minimum of fifteen years into the future.

Debts

- The City will not use long-term borrowing to finance current operations.
- Capital projects, financed through bond proceeds, will be financed for a period not to exceed the useful life of the project.
- Whenever possible, enterprise debt will be self-supporting. Regardless of the type of debt issued, the City will establish a one-year reserve for all self-supporting debt.
- The City will seek to maintain level debt service payments over the duration of an issue and consider the level of debt obligations across funding sources when recommending types and amounts of debt instruments.

- The City will keep the final maturity of general obligation bonds at or below 20 years, with the exception of water supply and land acquisition that will be limited to 30 years.
- The City will maintain a debt coverage ratio, i.e. net revenue to debt service of at least 125% for every debt issue.
- The State of Oregon limits non-self-supporting obligation debt to three percent of the real market value of all taxable property within the City boundaries.
- The City will seek to maintain and improve its bond rating to minimize borrowing costs and to ensure its access to credit markets.
- The City will maintain good communications with bond rating agencies about its financial condition.

Risk Management

- The City will provide an active risk management program that reduces human suffering and protects City assets through loss prevention, insurance, and self-insurance.
- The risk management program will be reviewed at least annually to assure levels of primary and secondary coverage are consistent with City priorities and needs.
- The risk management function will conduct regular meetings of the City Safety Committee, including representatives from each operating department, to review incidents and consider activities or initiatives to reduce the City's loss experience and to enhance safety of City human and physical resource.

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RECITALS:

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF ASHLAND, OREGON,

SECTION 1.

- a. Transfer from operating funds through the budget adoption process as approved by City Council;
- b. Transfer from operating funds through the budget amendment process as approved by City Council;
- c. Proceeds from windfall opportunities as directed and approved by City Council at the time the opportunity is recognized, i.e. outside the budget processes; or
- d. Pursuant to the Fund Balance policy as adopted by City Council by which a portion of an individual fund's fund balance over the policy maximum is transferred automatically to the Reserve Fund.

- a. Declaration of a public health, safety, and welfare emergency by the City Manager and confirmed by the City Council electronically for which additional resources are needed to address immediate needs. Funds are limited to the City Manager's spending limit as identified and approved in policy by the City Council. This action including identification of the specific uses for the funds must be ratified by the City Council in open session no later than the first meeting after the declaration of emergency;
- b. Appropriation of funds during the budget process to address unplanned, urgent capital project for which other funding has not been secured. This action must be adopted by resolution of the City Council in open session separately from adoption of the budget in

1 total and include identification of the specific project to be funded, the public purpose
2 served, and other sources of funding identified as untenable or unavailable; or
3 c. Appropriation of funds during the budget process to address unplanned, urgent operating
4 needs resulting from a sudden loss of revenues or catastrophic event impacting the City's
5 ability to raise funds from usually budgeted sources. This action must be adopted by
6 resolution of the City Council in open session separately from adoption of the budget in
7 total and include identification of the specific operations to be funded, the public purpose
8 served, and other sources of funding identified as untenable or unavailable.

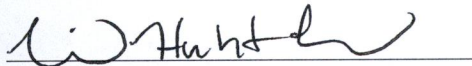
9 C. The unappropriated ending fund balance of the Reserve Fund identified in the budget process
10 or audit results is restricted from use. This amount cannot be transferred by resolution or used
11 through a supplemental budget, unless necessitated by a qualifying emergency (ORS 294.371)
12 and as noted above in Ba.

13 SECTION 2. All prior references to an annual budget process and all concurrent references to
14 the budget process for identifying resources and requirements or uses will refer to the two-year
15 cycle utilized for the City's biennial budget.

16 SECTION 3. This resolution is effective upon adoption.

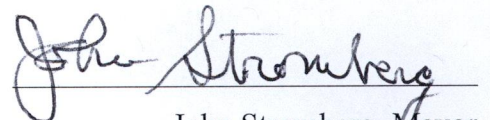
17 ADOPTED by the City Council this 1st day of December, 2020.

18 ATTEST:

19
20 

21 Melissa Huhtala, City Recorder

22 SIGNED and APPROVED this 1st day of December, 2020.

23
24 
25 John Stromberg, Mayor

26 Reviewed as to form:

27
28 

29 David H. Lohman, City Attorney
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MISCELLANEOUS FEES AND CHARGES

Effective July 1, 2025

Table of Contents

Citywide Miscellaneous Fees and Charges	1
Copy Fees	1
Credit Card Processing Fee	1
Rates and Charges Set by Separate Resolutions	1
Research Fee	2
Finance Miscellaneous Fees and Charges	3
Business License Fee	3
Marijuana Dispensary Permit Fees	3
Utility Billing Miscellaneous Fees and Charges	4
Parking Fees	4
Parking Fines and Fees (City-wide)	5
City Recorder Miscellaneous Fees and Charges	6
Planning and Community Development Misc. Fees and Charges	7
Administrative Action Fees	7
Type I Reviews	8
Middle Housing Reviews	8
Type II Reviews	9
Type III Reviews	9
Legislative Amendments	9
Other Planning/Community Development Fees	10
Building Miscellaneous Fees and Charges	11
Permit Fees for Commercial and Residential	11
Building Permit Fees	11
Plan Review Fee for Commercial and Residential	12
Miscellaneous Fees for Commercial	12
Inspection Fees for Commercial and Residential	13
Demolition Fees	13
Residential Plumbing Permit Fees	13
Commercial Plumbing Permit Fees	14
Commercial Mechanical Permit Fees	16
Residential Mechanical Permit Fees	16
Electrical Permit Fees	17
Residential Restricted Energy Electrical Permit Fees	18
Building Permit Reinstatement Fee	19
Grading/Excavation Fees	19
Other Building Fees	20

Fire Miscellaneous Fees and Charges	21
Fire Marshal Review Fees	22
Electric Miscellaneous Fees and Charges.....	25
Electric Meter Charges	25
Electric Line Extension Charges	26
IT Miscellaneous Fees and Charges.....	27
Police Miscellaneous Fees and Charges	29
Public Works Miscellaneous Fees and Charges.....	30
Public Works - Fee Inflators.....	30
Public Works / Engineering Inspections & Permits	31
Sanitary Sewer Connection Fees	32
Water Connection Fees	32
Cemetery Fees, Sales of Liners, Markers	33
Sexton Fees.....	33
Ashland Airport Fees	34
Parks and Recreation Miscellaneous Fees and Charges.....	36
Picnic and Facility Rentals and Special Events	36
Field Usage	37
Calle Seating.....	38
Daniel Meyer Pool Fees.....	38
Recreation Programs & Community Gardens	39
Ashland Rotary Centennial Ice Rink.....	40
Oak Knoll Golf Course	41

Citywide Miscellaneous Fees and Charges

Copy Fees

Fee Description	2025/2026 Fee
Black and White Copies	
Letter/Legal - Single Sided	\$0.25
Letter/Legal - Double Sided	\$0.45
Tabloid - Single Sided	\$0.45
Tabloid - Double Sided	\$0.85
Color Copies	
Letter/Legal	\$1.55
Tabloid	\$3.10

Credit Card Processing Fee

Fee Description	2025/2026 Fee
Credit Card Processing Fee (excluding utility billing)	3.0%

Rates and Charges Set by Separate Resolutions

System Development Charges (SDCs)

Parks and Recreation SDCs Resolution
Transportation SDCs Resolution
Sewer SDCs Resolution
Storm SDCs Resolution
Water SDCs Resolution

Utility Rates and Fees

Ashland Forest Resiliency Surcharge Resolution
Public Safety Support Fee Resolution
AFN Utility Fees Resolution
Electric Rates Resolution
Wastewater (Sewer) Rates Resolution
Storm Drain Fees Resolution
Transportation Fees Resolution
Water Rates Resolution

Research Fee

A. The City will charge a research fee based on the average of hourly wages from the various salary schedules. For the fiscal year 2025, the hourly research fee will be **\$58.00**, billed in 15-minutes increments. The fee is calculated using the hourly wage, excluding the cost of benefits.

The City will establish a fee in its annual fee resolution that is reasonably calculated to reimburse the City for the cost of making public records available, including locating the requested records, reviewing the records to delete exempt material, redacting protected information, supervising a person's inspection of original documents to protect the integrity of the records, compiling, or tailoring a record, to meet the person's request.

The City may charge for search time even if it fails to locate any records responsive to the requestor or if the records located are subsequently determined to be exempt from disclosure. Copies of documents provided by a routine file search of 15-20 minutes or less will be charged at a copy rate established in the annual fee resolution.

B. The City may charge a fee to reimburse the costs associated with the time spent by the City Attorney in reviewing public records, redacting exempt and non-exempt materials, and determining the application of ORS 192.505.

C. The minimum fee is \$25. Any research estimate above \$25 will be provided in writing to the requester in advance. The requester must confirm in writing that they want the City to proceed with making records available before the work is done.

D. Prepayment is required if the amount of the request is greater than \$25. If the actual charges are less than the prepayment, an overpayment shall be refunded.

Finance Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Non-Sufficient Funds Check Fee	\$35.95
Administrative Billing Charge	Up to 10% per billing

Business License Fee

Fee Description	2025/2026 Fee
Initial Business License Application Fee	
First two employees ¹	\$123.15
Each additional employee	\$5.15
A prorated fee of \$10 per month, or portion of month, remaining in the fiscal year from the date of the application with a minimum fee of \$25 is applicable to all business except for rental properties with fewer than two dwellings, pursuant to AMC 6.04.020 A.	
Temporary Business License Application Fee	\$25.65
Renewal Application Fee	
First two employees ¹	\$76.95
Each additional employee	\$10.30
Late Application Fee	\$25.65
Late Renewal Fee (30 days past due)	10% (\$25 minimum)
Reprint Business License	\$10.30

¹**Definition of Employee** (Pursuant to AMC 6.04.020.F): Any individual who performs service for another individual or organization having the right to control the employee as to the services to be performed and as to the manner of performance. Employee also means a licensed real estate salesperson or associate real estate broker who engages in professional real estate activities only as an agent of a real estate broker or organization.

Marijuana Dispensary Permit Fees

Fee Description	2025/2026 Fee
Initial Application - July 1 through June 30	\$82.10
Applicant shall pay a prorated fee of \$10 for each month, or portion of a month, remaining in the fiscal year, from the date of the application with a minimum fee of \$40.00 and a \$80.00 maximum.	
Permit Renewal Fee - Due July 1	\$61.60
Late Application Fee (after start of business)	\$25.65
Late Renewal Fee (30 days past due)	10% (\$25 minimum)

Utility Billing Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Administrative Fees	
Notification of pending termination	\$10.30
Returned check charge	\$35.95
Reconnection Charge	
During business hours	\$30.80
After hours or on holidays	\$128.25
Service Connection	
During business hours	\$10.30
After hours or on holidays	\$128.25

Parking Fees

Fee Description	2025/2026 Fee
Charging Fees for Electric Vehicles - Per kWh	\$0.25
Paid Parking Fees (where applicable)	
City structure or lot:	
6:00 am - 6:00 pm (or segment)	\$2.75
6:00 pm - 2:00 am (per hour)	\$2.75
6:00 am - 2:00 am (maximum)	\$14.00
Parking Permit (where applicable)	
6:00 am - 6:00 pm Monday - Saturday (unless otherwise posted)	\$40.00
Other Downtown Parking Area Fees	
Short-term (<30 minutes) from a marked business vehicle with flashers	No charge
Daily parking permit (orange)	
First day or fraction of day	\$14.00
Additional days (limited to five) - per day	\$2.75

No charge on Sunday or federal holidays.

- Applicable permits/licenses must be current
- Limit of two permits per business address at a time
- Each permit is good for one parking space
- Not applicable to handicapped or short-term spaces equal to or less than 15 minutes, green loading zones, fire or other restricted areas.

Parking Fines and Fees (City-wide)

Fee Description	2025/2026 Fee
Basic Fine	
Overtime, improper parking, non-payment	\$30.00
Additional Fines	
More than three or four parking tickets in a year	\$35.00
More than five parking tickets in a year	\$70.00
Handicap space violation	\$190.00 or state law
Disabling boot, boot removal (available as negotiated by the City with tow company for 24-hour availability)	\$117.00

City Recorder Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Audio/Video & Large Formatted Documents	
USB Flash Drive (Each department will determine cost basis of document)	\$10.30
Liquor Licenses	
Temporary/Special Event Liquor License (In addition to Fire license fee (\$15.00))	\$20.00
New Outlet/New Liquor License	\$100.00
Change of ownership license	\$75.00
Annual renewal	\$35.00
Lien Searches - Routine	\$35.00
Elections (<i>Resolution 2009-05</i>)	
Required deposit for Citizen Initiative	\$800.00
Annexation	
Processing fee for County	\$300.00
Research Fee	
See page 2	\$58.00

Planning and Community Development Misc. Fees and Charges

Administrative Action Fees

Fee Description	2025/2026 Fee
Pre-Application Conference	\$205.20
Final Plat Review	
Partitions	\$175.70+\$13.60/lot
Subdivisions	\$446.30+\$37.20/lot
Sign Permits	
New Sign	\$175.95+\$3.10/lot
Portable Sign	\$37.20
Replacement Sign	\$37.20+\$3.10/lot
Temporary Event Food Truck/Cart Permit - Per Event	\$34.15
Food Truck/Cart Permit	\$446.30
Address Request Fee - Per Address #	\$50.30
Street Name Approval Fee - Per Street	\$128.25
Street Tree Removal Permit	\$102.60
Home Occupation Permits	\$37.20
Zoning Permit (fence, accessory structure, etc.)	\$37.20
Land Use Approval Extension Request	\$446.30
Lot Line Adjustments	\$446.30
Any Other Administrative Action	\$446.30

Type I Reviews

Fee Description	2025/2026 Fee
Tree Removal Permit (no other actions)	\$102.60
Solar Setback Variance	\$1,349.60
Amendments to Conditions	\$1,349.60
Physical & Environmental Constraints Permit	\$1,349.60
Conditional Use Permit (Type I only)	\$1,349.60
Variance (Type I only)	\$1,349.60
Residential Site Review	\$1,349.60+\$89.55
Final Plan Performance Standards	\$1,349.60+\$89.55
Land Partitions	\$1,349.60+\$89.55
Commercial Site Review ¹ (see next page)	\$1,349.60+0.5% (.005) of project value
Any Other Type I Review	\$1,349.60
Independent Review of Wireless Communication Facilities ² (see next page)	\$5,000.00
Administrative Senate Bill 1537 Adjustment	\$1,349.60

Middle Housing Reviews

Fee Description	2025/2026 Fee
Middle Housing Land Divisions	\$1,349.60
Middle Housing Land Division Appeal ¹	\$307.80

¹A middle housing land division appeal must be filed within 14 days of mailing of the notice of the decision and be accompanied by a \$300.00 deposit toward the cost of an appeal hearing before a referee. This deposit shall be refunded if the appellant materially improves their position from the Staff Advisor's decision. The appeal referee shall assess the cost of the appeal in excess of the initial deposit for costs, up to a maximum of \$500.00, against an appellant who does not materially improve their position from the decision of the Staff Advisor.

Type II Reviews

Fee Description	2025/2026 Fee
Conditional Use Permit (Type II only)	\$2,827.65
Variance (Type II only)	\$2,827.65
Outline Plan/Preliminary Plat for Subdivisions	\$2,827.25+\$180.60/lot
Final Plan with Outline/Performance Standards Subdivision	\$3,607.10+180.60/lot
Commercial Site Review ¹	\$2,827.65+.5% (.005) of project value
Any Other Type II Review	\$2,827.65
Independent Review of Wireless Communication Facilities ²	\$5,000.00

¹Project value includes the estimated valuation of all structures (per State of Oregon Building Code), as well as all related project site improvements, such as grading, paving, landscaping, bioswales, etc.

²The initial deposit required with an application for a new wireless communication facility that is not collocated is \$5,000 and shall be used by the City for the costs of expert review of the application. If at any time during the planning application process the account balance is less than \$1,000, the Applicant shall upon notification by the City replenish the account, so the balance is at least \$5,000. The maximum total consultant fees to be charged to the Applicant shall be \$15,000, and any unused portion of fee will be refunded.

Type III Reviews

Fee Description	2025/2026 Fee
Zone/Comprehensive Plan Map Change	\$3,606.80
Comprehensive Plan Change	\$3,606.80
Annexation	\$5,425.75
Urban Growth Boundary Amendment	\$5,425.75
Any other Type III Review	\$3,606.80

Legislative Amendments

Fee Description	2025/2026 Fee
Comprehensive Plan Map/Large Zoning Map Amendment	\$6,331.85
Land Use Ordinance Amendment	\$6,331.85
Comprehensive Plan Amendment	\$6,331.85
City Sponsored Legislation (Council Directive)	\$0.00

Other Planning/Community Development Fees

Fee Description	2025/2026 Fee
Appeals	
Appeal for initial public hearing (Building Appeals Board/Demolition Review Board/Planning Commission)	\$153.90
Appeal for final decision of City	\$333.45
Solar Access Permits	\$64.15+14.65/lot
Community Development Fee	
This fee is charged concurrently with Building Permit Fees at the time of building permit application for all building permits requiring a plan review. Fee shall not exceed \$30,000 per building permit for the Ashland School District.	1.2% of new construction per building code definition of valuation
Copy Fees/Prepared Documents	
Site Design & Use Standards	\$5.00
Street Tree Guide	\$5.00
Transportation Element	\$5.00
Downtown Plans (2001, 1998)	\$5.00
Street Standards Guide	\$5.00
Comprehensive Plan/Land Use Code	\$40.00
Marijuana/Hemp/Psilocybin Land Use Compatibility Statement (LUCS)	\$240.85
Zoning Verification Letter (ZVL)	\$53.10
1200-C Permit Verification	\$53.10

Research Fee

Electronic documents that can be located by a routine file search of 15 minutes or less will be provided at no charge. Record requests that exceed 15 minutes of staff time to complete will be charged a minimum \$25 research fee (see section 1, page7). Prepayment and written approval to proceed is required before any research work is done by staff.

Building Miscellaneous Fees and Charges

Permit Fees for Commercial and Residential

In accordance with OAR 918-050-0100: "Residential construction permit fees shall be calculated using the following methodologies. (c) Effective January 1, 2009, a structural permit fee for new construction and additions shall be calculated using the ICC Building Valuation Data Table current April 1 of each year, multiplied by the square footage of the dwelling unit to determine the valuation. The valuation shall then be applied to the municipality's fee schedule to determine the permit fee. The plan review fee shall be based on a pre-determined percentage of the permit fee set by the municipality. (A) The square footage of a dwelling, addition, or garage shall be determined from outside exterior wall to outside exterior wall for each level. (B) The square footage of a carport, covered porch, or deck shall be calculated separately at fifty percent of the value of a private garage from the ICC Building Valuation Data Table current as of April 1. (C) Permit fees for an alteration or repair shall be calculated based on the fair market value as determined by the Building Official, and then applying the valuation to the municipality's fee schedule

Commercial construction permit fees shall be calculated using the following methodologies. (c) A structural permit fee shall be calculated by applying the valuation to the municipality's fee schedule with a set minimum fee. Valuation shall be the greater of either. (A) The valuation based on the ICC Building Valuation Table current as of April 1 of each year, using the occupancy and construction type as determined by the Building Official, multiplied by the square footage of the structure; or (B) The value as stated by the applicant and approved by the building official. (C) When the construction or occupancy does not fit the ICC Building Valuation Data Table, the valuation shall be determined by the Building Official with input from the applicant."

Building Permit Fees

Fee Description	2025/2026 Fee
Total Value of Work Performed	
\$1.00 to \$500.00	\$92.35 per hour
\$501.00 to \$2,000.00	\$92.35 for the first \$500.00 plus \$10.30 for each additional \$1,000.00 or fraction thereof, to and including \$2,000.00
\$2,001.00 to \$25,000.00	\$112.85 for the first \$2,000.00 plus \$8.25 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00
\$25,001.00 to \$50,000.00	\$301.65 for the first \$25,000.00 plus \$8.25 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00
\$50,001.00 to \$100,000.00	\$506.80 for the first \$50,000.00 plus \$5.15 for each additional \$1,000.00 or fraction thereof, to and including \$100,000.00
\$100,001.00 and up	\$763.30 for the first \$100,000.00 plus \$4.15 for each additional \$1,000.00 or fraction thereof

Plan Review Fee for Commercial and Residential

Fee Description	2025/2026 Fee
Plan Review Fee	A plan review fee equal to 65% of the structural permit fee shall be due at application
Fire and Life Safety Plan Review <i>(When applicable)</i>	40% of permit fee
Additional Plan Review required by changes, additions, or revisions	\$92.35 per hour (1/2-hour minimum) Plus valuation increase based on tables
Special Inspection Agreement (QAA) Review Fee	\$92.35 per hour
Foundation Only	\$282.15 + 10% of the total building permit fee for each phase of work. Not to exceed \$1,538.85 for each phase.
Residential Deferred Submittal Fee	65% of the structural permit fee calculated using the total valuation of the deferred portion + \$100.00 per deferred item
Commercial Deferred Submittal <i>(Payable at building plan review and is addition to plan review of deferred work)</i>	65% of the structural permit fee calculated using the total valuation of the deferred portion + \$100.00 per deferred item
Phased Permit Fee	\$282.15 + 10% of the total building permit fee for each phase of work. Not to exceed \$1,538.85 for each phase.
Shell Building and Tenant Improvement Spaces	Permit fee for the construction of the shell building is based on 80% the valuation determined by building valuation data. The tenant improvement permit fee is based on 20% of the valuation.
Foundation Only	\$282.15 + 10% of the total building permit fee for each phase of work. Not to exceed \$1,538.85 for each phase.

Miscellaneous Fees for Commercial

Fee Description	2025/2026 Fee
Commercial Fire Sprinkler/ Fire Suppression/Fire Alarm	Total value of work performed (structural permit fee)
Commercial Fire Sprinkler/ Fire Suppression/Fire Alarm Review	65% of structural permit fee

Note: See appendix for methodology for calculation of valuation for all permit fees utilizing valuation/value of work

Inspection Fees for Commercial and Residential

Fee Description	2025/2026 Fee
Re-inspection Fee - Per Hour, 1/2 Hour Min.	\$92.35
Inspections Outside Normal Business Hours - Per Hour, Per Inspector, 1 Hour Min.	\$133.40
Temporary Certificate of Occupancy and Reapplication Fee(s)	\$51.30 per discipline/permit. Renewal required every 30 days
Site Observation-Inspection - Per Hour, 1 Hour Min. (e.g. pre permit consultation)	\$92.35
Without additional work done - per hour, \$150 min	\$92.35
Special inspection report - per hour	\$66.70
Re-issued Certificate of Occupancy	No Charge

Demolition Fees

Fee Description	2025/2026 Fee
Demolition Review Fee (<i>non-exempt structures</i>)	\$369.35
Demolition Permit Fee - Per Building, 1 Hour Min. (Permit fee for verifying utilities have been safely removed and capped off)	\$92.35
Demolition Capping off Sewer, Water, Rain Drain - Per Hour, 1 Hour Min.	\$92.35

Residential Plumbing Permit Fees

Fee Description	2025/2026 Fee
New Residential	
1 bathroom/kitchen (includes: first 100 feet of water/sewer lines; hose-bibs ice maker; under floor low-point drains; and rain-drain packages)	\$410.40
2 bathrooms/1 kitchen	\$512.95
3 bathrooms/1 kitchen	\$589.90
Each additional bathroom (over 3)	\$51.30
Each additional kitchen (over 1)	\$51.30
Remodel / Alterations	
Remodel / Alterations (minimum fee)	\$76.95
Each fixture, appurtenance, and first 100 ft. of piping	\$20.55
Minimum fee (when purchased as a bathroom unit(s) - includes the first 100 ft. of water service, sanitary & storm)	\$76.95
Piping or private storm drainage systems exceeding the first 100 ft.	\$22.60
Backflow assembly	\$25.65
Re-pipe water supply	\$92.35
Alternate water heating systems (coils, heat pumps, etc)	\$61.60
Solar	\$61.60
Swimming pool piping	\$51.30

Residential Plumbing Permit Fees, Continued

Fee Description	2025/2026 Fee
Residential Fire Sprinkler <i>(includes plan review)</i>	
0-2,000 square feet	\$205.20
2,001-3,600 square feet	\$256.50
3,601-7,200 square feet	\$359.10
7,201+ square feet	\$461.70
Manufactured Dwelling or Pre-Fab	
Connections to building sewer and water supply - per space	\$51.30
RV and Manufactured Dwelling Parks	
Installation fee	\$153.90
State fee	\$30.80
Factory manufactured awning/carport	Fee based on valuation of installation cost and system equipment. Refer to structural permit fees.
Each additional 10 spaces	
	\$102.60

Commercial Plumbing Permit Fees

Fee Description	2025/2026 Fee
Commercial, Industrial, and Dwellings Other than One- or Two-family	
Minimum fee	\$76.95
Each fixture	\$41.05
Swimming pool piping	\$61.60
Piping - per foot	\$0.80
Plumbing plan review	30%
Sanitary Services	
First 100 feet	\$0.80
Each additional 100 Feet or fraction thereof	\$0.80
Storm Services	
First 100 feet	\$0.80
Each additional 100 Feet or fraction thereof	\$0.80
Water Services	
First 100 feet	\$0.80
Each additional 100 Feet or fraction thereof	\$0.80

Commercial Plumbing Permit Fees, Continued

Fee Description	2025/2026 Fee
Commercial Fire Sprinkler (including plan review)	
<i>Fee based on valuation of installation cost and system equipment</i>	
\$1.00 to \$500.00	\$92.35 per hour
\$501.00 to \$2,000.00	\$92.35 for the first \$500.00 plus \$10.30 for each additional \$1,000.00 or fraction thereof, to and including \$2,000.00
\$2,001.00 to \$25,000.00	\$112.85 for the first \$2,000.00 plus \$8.25 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00
\$25,001.00 to \$50,000.00	\$301.65 for the first \$25,000.00 plus \$8.25 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00
\$50,001.00 to \$100,000.00	\$506.80 for the first \$50,000.00 plus \$5.15 for each additional \$1,000.00 or fraction thereof, to and including \$100,000.00
\$100,001.00 and up	\$763.30 for the first \$100,000.00 plus \$4.15 for each additional \$1,000.00 or fraction thereof
Fire sprinkler/fire suppression/fire alarm plan review	65% of structural permit fee
Minimum permit fee	\$92.35
Miscellaneous	
Minimum fee	\$92.35
Specialty fixtures	\$41.05
Re-inspection (no. of hrs. x fee per hour)	\$92.35/hr. (1/2 hr. minimum)
Special requested inspections (no. of hrs. x fee per hour)	\$92.35
Medical Gas Piping	
Minimum fee	\$51.30
Valuation \$500 to \$2,000	\$51.30 + \$5.15 per \$1000 of valuation
Valuation \$2,001 to \$25,000	\$128.25 + \$18.50 per \$1000 of valuation
Valuation \$25,001 to \$50,000	\$554.00 + \$14.40 per \$1000 of valuation
Valuation \$50,001 to \$100,000	\$913.05 + \$9.25 per \$1000 of valuation
Valuation greater than \$100,000	\$1,374.75 + \$8.25 per \$1000 of valuation
Rainwater Harvesting System	
<i>Fee based on valuation of work to be performed.</i>	
Minimum fee	\$76.95
Valuation \$1 to \$500	\$76.95 for the first \$500 plus \$9.25 for each additional \$100 or fraction thereof, to and including \$2,000
Valuation \$2,001 to \$25,000	\$215.45 for the first \$2,000 plus \$10.30 per \$1,000, or fraction thereof, to and including \$25,000
Valuation \$25,001 to \$50,000	\$451.40 for the first \$25,000 plus \$10.30 per \$1,000, or fraction thereof, to and including \$50,000
Valuation \$50,001 to \$100,000	\$707.90 for the first \$50,000 plus \$9.25 per \$1,000, or fraction thereof, to and including \$100,000
Valuation greater than \$100,000	\$1,169 for the first \$100,000 plus \$9.25 per \$1,000 or fraction thereof

Commercial Mechanical Permit Fees

Fee Description	2025/2026 Fee
Commercial Mechanical Permit Fees	
Valuation \$1 to \$500	\$92.35/minimum
Valuation \$501 to \$100,000	\$92.35 for the first \$2,000.00 plus \$10.30 for each additional \$1,000.00 or fraction thereof.
Valuation \$100,000+	\$1,070.00 plus \$10.00 for each additional \$1,000.00 or fraction thereof.
Deferred submittals + fees	\$100.00 each item plus 65% of mechanical permit fee of deferred submittal valuation.
Plan review fee	25% of permit fee
Miscellaneous Fees	
Re-inspection	\$92.35
Specially requested inspection (per hour)	\$66.70
Regulated equipment (un-classed)	\$51.30

Residential Mechanical Permit Fees

Fee Description	2025/2026 Fee
Mechanical Permit Minimum Fee	\$76.95
Furnace/Burner including ducts & vents	
Up to 100k BTU/hr.	\$20.55
Over 100k BTU/hr.	\$20.55
Heaters/Stoves/Vents	
Unit heater	\$20.55
Wood/pellet/gas stove/flue	\$20.55
Repair/alter/add to heating appliance or refrigeration unit or cooling system/absorption system	\$20.55
Evaporated cooler	\$20.55
Vent fan with one duct/appliance vent	\$20.55
Hood with exhaust and duct	\$20.55
Floor furnace including vent	\$20.55
Gas Piping	
One to four outlets (any number of outlets)	\$20.55
Air-handling Units, including Ducts	
Up to 10,000 CFM	\$20.55
Over 10,000 CFM	\$20.55

Residential Mechanical Permit Fees, Continued

Fee Description	2025/2026 Fee
Compressor/Absorption System/Heat Pump	
Up to 3 hp/100K BTU	\$20.55
Up to 15 hp/500K BTU	\$20.55
Up to 30 hp/1,000 BTU	\$20.55
Up to 50 hp/1,750 BTU	\$35.95
Over 50 hp/1,750 BTU	\$46.20
Incinerator	
Domestic incinerator	\$20.55

Electrical Permit Fees

Fee Description	2025/2026 Fee
Residential per unit, service included	
1,000 sq. ft. or less	\$138.50
Each additional 500 sq. ft. or portion thereof	\$25.65
Limited energy	\$32.85
Each manufactured home or modular dwelling service or feeder	\$51.30
Multi-family residential	\$35.95
Residential and Commercial—Services or Feeders/Installation, Alteration, Relocation	
200 amps or less	\$97.50
201 to 400 amps	\$118.00
401 to 600 amps	\$194.95
601 to 1,000 amps	\$256.50
Over 1,000 amps or volts	\$564.25
Reconnect only	\$76.95
Temporary Services or Feeders	
200 amps or less	\$76.95
201 to 400 amps	\$102.60
401 to 600 amps	\$153.90
601 to 1000 amps	\$256.50
Over 1,000 amps or volts	\$461.70
Branch Circuits: New, Alteration, Extension Per Panel	
Branch circuits with purchase of a service or feeder	\$6.20
Branch circuits without purchase of a service or feeder:	
First branch circuit	\$66.70
Each additional branch circuit	\$7.70

Electrical Permit Fees, Continued

Fee Description	2025/2026 Fee
Miscellaneous Fees: service or feeder not included	
Each pump or irrigation circuit	\$66.70
Each sign or outline lighting	\$66.70
Signal circuit(s) or low voltage system, alteration or extension (each system)	\$66.70
Subdivision lighting per pole in addition to service	\$41.05
Swimming pool (panel, 3 circuits and bonding)	\$92.35
Specially requested inspection (per hour)	\$92.35
Each additional inspection over the allowable in any of the above, for those not covered under residential inspection caps (per inspection) - per hour, 1/2 hour min.	\$92.35
Special inspection - per hour, 1/2 hour min.	\$92.35
Reinspection - per hour, 1/2 hour min.	\$92.35
Field review-change of use - per hour, 1/2 hour min.	\$92.35

Residential Restricted Energy Electrical Permit Fees

Fee Description	2025/2026 Fee
Fee for All Systems¹, Including:	\$25.65
Audio and stereo systems	
Burglar alarm system	
Doorbell	
Garage-door opener	
Heating, ventilation, & air-conditioning systems	
Landscape lighting & sprinkler controls	
Landscape irrigation controls	
Outdoor landscape lighting	
Vacuum Systems	
Each Additional Inspection	\$25.65

¹For new construction, this permit fee covers all systems listed or can be sold separately.

Renewable Energy Systems

Fee Description	2025/2026 Fee
Renewable Energy Systems	
5 KVA or less	\$102.60
5.01 KVA to 15 KVA	\$102.60
15.01 KVA to 25 KVA	\$160.05
25.01 KVA and above	\$160.05 plus \$6.45/KVA for each additional

Renewable Energy Systems, Continued

Fee Description	2025/2026 Fee
Engineered Systems <i>(Separate Electrical application required)</i>	
Plan Review	65% of Building Permit
Re-Inspection Fee - per hour, 1/2 hour minimum	\$92.35
Wind generation systems in excess of 25 KVA:	
25.01 KVA to 50 KVA	\$209.30
50.10 KVA to 100 KVA	\$481.15
<i>For wind generations systems that exceed 100 KVA the permit fee shall be calculated in accordance with OAR 918-309-0040</i>	
Solar generation systems in excess of 25 KVA, per KVA	\$6.45
The permit charge will not increase beyond the calculation for 100 KVA. Permits issued under this sub-section include three inspections. Additional inspections will be billed at an hourly rate.	

Building Permit Reinstatement Fee

Fee Description	2024/2025 Fee	2025/2026 Fee	\$ Δ	% Δ
A building permit expires after a period of 180 days from the date of issue with no inspection activity.				
To reactivate an expired permit, a fee of \$50.00 per construction discipline is required (Building, Plumbing, Mechanical, Electrical).				
If the sum of the original permit fee subject to reinstatement is less than \$50.00, a reinstatement fee equal to half of the value of the original permit fee shall be accessed for permit reinstatement.				

Grading/Excavation Fees

Fee Description	2025/2026 Fee
Grading Fees	
Plan Review Fee - per hour	\$92.35
50 cubic yards or less	No Fee
51-100 cubic yards	\$128.25
101-1,000 cubic yards	\$205.20
1,001-10,000 cubic yards	\$410.40
10,001-100,000 cubic yards	\$512.95 for the first 10,001 cubic yards plus \$51.30 for each additional 10,000 cubic yards or fraction thereof
Additional plan review required for changes, additions, or revisions to approved plans - per hour, 1/2 hour minimum	\$92.35
Permit Fees	
50 cubic yards or less	No fee
51-100 cubic yards	\$102.60
101-1,000 cubic yards	\$102.60 for first 101 yards plus \$35.95 for each additional 100 cubic yards or fraction thereof

Other Building Fees

Fee Description	2025/2026 Fee
Investigation Fees	
Investigation Fee A - Low effort to determine compliance. Per hour.	\$92.35
Investigation Fee B - Medium effort to gain compliance. Stop work order posted. Applicant obtains required permits within 10 business days. Per hour, \$150 minimum.	\$92.35
Investigation Fee C - High effort to gain compliance. Applicant failed to meet deadline or has had more than one documented violation in 12 months for starting work without permits. Per hour, \$250 minimum.	\$92.35

State of Oregon Surcharge - ORS 455.210(4)

State of Oregon permit surcharge is 12% of structural, plumbing, mechanical and electrical components of the overall building permit.

Building Permit Refund Policy

The City of Ashland Community Development Department offers partial refunds for building permits that have been issued, have had no inspections performed and have not yet expired (six months from issue date). Refunds for permits that have expired are limited to any Systems Development Charges (SDC's) that were part of the permit fees.

How to Request a Refund

Submit a letter of refund request signed by applicant/owner with a mailing address for the refund check to the Community Development Department at 51 Winburn Way. The refund will be processed within 30 days of the date of the request letter.

The following fees are not refundable

- Building Plan Check Fee
- Fire Protection Review Fee
- 50% of Community Development Fee (maximum equal to Building Plan Check Fee)
- 50% of Engineering Development Fee (maximum equal to Building Plan Check Fee)

The remainder of the permit fees are refundable. A \$50.00 administrative fee will be subtracted from the eligible refund amount for costs associated with the refund process.

Fire Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Report Fees	
Non-patient pre-hospital care reports	
10 pages or less	\$20.55
Each additional page	\$0.30
Fire incident reports	
10 pages or less	\$12.35
Over 10 pages	\$15.40
Patient report	
10 pages or less	\$41.05
Each additional page	\$0.30
Mailing cost	Actual Cost
Fire Investigation and Fire Marshal Reports	
Narrative report	
10 pages or less	\$20.55
Each additional page	\$0.30
Photos - each	\$1.05
Photo log	\$20.55
Investigation drawings/chart - each	\$20.55
Research Fee	Page 2
Cost Recovery Fees (MVC, Haz-Mat, Rescue)	
Level 1 MVC - Assessment and stabilization	
First hour	\$538.60
Each additional hour	\$266.75
Level 2 MVC – Level 1 plus fluid clean-up	
First hour	\$564.25
Each additional hour	\$312.90
MVC with Extrication (requires use of extrication equipment)	
First hour	\$1,641.45
Each additional hour	\$820.75
Hazardous Material Incidents	
Level 1 – Incident command, isolate and deny entry, evacuations if needed	\$872.05
Haz-Mat 8 activation with AF&R engine standby - per hour	\$497.60
Haz-Mat 8 activation with AF&R ambulance standby - per hour	\$369.35
Victim Rescues	
Engine response - per engine, per hour	\$512.95
Technical rescue team - per person, per hour	\$169.30

Fire Miscellaneous Fees and Charges, Continued

Fee Description	2025/2026 Fee
Emergency Medical Services	
AF&R ambulance membership- basic annual	\$67.75
AF&R ambulance membership-plus annual	\$125.20
Emergency medical service fee – aid call per patient	\$448.00
Advanced life support transport – per patient (per current rate schedule)	\$1,551.00
Basic life support transport – per patient (per current rate schedule)	\$1,351.00
Ambulance mileage rate – per mile (per current rate schedule)	\$23.30
Ambulance waiting time, per 1/2 hour	\$56.45
Ambulance stand by - per hour, 2 hour minimum	\$123.15
On scene coordinator - per hour	\$61.60
Extra attendant - each	\$56.45
Emergency Medical Services/Standby Fees	
Structure engine standby for events - per hour	\$497.60
Brush engine standby for events - per hour	\$312.90
Fire and Life Safety Division standby - per hour	\$112.85

Fire Marshal Review Fees

Fee Description	2025/2026 Fee
Plan Checks	
Any building permit	24% of the Building Division Structural Permit Fee and Plan Check Fee
Condominium	24% of the Building Division Structural Permit Fee and Plan Check Fee
Survey Plat Review Fees	
Partition plats	\$109.80
Condominium plats	\$236.00
Subdivision plats	\$236.00
Other	
All hydrant flow requests. To be charged to the developer or installer	\$153.90
False alarm charge	\$256.50
First Aid/CPR Classes - Per Person Cost	
Basic Life Support (BLS) for Healthcare Providers CPR Class	\$71.85
Heart Saver CPR & First Aid Class	\$71.85
Heart Saver CPR Class	\$46.20
Family and Friends CPR Class	\$7.20

Fire Marshal Review Fees, Continued

Fee Description	2025/2026 Fee
Inspection Fees	
<i>Initial Inspection (Re-inspection Included)</i>	
Travelers Accommodation	\$41.05
Occupancy Type "B"	\$0.00
0-1,000 sf.	\$41.05
1,001-3000 sf.	\$76.95
Occupancy Type "A, E, M, S"	
0-3,000 sq ft	\$76.95
Occupancy Type "F, H, I"	
0-3,000 sq ft	\$128.25
3,001-10,000 sq ft	\$205.20
10,001-20,000 sq ft	\$256.50
Over 20,000 sq ft	\$307.80
Occupancy Type "A, B, E, M, S"	
3,001-10,000 sq ft	\$128.25
10,001-20,000 sq ft	\$179.55
Over 20,000 sq ft	\$230.85
Occupancy Type "R, SR"	
3 to 10 Units	\$76.95
11 to 40 Units	\$128.25
41 to 70 Units	\$179.55
Over 70 Units	\$256.50
Non-compliance after 2nd inspection: inspection fee +	Base Fee +\$102.60
Non-compliance after 3rd inspection: inspection fee +	Base Fee +\$205.20
Non-compliance after 4th inspection / subsequent inspections: inspection fee +	Base Fee +\$410.40
Operational Permits	
Fireworks public display	\$153.90
Exhibits and trade shows	\$153.90
Fumigation and thermal insecticide fogging	\$307.80
Vehicles or equipment in assembly buildings	\$51.30
Pyrotechnic and special effects	\$76.95
Open flame	\$76.95
Haunted houses	\$51.30
Marijuana processing	\$512.95
Fire performances (per event)	\$76.95
Temporary membrane structures, tents and canopies	
200-400 sq ft	\$51.30
Above 400 sq ft	\$128.25
Hydrostatic test	\$76.95
Underground flush test	\$76.95
Hood system trip test	\$76.95
Fire acceptance test	\$153.90
Egress light test	\$153.90
Above ground lp tank install	\$76.95

Fire Marshal Review Fees, Continued

Fee Description	2025/2026 Fee
Operational Permits, Continued	
Above ground lp tank removal	\$153.90
Commercial lp usage less than 500 gallons	\$76.95
Underground fuel tank install	\$307.80
Underground fuel tank removal	\$512.95
Construction and Use Permits	
Compressed gas	\$153.90
Flammable and combustible liquid storage	\$153.90
Hazardous materials storage	\$307.80
Hazardous materials production	\$307.80
Industrial ovens	\$153.90
High piled combustible storage	\$153.90
Permits not specifically mentioned but required by fire code	\$51.30 - \$512.95 depending on staff hours and complexity
Temporary liquor license (in addition to City Recorder fee listed on page 10)	\$15.40
Pre application comments	\$25.65
After hours and weekend inspections	\$153.90
Fire Systems Cover Up/ Acceptance Test Inspections	
0-3,000 sq ft	\$76.95
3,001 to 10,000 sq ft	\$128.25
10,001 to 20,000 sq ft	\$179.55
20,001 to 40,000 sq ft	\$359.10
40,001 to 80,000 sq ft	\$718.15
Above 80,000 sq ft	\$1,025.90
Weed Abatement	
Staff time	See page 2
Mailing cost	Actual Cost
Weed abatement by contractor	Actual Cost
Other	
T-shirt	\$25.65
Sweatshirts	\$35.95
Misc. apparel items	Prices vary

Electric Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Banners - Each	\$128.25
Temporary Service Drop	
Single phase underground temp 300 amps or less	\$253.40
Single phase overhead temp 300 amps or less	\$302.65
Three phase	Actual Cost
Street Light	
Install of light shroud	\$82.10

Electric Meter Charges

Fee Description	2025/2026 Fee
Meter Tests for Accuracy	
Once in twelve months	No Charge
Two or more times in twelve months	\$180.60
Meter repairs/replacement (damaged by customer)	Actual Cost
Non-Radio Frequency Meter Charges	
Conversion from radio frequency (RF) to non-RF meter	No Charge
Monthly Fee to manually read Non RF meter	No Charge
Service Calls	
Once in twelve months	No Charge
Two or more times in twelve months	\$208.30
Other hours or holidays	\$310.85
Service Connection for Applicant	
De-energize service	\$260.60
Scheduled Work After Hours	Actual Cost
Unauthorized Connection	\$220.60

Electric Line Extension Charges

Fee Description	2025/2026 Fee
New Single-Family Residential Service	
Overhead service in existing developed areas from distribution line to and including meter.	\$595.05
Overhead service upgrade or increased service for 300 amps or less	\$595.05
Replacement of service from overhead to underground, 300 amps or less. Customer provides all trenching, conduit, backfilling and compaction as directed by the City.	\$1,248.55
Underground residential service of 300 amps or less. Customer provides conduit, trenching, back fill, compaction as directed by the City.	\$715.05
Underground Distribution Installation Charges	
Per lot less house service and engineering fees.	\$1,216.75
Subdivisions of 0 to 20 engineering fee per lot	\$175.45
Subdivisions of 21+ engineering fee per lot	\$265.75
Three phase subdivision as required by City per lot	\$265.75
Any Overhead/Underground Service Over 300 Amps	Actual Cost
Commercial, Institutional and Industrial Service	Actual Cost
Blower Door Leak Test (<i>Gas heat customers only</i>) *	\$76.95
Duct Leak Test (<i>Gas heat customers only</i>) *	\$128.25
**Electric heat customers = no fee	

IT Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Installation Fees	
Basic installation - Pre-wired CATV outlets only. (Additional charges for parts and supplies apply)	\$20.00
Add Trap ("filter")	\$10.00
New customer cable modem activation	\$10.00
Cable modem (refurbished 90 –day replacement warranty)	\$50.00
Additional materials	\$10.00
Over-and-beyond regular installation including multi outlets, outlet plates, additional wiring, replacement of customer damaged outlets.	
Wi max standard installation	\$200.00
Disconnect Fees	
Disconnect	\$50.00
Remove trap ("filter")	\$10.00
Truck Roll	\$35.00
Field Technician Hourly Rate	
Non-standard work such as advancing troubleshooting, non-standard outlets, fishing wire inside walls, etc.	\$55.00
Consulting and Technical Support Hourly Rate	
For support issues not related to AFN infrastructure, performance, and reliability. Minimum charge one hour.	\$85.00
Non-City Employee Staff Screening	
Charge for each vendor employee submitted for authorization to access AFN and City Service Center facilities.	\$150.00
Fiber Service Installation	
Overhead served connections	Individual Business Case (IBC) & quote
Underground served connections	IBC & quote
Ethernet	
Transit @ 100 Mbps	IBC & quote
Transit @ 1000 Mbps	IBC & quote
Static IP Address - Per Month, Each	\$5.00
Maximum of 5 Static Internet Protocol (IP) addresses*	
Minimum level of service for static IP and Quality of Service (QoS) is "CHOICE" or higher service tier.	
QoS Fee - Per Month	\$3.50
VOIP (phone) enhancement available with AFN Choice or higher service level through AFN certified modems.	

IT Miscellaneous Fees and Charges, Continued

Fee Description	2025/2026 Fee
Business Augmented Upload Package (additional 5 Mbps) - Per Month	\$15.00
Available exclusively for AFN Direct Small Office/Home Office (SOHO) or Small Business. Must have current City of Ashland business license.	
<i>*Additional fee added to base AFN Direct retail rates on specific packages.</i>	
SOHO business augmented upload package - per month. Maximum SOHO upload speed with augmented upload service at up to 9 Mbps.	\$80.00
Small Business augmented upload package - per month. Maximum Small Business upload speed with augmented upload service at up to 10 Mbps.	\$100.00
Non-return of Customer Premise Equipment (CPE) Devices	\$300.00
CPE's must be returned on disconnect date of AFN services.	
Cable TV (CATV) Seasonal Reconnects & Disconnects	
Disconnects & reconnects - per visit	\$10.00
Service change - per visit	\$10.00
Install HBO filter - per visit	\$10.00
CATV House Amp Fee - Each	\$35.00
Utility Billing Lobby Signage Fee - Per Month	\$100.00
Cable Modem Rental - Per Month	\$5.00
Non-Return of Rented Modem at Closing of Account - Each	\$50.00
Cable Modem Purchase - Each	\$50.00
<i>* Resolution 2010-28 (Section 2, page 38) grants Information Technology management ability to set promotional rates.</i>	
Fiber services	
Fiber Essentials - Wholesale	\$40.00
Fiber Essentials - Retail	\$50.00
Fiber Advanced - Wholesale	\$48.00
Fiber Advanced Retail	\$60.00
Fiber Ultimate - Wholesale	\$75.00
Fiber Ultimate - Retail	\$90.00
Fiber Multi-gig - Wholesale	\$90.00
Fiber Multi-gig - Retail	\$120.00
Fiber Ultimate Promotional - Wholesale	\$60.00
Fiber Ultimate Promotional - Retail	\$70.00
Router setup - Wholesale	\$25.00
Router setup - Retail	\$50.00
Router monthly fee - Wholesale	\$4.75
Router monthly fee -Retail	\$6.49
Mesh unit monthly fee - Wholesale	\$1.49
Mesh unit monthly fee - Retail	\$3.49

Police Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Police Reports	
10 pages or less	\$12.35
Over 10 pages	\$15.40
Research Fee	See page 2
Visa Letters	\$19.50
Fingerprint Cards	
First card	\$35.95
Each additional card	\$10.30
Photographs (CD)	\$19.50
Audio Recordings¹	\$19.50
Mobil Audio Video Recordings (MAV)¹	\$19.50
Body Camera Video¹	\$19.50
Impound/Tow Fee - Cash Only	\$107.75
Vehicles for Hire - Per Ordinance 3160	
Permit fee for transportation network company	\$5,129.50
Permit fee for taxi or limousine company	\$512.95
Permit for vehicle for hire drivers	
New	\$61.60
Renewal	\$61.60

¹Any audio or video recording requiring extensive redaction, more than 30 minutes, shall be charged at a rate outlined under Research Fee. Refer to section 1, pg. 7.

Public Works Miscellaneous Fees and Charges

Fee Description	2025/2026 Fee
Engineering Development Fee	0.75% of Valuation

This fee is charged concurrently with Building Permit Fees at the time of building permit applications. The fee applies to all new residential dwelling units and commercial developments. Remodels, additions and accessory buildings are not assessed this fee.

Public Works - Fee Inflators

Fee Description
March CPI - Used for Plat & Plan Checks, PW & Engineering Inspections, Permits and Cemetery Fees March 2025 CPI value = 313.250 (New) March 2024 CPI value = 312.332 (Old) $(319.615-312.332)/312.332 = 2.4\%$
March ENR - Used for Sewer and Water Connection Fees March 2025 ENR value = 13782.50 (New) March 2024 ENR value = 13532.01 (Old) $(13782.50-13532.01)/13532.01=1.9\%$
January CPI - Used for Airport Fees January 2025 CPI value = 317.671 (New) January 2024 CPI value = 308.417 (Old) $(317.671-308.417)/308.417 = 3.0\%$

Public Works / Engineering Inspections & Permits

Fee Description	2025/2026 Fee
Subdivision Construction Inspection/Public Works Improvement Inspection	5% Engineer Fee (5% of the public improvement cost)
Street or Alley Excavation Permit	\$250.00
Encroachment Permit	\$250.00
Miscellaneous Construction Permit (Construction of curb, sidewalk, driveway apron, etc.)	\$83.00
Dust Suppression Permit	\$83.00
Driveway Painting Permit (Includes a can of paint)	\$19.00
Right-of Way Closure	
Street	\$250.00
Sidewalk: >72 hours	\$83.00
Sidewalk: <72 hours	\$19.00
Parking Space: >72 hours	\$83.00
Parking Space: <72 hours	\$19.00
Block Party	\$19.00
Sidewalk Dining – Annual Renewal Per Sq. Ft, Min 50 Sq. Ft.	\$6.00
Functional Item – Annual Renewal	\$83.00
Special Event Permit	
Base fee	\$130.00
Events that require City staff overtime	Actual Cost
Street Painting Permit	\$19.00
Loaned Functional Item, Pennant Application Fee	\$169.00
Publication Box per Publication - Annual Renewal	\$35.00
Bike Rack Purchase	\$165.00
Special Vehicle Permit-Initial Fee	
Initial Fee	\$346.00
Annual Renewal	\$134.00
Penalty for No Permit	150% of permit cost
Street or Alley Vacation	\$837.00
An administrative fee of 25% will be assessed on all permit refunds. Refunds will not be issued if requested later than one year following the application date.	

Sanitary Sewer Connection Fees

Fee Description	2025/2026 Fee
Sanitary Sewer Mainline Video Inspection - Min Charge (Cost based on time and materials)	\$406.00

Water Connection Fees

Fee Description	2025/2026 Fee
Installation of Water Services	
The installation of all new water services and taps regardless of size will be charged on a time and materials basis.	Actual Cost
Utility Locates	
First utility locate at an address	No Charge
Additional locates at same address	\$88.00
Water Meter Re-Read	
Once in 12 months	No Charge
Each additional re-read in 12 months	\$41.00
Water Meter Field Test	\$63.00
Water Meter Bench Test	
3/4" or 1" Water Meter	\$139.00
1 1/2" or 2" Water Meter	\$260.00
Larger Meters	Actual Cost
Water Pressure Check	
Water pressure check once in 12 months	No Charge
Each additional pressure check in 12 months	\$49.00
Water Chlorination Test - Subdivision Retest Upon Failure (Cost based on time and materials)	\$822.00
Water Pressure Test - Subdivision Retest Upon Failure (Cost based on time and materials)	\$497.00

Cemetery Fees, Sales of Liners, Markers

Fee Description	2025/2026 Fee
Sales of grave spaces or burial plots, liners and markers: fees split, 40% to the cemetery fund and 60% to the cemetery trust fund.	
Grave Space	
Lawn and monument sections	\$647.00
Baby Land	\$204.00
Niches (bronze)	\$547.00
Urn garden	\$204.00
Crypt	\$1,367.00
Concrete Cemetery Box, Including Setting	\$547.00
Concrete Liners	Cost plus 10%
Final Inscriptions - Minimum Charge	\$191.00
Niche Vases	\$184.00
Grave Markers	Wholesale cost X 2.5 not to exceed \$753.00
Grave Marker Setting, Concrete Base	\$204.00
Monticello Burial Vault (Sealed Concrete)	\$1,505.00

Sexton Fees

Fee Description	2025/2026 Fee
Opening and Closing Graves	
Ground	\$547.00
Double-deep	\$614.00
Infant	\$204.00
Opening and Closing Crypts	\$547.00
Opening Closed Crypts	\$547.00
Opening and Closing Niches	\$140.00
Opening Closed Niche	\$140.00
Inter Cremains in Grave Spaces	\$204.00
Scattering of Cremains	\$140.00
Disinterment (Paid in advance)	\$1,367.00
Saturday, Sunday or Holiday Burial	\$546.00

Sexton Fees, Continued

Fee Description	2025/2026 Fee
Grave Setup Rental - Per Occurrence	\$139.00
Tent Rental - Per Day	\$67.00
Perpetual Care Lots, Sold Before 1927	\$140.00
Vases	
Galvanized	\$55.00

Cemetery fees will be subject to a 1.5% finance charge per month if not paid within 60 days of use. All above services will be sold pre-need in installments, interest free, with a minimum payment of one-twelfth of the total sale.

Ashland Airport Fees

Fee Description	2025/2026 Fee
Lease Type A - City Owned - Rentals	
T-hangars	
Without doors	\$248.00
¹ With vintage doors	\$311.00
¹ With contemporary doors	\$391.00
Helicopter hangar	\$311.00
Box hangars	
With reversionary stack door -per sq. ft./month	\$0.32
"Shell rental" (privately built, City owned) -per sq. ft./month	\$0.37
"Amenities" for any City Owned Hangar	
Office space (inside dimension) -per sq. ft./month	\$0.31
Bathroom (building footprint - outside wall dimension) -per sq. ft./month	\$0.03
Heat (any upgraded head source including gas and electric -per sq. ft./month	\$0.01
Monthly tie-downs	
Small	\$54.00
Large ²	\$66.00
Overnight tie-downs	
Small	\$7.50
Large ²	\$11.50
Tie Down Rental Policy	
All parties utilizing tied down parking are required to provide written consent to the Airport deeming the owner of any stored or parked aircraft as the last FAA registered owner of that aircraft. After an unpermitted failure to pay required rent or the aircraft becomes inoperable either mechanically or by regulation, and any such condition exceeds a ninety (90) day period for storage or parking, the Ashland Airport has the authority to treat the aircraft as a nuisance under AMC Chapter 2.31 Uniform Violation Abatement Process. Any appeal to the Ashland Airport taking such action is subject to AMC 2.30 Uniform Administrative Appeals Process.	
Lease Type B - Ground Lease - City Owned Hangars	
Ground lease - no minimum footage - per sq. ft., per year	\$0.254

Ashland Airport Fees, Continued

Fee Description	2025/2026 Fee
Lease Type C - Ground Lease - Privately Owned Hangars	
Privately owned ground lease minimum footage 60'x40' - per sq. ft., per year	\$0.597
Hangar Reservation Fees	
T-hangar - basic fee	\$103.00; and 75.00 is applied to first months' rent
Ground lease space	\$2,060.00 - Non-refundable space reservation fee*
Reservation fees are valid for a period of 1 year at which time can be renewed for an additional 12 months if progress is shown towards development of a hangar onsite.	
Specialized Aviation Service Operations (SASO) Fee (Annual)	
The square footage of the hangar multiplied by 1.6, multiplied by the current B Ground Lease fee rate. A Hanger keeper will have the square footage of the hangar multiplied by 1.0, multiplied by the current B Ground Lease fee rate.	
Mobile Service Providers (MSP) Airport User Fee (Annual)	
Basic Fee	
First two employees	\$361.00
Each additional employee	\$26.00
Temporary MSP (90 days max, non-renewable)	\$103.00
Freight Operation	
(Follows Medford International Airport adjustments annually)	
Tariff Rate	\$5.45/1,000 lbs.

¹An additional electrical surcharge of \$5.00 per month will be added to this amount.

²Large aircraft defined as a single engine turbo-prop or multi-engine aircraft with a gross certified aircraft weight of 6000 lbs. or greater

Parks and Recreation Miscellaneous Fees and Charges

Picnic and Facility Rentals and Special Events

Fee Description	2025/2026 Fee
Group Picnic Rentals	
Cotton Memorial Area - 4-hour rental	\$125.00
Madrone Area - 4-hour rental	\$75.00
Root Memorial - 4-hour rental	\$75.00
Hillside Picnic Area - 4-hour rental	\$75.00
Sycamore Grove - 4-hour rental	\$75.00
North Mountain Park Pavilion - 4-hour rental	\$75.00
Lawn below Upper Duck Pond	\$75.00
Butler Band Shell - 8-hour rental	
Under 200 people	\$250.00
Over 200 people	\$500.00
Garden Way Pavilion - 4-hour rental	\$75.00
Private Use/Rental Tennis/Pickleball Courts - 1 hour rental	\$20.00
Ashland Japanese Garden	
Private Event Rental - 3 hours rental	
Off season, Monday-Thursday	\$750.00
Off season, Friday-Sunday	\$1,000.00
Busy season, Monday-Thursday	\$1,250.00
Busy season, Friday-Sunday	\$1,500.00
<i>Busy season = April - July and October</i>	
<i>Off season = November - March, August and September</i>	
Deposits-Refundable Credit Card Only	
Picnic areas	\$75.00
Butler Band Shell	\$150.00
Buildings security	\$150.00
Japanese Garden	\$150.00
Special Event Fees	
Special event application fee	\$130.00
Street closure fee	\$150.00
Park booth fee (per booth)	\$30.00
Exclusive Use Fee-Impact Fee/Per site location /per 8 hours	\$150.00
Alcohol Fee (non-refundable)	
Not for profit	\$500.00
All other	\$1,000.00

Picnic and Facility Rentals and Special Events, Continued

Fee Description	2025/2026 Fee
General Building Reservations	
The Grove - full facility	
Weekdays - per hour	\$100.00
Weekends - per hour	\$175.00
The Grove Otte/Petterson OR Gym	
Weekdays - per hour	\$40.00
Weekends - per hour	\$60.00
Hunter Park Senior Center - Single Room	
Weekdays - per hour	\$40.00
Weekends - per hour	\$60.00
Ashland Senior Center - full facility (excluding kitchen & office)	
Weekends only - per hour	\$120.00
Community Programming Partner Fee	\$20.00
Pioneer Hall	
Weekdays - per hour	\$23.00
Weekends - per hour	\$35.00
Pioneer Hall Cleaning Fee (nonrefundable)	\$0.00
Community Center	
Weekdays-per hour	\$23.00
Weekends-per hour	\$35.00
Community Center Cleaning Fee (nonrefundable)	\$0.00
Miscellaneous equipment fee	\$100.00
Electricity use fee - per 4 hours	\$25.00

Field Usage

Fee Description	2025/2026 Fee
Field Usage	
Tournaments - per day per team	\$50.00
Ball field lights - per hour	\$34.00
Facility Usage	
1 day per week/season (each organization)	\$300.00
2 days per week/season (each organization)	\$450.00
3-4 days per week/season (each organization)	\$600.00
5-7 days per week/season (each organization)	\$750.00

Calle Seating

Fee Description	2025/2026 Fee
Calle Seating	
8-month Season	
Artisans	
2 weekend days per week - per sq. ft.	\$6.99
Restaurant Seating	
7 days per week - per sq. ft.	\$10.36
5 days per week - per sq. ft.	\$6.48
9.5-month Season	
Artisans	
2 weekend days per week - per sq. ft.	\$6.99
Restaurant Seating	
7 days per week - per sq. ft.	\$12.30
5 days per week - per sq. ft.	\$7.69

Daniel Meyer Pool Fees

Fee Description	2025/2026 Fee
Daniel Meyer Pool	
Admission	
Youth	\$3.00
Adult	\$4.50
Lap swim	
Youth	\$3.00
Adult	\$4.50
Water Aerobics/Water Polo	
Youth	\$5.00
Adult	\$5.00
Swim lessons (8 class session)	
Per 8 class lesson 1 to 4 ratio	\$48.00
Per 8 class lesson 1 to 6 ratio	\$55.00
Cost is dependent on the age of the child and the length of the lesson.	
Senior only sessions	\$3.00
Private lessons	\$30.00
Open swim/lap swim punch card	
Youth/Senior 10 punch	\$27.00
Youth/Senior 20 punch	\$54.00
Adult 10 punch	\$40.50
Adult 20 punch	\$81.00
Water aerobics punch card (20 punch only)	\$90.00

Recreation Programs & Community Gardens

Fee Description	2025/2026 Fee
Youth Recreation Programs	
60/40 up to 80/20 split w/ instructor and APRC	
Adult Recreation Programs	
60/40 up to 80/20 split w/ instructor and APRC	
Senior Recreation Programs & Services	
Senior Activity Classes	60/40 up to 80/20 split w/ instructor and APRC (activity fees range from \$2-10/class)
TouchPass lost card replacement	\$2.00
Community Garden Fees	
10x10	\$45.00
10x12	\$54.00
10x20	\$80.00
20x20	\$100.00
4x12 - depending on location	\$22.00 to \$29.00
Refundable deposit	\$50.00
Nature Center School Programs	
K-2/half day	\$150.00
3-5/ full day	\$225.00

Ashland Rotary Centennial Ice Rink

Fee Description	2025/2026 Fee
General Admission	
Youth	\$4.00
Adult	\$5.00
Skate Rental	\$3.00
Hockey Admission	
Youth	\$5.00
Adult	\$9.00
Skating Private Lesson - 30 Minutes	\$28.00
Group Rental Rate - Per Person (8-30 ppl)	\$8.00
Ashland Rotary Centennial Ice Rink Discounts	
Special event	
Youth	\$2.00
Adult	\$4.00
Cheap skate-rental	\$1.00
Student night admission (includes skate rental)	\$6.00
Recreation skate gift card	\$6.00
Ice Rink Multi-Pass	
Youth punch card-all programs (5-13)	\$35.00
Adult punch card-all programs (14+)	\$45.00
School groups - (per group of 30)	\$100.00

Oak Knoll Golf Course

Fee Description	2025/2026 Fee
Annual Passes¹	
Single	
Annual payment (7 days)	\$1,199.00
Single Annual (M-F only) No Holidays	\$859.00
Multi Round Card (10/9 hole rounds, expires 1 year from purchase)	\$179.00
Name Change: Senior/Vet (55+) – single	
Senior/Vet Annual payment (7 days)	\$1,099.00
Senior/Vet (M-F only) No Holidays	\$799.00
Couple/domestic partner	
Couple/Domestic Partner Annual payment	\$1,399.00
Couple/Domestic Partner (M-F only) No Holidays	\$999.00
Family + 1 – couple plus one (17 and under) in household	
Annual payment	\$1,574.00
Family + 1 (17 and under) in household (M-F only) No Holidays	\$1,174.00
Junior-single (17 and under)	\$199.00
Snowbird (for 6 months) – single	\$750.00
Daily Adult Fees (Ages 18 +)	
9 holes walk	\$20.00
18 holes walk	\$32.00
Senior & Veteran 9 holes walk	\$18.00
Senior & Veteran 18 holes walk	\$28.00
Cart Fees - Per Person, Year-Round	
9 holes (per seat)	\$10.00
18 holes (per seat)	\$15.00
Daily Junior Fees (Ages 8 to 17)	
9 holes - year-round	\$8.00
18 holes - year-round	\$15.00
Driving Range - One Token (35 balls)	
	\$4.00
Oak Knoll Golf Course Wedding Fees	
November-February - full day	\$750.00
November-February - half day	\$400.00
March-October - full day	\$1,500.00
March-October - half day	\$800.00
Credit Card Processing Fee	3%

The Director has authority to modify rates for marketing and market conditions no less than 20% below standard rates



Council Study Session

Date: December 1, 2025

Agenda Item	General Fund Forecasting and Discussion
Department	Finance
From	Bryn Morrison, Deputy Finance Director

TIME ESTIMATE

1 hour

CATEGORY

Staff Direction - provide direction to staff on the body's desired next steps.

SUMMARY

A financial forecast has been requested by Council showing a two and five year projection for the General Fund. Staff will present the current biennium as well as two additional biennium.

POLICIES, PLANS & GOALS SUPPORTED

Excellence in governance and city services
Sustainability through creativity, affordability, and rightsized service delivery

BACKGROUND AND ADDITIONAL INFORMATION

Presented in this packet are financial forecasts which will help guide the discussion on future budgets and service delivery. Forecasting is necessary to make informed decisions on long-term financial sustainability. The goal of these forecasts is to provide an accurate view toward a realistic target to help ensure resources are aligned with achievable financial expectations. Additionally, in this packet are the methodology for the Cost Allocation Plans and the impact on the General Fund.

With the rising cost of personnel and materials, and the uncertain economic outlook both locally and federally, it is essential to continue to evaluate revenue and expenditure streams and update these forecasts periodically. The process of developing these forecasts involved:

- Gathering and analyzing historical averages of revenue and expenditures and how they have increased or decreased.
- Developing a set of assumptions using a best and worst case scenario.
- Implementing collective bargaining agreements.
- Projecting revenue and expenditures based on the above factors.

ASSUMPTIONS

A ten-year history of revenue and expenditures was used in developing the change in percentage for the best and worst case scenarios below:





Council Study Session

	Best Scenario 1	Worst Scenario 2
Revenue:		
Property Tax	3.3%	3%
Other taxes	3%	2%
Franchise Fees	4%	2%
Licenses and Permits Fees	2.2%	0%
Intergovernmental Revenue	2%	0%
Charges for Services	3%	1%
Internal Charges	4%	5%
Fines	2%	1%
Miscellaneous	1%	0%
Interest Earnings	2%	0%

Expenditure:		
Regular Employees	4.0%	4.0%
Health Insurance	8.0%	15.0%
PERS	10.0%	13.0%
PERS Police & Fire	14.0%	16.0%
PERS UAL	13.0%	15.0%
Materials & Services	3.0%	6.0%
Capital Improvement	0.0%	5.0%

Additional Adjustments:

- Building Fund created for BN 2027/29, transfer will be needed from General Fund
- Equipment Replacement rents updated for actual planned rental charges
- All Internal Fees updated to cover cost of Administration, IT, Finance, and Public Works
- Vacancy rate used for best scenario averages 90%
- Vacancy rate used for worst scenario averages 95%
- Reallocation of 50% of Fire Marshall and Fire and Life Specialist to Wildfire Risk Reduction Fund
- Estimate of Utility Billing software costs and corresponding increase to internal charges
- Worst scenario assumes Fire OT remains over \$700,000
- Worst scenario includes equivalent funding of removed staff member for Finance support
- Worst scenario includes higher equipment costs for Police and Fire in out years
- Worst scenario includes Food and Beverage sunseting in 2030
- Worst scenario includes increased deferred maintenance costs in Public Works budget of \$200,000 each year

Healthcare History:

The City of Ashland's current healthcare benefits are provided to employees through CIS. CIS is offered to members of the League of Oregon Cities and Association of Oregon Counties and is a pooled program. This program is a large "pool" of members who make contributions to the CIS Trust in exchange for coverage. The larger the pool, the more the cost can be spread amongst the members, which in turn helps keep premiums low for employees.

The City of Ashland went self-insured in July 2013 and then moved back to fully insured in 2018. During the time the City was self-insured, we experienced just how the various fluctuations in utilization and large claims can affect the budget. In 2013, 2014 and part of 2015, the City saw significantly large claims – some of the highest to





Council Study Session

date since 2011. The premiums were not enough to cover the healthcare claims costs during those years. The City had to utilize \$900,000 from the Reserve Fund and \$525,000 from the General Fund to cover those costs. From 2016 through part of 2018, large claims dropped drastically, so no interfund loans were required.

The cost of healthcare, regardless of the funding mechanism, is spiraling due to a number of factors:

- Increased demand for service
- Shortage of medical professionals
 - Increased wages & recruiting costs resulting in increased costs to patients
- Increase in high cost illnesses
 - Large claims used to be defined as \$50,000 but are now defined as \$100,000
 - For example, the City has had 6 large claims to date for 2025 which account for 32% of the medical and prescriptions claims paid so far this year
- Increase in expensive therapies i.e. transplants & infusion therapies
- Increase in prescription costs
 - In the last 3 years, 45 new drugs were approved that exceed \$50,000 per year
 - Cell / gene therapies are exceeding \$1,000,000 per year
 - Extended utilization i.e. cancer medications & treatments that continue past remission are being used as “preventative” therapy
 - From 2020–2024, the City’s prescription claims cost has increased 24.5% with the largest increase in spending occurring between 2023 & 2024 with a 27% increase
- Aging population
 - Increase in cardiac & cancer treatments
 - Increase in orthopedic treatments
 - Aging population over age 65 puts additional pressure on Medicare. As Medicare reduces reimbursements, providers costs shift to non-Medicare covered patients (most of whom are under an employer plan)

FISCAL IMPACTS

SUGGESTED ACTIONS, AND/OR OPTIONS

N/A

REFERENCES & ATTACHMENTS

1. CAP Allocations paid by General Fund
2. Forecast for General Fund Scenario 2
3. Forecast for General Fund Scenario 1
4. Cost Allocation methodology
5. Revenue vs Expenses
6. Expense pie charts
7. General Fund History by Department and Category



Internal Service Charges Impact on General Fund

Allocations paid by General Fund

		2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Actual	2025-26 Budget
Police Department	Internal Chg - Insurance Svc	52,854	5,905	344,594	344,594	267,191	267,191	72,190	216,570
Police Department	Internal Chg - Fleet Maint	124,800	124,800	248,331	248,331	372,529	387,430	110,888	332,663
Police Department	Internal Chg - Equip Replacmnt	195,107	195,107	280,210	192,177	332,786	339,414	110,100	330,299
Fire and Rescue Department	Internal Chg - Insurance Svc	36,474	4,585	288,184	288,184	221,699	221,699	68,477	205,431
Fire and Rescue Department	Internal Chg - Fleet Maint	108,625	108,625	263,246	263,246	210,043	218,445	88,105	264,315
Fire and Rescue Department	Internal Chg - Equip Replacmnt	311,096	311,096	491,332	502,572	630,244	643,403	218,163	654,488
Community Development Dept	Internal Chg - Insurance Svc	47,681	6,718	25,314	25,314	24,625	24,624	8,781	26,342
Community Development Dept	Internal Chg - Fleet Maint	4,780	4,780	2,129	2,129	3,723	3,871	769	2,308
Community Development Dept	Internal Chg - Equip Replacmnt	19,040	19,040	-	-	-	-	-	-
Parks Department	Internal Chg - Insurance Svc	-	-	-	-	139,428	139,428	62,065	186,196
Parks Department	Internal Chg - Fleet Maint	-	-	-	-	289,695	301,283	106,556	319,667
Parks Department	Internal Chg - Equip Replacmnt	-	-	-	-	-	-	13,333	40,000
		\$ 900,457	\$ 780,656	\$ 1,943,340	\$ 1,866,547	\$ 2,491,963	\$ 2,546,788	\$ 859,427	\$ 2,578,279

Allocations paid by Other Funds

		2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Actual	2025-26 Budget
Administration Department	Internal Chg - Insurance Svc	18,660	2,784	38,915	38,915	37,241	37,241	16,472	49,416
Administration Department	Internal Chg - Fleet Maint	-	-	-	-	-	-	333	1,000
Administration Department	Internal Chg - Equip Replacmnt	-	-	-	-	-	-	1,708	5,124
City Recorder Department	Internal Chg - Insurance Svc	520	520	5,410	5,410	3,908	3,908	-	-
Information Technology Dept	Internal Chg - Insurance Svc	1,236	1,236	19,487	19,487	12,687	12,687	3,392	10,175
Information Technology Dept	Internal Chg - Fleet Maint	3,250	3,250	8,154	8,154	3,347	3,481	984	2,952
Information Technology Dept	Internal Chg - Equip Replacmnt	4,774	4,774	2,402	2,402	9,077	9,077	3,026	9,077
Finance Department	Internal Chg - Insurance Svc	6,250	5,680	36,152	36,152	28,241	28,241	6,832	20,497
Finance Department	Internal Chg - Fleet Maint	720	720	215	215	1,153	1,199	166	499
Finance Department	Internal Chg - Equip Replacmnt	4,918	4,918	-	-	-	-	991	2,973
Public Works Department	Internal Chg - Insurance Svc	30,212	24,518	89,403	89,403	71,161	71,160	23,128	69,384
Public Works Department	Internal Chg - Fleet Maint	31,670	31,670	37,951	37,951	48,293	50,225	14,903	44,710
Public Works Department	Internal Chg - Equip Replacmnt	42,657	42,657	54,938	56,708	80,785	80,785	28,636	85,909
		\$ 144,867	\$ 122,727	\$ 293,027	\$ 294,797	\$ 295,893	\$ 298,004	\$ 100,571	\$ 301,716

General Fund Forecast

Worst Case Scenario

	2024-25 Actual	2025-26 Forecast	Change	2026-27 Forecast	Change	2027-28 Forecast	Change	2028-29 Forecast	Change	2029-30 Forecast	Change	2030-31 Forecast	Change
Revenues	\$42,905,006	\$42,690,310	-1%	\$42,758,761	0%	\$43,509,122	2%	\$44,659,829	3%	\$45,854,310	3%	\$47,060,152	3%
Taxes	20,183,671	22,348,171	10%	22,900,111	2%	23,467,269	2%	24,050,075	2%	24,648,972	2%	25,229,988	2%
Franchise Fees	4,240,385	4,325,193	2%	4,455,193	3%	4,544,297	2%	4,635,182	2%	4,727,886	2%	4,822,444	2%
Charges for Services	11,121,520	11,344,268	2%	11,763,931	4%	12,356,163	5%	12,831,294	4%	13,332,270	4%	13,860,615	4%
Intergovernmental Revenue	584,078	584,078	0%	584,078	0%	584,078	0%	584,078	0%	584,078	0%	584,078	0%
Grants	620,352	250,000	-148%	250,000	0%	250,000	0%	250,000	0%	250,000	0%	250,000	0%
Licenses and Permits	1,101,054	1,101,054	0%	1,101,054	0%	601,054	-83%	601,054	0%	601,054	0%	601,054	0%
Fines and Forfeitures	182,961	184,791	1%	186,639	1%	188,505	1%	190,390	1%	192,294	1%	194,217	1%
Operating Transfers In	3,850,774	1,532,545	-151%	497,545	-208%	497,545	0%	497,545	0%	497,545	0%	497,545	0%
Interest on Pooled Investments	850,261	850,261	0%	850,261	0%	850,261	0%	850,261	0%	850,261	0%	850,261	0%
Miscellaneous Revenues	169,950	169,950	0%	169,950	0%	169,950	0%	169,950	0%	169,950	0%	169,950	0%
Expenses	\$44,590,710	\$46,346,775	4%	\$46,328,343	0%	\$47,610,533	3%	\$49,655,867	4%	\$52,092,130	5%	\$54,673,872	5%
Personnel Services	28,941,626	31,874,130	9%	32,697,520	3%	33,486,592	2%	35,170,199	5%	36,982,951	5%	38,938,959	5%
Materials & Services	12,822,638	12,178,004	-5%	12,242,386	1%	12,778,515	4%	13,543,436	6%	14,170,331	4%	14,799,653	4%
Capital Outlay	1,480,203	1,441,142	-3%	985,142	-46%	545,142	-81%	545,142	0%	545,142	0%	545,142	0%
Operating Transfers Out	1,346,243	453,500	-197%	453,500	0%	853,500	47%	453,500	-88%	453,500	0%	453,500	0%
Contingency Used		400,000	0	0	0	0	0	0	0	0	0	0	0
Beginning Fund Balance	\$17,057,723	\$15,372,019		\$11,715,554		\$8,145,972		\$4,044,561		(\$951,477)		(\$7,189,298)	
Ending Fund Balance	\$15,372,019	\$11,715,554		\$8,145,972		\$4,044,561		(\$951,477)		(\$7,189,298)		(\$14,803,018)	
Operating Expenditures	\$41,764,264	\$44,452,133		\$44,889,701		\$46,211,891		\$48,657,225		\$51,093,488		\$53,675,230	
Fund Balance Policy (16.67%)	\$6,962,103	\$7,410,171		\$7,483,113		\$7,703,522		\$8,111,159		\$8,517,285		\$8,947,661	
Excess/(Deficiency)	\$8,409,916	\$4,305,383		\$662,859		(\$3,658,961)		(\$9,062,637)		(\$15,706,582)		(\$23,750,679)	

Unassigned \$13,516,988

General Fund Forecast

Best Case Scenario

	2024-25 Actual	2025-26 Forecast	Change	2026-27 Forecast	Change	2027-28 Forecast	Change	2028-29 Forecast	Change	2029-30 Forecast	Change	2030-31 Forecast	Change
Revenues	\$42,905,006	\$42,854,541	0%	\$43,390,862	1%	\$44,332,433	2%	\$45,673,641	3%	\$47,060,247	3%	\$48,459,408	3%
Taxes	20,183,671	22,371,155	10%	23,027,439	3%	23,704,694	3%	24,403,594	3%	25,124,836	3%	25,834,708	3%
Franchise Fees	4,240,385	4,410,000	4%	4,910,000	10%	5,106,400	4%	5,310,656	4%	5,523,083	4%	5,744,006	4%
Charges for Services	11,121,520	11,344,268	2%	11,699,840	3%	12,218,069	4%	12,605,428	3%	13,006,648	3%	13,422,249	3%
Intergovernmental Revenue	584,078	595,760	2%	607,675	2%	619,828	2%	632,225	2%	644,869	2%	657,767	2%
Grants	620,352	250,000	-148%	250,000	0%	250,000	0%	250,000	0%	250,000	0%	250,000	0%
Licenses and Permits	1,101,054	1,125,277	2%	1,150,033	2%	664,334	-73%	678,949	2%	693,886	2%	709,152	2%
Fines and Forfeitures	182,961	186,620	2%	190,353	2%	194,160	2%	198,043	2%	202,004	2%	206,044	2%
Operating Transfers In	3,850,774	1,532,545	-151%	497,545	-208%	497,545	0%	497,545	0%	497,545	0%	497,545	0%
Interest on Pooled Investments	850,261	867,266	2%	884,612	2%	902,304	2%	920,350	2%	938,757	2%	957,532	2%
Miscellaneous Revenues	169,950	171,650	1%	173,366	1%	175,100	1%	176,851	1%	178,619	1%	180,405	1%
Expenses	\$44,590,710	\$44,085,705	-1%	\$44,469,683	1%	\$45,147,351	2%	\$46,720,581	3%	\$48,507,388	4%	\$50,350,892	4%
Personal Services	28,941,626	29,885,757	3%	31,100,526	4%	31,577,334	2%	32,898,497	4%	34,289,868	4%	35,755,405	4%
Materials & Services	12,822,638	12,105,305	-6%	12,130,515	0%	12,471,375	3%	13,023,441	4%	13,418,877	3%	13,796,845	3%
Capital Outlay	1,480,203	1,441,142	-3%	885,142	-63%	445,142	-99%	445,142	0%	445,142	0%	445,142	0%
Operating Transfers Out	1,346,243	453,500	-197%	353,500	-28%	653,500	46%	353,500	-85%	353,500	0%	353,500	0%
Contingency Used		200,000	0	0	0	0	0	0	0	0	0	0	0
Beginning Fund Balance	\$17,057,723	\$15,372,019		\$14,140,855		\$13,062,034		\$12,247,117		\$11,200,177		\$9,753,036	
Ending Fund Balance	\$15,372,019	\$14,140,855		\$13,062,034		\$12,247,117		\$11,200,177		\$9,753,036		\$7,861,552	
Operating Expenditures	\$41,764,264	\$42,191,063		\$43,231,041		\$44,048,709		\$45,921,939		\$47,708,746		\$49,552,250	
Fund Balance Policy (16.67%)	\$6,962,103	\$7,033,250		\$7,206,615		\$7,342,920		\$7,655,187		\$7,953,048		\$8,260,360	
Excess/(Deficiency)	\$8,409,916	\$7,107,605		\$5,855,420		\$4,904,197		\$3,544,990		\$1,799,988		(\$398,808)	

Unassigned \$13,516,988

Cost Allocation Methodology

Administrative Service Fee

The Administrative Service Fee cost allocation, formerly the Central Service Fee, was developed by FCS Group in 2018 and first implemented in the BN2019-2021 budget. The framework of the plan was to determine the indirect total costs for the services provided by the Administration, IT, Finance, City Recorder, and Public Works-Support departments. The total cost of these departments was allocated across the remainder of the City based upon the factors below:

Departments	Divisions	Indirect Cost Pools	Chosen Allocation Factors:
Administration	Mayor & Council	Legislative	Agenda Items (excl 2 CFR)
	City Administrator	City Administration	Total Expenditures and FTEs
	Energy Conservation	Energy Conservation	General Fund Expenditures
	Econ. & Cult. Svcs	Economic & Cultural Services	General Fund Expenditures
	Legal	Prosecution	General Fund Expenditures
		Council support	Agenda Items (excl 2 CFR)
		Parks Board	PB Agenda Items
		Public disclosure	General Fund Expenditures
		Contracts (small)	purchasing order by department
		Code amendments	# code amendments by dept
	Human Resources	Recruitment / Onboard	Turnover - season positions weighted Parks winter summer
		Benefits Admin / Workers comp / Safety / Grievances	Positions / FTEs
		Labor contract negotiation	Positions / FTEs
IT	Computer Services	Backbone infrastructure	server storage used
		Phones / Communication	# phones
		Software	# of dept-specific software programs supported
	Telecommunications	Fiber Network AFN (support other than budgeted FTEs?)	Direct to AFN
Finance	User Support	Help desk	supported devices (*no tickets system currently)
	Purchasing	Purchasing	POs issued by department
	Risk Management (Insurance Services Fund)		
		Risk Management	Avg of personnel costs, # of claims, value of claims
	Finance / Administration /Accounting	Accounting	Budget / Actuals both operating and capital (32 City funds, 5 Parks)
		Payroll	paychecks, Parks & Rec Commission weighted
		AP / AR	transactions
		Debt management	# of outstanding loans
		GL / Fixed assets	Budget / Actuals both operating and capital (32 City funds, 5 Parks)
		Budget	Budgeted Expenditures
		Project accounts	Capital expenditures
	Customer Service	Utility Billing	# of accounts (weighted formula)
		Taxes, licenses, bus passes, front counter log	direct exclude
City Recorder	City Recorder	Records retention	boxes in 3 sheds
		Council support	agenda items
		Elections officer	direct (recall Parks)
		Public disclosure	Budget / Actuals
Public Works Administration		Leadership	PW Fund Expenditures
		Program Office Support	PW Fund Expenditures
		GIS & Technology Support	# of GIS supported devices
		Project Management & Technical Compliance	# of projects (CIP projects/weighted?)
		Water Conservation	direct to supported fund
		Technical Support	General Fund Expenditures

For the BN2021-2023 budget, the Legal department allocation was based solely on percentage of overall budget, rather than on the allocation factors above.

Insurance Service Fee

The Insurance Service Fee allocation was developed for the BN2021-2023 budget and allocated the actual cost of the insurance premiums, workers compensation, claims, and post retirement benefits to the departments based upon department function and applicable cost of incidents. Premium costs include liability insurance for property, equipment, flood, crime, cyber, aviation, pollution, and volunteers. Property charges are based upon the total square feet a department occupies based on the Facility Use Fee cost allocation plan below. General Liability charges are based upon total personnel services and materials and services costs in addition to department specific charges. For example, the City is charged a certain amount each year to cover Police service to the community. Charges for claims are based upon actual occurrence by department for the previous two years split into equal parts for the next BN.

Facility Use Fee

The Facility Use Fee allocation was developed for the BN2021-2023 budget and allocates the cost for the Facilities division of Public Works across departments based upon square footage of occupied space. Each type of space is allocated a dollar figure per square foot for office space, warehouse space, common space, parking lots, storage space, green space, sidewalks, concrete, utility costs and janitorial costs. The total cost for Facilities is then covered by this formula each budget process.

Equipment Replacement Fee

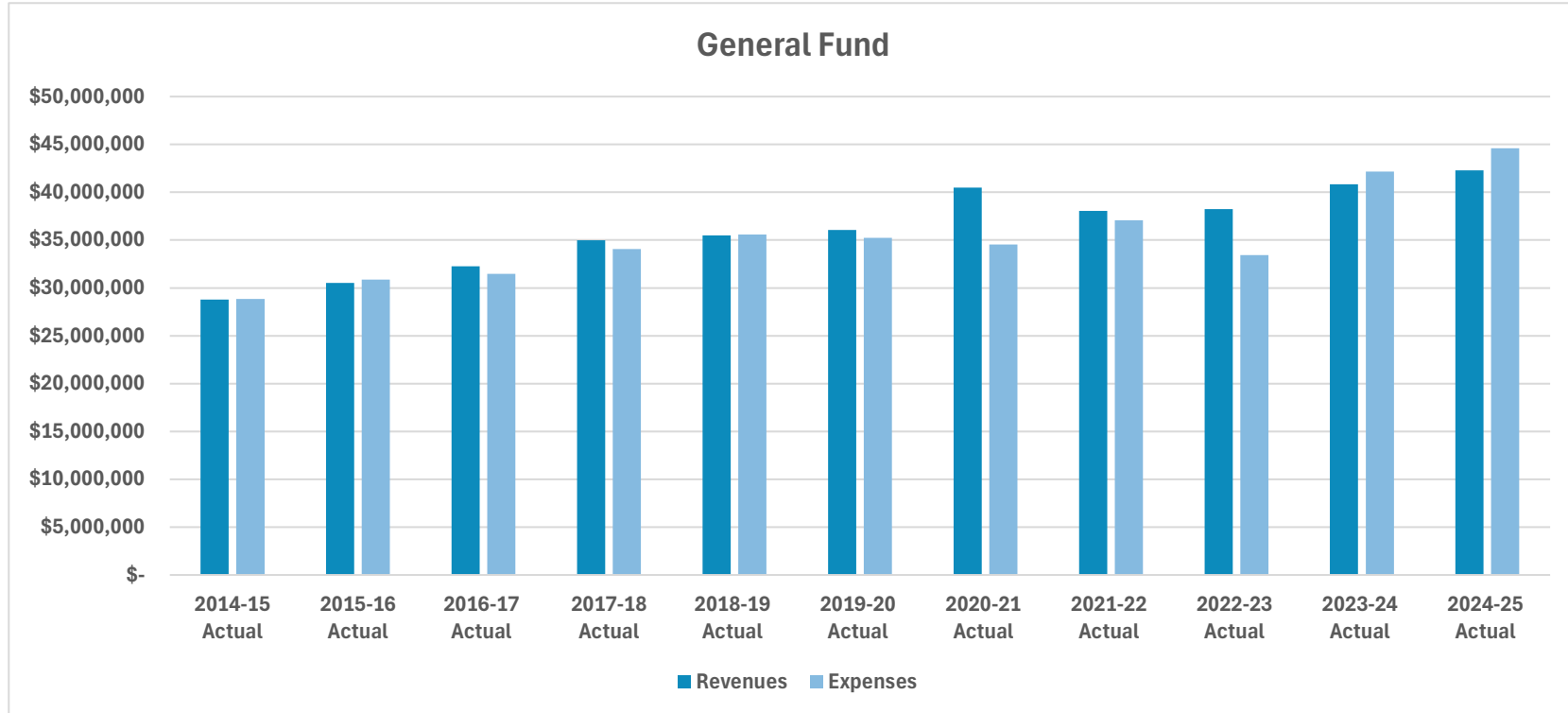
The Equipment Replacement Fee allocation was developed for the BN2019-2021 budget. The balance of saved rents for each division/department was assessed in 2015. Each year after, the total rents were added to that balance along with any revenue from sales of assets, less equipment purchases. Each piece of equipment is listed with the purchase price and lifespan. The cost of the future replacement of the equipment is calculated using the rate of inflation of 5.5% per year and each division/department is charged that amount divided by the life each year for the future purchase. This allocation plan does not include Parks as they purchase their equipment on a cash basis.

Fleet Maintenance Fee

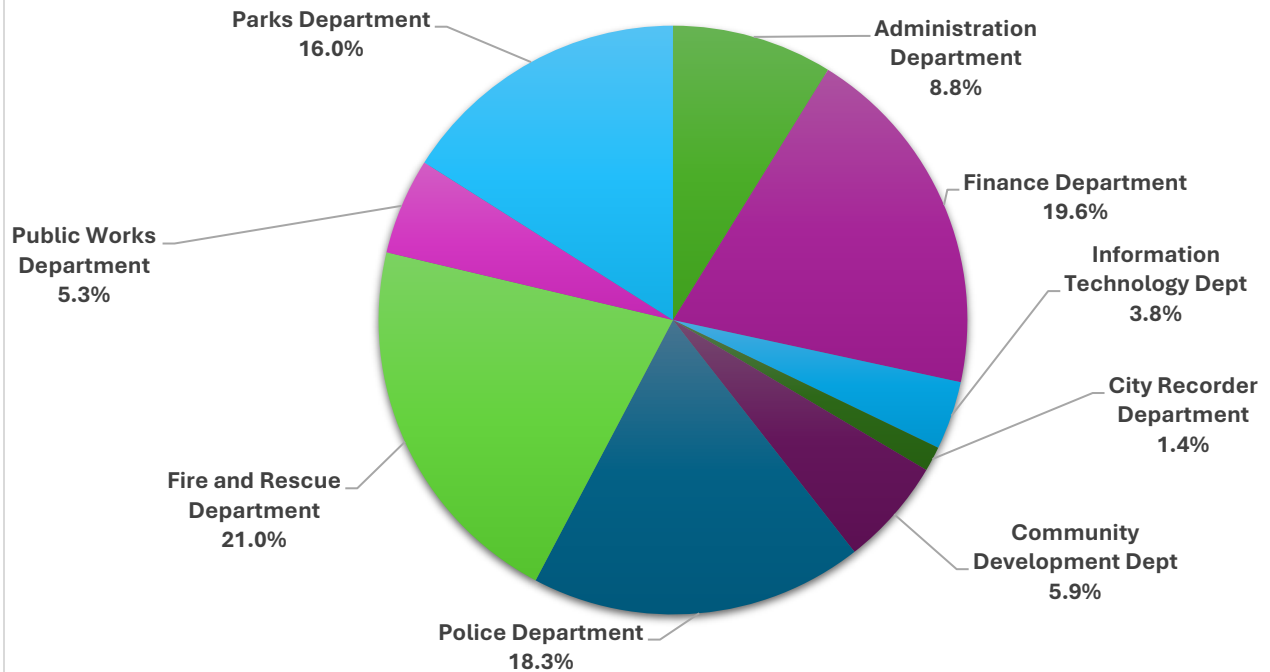
The Fleet Maintenance Fee allocation was developed for the BN2021-2023 budget. The fee was developed using the prior two years actual cost of fleet maintenance per

division/department along with an inflationary factor of 4% to cover increases in Fleet Maintenance operations. These figures include labor and materials charges for all City departments.

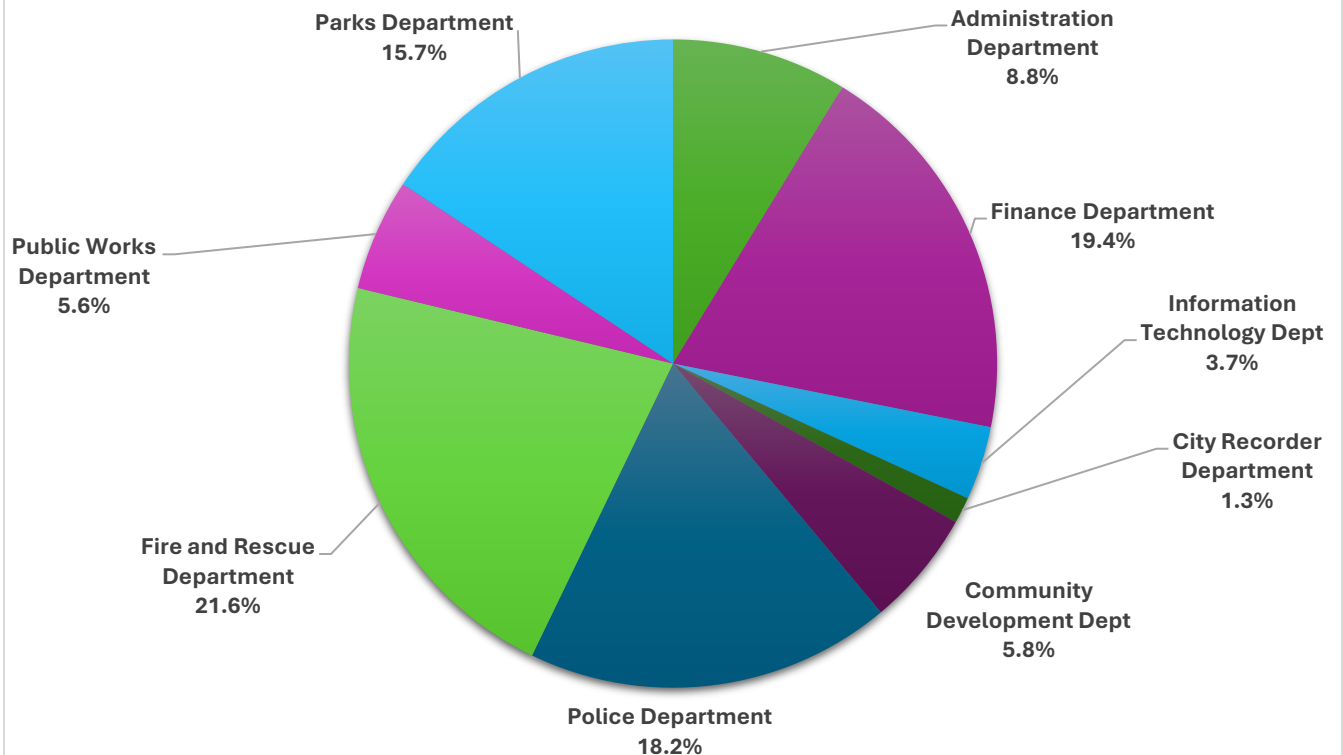
	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual
Revenues	\$ 36,058,286	\$ 40,493,301	\$ 38,062,681	\$ 38,240,676	\$ 40,842,959	\$ 42,281,663
Expenses	35,234,686	34,550,619	37,066,082	33,427,427	42,164,274	44,590,713
Revenues Less Expenses	\$ 823,600	\$ 5,942,682	\$ 996,598	\$ 4,813,250	\$ (1,321,315)	\$ (2,309,049)



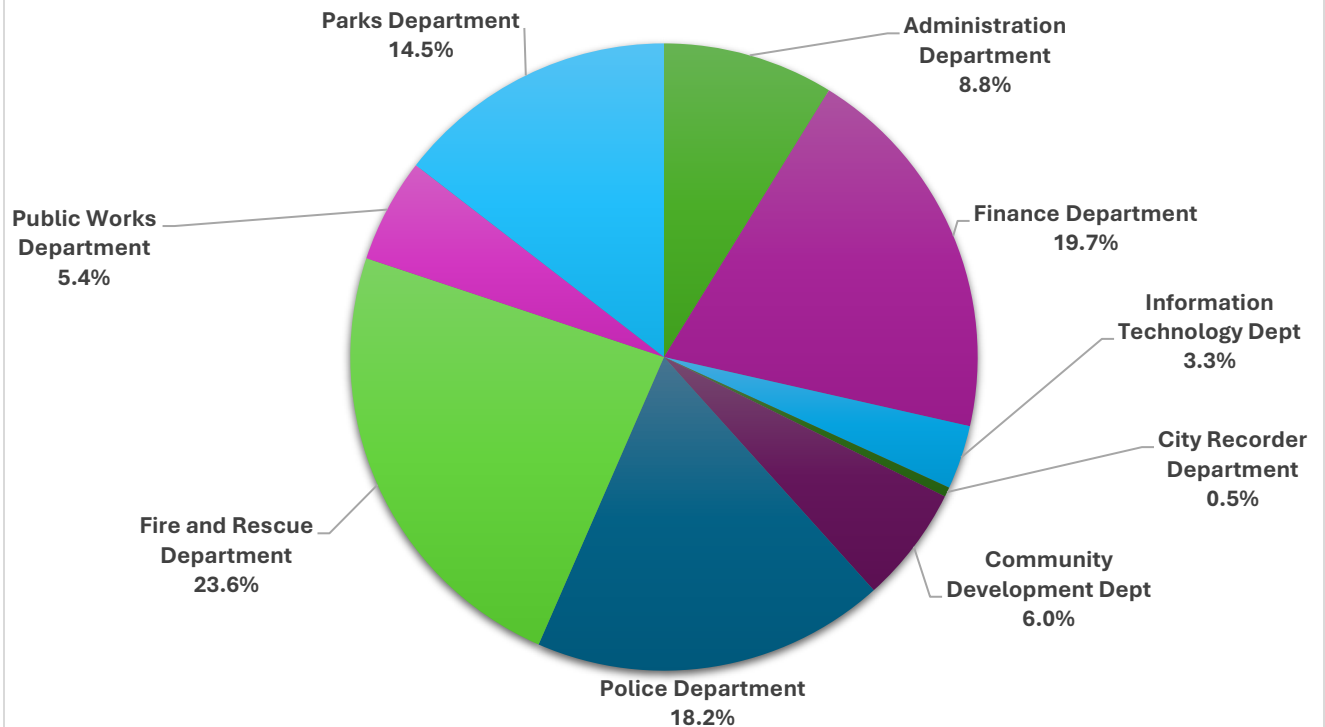
2016 Actual Expense by Department



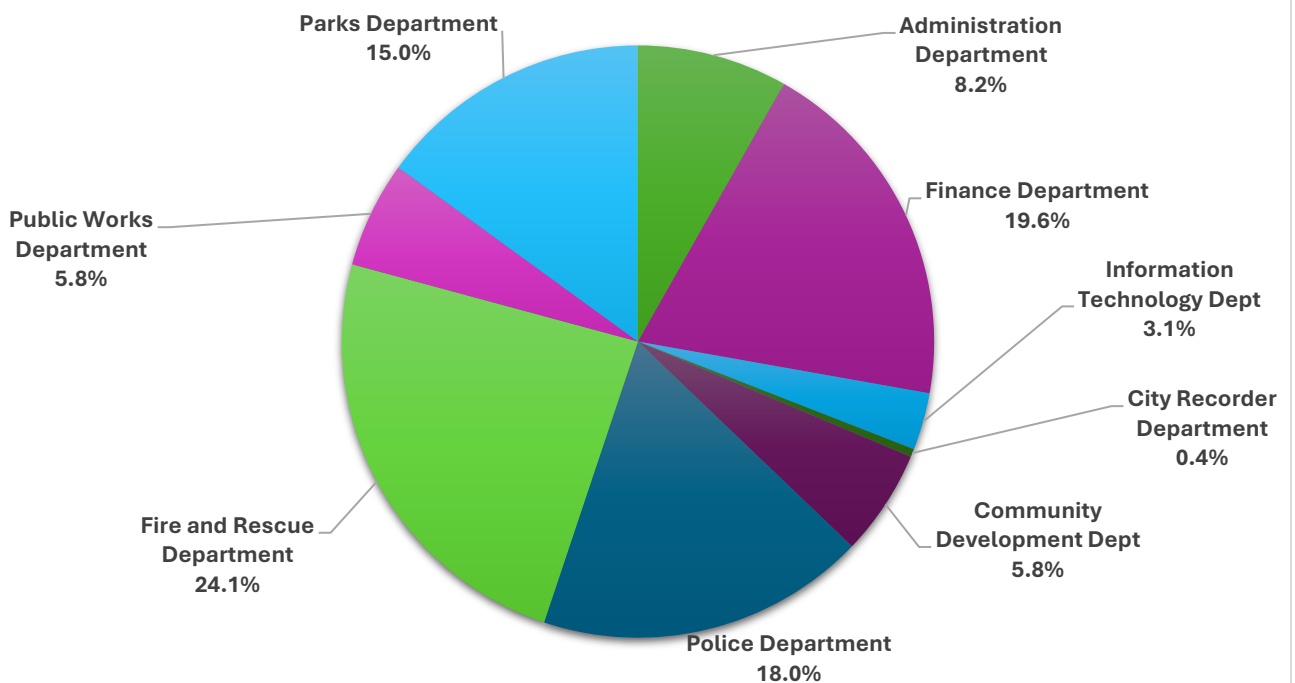
2017 Actual Expense by Department



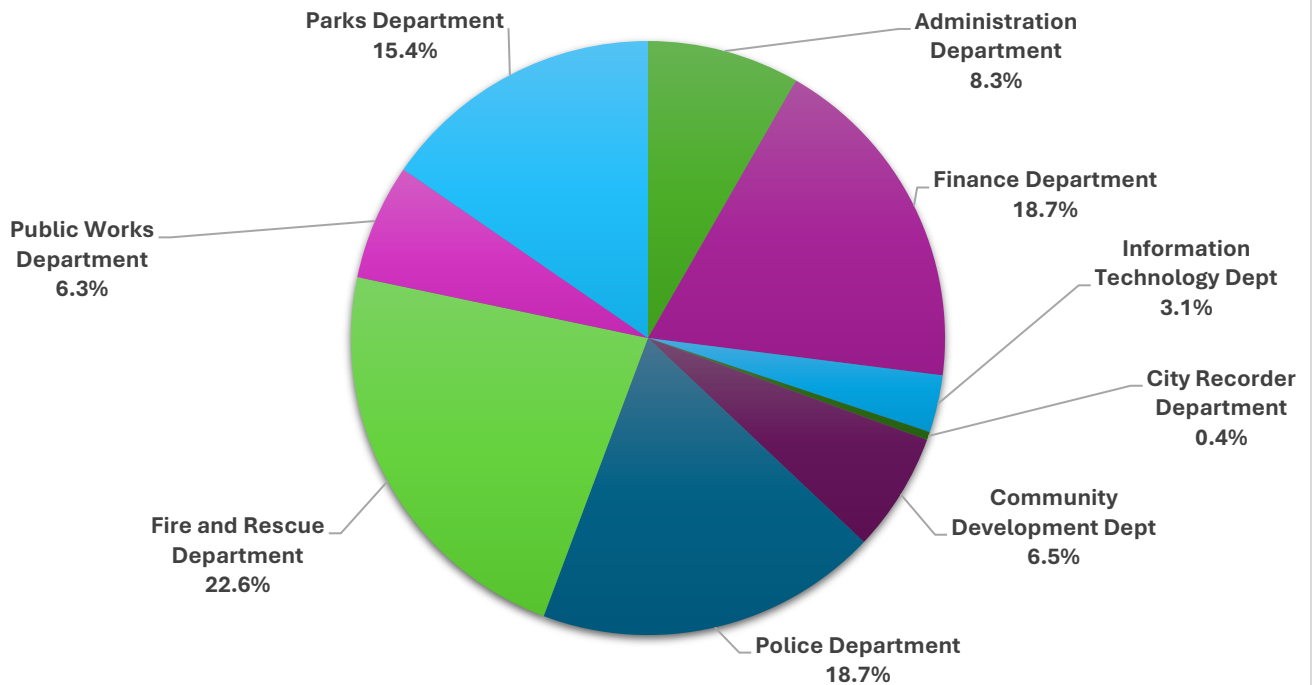
2018 Actual Expense by Department



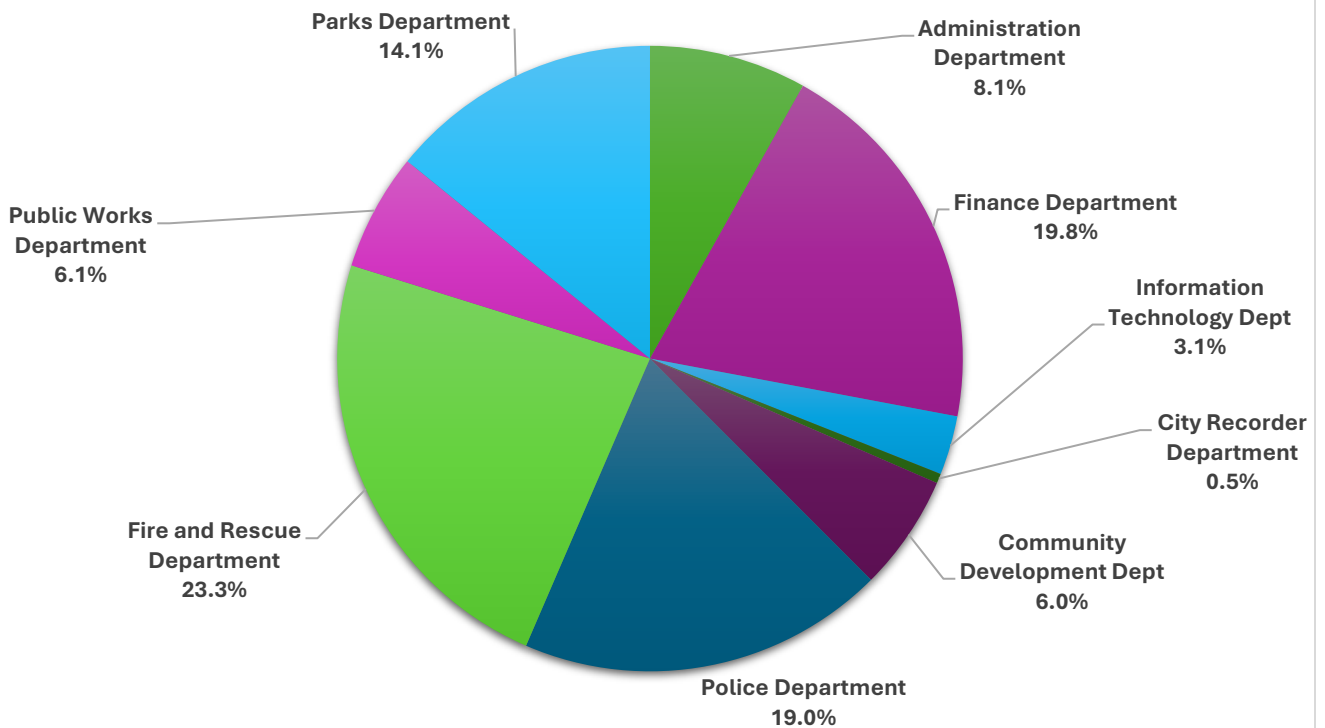
2019 Actual Expense by Department



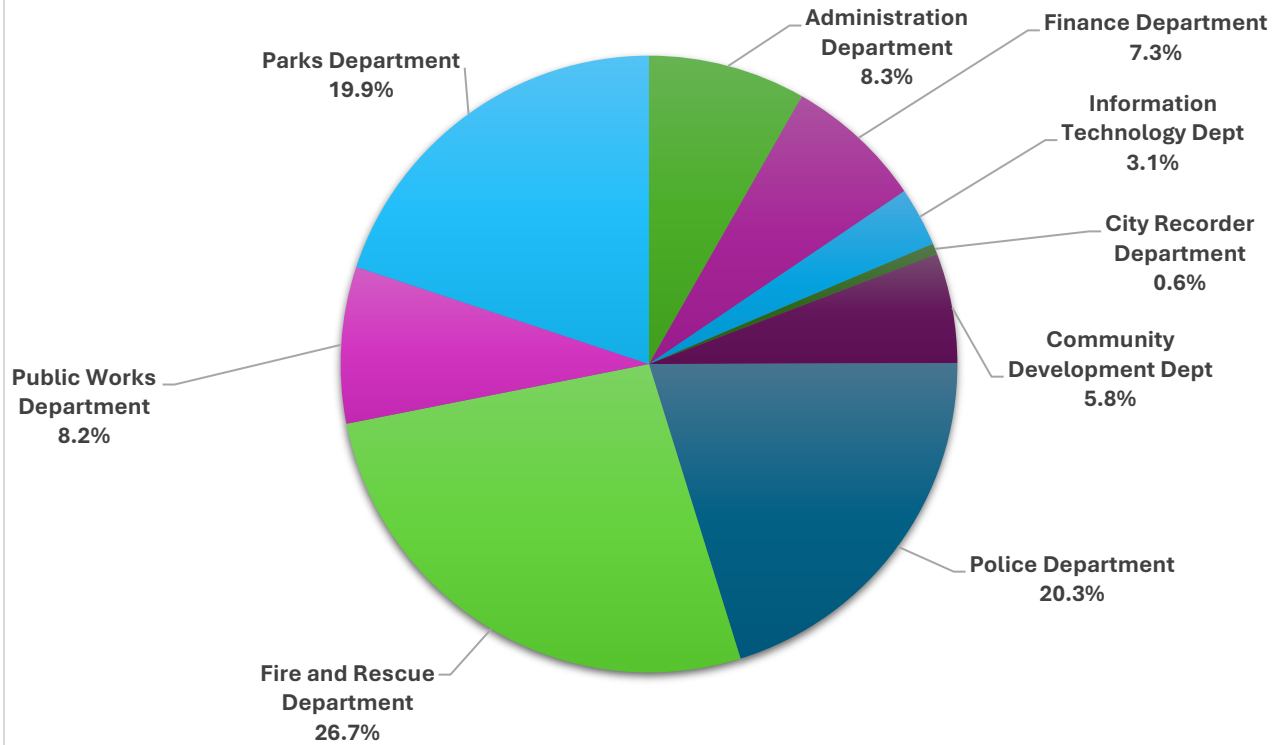
2020 Actual Expense by Department



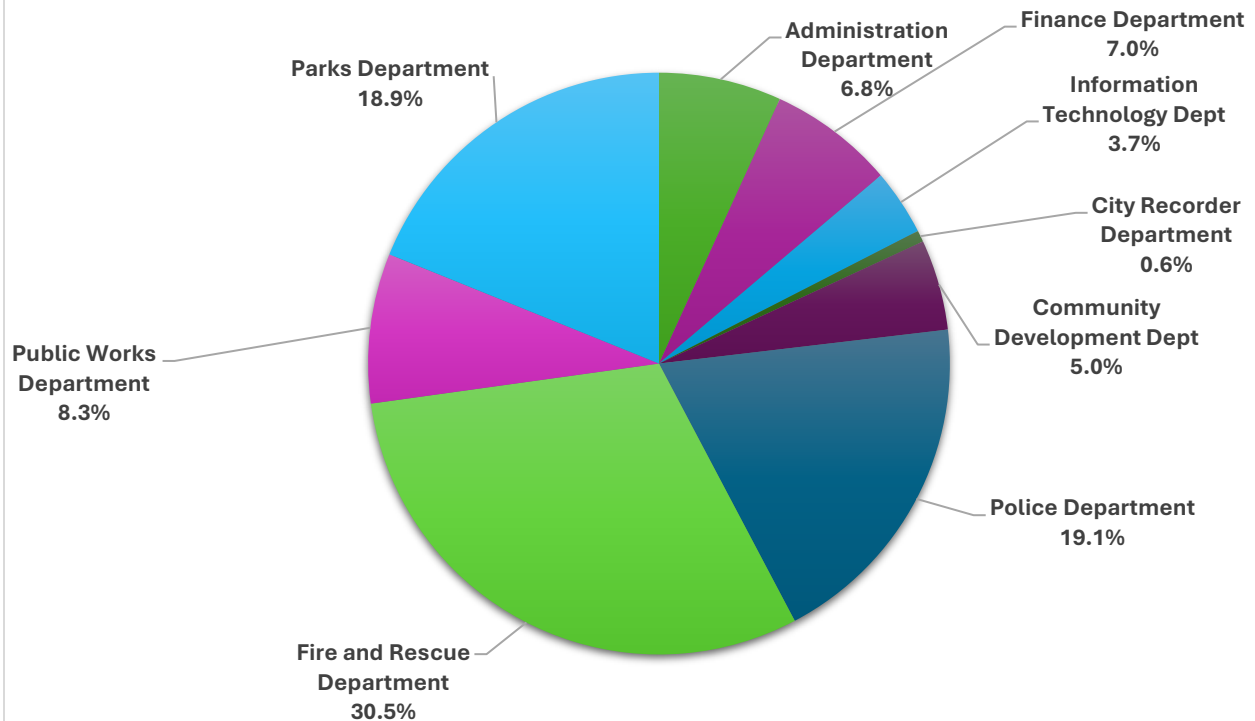
2021 Actual Expense by Department



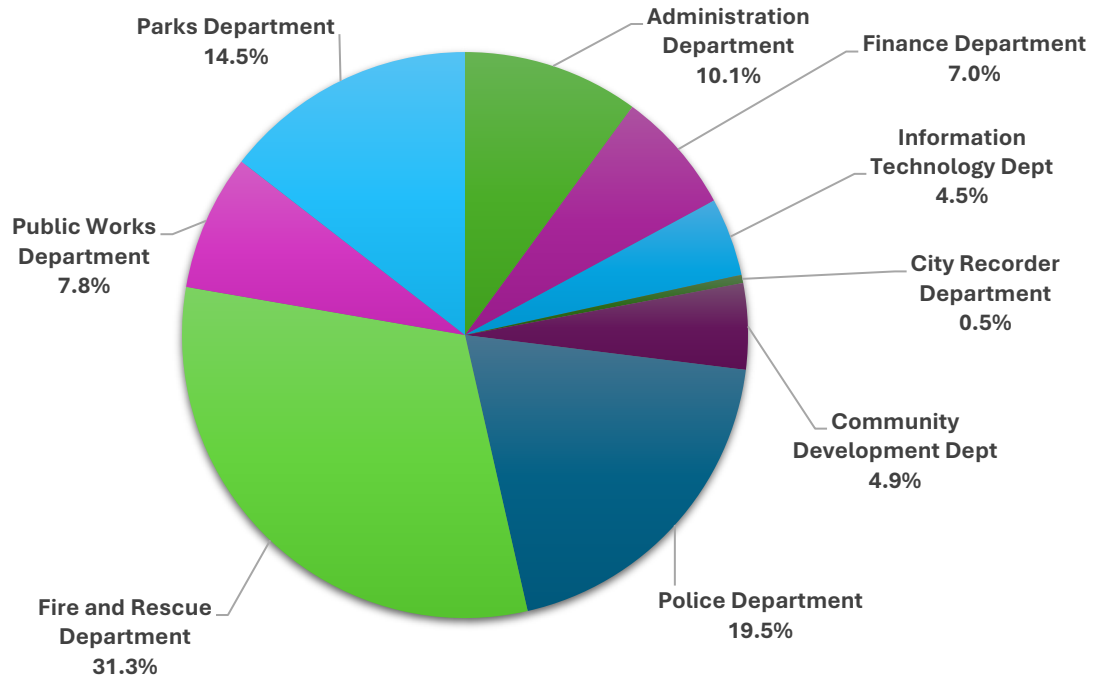
2022 Actual Expense by Department



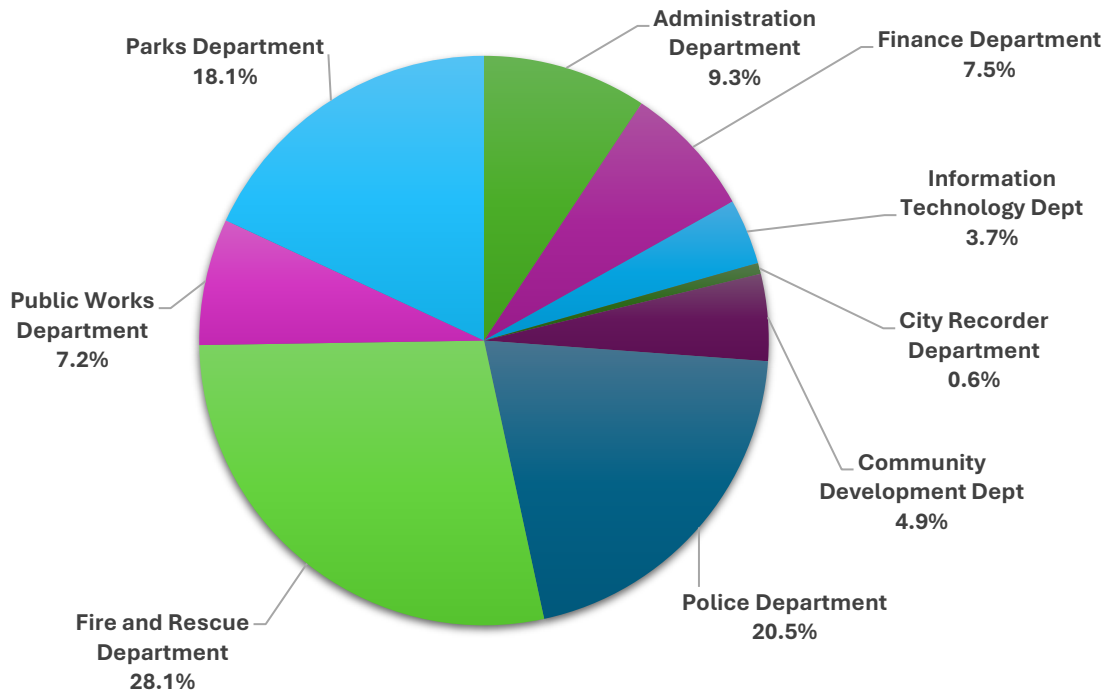
2023 Actual Expense by Department



2024 Actual Expense by Department



2025 Actual Expense by Department



General Fund

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual
Administration Department	\$ 3,228,929	\$ 3,265,035	\$ 3,485,067	\$ 3,424,075	\$ 3,457,547	\$ 3,248,826	\$ 2,889,022	\$ 2,447,389	\$ 4,216,230	\$ 4,036,984
Finance Department	7,150,975	7,226,431	7,796,342	8,174,480	7,782,887	7,915,003	2,538,221	2,504,582	2,947,691	3,263,434
Information Technology Dept	1,372,561	1,370,890	1,301,904	1,304,149	1,299,078	1,219,507	1,083,371	1,315,699	1,870,595	1,612,123
City Recorder Department	498,254	486,272	196,861	182,042	183,363	197,856	198,328	227,266	195,982	268,303
Community Development Dept	2,165,798	2,158,846	2,373,875	2,416,322	2,696,608	2,393,749	2,012,425	1,804,429	2,055,921	2,131,635
Police Department	6,690,677	6,796,543	7,197,266	7,504,873	7,768,441	7,576,476	7,078,771	6,865,534	8,152,677	8,844,074
Fire and Rescue Department	7,666,965	8,046,616	9,310,299	10,040,008	9,396,269	9,314,643	9,330,436	10,952,799	13,091,298	12,167,031
Public Works Department	1,934,032	2,083,203	2,123,386	2,418,314	2,627,099	2,416,693	2,867,081	2,986,759	3,256,545	3,108,117
Parks Department	5,854,414	5,837,419	5,741,266	6,258,910	6,407,902	5,641,359	6,955,855	6,771,629	6,066,835	7,812,768
	\$ 36,562,605	\$ 37,271,255	\$ 39,526,266	\$ 41,723,173	\$ 41,619,194	\$ 39,924,112	\$ 34,953,510	\$ 35,876,086	\$ 41,853,774	\$ 43,244,469

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual
Personnel Services	21,163,046	21,574,708	22,698,710	24,763,458	24,999,794	23,743,560	23,332,599	22,796,255	26,167,870	28,941,626
Material and Services	14,465,750	15,423,064	16,613,447	16,841,981	16,418,410	16,134,539	11,509,360	12,242,235	14,747,120	12,822,642
Capital Outlay	998,713	318,038	228,340	122,061	223,884	46,011	111,551	837,595	938,784	1,480,202

Reserve Fund Discussion
General Fund Expenditures

General Fund

Through September	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Actual
Personnel Services	\$ 5,184,668	\$ 4,960,810	\$ 5,046,724	\$ 4,662,427	\$ 6,080,598	\$ 7,049,367	\$ 7,047,233
Material and Services	3,666,612	3,167,772	1,908,978	2,054,714	3,716,404	3,122,036	3,329,020
Capital Outlay	500	500	1,388,732	1,662,723	9,344	579,405	403,301
Transfer-Out, Contingency, EFB				700,056	500	500	500
Total	\$ 8,851,780	\$ 8,129,082	\$ 8,344,434	\$ 9,079,920	\$ 9,806,846	\$ 10,751,308	\$ 10,780,054

Annual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual
Personnel Services	\$ 20,787,577	\$ 20,289,491	\$ 19,341,615	\$ 19,051,648	\$ 26,167,870	\$ 28,941,626
Material and Services	14,271,174	13,960,825	8,641,492	9,251,112	14,747,120	12,822,642
Capital Outlay	175,435	32,436	14,547	801,696	938,784	1,480,202
Transfer-Out, Contingency, EFB	500	267,868	9,068,428	4,322,970	310,500	1,346,243
	\$ 35,234,686	\$ 34,550,620	\$ 37,066,082	\$ 33,427,426	\$ 42,164,274	\$ 44,590,713
3 Months	\$ 8,808,672	\$ 8,637,655	\$ 9,266,521	\$ 8,356,857	\$ 10,541,069	\$ 11,147,678
Average						\$ 9,459,742
Operating	\$ 35,058,751	\$ 34,250,316	\$ 27,983,107	\$ 28,302,760	\$ 40,914,990	\$ 41,764,268
3 Months	\$ 8,764,688	\$ 8,562,579	\$ 6,995,777	\$ 7,075,690	\$ 10,228,748	\$ 10,441,067
Average						\$ 8,678,091

GFOA recommends two months of regular general fund operating revenues

General Fund

	2019	2020	2021	2022	2023	2024	2025
Ending Fund Balance	\$ 4,963,179	\$ 5,053,650	\$ 9,481,991	\$ 13,565,789	\$ 18,379,039	\$ 20,388,843	\$ 15,372,017
Policy	3,203,096	5,778,160	5,815,645	5,406,202	7,310,626	5,997,105	5,879,923
Assigned	1,177,370	1,177,370	1,412,660	1,104,059	1,273,362	2,398,945	1,855,029
Unassigned	3,785,809	3,876,280	8,069,331	12,461,730	17,105,677	17,989,898	13,516,988
Over(under) Requirement. Less assigned	582,713	(1,901,880)	2,253,686	7,055,528	9,795,051	11,992,793	7,637,065
Annual Expenditures	35,351,618	35,058,751	34,250,316	27,983,107	28,302,761	40,914,990	41,764,268
50%	16,682,897	17,331,015	17,443,448	16,215,362	15,089,364	16,200,143	18,497,003
Amount available to transfer to Reserve	(12,897,088)	(13,454,735)	(9,374,117)	(3,753,632)	2,016,313	1,789,755	(4,980,015)
20%					403,263	357,951	
Transferred to Reserve Fund				1,415,000			

At such time as the unrestricted and undesignated balance exceeds 50 percent of the average annual expenditures of the prior three years, the City will transfer not less than 20 percent to the Reserve Fund.

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RECITALS:

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF ASHLAND, OREGON,
RESOLVES AS FOLLOWS:**

A. Contributions to the Reserve Fund are made via four mechanisms:

- B. Uses of the Reserve Fund resources can be authorized via three mechanisms

- RESOLUTION NO. 2020-26

total and include identification of the specific project to be funded, the public purpose served, and other sources of funding identified as untenable or unavailable; or

c. Appropriation of funds during the budget process to address unplanned, urgent operating needs resulting from a sudden loss of revenues or catastrophic event impacting the City's ability to raise funds from usually budgeted sources. This action must be adopted by resolution of the City Council in open session separately from adoption of the budget in total and include identification of the specific operations to be funded, the public purpose served, and other sources of funding identified as untenable or unavailable.

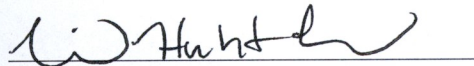
C. The unappropriated ending fund balance of the Reserve Fund identified in the budget process or audit results is restricted from use. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency (ORS 294.371) and as noted above in Ba.

SECTION 2. All prior references to an annual budget process and all concurrent references to the budget process for identifying resources and requirements or uses will refer to the two-year cycle utilized for the City's biennial budget.

SECTION 3. This resolution is effective upon adoption.

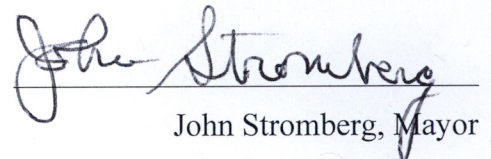
ADOPTED by the City Council this 1st day of December, 2020.

ATTEST:

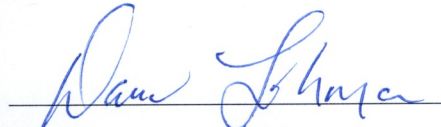


Melissa Huhtala, City Recorder

SIGNED and APPROVED this 1st day of December, 2020.


John Stromberg, Mayor

Reviewed as to form:



David H. Lohman, City Attorney



Council Study Session

Date: December 1, 2025

Agenda Item	Review of Previous and Current Cost Cutting Measures, Operational Changes & Timeline
Department	City Manager's Office
From	Sabrina Cotta

TIME ESTIMATE

10 minutes

CATEGORY

Informational - this is to inform the body on a particular topic. No motion or direction needed.

SUMMARY

During the past biennial budget and more recently during the adoption of Collective Bargaining Agreements, the City has made reductions in budgets, service levels and personnel related to general fund departments.

POLICIES, PLANS & GOALS SUPPORTED

Excellence in governance and city services
Sustainability through creativity, affordability, and rightsized service delivery

BACKGROUND AND ADDITIONAL INFORMATION

Even with the increase in the public safety fee from \$1.50 to \$5.00 per month, the wildfire risk reduction fee from \$3.00 to \$7.00 per month (Staff originally recommended an increase to \$5.00), and the implementation of a parks fee at \$5.00 per month, significant staffing and operational adjustment occurred to balance the general fund as expenses outpaced general fund revenue.

The City also funded much-needed software upgrades to allow for more efficient ways of doing business to reduce the need for heavy staff processes. These software upgrades are currently underway and will be fully implemented by the end of the biennium.

The City continues to pilot the single role program with an additional 4 single role positions for a total of eight single role positions in the program.

Key Changes Made during Biennial Budget Process

- Staffing reduction/changes:
- IT Director eliminated
- Police, 1 records clerk position eliminated
- Fire, 1 training officer position eliminated
- Innovation and Technology, 0.5 administrative support and 1 user support position eliminated year 1, and 1 analyst position eliminated year 2 of the biennium
- Parks, 2 Nature Center positions eliminated, seasonal staff for parks operations-Nature Center positions reinstated with approval of Park Fee
- Moved and adjusted positions within departments for cost savings





Council Study Session

- Reduction in General Fund departmental budgets, primarily in materials and services and personnel changes, 3-5% cumulatively
- Reduction in training dollars for City Council
- Reduction in Nature Center services
- Reduction in pool and ice rink openings
- Reduction in splashpad hours at Garfield Park
- Reduction in park restroom hours
- Reduction in neighborhood and community park maintenance
- Elimination of the printed recreation guides
- Parks fee increase for field and court use
- Moved 4 EMS single roles from pilot program to permanent
- Funding for strategic planning process
- Funding for software upgrades to cloud
- Funding for Community Development document digitization
- Funding for payroll / human resources software
- Funding for utility billing software
- Funding to continue to support unhoused needs
- Funding to continue the childcare grant program

Key adjustments made during the Collective Bargaining Adoption process

During the biennial budget process, 2% cost of living adjustments (COLAs) were estimated for both years. With the completion of the comp and class study and through bargaining, the first year of wage adjustments outpaced the budgeted for increases. The following adjustments were made in the general fund to allow for these adjustments.

- Elimination of the Finance Manager position
- Delay in hiring a Park Tech 1
- Recognition of healthcare premium savings
- Shift to a fully insured Paid Leave Oregon Plan
- Reduction in HR Professional Services

With the recent adoption of the Fire and Rescue Collective Bargaining Agreement, the following reductions in the Fire budget have been made:

- Grant-Funded Savings for Table Command \$27,000
- Professional Services Reduction by not renewing a radio program contract of \$3,500
- Reduction in administrative budget (small tools, postage, uniforms, travel, printing & binding) \$17,000
- Reduction in Operational Budget travel and printing \$7,500
- Reduction in Fire and Life Safety Budget (travel, uniforms, CERT) \$34,500





Council Study Session

Other Considerations:

Building Consolidation and Divestment

The City has property it could choose to divest of which, in turn, would save costs in maintenance and provide one-time revenue (staff suggestion would be to create a building fund with this revenue). Consolidation of staff into fewer buildings would allow for increased staffing efficiency. It would also allow for a reduction in our fleet size with fewer vehicles needing to be purchased, replaced and maintained. Decisions by the Council around this topic has the largest potential for long-term cost savings. Decisions and implementation around this is estimated to take several years.

Utility Rates

As Council considers utility rates for the electric department, wastewater and storm drain systems over the next few months, the associated franchise fees would increase, which would put around a half million of revenue in the general fund. Estimated to be completed by Spring of 2026.

Fire and Rescue

As the most staff and resource intensive department in the general fund, Fire and Rescue is currently being evaluated. Maintaining the Ambulance Service Area and the associated staffing levels have a large impact on the general fund. As previously discussed, there is a regional assessment of the fire service taking place. The result of that study will inform the community on potential options moving forward. Internally, staff is currently evaluating the department and current operations. This assessment will be brought to a study session the first part of next year.

FISCAL IMPACTS

A reduction of ~\$8 million has taken place across all general fund needs during the last biennial budget process.

SUGGESTED ACTIONS, AND/OR OPTIONS

N/A

REFERENCES & ATTACHMENTS

1. 8.5.2025 CBA and Unrep





Council Business Meeting

Date: August 5, 2025

Agenda Item	Ratification of 3- Year Labor Agreements between IBEW Electrical Union Local 659, IBEW Clerical Union Local 659, LiUNA Local 737, and Resolution No 2025-22. Clarifying Certain Employment Conditions for Management, Confidential and Non-Represented Employees
Department	Human Resources
From	Molly Taylor, Director

TIME ESTIMATE

30 minutes

CATEGORY

Action Needed - Motion to approve an action

SUMMARY

Timeline of Council Action:

- August 16, 2022 Council approved prior agreements covering the past three fiscal years FY2022-FY2025
- Council funded a Compensation and Classification Study during the 23/25 biennial budget process
- May 6, 2025 Executive Session: To conduct deliberations with persons designated by the governing body to carry on labor negotiations pursuant to ORS 192.660(2)(d)
- May 20, 2025 Executive Session: To conduct deliberations with persons designated by the governing body to carry on labor negotiations pursuant to ORS 192.660(2)(d)
- May 20, 2025 Compensation and Classification Study presented to City Council
- June 17, 2025 Council postponed a decision on Resolution Clarifying Certain Employment Conditions for Non-Represented Employees

The current labor agreements between the City of Ashland and the IBEW Clerical and Electrical employees, LiUNA Laborers and Unrepresented employees for fiscal years 2022-2025 expired June 30, 2025. Tentative agreements have been reached among the three bargaining groups as well as an update drafted for the resolution outlining conditions of employment for unrepresented employees. These agreements represent 181 City employees of the total 272 positions at the City. If any or all collective bargaining agreements are not approved, City management will return to the bargaining table with the various unions to negotiate a new proposal. Note, any new proposal cannot have a smaller impact than the one currently proposed. If the employment resolution for non-represented employees is not approved, employees will continue to receive salaries and benefits under the current agreement.





Council Business Meeting

Annual Wage Increase by Group vs. Total Budget

	Effective July 1, 2025			Effective July 1, 2026		Total % for Biennium
	Total Positions	Total Annual Wage Increase	Percentage of Total Budget	Total Annual Wage Increase	Percentage of Total Budget	
Management Resolution						
Executive Management	17	\$ 127,144.27	0.034%	\$ 52,776.77	0.014%	0.048%
Supervisors	32	\$ 127,939.82	0.034%	\$ 65,381.78	0.017%	0.052%
Front Line Staff	43	\$ 162,029.52	0.043%	\$ 64,173.60	0.017%	0.060%
Total	92	\$ 417,113.60	0.112%	\$ 182,332.16	0.049%	0.160%
IBEW 659						
Clerical	33	\$ 84,719.60	0.023%	\$ 44,173.13	0.012%	0.034%
LIUNA 737						
Laborers	42	\$ 105,902.36	0.028%	\$ 57,097.20	0.015%	0.044%
IBEW 659						
Electric	14	\$ 83,444.15	0.022%	\$ 51,917.45	0.014%	0.036%

POLICIES, PLANS & GOALS SUPPORTED

Excellence in governance and City Services

BACKGROUND AND ADDITIONAL INFORMATION

How Wages and Benefits are Established for City Employees

For employees who are represented by a union, wages and benefits are established through collective bargaining agreements. These collective bargaining agreements are negotiated agreements between the City and the Union. The collective bargaining agreements are then approved by union members and City Council. For employees who are not represented by a union, wages and benefits are established by a resolution adopted by City Council. Typically, the resolution reflects similar employment terms to those negotiated with the unions. These agreements are typically for two to three-year periods.

Compensation & Classification Study

Classification and compensation studies are tools to review our existing compensation structure and receive commendations on how to improve the structure, eliminate pay disparities and ensure the City is competitive enough to recruit and retain employees. The City's last Compensation and Classification study was conducted in 2008. McGrath Group recently finished a Classification and Compensation Study that was presented to City Council on May 20, 2025. The McGrath Study recommends:

- Create one salary schedule for all employees (rather than the current 15 schedules).
- Standardize the number of salary steps across positions (currently ranges from 0-10 steps depending on position).
- Address issues of compression between pay grades and clarify position hierarchy,
- Update job position titles to reflect what is common across the industry.
- Establish a compensation philosophy that is based on average market rates to retain competitiveness in the current labor market.

Proposed Collective Bargaining Agreements and Resolution for Non-Represented Employees



Council Business Meeting

The City currently has tentative agreements with the following unions. These proposals have been voted on and approved by union members.

- IBEW Clerical-clerical workers across the City
- IBEW Electric-electrical and fiber network workers
- LiUNA Laborers- technicians, plant operators, mechanics, etc.

In total, the proposed agreements and the resolution represent 181 of the City's 272 employees. The proposed Collective Bargaining Agreements and the employment resolution contain the following changes from prior labor agreements:

- Adoption of a new salary schedule based on average market rates with 8 annual steps (3% salary increases reduced from 5% salary increases)
 - Placement on the salary schedule at the closest step to the employee's salary as of June 30, 2025, without a decrease. If the employee's placement on the new salary schedule results in an increase of less than 2.5%, they will automatically move one additional step.
- 2% cost-of-living adjustment in FY27 and FY28
- Increase of 0.5% to VEBA health reimbursement arrangement (HRA)
- 3 personal days per year
- Addition of Christmas Eve Holiday
- Salary and benefits retro to July 1, 2025

FISCAL IMPACTS

The City of Ashland adopted its biannual budget before collective bargaining agreements had been negotiated. The table below outlines how much (salary and benefits) the proposed contracts and employment resolution fall outside what is currently budgeted by fund, as well as cost savings identified to absorb those additional costs.

Fund	Cost Difference from Budget (BN)	Identified Savings to Offset Impact (BN)
General Fund	\$881,500	\$1,001,221
Electric Fund	\$448,635	\$570,000
Water Fund	\$185,000	\$200,000
Wastewater Fund	\$92,700	\$100,500
Stormwater Fund	\$25,700	\$25,575
Street Fund	\$76,200	\$78,000
Telecommunication Fund	\$101,700	\$105,000

Adjustment to budget to accommodate additional variance needed from the budgeted 2% each year this biennium to include impact on both wages and benefits

Identified Cost Savings to Offset the Impacts of Proposed Employment Terms



Council Business Meeting

<i>General Fund</i>		FY26	FY27	Total
	Eliminate Finance Manager Position	\$148,306	\$159,915	
	Delay hiring Park Tech I	\$100,000		
	Healthcare Premium Savings	\$49,000	\$49,000	
	Shift to fully insured PLO Plan	\$455,000		
	Reduction in HR Professional Services	\$40,000		
				\$1,001,221
<i>Electric Fund</i>				
	Clean Fuel Credit Sale	\$570,000		
				\$570,000
<i>Water Fund</i>				
	Eliminate Generator Replacement	\$200,000		
				\$200,000
<i>Wastewater Fund</i>				
	Healthcare Premium Savings	\$9,500		
	Reduction in Professional Services	\$70,000		
	1% Vacancy Rate Savings	\$21,000		
				\$100,500
<i>Stormwater Fund</i>				
	Healthcare Premium Savings	\$1,575		
	Reduction in Professional Services	\$24,000		
				\$25,575
<i>Street Fund</i>				
	Delay in Vehicle Replacement	\$78,000		
				\$78,000
<i>Telecommunication Fund</i>				
	Delay in Vehicle Replacement	\$75,000		
	Bandwidth Contract Renegotiation	\$30,000		
				\$105,000

Financial Stabilization

Personnel costs will continue to be a significant proportion of the City's budget. Additional actions are being taken to ensure continued fiscal stability beyond this biennium.

Appropriate Utility Rates

As discussed during the budget process, delays in rate increases for utilities have put increasing pressure on the City's enterprise funds and via, franchise fee impacts and electric use tax impacts, on the City's General Fund. The following items will come before City Council for a discussion that will impact the financial stability of various funds moving forward:

- Electric rate increases: The last rate increase was in July of 2021. Preliminary estimates of the recommended rate increase will result in a General Fund impact of just under half a million for the biennium, if adopted. BPA is currently projecting costs through 2028, which will help the City stabilize rates in the short term.
- Wastewater and storm drain rate increases: The last wastewater rate increase was in 2019 for wastewater and 2022 for storm drain. Preliminary estimates of the recommended rate increase will result in a General Fund impact of just under \$40,000 for the biennium, if adopted.

Right-size staffing

The City continues to evaluate both its level of staffing and the ratio of managers to front-line staff. Both the Finance Department and Parks Department are working to adjust positions to bring management numbers more in line with industry standards. The City is in the process of implementing payroll software, new utility billing



Council Business Meeting

software and expanding the use of permitting software. These technologies will change how employees work by streamlining and automating some services, while allowing the City to right size or re-prioritize staff towards needed areas.

Fleet Evaluation

The City continues to work with departments to ensure the right size fleet and replacement schedule.

Current contract evaluation and negotiation for service cost

The City continues to review its contracts to ensure need and accurate pricing working with vendors to right size or reduce costs.

Building Department Fund

Per State directive, this biennium, the community development department will work to create a building department fund that will operate like an enterprise fund, where building permit fees will be used to fund building department staff. This will remove 4.7 FTE them from the general fund.

Consideration of contractual services

The City will continue to examine if there are opportunities to contract certain elements to ensure service levels while maintaining reasonable staffing levels.

Building Consolidation and Divestment

City Council will be presented with a comprehensive building assessment and space need analysis this fall. This body of work includes suggestions for the divestment of City properties which will have a direct impact on the funding needed for maintenance of these facilities over the short- and long-term.

Single Role Program

The City continues to monitor the expense to income ratio of the expansion of the single role program while monitoring federal changes in funding that may impact projected City revenues.

Long-term financial planning

The City is undergoing long-term financial planning to ensure fiscal sustainability moving forward with longer term forecasting and widening the model to incorporate various scenarios.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

- I move to approve the three-year labor agreements with IBEW Electrical union, the IBEW Clerical/Technical union, the LiUNA local union and Resolution No. 2025-22 and repeal and replace the Resolution of the same title and authorize the City Manager to sign the three-year agreements.

REFERENCES & ATTACHMENTS

1. 052025 Final Executive Report Ashland
2. McGrath Power Point 5.20.25
3. Comparables
4. CPI vs COLA Detail
5. CPI vs COLA Summary
6. 2025_2028 IBEW Electric Contract FINAL
7. IBEW Electrical 2022_2025
8. Electric Proposed Salary
9. 2025_2028 IBEW Clerical Contract FINAL
10. IBEW Clerical 2022_2025
11. IBEW Clerical Proposed Salary Placement
12. 2022_2025 Laborers Contract Final_w_signatures
13. 2025_2028 Laborers Contract FINAL





Council Business Meeting

14. Laborer Proposed Salary Placement
15. 2022 Management Resolution_FINAL_Signed
16. 2025_2028 Non-Represented Resolution FINAL
17. Updated Non-Represented_Parks Proposed Salary Placement
18. Annual Wage by Group vs Total Budget





Council Study Session

Date: December 1, 2025

Agenda Item	Revenue Generation and Additional Cost Cutting Possibilities Discussion
Department	City Manager's Office
From	Sabrina Cotta

TIME ESTIMATE

2 hours

CATEGORY

Staff Direction - provide direction to staff on the body's desired next steps.

SUMMARY

The City Council has revenue options they could choose to utilize to bring in additional revenues. If Council would like staff to investigate further additional revenue or cost cutting elements, direction can be given to staff to bring back additional information.

POLICIES, PLANS & GOALS SUPPORTED

Excellence in governance and City services
Sustainability through creativity, affordability and right-sized service delivery.

BACKGROUND AND ADDITIONAL INFORMATION

Potential Revenue Generation Options

Fuel Tax

The Council could put forth a fuel tax ballot measure. Used to contribute to transportation infrastructure maintenance and investments. Gas consumption is taxed. This revenue is limited to transportation-related improvements. Currently, this revenue source has an eroding tax base due to fuel-efficient and electric vehicles.

Transient Lodging Tax

Council could decide to increase the tax, which is currently 10%. This could bring in additional tourism (70% of new tax revenue) and discretionary funding (30% of new tax revenue). Lodging bookings based on the cost of lodging is taxed. Impact on visitors.

Local Option Levy

A ballot measure could be taken forward to increase funding for a service such as public safety for up to five years. Assessed value of property is taxed. Less regressive than flat fees.

Special District Creation

A ballot measure could be taken forward to fund a single service (Fire/ Parks). Assessed value of property is taxed.

Increase franchise fees

The Council could increase fees on the use of public right of way for utility services. Impact on utility customers. Common source of revenue.

Municipal Services fees

The Council could increase or designate new service fees for municipal services. Regressive in nature. Common source of revenue.

Fees for Specific Services

The Council could implement a full cost recovery policy on fees for services. Impact on user of service.

Downtown Paid Parking Program

The City Council could adopt a paid parking program for the downtown area.

Can we build our way into having a more robust general fund?

Development is often seen as a way to solve funding issues by bringing in a broader property tax base. Ashland





Council Study Session

has had little growth.

To bring in an additional \$2.5 million in property tax revenue per year, we would need to see an assessed value increase of 17% (roughly \$586 million). This is the equivalent of adding ~2,400 new single-family homes. Note, we build, on average, ~100 homes per year and Croman Mill is projected to have capacity for roughly 450-500 homes. It is important to note that when a significant amount of development happens, it increases our demand for service, so the net revenue gained could be less than \$2.5 million.

Assumptions:

- A new home costs \$400,000 to build.
- Build cost is equivalent to real market value of the improvement.
- Need \$2.5 million more in General Fund revenues per year

Facts:

- City of Ashland billing rate: \$0.0042865
- Net Assessed Value in 2025: \$3,451,185,730
- Residential Property Change Ratio in 2025: 58
- Commercial Change Property Ratio in 2025: 62.7

Calculation:

- \$2.5 million needed revenue / \$0.0042865 = \$583,226,408 additional assessed value needed
- High estimate (all residential): \$583,226,408 assessed value need / 0.58 residential change property ratio = \$1,005,562,773 real market value needed
- Low estimate (all commercial): \$583,226,408 assessed value need / 0.627 residential change property ratio = \$930,185,659 real market value needed
- Housing equivalents: Real Market Value Need/\$400K new home build cost = 2,325 - 2,514 new homes

Service Levels and Potential Cost Cutting Options

In each general fund department there are discretionary versus mandatory services. **Mandatory** are services that are required by law or the Ashland Municipal Code. **Contractually obligated** are requirements that become binding once the City accepts certain certifications, grants or agreements. **Discretionary** are services that the City chooses to provide but does not have a legal obligation to do so.

Police Department

Mandatory: Patrol officers, Records retention and administration

Discretionary: Training, Memberships, Community Service Officer, School Resource Officer, Police Volunteers, Training, Detectives, Traffic Officer, Staffing levels- Minimum: Supervisor and two officers, Ideal: Supervisor and four officers.

Community Development

Mandatory: Plan Review, Permitting, Planning Commission Functions

Contractually Obligated: Building Division Program (ORS 455.148- must maintain 4 years unless ceded), CDBG administration (only if funds are accepted), Historic Preservation Advisory Committee (Certified Local Government State Program — could revert to SHPO if discontinued locally), Housing Production Strategy (state-mandated reporting), Intergovernmental agreements for shared services.

Discretionary: Code enforcement, housing programs, long range planning (unless state mandated actions by the legislature), Advisory Committee Support for Public Art, Tree MAC, Housing and Human Services, memberships

Fire and Rescue

Mandatory: Per Charter, AMC Ashland will have a Fire Department





Council Study Session

Contractually Obligated: Training (federal and state laws require annual firefighter training if have fire department), dual roles, mutual aid

Discretionary: Fire Inspection (could be outsourced to the State Fire Marshal's Office), Staffing levels at 8 minimum/ 10 as fully staffed, Ambulance Service Area Coverage (requires dual roles), Single Role program, CERT Program, Wildfire Division, Fire and Life Safety Division, memberships

City Council

Mandatory: Per Charter \$900 a month stipend

Discretionary: Training and Travel, Sister City funding, Childcare grants, Homeless funding, Chamber membership, memberships (LOC, COC, RVCOG)

Human Resources

Mandatory: Recruitment, investigations, personnel policies, onboarding/off-boarding, benefit administration, Collective Bargaining Agreement administration, risk compliance and work safety, insurance administration, OSHA required safety committee

Discretionary: Use of recruitment firms, training, staff appreciation, memberships, staffing levels

Finance

Mandatory: Audit administration, budget administration, accounting, accounts payable, accounts receivable, payroll, procurement, Advisory Committee Support (Budget Committee and Audit Committee)

Contractually Obligated: Grant administration

Discretionary: Financial forecasting, investment management

Legal

Mandatory: Charter requirement to have legal counsel

Courts

Mandatory: Charter requirement to have a Judge

City Manager's Office

Mandatory: City Recorder functions — records retention, election officer, Council support, administration

Discretionary: Communications, Economic Development, Advisory Committee Support (Childcare & 2200 Ad Hoc, SERJAC), emergency management, TLT administration, citizen engagement and outreach — administration of See Click Fix, Website administration, memberships, training

Parks and Recreation

Mandatory: Weed abatement, trail maintenance, Ashland Parks and Recreation Commission

Discretionary: Senior services, recreation, ice rink, golf, pool, courts maintenance, sports fields, nature center, playground equipment, rental space, splash pad, advisory committee support, memberships, training, citizen engagement and outreach

Innovation and Technology

Mandatory: Cybersecurity

Discretionary: Asset management, user support, infrastructure and equipment maintenance

Band

Mandatory: Per Charter must have a band

Discretionary: Paid members

Cemetery

Contractually Obligated: Agreed to maintain cemeteries

Discretionary: Services related to burial

GIS





Council Study Session

Discretionary: Mapping, drone imaging (wildfire, capital projects), street name and address identification, asset management for infrastructure

FISCAL IMPACTS

Pending further review based on Council direction

SUGGESTED ACTIONS, AND/OR OPTIONS

Council discussion to be facilitated by the Mayor

REFERENCES & ATTACHMENTS

1. Oregon_Local_Revenue_Tools_Guidebook





Oregon Local Revenue Tools GUIDEBOOK



DECEMBER 2024



Page 126 of 567

Acknowledgments

ECONorthwest prepared this guidebook with the assistance and input of several partners including members, staff, and leadership of ***the League of Oregon Cities***. They commissioned this guidebook to complement their existing research on municipal revenue options.

The broader research was led by ***Christian Gaston (Sound and Vision Agency, LLC)*** with the support of ***Mark Wiener (Winning Mark)***. They were essential in developing Part 1 of this guidebook.

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That assistance notwithstanding, ECONorthwest is responsible for the content of this guidebook. The staff at ECONorthwest prepared this report based on their general knowledge of revenue tools in Oregon. ECONorthwest staff contributing to this study included Celia Beauchamp, Becky Hewitt, Lorelei Juntunen, James Kim, Natasha Pettit, Emily Picha, John Tapogna, and Ciara Williams. ECONorthwest also relied on information derived from government agencies, private statistical services, the reports of others, interviews of individuals, and other sources believed to be reliable. Any statements that are non-factual in nature constitute the authors' current opinions, which may change as more information becomes available.

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Table of Contents

INTRODUCTION.....	1
PURPOSE.....	1
BACKGROUND	2
PART 1. GETTING TO A YES: DEVELOPING A REVENUE STRATEGY	4
PHASE 1: DEFINE THE PROBLEM.....	6
PHASE 2: BUILD TEAMS AND SOLUTIONS	7
PHASE 3: PREPARE TO IMPLEMENT.....	15
PHASE 4: IMPLEMENT/VOTE.....	18
FINAL WORD.....	19
PART 2. REVENUE TOOLS.....	20
WHAT TOOLS ARE INCLUDED?.....	20
WHAT IS NOT INCLUDED?	23
CONSIDERATIONS.....	24
TAXES ON GOODS AND SERVICES.....	28
TAXES ON INCOME.....	42
TAXES ON PROPERTY.....	49
FEES AND CHARGES.....	66
WORKSHEET.....	83

HOW TO USE NAVIGATIONAL CONTROLS

This guidebook is designed with navigational features to make it easy to use.

Table of Contents

At the bottom right of each page is a button you can click on to go to the table of contents. In the table of contents, you can navigate to different parts of the guidebook.

Goods and Services

Taxes on Income

Taxes on Property

Fees and Charges

Revenue tools in the guidebook are organized into four categories. At the introduction of each category of tools are buttons to navigate you to the other three categories. These pages also include page numbers of each tool within the category that you can click on to navigate to that tool.

Additional Resources

Resource Name (Author, Year)

There also are many resources hyperlinked in this guidebook. These additional materials can help you better understand specific concepts or revenue tools.



INTRODUCTION

Purpose

The guidebook is intended to help city staff and elected officials make sense of the revenue options they can pursue at the local level without statewide legislative or constitutional changes.

Part 1 of this guidebook is called ***Getting to a Yes: Developing a Revenue Strategy***. This section describes a step-by-step process for evaluating funding options and engaging stakeholders in implementing a new funding strategy.

Part 2 helps cities find and assess suitable revenue options for funding city services and infrastructure needs. The tools reviewed are organized into four categories:

- (1) taxes on goods and services
- (2) taxes on income

- (3) taxes on property

- (4) fees and charges

While this is not a comprehensive list of all revenue tools, it is a detailed list that elected officials and city staff may be looking for. Each section describes the tool, examines key considerations for its implementation, and includes examples of how communities have implemented the revenue tool in Oregon.

The guidebook was completed in December 2024 based on information that was known at the time. It does not reflect changes from the 2025 Legislative Session, future legislations and ballot measures, or court decisions.





Background

The guidebook complements other LOC efforts to study the viability of revenue reforms, including changes to the property tax system. Municipalities find it challenging to keep up with the rising cost of providing services when property tax revenues—usually their main funding source—are restricted from growing as quickly. To address this, LOC tasked a group of local experts to explore potential reforms and assess whether meaningful reform is possible.

This guidebook builds on insights and themes from the 2024 revenue reform research process. While the guidebook’s main purpose is to summarize public information about revenue options available to Oregon cities, it is informed by findings from community focus groups and surveys from related policy research.

Some key findings informing this guidebook include the following:

- ♦ Many Oregonians believe the property tax system is outdated and does not work well.
- ♦ They are cautious about changes that could raise their taxes.
- ♦ Oregonians generally believe municipal revenues are sufficient to provide ongoing city services.
- ♦ Public support is greater for targeted changes, especially those that tax new developments, visitors and tourists, and large businesses.



Before diving into the details, there's an essential mindset required for working through this material.

This toolkit is designed to help Oregon cities address a growing problem: the gap between the demand for services and the revenue available to provide them.

For elected leaders and staff, that challenge is understandably often approached from a technical and policy perspective. For example, you might ask: *What tools are available? How would they work given the unique needs, economies, and legal and governance frameworks of a particular city?* These are the questions that this guidebook is aimed at helping city leaders to answer.

But these policy considerations have little to do with the most fundamental question: *How can a change in revenue generation actually be achieved?*

Whether revenue reform must be referred to the ballot or is a legislative enactment subject to citizen referendum, any substantial proposal will ultimately have to travel through voters. Your constituents do not see this through the lens of public policy. They think about it the same way they think about spending their own money.

So, city leaders should think of voters as customers. To win their support for any revenue increase, you need to approach it like a sale, asking questions like:

- ◆ Do your customers believe that there is a real need or problem?
- ◆ Do they believe that your proposal will meet that need or solve that problem?

- ◆ Do they think the outcome would be worth the cost?
- ◆ Can they afford it?
- ◆ Do they have confidence in the people or institutions that will raise and spend the money?

These are sequential questions—each is a gate you must pass through before you can ask and answer the next question.

The public opinion research shows the environment is tough for public finance. Many state and local governments have seen this firsthand. But “challenging” doesn’t mean “impossible.” Communities have succeeded in raising revenue by clearly identifying needs, communicating them effectively, and offering solutions that feel both relevant and compelling to their citizens—this guidebook provides a detailed and proven methodology for doing just that. Still, you must remember that success is neither guaranteed nor easy: it takes time and hard work.

Confidence is fundamental to success. Anyone who runs a business understands that their relationship with their customers is essential to their success. People buy when they believe in your product, trust your brand, and feel respected. That trust builds loyalty that carries through both good and bad times.

That same dynamic applies to raising revenue. Some may see this as a “different” skill set than the administrative task of running a government. But earning public trust and communicating value are at the heart of successful governing and are the mindset this guidebook is built around.



PART 1. GETTING TO A YES: DEVELOPING A REVENUE STRATEGY

Cities play a vital role in addressing key issues that matter most to voters and most impact their quality of life, such as clean and safe drinking water, public safety and transportation. Voters often not only see cities as the primary providers of those government services, but often hold them accountable for services and outcomes that extend beyond the authority of the city council. Yet at the same time, if voters are asked if cities need more money to provide these services, the answer is often “no.”

- **63% of Oregon voters believe cities raise enough revenue to maintain the current level of city service and only 22% believe more revenue is needed.**

Source: 2024 LOC polling results

In Oregon, limitations on property taxes mean that city general fund revenues often fall short of covering the rising cost of providing city services. This has created a complex and difficult landscape for city leaders where basic revenues do not adequately fund essential city services. Across the state, many cities have supplemented their property tax revenues with a range of other revenue tools. (This guidebook explores those tools in greater detail starting in [Part 2](#).)

But at the heart of any revenue strategy must be a plan to secure public support. That’s what we call getting to a “yes.”

Why is municipal finance so hard in Oregon?

Oregon adopted an income tax in 1930 to replace a state property tax. Efforts to establish a state sales tax have failed nine times at the ballot since 1933, with the “no” vote exceeding 70 percent of voters. General local sales taxes have failed too.

Cities, counties, and school districts had relied heavily on property taxes to fund services. Before the 1990s, local governments built a budget and spread out the cost among property owners in their jurisdiction. This “levy-based” tax system often created large changes year over year for taxpayers

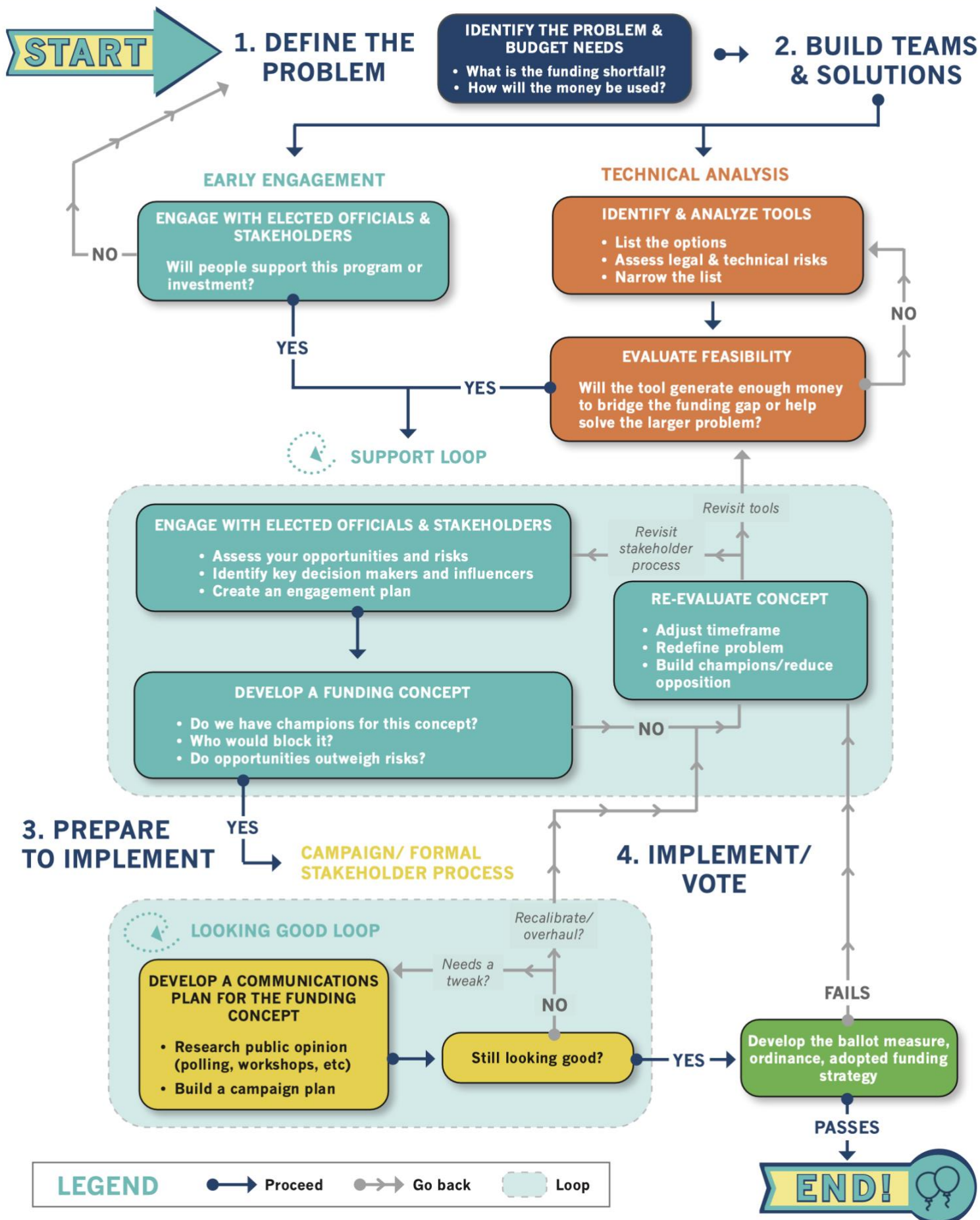
But, in 1990, Measure 5 established caps on property taxes: \$10 per \$1,000 of property value for general government and \$5 per \$1,000 of property value for education services. Tax collections dramatically fell for many jurisdictions. The state legislature stepped in to address the shortfall in education funding.

In 1997, voters adopted Measure 50 to make property taxes predictable and separated the property tax from market values. Each year, county assessors could increase the assessed value by up to 3 percent if it remained lower than the property’s real market value. The total cap from Measure 5 remained in place.

Because of these property tax limits, the property tax revenues for Oregon cities grow more slowly than market values and, in many years, the rising cost of service.



Getting to a Yes



Phase 1: Define the Problem

What is the funding shortfall, and how will the money be used?

First, let's step back and ask why we have a problem. Are there public safety services that can't be paid for with existing funds? Maybe there's a city building that needs renovation, but there isn't enough to pay for the needed repairs. Whether the expenses are ongoing or one-time-only, raising new revenues to pay for them will require a comprehensive plan.

That starts with identifying the problem in a way that the public can understand.

The problem will vary by jurisdiction. For example, a police station needs rebuilding, or it might need upgrades. Firefighters may need more resources to maintain staffing levels, serve new neighborhoods, or keep local insurance rates down. New revenue could fund specific programs for libraries or social services. There could also be a fundamental budget problem—not enough revenue and too many costs that cannot be reduced.

The problem that you have identified must be tangible—something that the public sees as an urgent issue worth solving.

Capital Projects

A campaign to pay for a capital investment, such as a new building, will need to both (a) focus on transparency about construction costs and timelines and (b) emphasize strong leadership and oversight to build public confidence. Often voters are more receptive to property tax

bonds that pay for capital projects rather than ongoing service levies because they have fixed, time-limited costs and a clearly understandable “product” that will be around for a long time.

Revenue tools often used: property tax bonds and system development charges.

Services or Programs

A campaign to pay for ongoing services, such as additional police patrols, more librarians to keep the city library open longer, or firefighters to improve response times, is often met with greater skepticism from voters than capital campaigns. Voters aren't simply being asked to fund a building, but rather ongoing government services. Here, it's important to build confidence among stakeholders in the budget process itself. Moving past initial skepticism that existing resources could be reallocated to better provide service is key. The value of having a specific program or service to rally around is important. It helps outline clearly the number of people who could be served or a clear description of how services would be expanded. Think about the services that your community prioritizes the most in outreach sessions, at city council meetings, or in public surveys. *How would your community like to expand those popular programs?* Engaging with the community will help uncover what kind of program analysis will be needed to present voters with a program expansion they will support.

Revenue tools often used: property tax levies, business income taxes, payroll taxes, utility fees, and public safety fees.



General Revenue

Asking voters to raise general fund revenue is more challenging. Reducing opposition is often the core of these campaigns. Many cities have built successful general fund revenue campaigns around a broad coalition of stakeholders—representing a wide range of business, labor, and community interests—coming together and asking voters to support higher taxes to pay for critical services. These campaigns require strong planning processes and deep, authentic stakeholder engagement. It is also critical to be able to offer concrete services—valued by voters—that will be saved or enhanced. A revenue measure that simply goes into the general fund bucket is far less likely to prevail.

Revenue tools often used: business income taxes, targeted sales taxes, broader-based income or payroll taxes.

Phase 2: Build Teams and Solutions

With a problem identified, the next step is to build a team that can develop potential solutions. There are essentially two tracks to this:

- (1) doing the technical work to ensure that there are possible solution(s) and
- (2) developing support for your solution(s) with stakeholders and the broader public.

These go hand in hand. A technically feasible solution cannot work without public support, and a popular idea is not useful if there is no way to make it work. So, while the work outlined in this section is described sequentially, think of it as running in parallel.

How Can You Identify and Describe Funding Problems?

	Capital Projects	Services
Example Projects	A new firehouse, a bridge replacement, a performing arts center	Public safety, sanitation, parking, library, parks
Where Do You Learn About Them?	Capital Improvement Plans provide a deliberate process for identifying needs. Engagement with community members and elected officials, visioning processes.	Service line analysis Level of service analysis Budget committees and process
Questions to Ask	What would it take to finance this capital project? What work would need to be done to excite the public about it?	How sure are we that we can implement new levels of service funded by the new revenue? What kind of financial projections could we share with the public to show them that these services are worth the investment?



Who should be on the team? Let's discuss the kind of leadership that's needed and examples of people who might have that expertise.

- ◆ **Will the public support this?** Your team should have leaders who have the pulse of your community. They know key leaders who can drive support in the community and reduce opposition. And they know when an idea goes too far or doesn't go far enough. Examples: Mayors, city councilors, city managers, chamber of commerce leaders, local labor leaders, community or faith leaders, and pollsters.
- ◆ **Is this legal?** You want to ensure that whoever is providing legal advice to your city council is up to date on the development of your proposal. As things change in response to analysis and feedback, the legality of a proposal could also change. Examples: City attorneys, contracted legal counsel, and bond counsel.
- ◆ **Can we actually do this?** New revenues create new opportunities for cities, but new programs can be challenging to stand up. The team also needs experts who can tell you when your project is getting too complicated, or the city just couldn't implement it. Examples: Department heads and senior managers, budget staff, and business managers.
- ◆ **Can we communicate the need?** The team should have members who will help everyone involved talk about why more revenue is needed,

how the city plans to create these new revenues, and what those resources would actually fund. Examples: Communication staff, citizen advisory board participants, constituent service staff, and other frontline city staff or volunteers.

Cities with small budgets may want to work with volunteer support. Cities with larger budgets could lean on existing staff and even bring on paid consultants. That's OK, just check that everyone understands their roles and responsibilities. Where your team comes from is less important than the expertise they bring to the project.

Technical Analysis

Getting to a yes, technically.

Successful projects have a strong internal technical development team, and their work runs in parallel with the stakeholder engagement process. There are strong feedback loops between the two. It's important that the technical experts are empowered to think the way voters would and have access to whatever public opinion research and stakeholder input is available. In their technical analysis, they should also be thinking: *What concerns would the general population have about this project?*

Many residents will dig deep into the details of technical reports developed for any project, and the reports should all be written with that in mind. But the real goal of the technical development team is to empower the stakeholders to tell an important story: *We identified what the community wants us to fix, and we found a solution we can all agree on.*



Identify and Analyze Funding Tools

List the Options

The process starts by putting together a list of options that could be analyzed. This guide includes analysis of most revenue tools cities can use to pay for funding shortfalls. Make sure to think through all your options. If you have an open mind about what revenue tool might work best for the program you're considering, you are more likely to find the option that is the best fit for what you want to do.

Assess Legal and Technical Risks

Assess each tool for its pros and cons. There might not be a perfect tool, and a few tools might be worth further discussion for different reasons. This guidebook includes key considerations that you should think about and examples of how you might analyze the tools in your own context.

- ◆ **Legal viability: Does the city have the legal authority to implement a revenue tool to fund this program?** Have an initial conversation with legal counsel about legal viability early on. It is important to keep the line of communication with legal counsel open throughout this process. As political leadership and stakeholders add new features to a funding concept, there may be new legal challenges that weren't apparent from the outset.
- ◆ **Technical viability: Can the city actually implement this revenue strategy?** Similar to legal viability, it's important to have a core group of city staff with a deep

understanding of the city's capacity to implement a revenue concept. Creating a project team of senior city staff early on can ensure that the decision-makers know the implementation and governance risks in real time. Unresolved questions about the technical viability or the cost of administering the revenue mechanism will erode support internally and/or externally.

Implementation considerations can also include how the revenue could be spent. If nearby jurisdictions already have a program like the one you're contemplating, it might be possible to work with that jurisdiction to learn lessons, adopt their policy as a model, or contract with them on implementation.

Narrow the list

After having analyzed the tools, compare them to filter out tools that are clearly not an appropriate choice for your situation. Even after this, you are likely to end up with more questions to answer.

Evaluate Feasibility of One or More Funding Packages

Further analyze the tools with information generated in the stakeholder engagement process. You might need to consider stakeholders' familiarity with the tools and future implications for a public campaign or education process. Some of the tools may need to be further refined or, sometimes, combined with other tools or policies into a funding package. In the end, the funding solution still needs to generate sufficient revenue to bridge the funding gap. This step may reveal a need to revisit one of the previous steps.



Things to Remember

Identify validators that can help support the city's internal technical experts. These are voices from outside the city that will back up the projections or cost estimates that are developed.

Show your math, in all cases. Presenting the full details of a project to a group can sometimes feel overwhelming. But make it available so that those who want to dig into it can. Transparency is key to successfully building confidence in your city's ability to do this work.

Develop collaboratively. It is important to ensure that your city staff aren't perceived as holding a "black box." Bring interested community members into decision-making conversations. If stakeholders ask for more detail, propose a side table or a sub-committee that can dive into those details. Getting to a yes starts with telling the public: *yes, we hear you—let's work together on this.*

Engage with Elected Officials and Stakeholders

Again, this work runs in parallel with the technical analysis process; each work informs the other, back and forth.

Assess Your Opportunities and Risks

With a problem defined, the next step is the development of a risk assessment framework. This will be used periodically throughout the development of the revenue plan to assess the feasibility of the plan. At this step, the key question is: *what are all the different ways that a new project could fail?*

The key to a successful risk assessment framework is that it considers the full spectrum of risk to the project. While not all projects face the same risks, below are examples of risk categories that should be considered.



Political viability: Will people support this program or investment broadly?

- ◆ **Who will support it?** Gauge support of key stakeholders, including the city council and mayor; labor organizations and unions; city staff leadership; local business chambers; oversight and watchdog organizations; local media; and any other critical thought leaders with influence in the city.
- ◆ **Who could block it?** Determine what could lead to growing opposition, such as an unpopular tax policy or a lack of transparency about the need for the project you're trying to fund. When opposition reaches a critical threshold, the project is likely no longer viable. This is because of the nature of tax measures. Voters hold a healthy skepticism about raising their taxes, which gives opponents disproportionate power in being able to defeat revenue measures. That makes it critically important to build a strong base of support and reduce opposition.
- ◆ **Are there any timing issues?** If your issue will go to a public vote, ask: *what else will be on the ballot?* Multiple tax measures on the same ballot could divide support.

If the issue is going to be in front of the city council, ask: *what other issues will dominate the calendar when the council meets?* The council will want to have enough time to understand the proposal, have a robust discussion, and engage their constituents.

If your concept is new and novel, what legal challenges could be posed against it? And if your new revenue tool were to be enacted, could opponents try to prevent future jurisdictions from following suit? Understanding the political landscape will help you understand the risks facing your policy proposal.

Communications viability:

- ◆ **Can the city effectively articulate the role of this revenue tool in solving the problem?** Just as a project is periodically reviewed for risks, the team should also review the ability of city staff, elected officials, and advocates to describe the problem and the proposed solution. As the project progresses through each step of work, the communications lead should update the communications plan. As you learn more about what you want to do, how you talk about what you want to do will change. Similarly, the more you know about where the public stands on your proposal, the better you will understand how to best communicate what you hope to do and align it with the values and priorities of voters.



Identify Key Decision-Makers and Influencers

With the funding concept and a sense of its viability, you now need to identify who is leading this work, and who decides whether the project is a go, or a no-go. The key question to ask at this step is: *Who owns and champions this initiative?* Successful revenue strategies often have an owner or a champion who will see it through.

This can take many forms. In some cases, the project will be spurred on by city staff looking to close a budget hole, but the project is not viable without council or mayoral support. This may lead to city staff owning the project, but the political leadership remain the deciders. Sometimes stakeholders may propose projects—perhaps residents think that a local road needs improvement, or the city center needs beautification. It may make sense for city staff to support them to ensure that the proposed project meets legal viability and technical feasibility.

There are three broad categories of deciders: Political leadership, city staff, and stakeholders. Each is a broad category that could include people outside of the city. For example, when forming a special district, other taxing jurisdictions that could be subject to property tax compression may need to support its formation for it to be viable.

Think about the key leaders whose support is so critical that without it, the project would fail. Then, build a process for ensuring that you have their support. Then, build a calendar of go/no-go decision points around project

milestones. The goal of this work is to maintain a close working relationship with your project decision-makers and key stakeholders so that your viability assessment is accurate.

It's also important to assess who could be opponents of your effort. Opposition can exist among political leadership, city staff, or stakeholders. There may be prominent elected officials who don't like the tax mechanism you're working on. Or it could be that within city or other government agencies, staff have reservations about the policy choices being made, or the funding goal. There could also be opposition among stakeholders outside of your organization. Working with them early to understand their opposition and potentially head it off is important to ensuring your project is successful.

One last thing. Oregon Revised Statute (ORS) 260.432 limits non-elected city officials from engaging in certain kinds of advocacy related to ballot measures or referrals once they are set for a public vote. Elected leaders cannot ask public employees, like staff, to support or oppose ballot measures, to prepare or distribute advocacy materials, or engage in other campaigning activities during work hours.

You can refer to [FAQ: Restrictions on Political Campaign by Public Employees](#) (League of Oregon Cities, 2023). Also, the Oregon Secretary of State maintains guidance on the law: [Restrictions on Political Advocacy by Public Employees](#) (Oregon Secretary of State, 2024).



Create an Engagement Plan

Ensuring that the right people have a seat at the table can ensure that your project has more friends than enemies. That means less controversy, and less conflict heading to the ballot or a critical vote of council.

This is also an important time in the project timeline to think about the people in your community who haven't been at the table in the past. Equitable representation and engagement will strengthen your project, improve community support, and build new leadership in your city.

The best practice for ensuring broad support is a strong engagement plan. Whether this is aimed at bringing elected officials, staff, or stakeholders on board, the plan will generally include the following:

- ◆ **Initial meeting:** Bring everyone up to speed on the work, answer initial questions, outline a vision for proceeding, and provide a “parking lot” for additional feedback that doesn't need to be addressed at the first meeting.
- ◆ **Focused work groups or work sessions:** Build a committee that can work through the decision points. These could be timing decisions, policy decisions, or questions about scope. The work will aim to convince your deciders that this project is necessary, well-planned, and ready for success.
- ◆ **Side tables, advisory committees, and sub-committees:** You may need these groups to handle specialized topics like tax policy questions,

building designs, program development options, and any other policy option that requires a specialized level of skill to move quickly to decision-making.

Some things to watch out for

As you proceed with your engagement plan, keep an eye out for signal flares. These can come in the form of letters to a stakeholder advisory committee calling into question the membership or process, an op-ed in the local newspaper, a frustrated constituent call, or a city council meeting that unexpectedly draws out opposition from the community.

These are signs that influential voices in your community either have lost confidence in the process or the project itself. Left unresolved, these concerns could coalesce into formal opposition to your project. While it is better to anticipate and plan for these concerns, you need to find a way to engage with those who are expressing frustration when concerns appear. Answer their questions and involve them in the process you've built if you can.



Develop a Funding Concept

You should have a framework proposal at this point. Your technical analysis process could inform your thinking too. To feel confident that you are ready to proceed, these elements should be present:

- ♦ **The problem:** This should be robust and compelling enough so that your stakeholders and the public can rally around it.
- ♦ **The solution:** Lay out the steps it would take to solve the problem—new city services, a new building,

new ongoing investment, etc. Back it up with solid analysis so even people who are new to the issue can clearly see how these actions will solve the problem.

- ♦ **General funding information:** What kind of resources are you talking about? And what mechanisms could generate those resources? And, importantly, what's the connection between the tax rate and the new revenue?

The Support Loop

You're not always going to get things right the first time. The best way to ensure that you're driving toward a successful vote is to make sure that you are constantly asking yourself whether your proposal would be popular. Some examples of how to test your proposal include:

- ♦ Take the latest version of the proposal to your full project team and see if they think it's ready to go.
- ♦ Ask the stakeholders that you've been working with whether they would support the latest version of the proposal.
- ♦ Ask your voters by including a question on a customer satisfaction survey or running a public opinion survey.

If the proposal you've developed doesn't pass any of these tests, it's probably time to circle back and see if there's a different proposal that would pass these tests.

Re-Evaluate Concept

Once your proposal is public, unanticipated opposition could emerge or flaws in the technical analysis could be exposed, undermining the credibility of the work done to-date. Take your time at this stage to ensure that you are ready to move forward. Check to see if you have enough support politically. If not, do more work to shore that up. Check to see if you have enough support technically. If not, go back to fill the gaps in your analysis.



Phase 3: Prepare to Implement

Develop a Communication Plan for the Funding Concept

A communication plan may be needed early on in a project's development. But by the time a stakeholder process has been identified, every project will need to empower its supporters with a strong narrative about why everyone is at the table trying to get this done.

Most of this work should be done already.

- ◆ **Bring people together** to talk through the difficult questions they've faced to date about the concept and work through a question-and-answer document so that major themes can emerge.
- ◆ **Think about storytelling** as a way to elevate the voices of the people who would be directly impacted by your project, and the voices of people who haven't been elevated in the past. These stories can provide a powerful narrative framework for people unfamiliar with your project to get up to speed quickly on its need and importance, and to see themselves as part of the solution.

Research Public Opinion

Not every project will require a public vote. But every project benefits from some level of public opinion research. And not all public opinion research needs to be extensive or expensive. Workshops or

advisory groups with people and organizations who are closely in touch with community members can quickly illuminate public sentiment. Some options that don't require a paid voters survey are:

Surveys included in utility bills or other routine city mailings: Including a voluntary survey in a mailing that the city already sends to all households is a relatively low-cost way of gathering public opinion. These surveys are not scientific, but they are informative. Remember that the people who chose to respond to your survey are not representative of those who will vote on your issue. But their opinions can help you better understand concerns in your community.

Online surveys: You can create the voluntary surveys online and add the links to websites, social media posts, and recurring community e-mails. You can also add the links or QR codes to the mailings mentioned above. Response rates tend to be low, and they will spike only for the first couple of days. Plan for multiple rounds of outreach and reminders.

Stakeholder engagement and open houses: Making space for your community to come together and express their opinions can be done at low cost. Cities often hold these kinds of open houses in the meeting rooms that the city council meets in, or in venues donated by community organizations. It's best to hold multiple open houses during different times of the day and week to accommodate as many people as possible.

Direct engagement with community members at community gatherings can be even more effective. Collect opinions from



people who are gathered at a farmer's market or a city celebration, for example. If you're looking to understand the opinions of certain parts of your community, you might ask local leaders of community organizations to deliver their community's concerns.

Keep in mind that when you are using these non-scientific methods for gathering public input, the opinions of community members with accessibility challenges or who have historically been excluded or underrepresented from civic participation will likely be underrepresented here. Keep that in mind as you utilize what you've learned from these processes to help inform your next steps.

Alternatively, a well-crafted survey of voters with neutral questions can help you quickly understand the following:

- ◆ **Viability of a public vote:** If you put it to voters, how many would support it? Aim for more than 60 percent of respondents as a baseline. And even if a vote is not required, understand the ability and inclination of opponents to gather signatures for a referendum.

FAQ on Initiatives and Referendums in Oregon (League of Oregon Cities, 2023).

- ◆ **Messaging:** What key messages move people from opposition to support? And how do you best explain what you're trying to do so that the most people understand it?
- ◆ **Project elements:** If your project goes to voters, you can learn what pieces help build support and which don't. If the project doesn't

require a public vote, you can learn what project or policy elements are most popular with your community.

To get representative results, your poll questions should closely resemble what voters will see on the ballot. This includes drafting potential ballot language, estimating revenue, setting a tax rate, and providing a clear description of policy outcomes. Ensure legal counsel and your pollster review these details before fielding the poll.

Build a Campaign Plan

Even if a project doesn't require a public vote, it still benefits from a campaign led by community voices. A volunteer-led effort can build support and reduce opposition. Before a vote, engage three key groups in the campaign: supporters, opponents, and funders. Each should have clear roles and expectations leading up to Election Day:

- ◆ **Supporters:** This could be a kitchen table of advisors, made up of leaders among your stakeholder table that can help the Mayor and councilmembers build community support for your project. It could also be a more formal table of people who are willing to raise funds for paid communication supporting your project.
- ◆ **Opponents:** Think about who would oppose your project. Have they been engaged in your stakeholder process? If not, why not? Building a bridge to opponents early on can reduce opposition. If your project faces a funded "No" campaign, your initial support in a poll will need to be



higher because negative messaging will move some supporters to the opposition.

- ◆ **Funders:** Think about the resources both sides of a potential campaign would bring. The group with the larger set of resources to communicate with voters will have an easier time delivering their messages and moving people to their side of the issue. If your project is on the wrong side of that equation, you should question its viability. A clear understanding of

the costs associated with a campaign should be developed with the help of campaign professionals, and that cost should be used as a benchmark for gauging the capacity and willingness of funders.

Again, there are restrictions on political campaigning by public employees. You can refer to [FAQ: Restrictions on Political Campaign by Public Employees](#) (League of Oregon Cities, 2023).

The Looking Good Loop

At this point, it makes sense to take a step back and assess where things stand. If things are looking good, it's time to build the campaign to get your project across the line. But if trouble is emerging, it's worth circling back to sort that out before moving ahead. Some things to watch out for:

- ◆ **Low or soft public support:** Polling helps gauge support for your proposal. Strong supporters are key, as they are less likely to shift and more likely to help during a campaign. If your concept relies mainly on lukewarm supporters, it may be vulnerable to opposition. If you decide not to poll, you can assess support through surveys of stakeholders or community members.
- ◆ **Strong opposition:** Whether or not you use polling, gauge if strong opposition is emerging. Opposition can easily cast doubt and is harder to overcome than building support. If you notice growing resistance, take time to understand and address concerns before a formal vote—it will be much harder to resolve them afterward.
- ◆ **Logistical challenges:** Hiccups may signal the timing isn't right. If fundraising seems difficult or stakeholder meetings lack a quorum, it may indicate weak support, suggesting more time is needed to build enthusiasm. A crowded ballot could also point to the need to reconsider the timing for the ask. If elected officials are unresponsive or reluctant to endorse the project, this could signal growing opposition. Think about the logistical challenges ahead and ask yourself if they just need more work, or if they're signs of weakness that should be shored up.



Phase 4: Implement/Vote

Develop the Ballot Measure, Ordinance, or Other Funding Strategies

Before heading into the final step that either adopts a revenue tool through an ordinance or sends the question to voters, you should work to synthesize everything you've learned up to this point.

Each document developed for this moment is an important messaging tool. Reporters, the public, supporters, and opponents will look at the ordinance that the city council votes on, the measure ballot title that the voters vote on, and any staff report for reasons to support or oppose your project.

Make your messaging clear: Think about how the general public will receive your messaging documents. Make sure that they are addressing, to the extent they can, the questions the public posed along the way. A clear, understandable ballot title that represents the public's attitudes will be much more successful at the ballot. Ballot language is too often drafted by lawyers to simply meet technical requirements, using legal jargon that does not adequately communicate what voters are being asked to pay for and why. Anything that appears on the ballot must also pass through the filter of the public's interest.

Take your time: Don't be afraid to take the time to get things right. By this step in the process, a range of stakeholders and deciders may want to hurry up and move.

But if there are still red flags, you're better off waiting for the correct political moment than sending a measure toward defeat. It's easier to wait for the right moment than rebuild after failure.

Consider:

- ♦ **What else is on the ballot?** A competing measure that's also asking voters to raise taxes could draw support away from your own measure. If there are too many measures on a particular ballot, voters sometimes experience decision fatigue, diminishing support for all measures.
- ♦ **What type of election year is it?** Odd-year elections typically have lower voter turnout than even-year elections because the national political campaigns for president drive up voter turnout. If your measure is alone on the ballot, with no other issue to vote on, the election could have low voter turnout, which will change the electorate. What a low voter turnout election means varies widely from jurisdiction to jurisdiction, but generally older, more enfranchised voters are more likely to vote in a low-turnout election. While younger, less enfranchised voters will likely sit it out.



Final Word

Whether your project succeeds or not, your community will remember it. Keep thorough records. This may be the first in a long line of revenue changes for your community, and future organizers will look back on your efforts in order to build on them.

In the same way, it's important to recognize that political coalitions like those that form around new revenue efforts can last a long time. Fostering those bonds and ensuring that people continue to work together to improve their communities can turn a single victory into a chain of victories. It can also turn a defeat into a victory down the road.

Just like it's important to take your time before heading to the ballot or the city

council, it's important to take your time afterward to ensure you draw the correct conclusions about your victory or loss. *What are people in your community saying about it? What's the take of people outside your organization? What are opponents saying?*

Successful cities are reflections of their residents. Understanding how your project is remembered will guide future efforts. It will help you better serve your community.



PART 2. REVENUE TOOLS

This section dives into funding tools available to Oregon cities. The following few pages describe which tools are covered or excluded and offer tips on using the considerations in the guidebook. Doing a technical analysis of funding tools is mostly about listing all the reasons for and against each tool and comparing them. This is qualitative work, and the conclusions heavily depend on the local context. The tables below illustrate one version of this assessment. They are meant to be practical examples that help cities start their process of evaluating and selecting funding tools that best suit their unique needs.

What Tools are Included?

This section includes 19 of the most common revenue tools available to cities in Oregon. Exhibit 1 is an overview of all of the tools analyzed in this guidebook.

Communities will need to consult with their legal counsel about the legal implications for each tool in their community. This guidebook does not provide legal advice—each reader is responsible for seeking out legal or other expert opinions before deciding how relevant these materials are to their particular situation.

Additional Resources

[Home Rule 101](#) (League of Oregon Cities, 2023)

[Legal Guide to Oregon’s Statutory Preemption of Home Rule](#) (League of Oregon Cities, 2020, updated 2023)

[Oregon Municipal Handbook, Chapter 2: Home Rule & Its Limits](#) (League of Oregon Cities, 2020, updated 2024)

[Oregon Municipal Handbook, Chapter 12: Financial Management and Taxation](#) (League of Oregon Cities, 2024)



Exhibit 1. Overview of Revenue Tools in the Guidebook

Taxes on Goods and Services (“what you buy”)				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Taxed?	Top Considerations
General Sales Tax (page 29)	Residents Visitors Businesses	Both: Services and capital improvements	Most goods and services (e.g., clothes, events, landscaping, repairs)	Large and stable revenue source for broad use. But little public support and concerns about disproportionate impacts on lower-income individuals.
Targeted Sales Tax (page 32)	Residents Visitors Businesses	Both: Services and capital improvements	Specific goods and services (e.g., prepared food, rental car)	Requires coordination with retailers, can unintentionally drive away economic activity, and useful for targeting goods or services.
Fuel Tax (page 34)	Residents Visitors Businesses	Both: Transportation infrastructure maintenance and investments	Gas consumption	Limited to transportation related improvements. Strong nexus between tax and benefit. Eroding tax base due to fuel-efficient and electric vehicles.
Transient Lodging Tax (TLT) (page 36)	Visitors	Services mostly: 70% related to tourism; 30% is discretionary	Lodging bookings based on cost of lodging	Limited tax base (lodging activities) and revenue use (promotion of tourism and tourism related facilities). Likely supported by the public.
Construction Excise Tax (CET) (page 39)	Developers	Capital: Affordable housing or school facilities	Value of construction permits	Clear nexus between tax and benefit, though revenues can fluctuate with development activity.
Taxes on Income (“what you earn”)				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Taxed?	Top Considerations
Personal Income Tax (page 43)	Workers	Both: Services and capital improvements	Workers’ wages and salaries	A substantial and versatile revenue source. Strong administrative and political challenges.
Business Income Tax (page 45)	Businesses	Both: Services and capital improvements	Businesses’ net incomes	Can generate substantial revenue, but risks to economic activity.
Payroll Tax (page 47)	Workers and businesses	Both: Services and capital improvements	Workers’ wages and salaries	Can generate substantial revenue for a predefined funding objective but can have adverse effects on lower-income workers.
Taxes on Property (“what you own”)				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Taxed?	Top Considerations
Local Option Levies (page 51)	Property owners	Both: Services and programs mostly but can fund capital expenses.	Assessed value of property	Generates moderate to high revenues in five-year timespans. Limited duration reassures voters but can be risky for some cities.



Taxes on Property (“what you own”)				
Special Districts (page 53)	Property owners	Services: Targeted or new municipal services	Assessed value of property	Can effectively fund singular or specialized service needs. Usually supported by the public.
Local Improvement District (LID) (page 55)	Property owners	Capital: Infrastructure improvements	Assessed value of property	Clear nexus and sufficient revenue to fund identified projects. Costs shared among participating property owners.
Economic Improvement District (EID) / Enhanced Service District (ESD) / Business Improvement District (BID) (page 57)	Business owners and/or property owners in a commercial district	Capital (EID): Commercial district capital improvements Services (ESD/ BID): Commercial district services	Assessed value of property, or business location in a commercial district	Versatile funding solutions to shared problems. Effective and well-managed districts have the potential for long-term stability and growth.
General Obligation (GO) Bonds (page 61)	Property owners	Capital: Capital investments	Assessed value of property	Potential for substantial funding for capital investment. Passing a GO Bond requires careful campaigning.
Tax Increment Financing (TIF) (page 63)	Property owners	Capital: Improvements for economic development or housing	Increases to assessed value of property	Funds capital projects related to economic development and housing. Generates revenues without raising taxes.
Fees and Charges (“what you do”) – Unlike taxes, fees are typically tied to specific uses, like building permits, utility services, or park entry fees.				
Revenue Tool	Who Primarily Pays?	What Does It Pay For?	What is Charged?	Top Considerations
Franchise Fees and Utility License Fees (ULFs) (page 67)	Utility providers	Both: Services and capital improvements	Fees on utility service providers, who then pass on the costs to customers	Stable and broad revenue source with unrestricted uses, but there are uncertainties about future revenue growth with changing regulations.
Municipal Services Fees (page 70)	Utility customers	Both: Services and capital improvements	Municipal services (through utility bills)	Easy to generate revenue, but with political challenges and disproportionate impacts.
Fees for Specific Services (page 74)	Residents Visitors Businesses	Services mostly: services related to fee	Specific services (e.g., copies, permits, rentals)	Nexus between fee and benefit. Highly variable considerations city to city.
Fines and Penalties (page 76)	Residents Visitors Businesses	Services mostly: services related to the violation	Violations	Not a reliable funding source. But can promote compliance.
System Development Charges (SDCs) (page 79)	Developers	Capital: infrastructure improvements	New development	Recovers a portion of costs associated with new development. Revenue is development-driven, likely fluctuating over time.



What is Not Included?

This guidebook does not include more unique tools some jurisdictions in Oregon use (e.g., logging rights, Portland Arts Tax, bridge tolls). It also does not include tools local jurisdictions cannot use because the state does not allow it (anymore). Two examples are **real estate transfer tax** and **gross receipts tax**. Although some local jurisdictions in Oregon use these tools, the State Legislature has preempted future adoption of these tools.

- ◆ **Real estate transfer tax** is applied to the sale of real property (such as land or a building). The taxable value is based on the selling price. ORS Chapter 306.815 prohibits local jurisdictions from adopting real estate transfer taxes unless they were in effect by March 1997. Washington County is the only Oregon jurisdiction that has a real estate transfer tax.
- ◆ **Gross receipts tax** is applied to the gross sales revenue businesses generate. Unlike a sales tax that is applied to final sales to consumers, a gross receipts tax is applied to business transactions. This feature leads to “tax pyramiding” where a good or service is taxed multiple times to reach the final consumer. Unlike an income tax, a gross receipts tax generally does not allow deductions for business expenses, with some exceptions. ORS Chapter 317A.158 prohibits local jurisdictions from adopting gross receipts taxes unless they were in effect by April 2019. Portland is the only jurisdiction in Oregon to have a gross receipts tax, the Clean Energy Surcharge, which funds the Portland Clean Energy Community Benefits Fund (PCEF).

Additional Resources

TaxEDU: Not All Taxes Are Created Equal (Tax Foundation, 2023).

Many people have come up with ways to organize and evaluate funding tools. This primer discusses different types of taxes (income, consumption, property) and compares their impact on economic growth, fairness, and revenue stability. It explains why some taxes are more equitable or economically efficient than others. Tax Foundation is a nonpartisan, educational organization that has been critical of new tax laws in Oregon.¹

Comprehensive Revenue Restructuring (Oregon Department of Revenue, 2009).

This 2009 report presents options for restructuring Oregon's tax system, addressing the state's reliance on income and property taxes. It evaluates tax instruments like a gross receipts tax, a reform of property tax limitations, and potential avenues for sales tax implementation to enhance revenue stability. While the report is fifteen years old, the key principles are still true today.

¹ Mountjoy, Jack and Joseph, Bishop-Henchman. “The Dam Bursts in the Beaver State: Oregon’s Wave of Tax Increases and New Spending.” Tax Foundation. July 9, 2009. Accessed October 3, 2024. <https://taxfoundation.org/research/all/federal/dam-bursts-beaver-state-oregons-wave-tax-increases-and-new-spending/>.



Considerations

When exploring funding tools, it is essential to take a structured look at whether they are adequate, fair, viable, and aligned with a city's goals. A structured list of considerations can help cities compare their options. While no tool will likely perform well in every consideration, this approach can reveal each option's main pros and cons. Typically, cities should also consider legal requirements, but this guidebook skips that aspect since every tool in this guidebook is legally allowed for cities.

Compatibility with Budgeting Needs

Every city has its unique financial landscape, but a key question for any revenue tool is: Can it consistently generate sufficient funds to meet the city's needs? This section looks at how each tool stacks up on that front.



- ◆ **Adequacy: How much revenue can it generate?** Cities will need to determine whether one or more tools can provide enough funding for the identified need.
- ◆ **Stability: What factors could lead to funding fluctuations from year to year or seasonally?** Cities will need to consider how susceptible revenues are to external factors such as economic cycles, environmental factors, and seasonal changes that can cause revenue volatility. Some tools, like income taxes, fluctuate with the economy, whereas property tax revenues grow steadily over time and are less affected by economic cycles.
- ◆ **Versatility: What can the funding be used for?** The tool's effectiveness can be influenced by how broadly or narrowly its revenue can be applied. Versatile tools allow cities to respond to various needs, but targeted tools might help secure consistent funding for critical priorities.
- ◆ **Capacity for Growth: Does the tool have the capacity to grow and meet future financial demands?** A revenue tool that meets current needs may become inadequate if revenue fails to keep pace with rising service costs or increasing demand.

Fairness: Who Benefits and Who Pays?

Every city is different, but fairness in who pays and who benefits from public services is always a concern. This set of considerations looks at the equitable distribution of costs and benefits across different populations, including households, businesses, and visitors.



- ◆ **Horizontal Equity: Does the tool treat similar taxpayers consistently?** Cities should evaluate whether the revenue tool taxes or charges equal rates across households, visitors, and businesses with comparable economic situations. Horizontally equity means there is no preferential treatment. Even when the tax rates are the same, there could be unfair treatment due to spending habits that diverge from earnings, income tax deduction and credits, and property assessment methods.



- ◆ **Vertical Equity: Do those with more resources pay more than those with less?**

Cities will need to assess whether the revenue tool affects those with lower incomes more than those with higher incomes. Taxes and fees that do not differentiate ability to pay are often called “regressive” among economists. For example, a flat fee for a city service or a fuel tax is regressive and disproportionately impacts lower-income individuals because they do not change their ability to pay.

- ◆ **Nexus to benefit: Is there a clear connection between the tax or the fee and the public service funded by it?**

Cities may want to ensure that those who fund a service also benefit from it. This alignment strengthens the fairness of the revenue tool.

Administrative Ease

Although each city will have different staff capacities, existing programs, and financial resources, all cities must consider how much time, money, and staff it will take to manage a new revenue tool. Partnering with other jurisdictions looking to do similar things could help spread the load.



- ◆ **Implementation: How costly and complex will it be to establish and manage the new revenue tool, and does the city need to create new systems or roles to support it?**

Implementing a new revenue tool can require investments in software, staff training, and even new roles or departments. Cities should consider whether their existing systems can support the new tool or if new processes are needed. For smaller cities, these requirements can be particularly challenging. Additionally, if the tool is complex, additional time will be needed to inform staff and the public. A related consideration is jurisdictional boundaries (e.g., business improvement districts collect and spend the revenues within a business district).

- ◆ **Collection: What infrastructure and resources are needed to collect and manage the revenue efficiently, and how will external coordination affect this process?**

The ability to collect revenue smoothly often hinges on the city’s existing infrastructure. If current systems are not adequate, new programs or business units may need to be developed. Efficient data management is also crucial—tracking payments accurately and minimizing errors are essential to smooth operations. Setting up these systems can demand staff and financial resources along with coordination with external entities, like the State of Oregon Department of Revenue.

- ◆ **Enforcement: What will be required to monitor compliance, enforce penalties, and allocate resources effectively for the new revenue tool?**

Enforcement of the revenue tool involves ongoing compliance monitoring, including resource-intensive audits and clear processes for managing penalties and resolving disputes. Cities may only be able to collect the full share of the tax or fee with a strong enforcement mechanism. Enforcement also demands dedicated staff and resources, which can be a strain, particularly for smaller cities with limited staff capacity.



Neutrality and Political Feasibility

People respond to policy proposals and decisions in different ways. When considering the feasibility of new revenue tools, cities can try to anticipate what people might do.



- ◆ **Neutrality: Is the revenue tool likely to result in unintended changes in behavior?**

Ideally, revenue tools would not lead to distorted impacts on economic activity (such as encouraging moving or reducing employment). Sometimes, behavior change may be an intended outcome to reduce costs to the public (such as penalties for speeding or excise taxes on alcohol or tobacco). For local taxes, a potential unintended consequence is people crossing to neighboring jurisdictions to avoid paying a local tax.

- ◆ **Political Feasibility: How likely is the new revenue tool to gain political support?**

Cities need strategies to build coalitions, anticipate opposition, and address public concerns. Cities can start by gauging the support from elected officials, community leaders, and the public. Cities must consider the tool's potential impact on different stakeholders and develop strategies for building a strong coalition. Gaining political buy-in means addressing public concerns through transparent communication and demonstrating the tool's benefits. Other considerations include careful wording in ballots or ordinances to balance the chances of passage with the need for flexible use of funds.

Applying the Considerations

This section provides two examples that differentiate how a city might consider funding tools for infrastructure projects—such as roads, utilities, and public buildings—and for city services—such as public safety, parks maintenance, and social programs. These examples are intended to be illustrative and are based on a narrow set of assumptions. City staff will need to apply the considerations within their political and financial context to help decision-makers understand the suitability, scalability, and long-term impacts of various funding mechanisms.

Adapt this guidebook to your needs

Cities are encouraged to adapt these insights based on their specific local context. While the guidebook presents general assessments, any detailed evaluation of a particular funding tool should account for the jurisdiction's unique circumstances and needs.



Summary of Considerations

This table summarizes generalized considerations in the tools described below.

Exhibit 2. Summary of Revenue Tools Considerations

	Compatibility with Budgeting Needs				Fairness			Administrative Ease			Other Considerations	
	Adequacy	Stability	Versatility	Capacity for Growth	Horizontal Equity	Vertical Equity	Nexus	Implementation	Collection	Enforcement	Neutrality	Political Feasibility
Taxes on Goods and Services (“what you buy”)												
General Sales Tax	...	..	...	..	..	.	.	..	...	...	.	.
Targeted Sales Tax	D	..	D	D	..	.	D	..	...	...	..	..
Fuel Tax*	..	..	.	.	..	.	...	...	...	...	..	D
TLT	..	.	.	D	..	.	...	...	...	..	...	..
CET	..	..	..	D	..	..	...	..	...	...	.	..
Taxes on Income (“what you earn”)												
Personal Income Tax	...	.	D	...	..	..	.	.	...	..	.	.
Business Income Tax	...	.	D	...	..	..	..	.	..	..	.	.
Payroll Tax	...	.	.	...	..	.	D	..	...	...	..	..
Taxes on Property (“what you own”)												
Local Option Levies	...	.	..	.	..	..	D	..	...	...	...	D
Special District	...	...	..	.	..	..	D	.	...	...	...	D
LID*	...	..	..	.	...	.	...	..	...	..	...	D
EID*/ESD/BID	.	..	...	..	...	.	...	..	...	..	D	D
GO Bonds*	...	...	..	.	..	.	D	.	...	...	...	D
TIF*	...	D	..	D	..	.	...	.	...	...	..	.
Fees and Charges (“what you do”)												
Franchise Fees and ULFs	D	...	...	..	...	.	.	..	...	..	...	...
Municipal Services Fees	D	..	...	...	D	D	D	D	...	...	...	D
Fees for Specific Services	D	D	.	D	...	.	...	D	D	D	D	...
Fines and Penalties	.	.	D	.	..	.	...	..	...	..	.	D
SDCs*	D	D	..	...	...	..	D	..	...	...	..	D

... = Key advantages

.. = Some limitations or exceptions

. = Considerable limitations

D = Depends

* = Capital Projects Only



TAXES ON GOODS AND SERVICES

Cities can collect a tax on the sale of most goods and services. While Oregon does not have a state sales tax, local jurisdictions have the option to apply a local sales tax. A general sales tax applies to a broad array of goods and services, whereas a targeted sales tax applies to specific goods or services. Sales taxes are typically a percentage of the purchase price. Some taxes are collected at the point of sale and remitted by businesses to the government. Some local transient lodging taxes are administered by the state—Department of Revenue—and remitted to local jurisdictions. Others are collected and administered by the jurisdiction itself or through intergovernmental agreements.

Local revenue tools covered in this section are:

- ◆ [General Sales Tax \(page 29\)](#)
- ◆ [Targeted Sales Tax \(page 32\)](#)
- ◆ [Fuel Tax \(page 34\)](#)
- ◆ [Transient Lodging Tax \(page 36\)](#)
- ◆ [Construction Excise Tax \(page 39\)](#)

Local taxes on goods and services are generally easy to administer through existing mechanisms. But they tend to disproportionately impact lower-income individuals and can drive away economic activity to nearby jurisdictions with lower tax rates. Actual impact will depend on how much goods and service people buy.

Taxes on Income
Taxes on Property
Fees and Charges



General Sales Tax

Cities can apply a general sales tax on various transactions within a specific jurisdiction. These taxes can go into the general fund to help fund essential public services like infrastructure and public safety, especially in areas with significant retail or tourism. Despite sales taxes being commonplace in the rest of the United States, no Oregon municipality has implemented a general sales tax due to major voter opposition.

Rationale: A local sales tax helps diversify a city's revenue sources, adding financial stability beyond reliance on property taxes and fees. For cities that experience significant costs from visitors using city infrastructure, a sales tax allows the city to capture revenue from these users.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapter 305.620. Also, Oregon's home rule grants local governments limited authority to implement taxes to meet their specific fiscal needs.

Examples

City of Ontario became the first city in the state to attempt to create a general retail sales tax in 2017, passing an ordinance to create a 1 percent levy aimed at generating \$3.7 million annually. The revenue was intended to fund city services like law enforcement, street repairs, and parks. Ontario's unique position on the Idaho-Oregon border, where shoppers cross to avoid Idaho's 6 percent sales tax, was a major factor in its decision.² However, some residents opposed the tax, leading to efforts to overturn it via referendum in May 2018.³

City of Vancouver, Washington, has a combined use and sales tax rate of 8.7 percent as of late 2024. In 2023, 12.6 percent (or \$65 million) of the total sales tax revenue went to the City of Vancouver.⁴ The City leverages local sales tax revenues for public safety, infrastructure projects, and general city services. Compared to similarly sized cities in Washington, the City loses substantial sales tax revenues due to its proximity to Portland, which has no sales tax. A 2014 Cross Border Study by the State of Washington indicates that Washington's border counties would lose \$193 million in state and \$54 million in local sales tax revenues to evasion.⁵

² Peacher, Amanda. 2017. "Ontario Becomes Oregon's Only City To Approve A Sales Tax." *Oregon Public Broadcasting*, September 27, 2017. Accessed November 14, 2024. <https://www.opb.org/news/article/ontario-oregon-sales-tax/>.

³ Terhune, Katie. 2018. "Ontario Voters Reject 1 Percent Sales Tax Proposal." *KTVB*, May 16, 2018. <https://www.ktvb.com/article/news/politics/elections/ontario-voters-reject-1-percent-sales-tax-proposal/277-552809630>

⁴ City of Vancouver. 2023. "Your Retail Sales Tax." *City of Vancouver 2023 Annual Report*. Accessed November 14, 2024. <https://www.cityofvancouver.us/2023-annual-report/your-retail-sales-tax/>

⁵ Washington State Department of Revenue. 2014. *Cross Border Study*. Accessed November 14, 2024. https://dor.wa.gov/sites/default/files/2022-02/Cross_Border_Study_2014.pdf



Considerations

Summary of Top Considerations: Although a general sales tax could be an adequate technical solution to budget needs, it is difficult to gather public support. Read about identifying champions and developing communication plans in [Part 1. Getting to a Yes: Developing a Revenue Strategy](#) section above.

- ◆ **Broad applicability:** A general sales tax would apply to many goods and services, creating a large and stable source of revenue for cities. Because the revenues would go into the general fund, cities can control how funds are spent.
- ◆ **Political messaging:** Because a general sales tax does not exist in Oregon, cities will need to carefully tailor their message to define the budget needs or pressures and what these dollars will fund, such as local infrastructure or public services. Capturing revenue from non-residents can be a key theme in the communication about the potential benefits of the tax. In cities with heavy tourist or cross-border traffic, local sales taxes ensure that visitors contribute to maintaining city services.
- ◆ **Vertical Equity:** Many economists consider sales taxes regressive because they are more burdensome to those with lower incomes. (Regressive taxes are those that disproportionately affect lower-income individuals.) This can be mitigated with structural choices about the goods and/or services that are taxed. For example, exclusions for groceries or medication are common for sales taxes.



Exhibit 3. Considerations for General Sales Tax

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate significant revenue, especially in areas with high retail activity or tourist traffic.
Stability	• •	Less stable than property taxes and may fluctuate with consumer spending levels and business cycles.
Versatility	• • •	Usually no restrictions on use of funds. Can direct revenues to the general fund or to specific budgetary accounts.
Capacity for Growth	• •	Can grow with increasing retail activity or tourism, keeping pace with cost of service. However, growth is limited during economic downturns, during times of high inflation, or if consumers shift to lower-tax areas.
Fairness		
Horizontal Equity	• •	Applied uniformly to buyers of the targeted goods or services but will impact more frequent buyers of taxed goods or services.
Vertical Equity	•	Sales taxes are regressive, disproportionately impacting lower-income households who spend a larger share of their income on essentials. To balance vertical equity, cities can consider exemptions for basic necessities (such as groceries or medicine).
Nexus	•	Broad-based taxes that support the general fund do not have a clear nexus, and nexus is not required. Still, some nexus exists when the tax is paid by tourists or visitors who use the public infrastructure.
Administrative Ease		
Implementation	• •	Requires coordination with retailers to set up. National and regional retailers already have experience collecting sales tax at point of sale. A new sales tax will require behavior change from small businesses to manage collection.
Collection	• • •	Once in place, the collection process is handled by retailers, who include the tax in the price of goods and remit it to the municipality.
Enforcement	• • •	Other communities outside Oregon with broad sales taxes do not report major issues.
Other Considerations		
Neutrality	•	Local sales taxes may reduce consumer spending or drive purchases to neighboring areas with lower or no sales tax. Lower tax rates will have less impact.
Political Feasibility	•	Local sales taxes face resistance in Oregon, partly because no city currently has one. Any city evaluating this tool should consider a ballot measure rather than implementation by ordinance.

Legend

- • • = Key advantages
- • = Some limitations or exceptions
- = Considerable limitations
- D = Depends



Targeted Sales Tax

A targeted sales tax, or an excise tax, applies to specific goods or services within a jurisdiction. It can generate revenue for local services like public safety, infrastructure, parks, and community programs. Examples in Oregon are:

- ◆ Goods like gasoline, alcohol, and tobacco
- ◆ Activities like lodging (hotel/motel taxes) (see page 36 for Transient Lodging Tax)
- ◆ Car rentals
- ◆ Admissions to events (e.g., theater, concert)

Rationale: Cities across Oregon use targeted sales taxes on specific goods or services to fund transportation projects or local services. These taxes often focus on items that capture significant contributions from tourists and non-residents, helping shift part of the tax burden away from local residents.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapters 305 to 324

Examples

City of Ashland has a five percent tax on all prepared food items and beverages.⁶ This tax includes food sold by restaurants, food trucks, and other establishments. Revenues from the tax are used to support the acquisition and maintenance of parklands and to fund wastewater treatment facilities.⁷

City of Cannon Beach passed a five percent Prepared Food Sales Tax in November 2021.⁸ Businesses selling prepared food collect the tax on behalf of the City and remit it to the City every quarter. The businesses may retain 5 percent of taxes collected to mitigate collection costs.⁹

City of Redmond approved a five-year, 12.5-percent tax on rental cars In January 2024. The city plans to use revenues for transportation infrastructure.¹⁰

⁶ City of Ashland. n.d. "Business Registration & Transient Lodging Tax." Accessed October 3, 2024. <https://www.ashlandoregon.gov/244/Business-Registration-Transient-Lodging->

⁷ Silver, Dean. 2022. "The Evolution of the Food and Beverage Tax." *The Ashland Chronicle*. July 04, 2022. Accessed November 4, 2024. <https://theashlandchronicle.com/the-evolution-of-the-food-and-beverage-tax/>

⁸ City of Cannon Beach. n.d. "Prepared Food Sales Tax." Accessed October 3, 2024. <https://www.ci.cannon-beach.or.us/finance/page/prepared-food-sales-tax>

⁹ City of Cannon Beach. n.d. *A Business Guide to the Cannon Beach Prepared Food Sales Tax*. Accessed October 3, 2024. <https://www.ci.cannon-beach.or.us/media/17036>

¹⁰ City of Redmond. n.d. "Rental Car Tax." Accessed November 14, 2024. <https://www.redmondoregon.gov/government/departments/finance/rental-car-tax>



Considerations

Summary of Top Considerations: Targeted sales taxes are common in Oregon. Compatibility with budgeting needs largely depends on the good or service in question. A targeted sales tax requires coordination with retailers but can be relatively easy to administer. It may reduce consumption of the targeted good or service, whether intended or not. Like general sales tax, they disproportionately impact lower-income individuals.

Exhibit 4. Considerations for Targeted Sales Tax

Compatibility with Budgeting Needs		
Adequacy	D	Depends on the good or activity. More targeted taxes generate less revenue. Food and beverage taxes can generate more revenue.
Stability	• •	Less stable than property taxes and may fluctuate with consumer spending levels and changes to inflation. Seasonality in areas with more tourism spending such as rental cars and prepared food.
Versatility	D	Usually no restrictions on the use of funds. But if a city chooses a budgetary account to fund, it will be difficult to fund other uses later.
Capacity for Growth	D	Can grow with economic activity, keeping pace with cost of services. But potential for growth depends on the specific goods or services.
Fairness		
Horizontal Equity	• •	Applied uniformly to buyers of the targeted goods or services but will impact more frequent buyers of taxed goods or services.
Vertical Equity	•	Generally regressive, disproportionately impacting lower-income households who spend a larger share of their income on essentials subject to tax. But can depend on the taxed goods or services.
Nexus	D	Depends on use. For example, a motor vehicle rental tax that funds road infrastructure projects would have a clear nexus.
Administrative Ease		
Implementation	• •	Requires coordination with retailers to set up. National and regional retailers already have experience collecting sales tax at point of sale. A new sales tax will require behavior change from small businesses.
Collection	• • •	Once in place, the collection process is handled by retailers, who include the tax in the price of goods and remit it to the municipality.
Enforcement	• • •	Other communities outside Oregon with broad sales taxes do not report major issues.
Other Considerations		
Neutrality	• •	Targeted taxes can reduce consumption of the targeted goods or services. This is sometimes an intended effect (e.g., tobacco). If the tax is too high, it may drive consumers to neighboring jurisdictions that do not have a similar tax.
Political Feasibility	• •	Several jurisdictions have implemented targeted sales taxes. There are precedents for the political feasibility of a targeted local sales tax. Voter approval is required for some taxes.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



Fuel Tax

A fuel tax is a targeted sales tax charged on gasoline sales in a jurisdiction. Revenues fund the construction, repair, operation, and maintenance of local roads and streets.

Rationale: A fuel tax can help diversify funding sources beyond property taxes and state allocations. It creates a dedicated stream of revenue for road maintenance and new transportation investments. It can discourage using gas-powered vehicles and encourage using fuel-efficient vehicles, public transportation, and other transportation modes.

Who pays: Residents, visitors, and businesses that use fuel

Statutory reference: ORS Chapters 319.010 to 319.430

Additional resources:

- ♦ [Model Motor Vehicle Fuel Tax Ordinance](#) (League of Oregon Cities, 2020).
- ♦ [Fuels Tax Taxable Distribution Reports](#) (Oregon Department of Transportation).

Examples

According to the Oregon Department of Transportation, 31 local jurisdictions collect local fuel taxes as of 2024.¹¹

City of Eugene implemented a local fuel tax in 2003 (five cents per gallon as of 2024). The City dedicates revenues from this local gas tax to build, repair, maintain, operate, and preserve city-owned roads and streets. The gas tax ordinance stipulates that no revenue shall be used for capacity-enhancing street improvements.¹²

City of Newport had funded local road infrastructure with a local fuel tax that varies seasonally. Since 2009, the fuel tax had been three cents in the summer months and one cent in the rest of the year. In 2021, the City proposed to increase their gas tax to five cents year-round. The ballot measure was defeated along with a prepared food tax.¹³ In May 2024, the City passed an ordinance to increase the fuel tax to five cents per gallon, effective October 1st, 2024.¹⁴

¹¹ Oregon Department of Transportation. n.d. "Current Fuel Tax Rates." Accessed October 15, 2024. <https://www.oregon.gov/odot/ftg/pages/current%20fuel%20tax%20rates.aspx>

¹² City of Eugene. n.d. "Local Gas Tax." Accessed October 15, 2024. www.eugene-or.gov/1085/Local-Gas-Tax

¹³ Card, Steve. 2024. "Newport Proposing Gas Tax Increase." *Newport News Times*, February 29, 2024. Accessed October 5, 2024. https://www.newportnewstimes.com/news/article_636e95cc-d14b-11ee-b266-ef8765f6eb2e.html

¹⁴ Oregon Department of Transportation. n.d. "Fuels Tax." Accessed October 5, 2024. www.oregon.gov/odot/ftg/



Considerations

Summary of Top Considerations: Fuel taxes exist at local, state, and federal levels. They have been a reliable source of revenue for funding some transportation-related projects. However, fuel-efficiency improvements are reducing their reliability. Without a statewide solution like a vehicle miles traveled tax, cities may need to raise fuel tax rates. Also, there may be public opposition if it is perceived as a tax on lower-income, car-dependent households without alternative means of transportation. Cities also need to consider fuel prices and taxes in neighboring jurisdictions where drivers could purchase fuel instead.

Exhibit 5. Considerations for Fuel Tax

Compatibility with Budgeting Needs		
Adequacy	• •	Known for providing consistent funding, but fuel efficiency improvements are reducing total fuel consumption and revenue. Cities may need to change tax rates or adopt a new tax in the future.
Stability	• •	Stable in the near-term but can decline over time due inflation and shifts toward alternative fuels and electric vehicles (EVs).
Versatility	•	Restricted to transportation-related purposes.
Capacity for Growth	•	Fuel consumption is falling due to vehicle fuel efficiency improvements and EV technology.
Fairness		
Horizontal Equity	• •	Individuals pay in proportion to the amounts of fuel they buy. But it does not account for different driving needs or vehicle fuel efficiencies among similar income groups.
Vertical Equity	•	Disproportionately impacts lower-income individuals who spend a higher share of their income on fuel.
Nexus	• • •	State laws require that fuel tax revenues be spent on roadway improvements resulting in a strong nexus.
Administrative Ease		
Implementation	• • •	Relatively simple, leveraging existing tax collection systems. Requires setting the tax rate and coordinating with fuel distributors/retailers.
Collection	• • •	Collected at the point of sale by fuel retailers.
Enforcement	• • •	Enforcement is relatively easy, as compliance is monitored directly through fuel sales records.
Other Considerations		
Neutrality	• •	Might have a modest impact on fuel consumption. But local governments need to consider fuel prices and availability in neighboring jurisdictions without a similar fuel tax. It could result in unintended consequences.
Political Feasibility	D	Many jurisdictions have successfully implemented fuel taxes, suggesting it can be political feasible in some places. There are looming issues related to fuel economy, climate change, and disproportionate impacts on lower-income drivers.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Transient Lodging Tax

Cities and counties may impose taxes on hotels, motels, campgrounds, short-term rentals, and other temporary lodgings. Transient Lodging Tax (TLT) has become more prominent with the growth of hosting and home-sharing platforms. Any TLT set by local governments is in addition to Oregon's statewide TLT of 1.5 percent.

House Bill 2267 (2003) limited local control over TLTs by requiring cities and counties to allocate at least 70 percent of new or increased TLT revenue to “tourism promotion” or “tourism-related facilities.”¹⁵ The remaining 30 percent can be used more flexibly, including for general city services or infrastructure that may not be directly tied to tourism. This could support public safety (e.g., policing or emergency services for tourist-heavy areas), transportation improvements, or maintaining parks and roads. Cities with pre-existing TLTs prior to 2003 can maintain their prior distribution ratios but cannot reduce the portion spent on tourism promotion below the 2003 levels. New TLTs in these cities would be subject to the 70/30 split.

Many communities with large numbers of tourists have expressed the need for more flexible funding allocations, given the strain that tourism places on their local infrastructure. Past TLT revenues funded tourism promotion to help establish some communities as tourist destinations. These communities now need the revenues to sufficiently fund the infrastructure that tourists rely on.

Rationale: A TLT can leverage tourism activity by generating revenue from non-residents who use local services and infrastructure. Since tourists and visitors place additional demand on public services, TLT allows jurisdictions to recover costs associated with tourism-related expenses.

Who pays: Tourists and local customers of overnight lodging facilities

Statutory reference: ORS Chapters 320.300 to 320.365

Additional resources:

- ◆ [Legal Guide to Collecting Lodging Taxes in Oregon](#) (League of Oregon Cities, 2021). This guidebook provides city leaders with an overview of state regulations on local TLTs, covering how the tax is collected, how cities can use the revenue, and the effects of changes to the tax rate. It addresses challenges like short-term rental platforms and includes resources such as model ordinances, agreements, and tax forms to assist with implementation and amendments.

¹⁵ ORS 320.300 outlines definitions for tourism promotion and tourism-related facilities as “a conference center, convention center or visitor information center; and other improved real property that has a useful life of 10 or more years and has a substantial purpose of supporting tourism or accommodating tourist activities.”



Examples

City of Newport imposes a 12 percent transient room tax on lodging rented for less than 30 days duration. The tax is used for general government purposes (54 percent) and for tourism promotion and facilities purposes (46 percent) as stated in the City of Newport Municipal Code (NMC), Chapter 3.05.¹⁶ TLT in the City of Newport is not subject to the 70/30 split in how revenues can be used because it was in place before relevant statutes were adopted.

City of Manzanita is another Oregon community with a TLT established before the state passed ORS 320.345 and 320.350 in 2003, which restricts how TLT revenues can be used. Because the City implemented its original 7 percent tax before these regulations, it can continue using all of the revenue from that portion of the tax at its discretion. However, Manzanita raised its TLT rate to 9 percent after July 2, 2003, when the new restrictions took effect. Under these restrictions, 70 percent of the additional TLT revenue must be allocated to tourism promotion and tourism-related facilities, while 30 percent remains available for general use.¹⁷ Even in cities like Newport and Manzanita where a portion of TLT revenue is unrestricted, new TLT revenue is restricted. It falls short of covering the costs of key services for overnight visitors, such as parking, road maintenance, and emergency services.

In total, 84 cities and 15 counties in Oregon have a local TLT, with many of the tax rates between 8 percent and 11 percent.^{18, 19} Some are administered by the state, but many are locally administered. For nearly all jurisdictions, TLT is an insufficient funding tool because at least 70 percent of the revenue must be allocated to tourism promotion and tourism-related facilities, rather than general use.

Considerations

Summary of Top Considerations: Many jurisdictions have local TLTs, which makes it relatively easy to establish a new TLT or increase the rate. Residents quickly understand the messaging: charging visitors to pay for infrastructure and services they use. However, local residents would still pay it too, and businesses that depend on tourism activities will be cautious about taxes on tourists. The main challenge with TLT is its inadequacy to meet budget needs beyond funding tourism promotion activities. The tax base is limited to lodging activities, and cities are restricted in how they can use the revenue.

Focus groups and surveys showed that Oregonians are generally supportive of changes to how the revenue is used (70 percent supporting vs. 20 percent opposing).

¹⁶ City of Newport. n.d. "Room Tax." Accessed November 14, 2024. <https://www.newportoregon.gov/dept/fin/roomtax.asp>

¹⁷ City of Manzanita. 2023. *Manzanita Funding Diversification Study*. June 2023. https://ci.manzanita.or.us/wp-content/uploads/2023/08/FINAL-Manzanita_Funding_Diversification_Study_061323.pdf

¹⁸ Oregon Legislative Revenue Office. 2024 *Oregon Public Finance: Basic Facts*. Research Report #1-24.

¹⁹ Oregon Department of Revenue. n.d. "Transient Lodging Tax." Accessed November 14, 2024. <https://www.oregon.gov/dor/programs/businesses/pages/lodging.aspx?wp6937>



Exhibit 6. Considerations for Transient Lodging Tax

Compatibility with Budgeting Needs		
Adequacy	• •	Inadequate because only 30% of the funding is available for core infrastructure needs that many cities struggle to fund.
Stability	•	Can be volatile and is not a guaranteed source of income. Declines in tourism or natural disasters can lead to revenue decreases.
Versatility	•	Oregon law limits the use (70% for tourism promotion and facilities, 30% for general government use).
Capacity for Growth	D	Growth is tied to market fluctuations and household ability to travel. Some communities have restricted the number of vacation rentals which would otherwise help generate additional TLT revenues.
Fairness		
Horizontal Equity	• •	Applies uniformly to all visitors using lodging services but lodging and tourism-related spending patterns are different among visitors.
Vertical Equity	•	Does not vary based on the income of lodging users. However, visitors in some destinations may have greater disposable income.
Nexus	• • •	Strong link, as ORS requires at least 70% of funds to be spent on tourism-related services. This ensures that visitors who pay the tax benefit from the funded improvements. In areas with broader discretionary use of the funds, most communities are using it to support infrastructure which tourists also use.
Administrative Ease		
Implementation	• • •	Local governments set their tax rates by ordinance. Alternatively, some cities have an agreement for the county impose the tax and share a portion of the collected revenue with cities.
Collection	• • •	Collected by hotels, motels, and other lodging providers at the point of sale and remitted to the city. New collection laws and agreements will be needed as new technology platforms emerge.
Enforcement	• •	Collection and remittance from home-sharing platforms has been inconsistent. Some cities, like Portland, have regulations and partnerships with platforms like Airbnb to ensure compliance.
Other Considerations		
Neutrality	• • •	Has minimal impact on tourism unless the rate is excessively high, at which point it could marginally reduce tourism spending. Rate setting considerations should focus on raising revenue without significantly reducing tourism activity.
Political Feasibility	• • •	Most cities have broad political support for more broad use of TLT revenues, especially for infrastructure and services impacted by tourism. Still, there can be some opposition from the tourism industry and local businesses that rely on tourism activity.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Construction Excise Tax

In 2016, SB 1533 allowed Oregon jurisdictions to start imposing a construction excise tax (CET) on construction permits issued within their jurisdiction. Cities and counties tend to raise funds for affordable housing projects with CETs, while school district CETs raise money for school capital improvements. Cities can assess CET on residential, commercial, and/or industrial development. Cities and counties need to coordinate—with an intergovernmental agreement, for example—when taxing the same property. However, school districts can impose CETs without coordinating with a city or a county. The tax is based on the value of the construction permit, which is based on the project plan submitted to the permitting department and reflects the estimated cost of the construction, including labor, materials, and other associated expenses.

- ◆ **Residential construction:** Cities and counties can adopt a combined maximum CET of one percent of the permit value on residential construction. Cities may retain four percent of funds to cover administrative costs. The remaining funds from a residential CET must be allocated as follows:
 - 50 percent must be used for developer incentives (e.g., fee and SDC waivers, tax abatements, etc.).
 - 35 percent may be used flexibly for affordable housing programs, including planning activities.
 - 15 percent funds homeownership programs in Oregon Housing and Community Services (OHCS).
- ◆ **Commercial or industrial uses:** The rate is uncapped. Fifty percent of the funds must be used for allowed developer incentives and the remaining 50 percent is unrestricted.

Rationale: Because development increases demand on public services and infrastructure, CETs shift the added costs to developers and future residents and businesses, as opposed to existing taxpayers. Cities experiencing and anticipating challenges with housing affordability can use the tax to create an affordable housing fund.

Who pays: Developers

Statutory reference: ORS Chapters 320.170 to 320.195

Additional resources:

- ◆ [Construction Excise Tax Policy](#) (Oregon Housing and Community Services, 2021)
- ◆ The Housing Alliance maintains [a spreadsheet](#) to track local CETs for affordable housing.
- ◆ [Indexing of School Construction Excise Taxes](#) (Oregon Department of Revenue, 2022)



Examples

Communities all across Oregon have adopted CETs to strategically mitigate the impact of new development on services, infrastructure, local budgets, and affordability.

City of Cannon Beach adopted a CET in 2017.²⁰ The CET is assessed at 1 percent of the construction permit value on both residential and commercial developments and is overseen by the City Manager. The tax was expected to generate approximately \$96,000 per year, with 50 percent funding affordable housing incentives and 35 percent funding affordable housing programs.

City of Eugene established a CET in 2019.²¹ The revenues are deposited in an Affordable Housing Trust Fund (AHTF), and its deployment is strategically guided by their Affordable Housing Trust Fund Advisory Committee. The revenues fund housing for households earning 100 percent of the median family income and below. After remitting 15 percent for OHCS homeownership programs and 4 percent for City administration costs, the CET generated \$3.3 million for the AHTF during the first four years of operation.²²

City of Portland adopted a CET in 2016²³ to fund affordable housing serving people earning 60 percent of the median family income or below and inclusionary zoning developer incentives. The CET is assessed at 1 percent of the construction permit value on both residential and commercial developments and is overseen by the Portland Housing Bureau. The tax was expected to generate \$8.1 million annually.



²⁰ City of Cannon Beach. 2017. "17-07: Amending Cannon Beach Municipal Code Title 3, Revenue and Finance, by Adding Chapter 3.20, Construction Excise Tax." Accessed November 14, 2024. <https://www.ci.cannon-beach.or.us/ordinance/17-07-amending-cannon-beach-municipal-code-title-3-revenue-and-finance-adding-chapter-320>

²¹ City of Eugene. n.d. "Affordable Housing Trust Fund." Accessed October 2024. <https://www.eugene-or.gov/4232/Affordable-Housing-Trust-Fund>

²² City of Eugene. n.d. Affordable Housing Trust Fund (AHTF). Two Year Program Review: FY22 & FY23. Accessed December 13, 2024. <https://www.eugene-or.gov/DocumentCenter/View/71813/FY22-23-AHTF-Program-Review>

²³ City of Portland. 2016. "Chapter 6.8 Construction Excise Tax." Accessed October 2024. <https://www.portland.gov/code/6/08>

Considerations

Summary of Top Considerations: CETs require a clear nexus between new construction and public infrastructure. The raised revenue will fluctuate over time with economic cycles and depend on changes to land use policy and decisions.

Exhibit 7. Considerations for Construction Excise Tax

Compatibility with Budgeting Needs		
Adequacy	• •	Can generate dedicated funding for affordable housing or schools. Can be a funding source to backfill foregone revenue from property tax abatements or fee waivers.
Stability	•	Fluctuates with development cycles. When new development activity slows, little revenue is collected.
Versatility	• •	Limited to uses in the statute. However, cities have some flexibility in defining affordable housing programs to best meet local needs.
Capacity for Growth	D	Depends on housing market activity, which is in turn dependent on factors like development activity, land availability, economic conditions, and local land use policies.
Fairness		
Horizontal Equity	• •	Does not apply to all development types; targeted to market-rate housing and commercial development, while many institutional, religious, and affordable housing projects are exempt. However, taxable developments pay the same tax rate.
Vertical Equity	• •	May disproportionately impact smaller developers; larger developers can spread out the costs across larger projects. But cities have used exemptions for developments under a set size to mitigate this.
Nexus	• • •	Revenues are used to address the increased demand for housing (and school services) related to new developments.
Administrative Ease		
Implementation	• •	Requires local administrative staff that work with the construction permitting process. New personnel might not be needed, though it could depend on the size of the city staff.
Collection	• • •	Once adopted, the tax is usually applied during the construction permitting process. Collection is straightforward because the tax is applied and paid when permits are issued.
Enforcement	• • •	Tied to permitting process, so failure to pay will stall permit approval, making compliance necessary for new developments.
Other Considerations		
Neutrality	•	Can increase development costs, which can slow construction activity or raise housing prices.
Political Feasibility	• •	Taxes on new developments are generally supported by the broader public. But there would be opposition from developers.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



TAXES ON INCOME

Cities can charge a tax based on the net incomes of individuals and businesses. Local income taxes, if they exist, are usually a small share of income taxes compared to state and federal income taxes. Income taxes are paid quarterly or withheld with each paycheck. Annual tax filing requirements ensure proper calculation of tax liabilities and refunds.

Local revenue tools covered in this section are:

- ◆ [Personal Income Tax \(page 43\)](#)
- ◆ [Business Income Tax \(page 45\)](#)
- ◆ [Payroll Tax \(page 47\)](#)

Local income taxes are rare in Oregon. They can make some households leave for another place in the same region without a local income tax. Administrative and political challenges are likely.

Goods and Services

Taxes on Property

Fees and Charges



Personal Income Tax

Cities, as well as other local governments, can charge a personal income tax on residents' income, including wages, salaries, and other forms of earnings. It is typically structured as a percentage of income and collected in addition to state and federal income taxes. It can have a progressive tax structure, taxing higher income brackets at higher rates.

Rationale: Implementing a local personal income tax provides cities, counties, and regional governments with a reliable source of revenue to fund essential services such as public safety, infrastructure, and education, especially in areas with limited property tax revenues.

Who pays: Workers

Statutory reference: ORS Chapters 305.620 and 316. For mass transit and transportation districts, ORS Chapters 267.300 and 267.370.

Examples

Portland Metro Area: Local governments in the Portland region started using local income taxes in 2021. The Metro Supportive Housing Services tax is a 1 percent tax on incomes earned in Metro and funds supportive housing services for people experiencing homelessness. The Multnomah County Preschool for All tax is a countywide 1.5 percent tax and funds programs for early childhood education. They both target high earners and were approved by voters in 2020.²⁴



Considerations

Summary of Top Considerations: A personal income tax can be a significant new source of revenue for cities because of the sizable personal income tax base. Income taxes are generally progressive with higher income households bearing a larger share of the tax burden. Implementation can be challenging, both administratively and politically.

²⁴City of Portland. n.d. "Personal Income Tax Withholding Information for Employers/Payroll Providers." Accessed October 3, 2024. <https://www.portland.gov/revenue/withholding#toc-overview-shs-and-pfa-personal-income-tax>

Exhibit 8. Considerations for Personal Income Tax

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate substantial revenues, especially in areas with a large or high-earning population. Can be tailored to meet specific revenue needs by adjusting rates or income brackets.
Stability	•	Can fluctuate with economic conditions. In a downturn, revenues decrease as unemployment rises and wages fall. Moreover, capital gains component of income can fluctuate with economic conditions.
Versatility	D	Theoretically can support the general fund. But experience in Oregon suggest the revenue could be designated to specific purposes.
Capacity for Growth	• • •	Will grow over time as the local economy expands.
Fairness		
Horizontal Equity	• •	Structured so that individuals with similar incomes are taxed at the same rate. However, various deductions, tax credits, and treatment of different types of income can lead to different tax burdens for individuals in the same income bracket.
Vertical Equity	• •	Progressive income taxes result in higher tax rates for those with greater ability to pay. However, the actual tax burden will depend on deductions and tax credits. Higher-income individuals tend to have greater access to investment vehicles and preferential tax treatments that reduce their tax burden. Additional sensitivity may be necessary for middle-income earners in high-cost areas.
Nexus	•	Tax is based on one's residence, not place of employment. Moreover, many types of programs funded with income tax revenue are not related to the source of the income.
Administrative Ease		
Implementation	•	Requires careful coordination with state tax authorities to ensure compliance and avoid conflicts with other tax obligations. Initial setup process can be time-consuming, particularly for smaller cities.
Collection	• • •	When integrated with state tax systems, collection is streamlined, reducing administrative burdens.
Enforcement	• •	Effective enforcement may require additional resources for auditing and addressing tax evasion. Coordination with state agencies can mitigate some enforcement challenges.
Other Considerations		
Neutrality	•	Can influence individual decisions about where to live or work, potentially reducing workforce mobility in areas with higher rates.
Political Feasibility	•	Can be politically challenging, especially if the tax is perceived as a financial burden. Framing it as a tool for funding essential services can enhance acceptance, but there may be resistance, particularly from residents impacted by the tax or businesses concerned about competitiveness.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



Business Income Tax

A business income tax is levied on the net income of businesses operating within a specific jurisdiction. Net income is the profit that remains after removing costs and expenses from the gross revenue. This tax applies to various business entities, including corporations, partnerships, and sole proprietorships.

Rationale: Business income taxes can provide a sizable revenue stream for local governments, helping to fund essential public services such as infrastructure, public safety, and economic development initiatives. The tax can be adjusted to reflect the financial capacity of businesses, promoting fairness and sustainability in revenue collection.

Who pays: Businesses

Statutory reference: ORS Chapters 305.620, 317, 317A, and 318.

Additional resources:

- ◆ Who Bears the Burden of the Corporate Income Tax? (Tax Policy Center). This briefing explains how the burden of corporate income taxes is distributed among shareholders, workers, and consumers. It emphasizes the indirect effects of corporate taxes, such as lower wages or higher consumer prices, particularly in capital-intensive industries.

Examples

City of Portland: The City imposes a 2.6 percent business license tax on net income, which the city uses as revenue for the General Fund (police, fire, some parks programs, and general government functions).²⁵

Multnomah County: The County imposes a 2 percent business income tax which goes to the County General Fund to finance libraries, law enforcement, community corrections, jails, juvenile justice, bridges, social services, and health services.²⁶

Metro: In 2020, voters approved a 1 percent tax on businesses that do business within the region with gross receipts over \$5 million within Metro's jurisdiction. The Supportive Housing Services Business Income Tax funds housing assistance and services aimed at ending homelessness in the region.²⁷

²⁵ City of Portland. n.d. "Business Tax Filing and Payment Information." Accessed October 3, 2024. <https://www.portland.gov/revenue/business-tax#toc-overview-of-the-business-taxes>

²⁶ *ibid.*

²⁷ *ibid.*



Considerations

Summary of Top Considerations: Although business income taxes can generate significant revenue for cities, studies have shown that high business income taxes depress economic activity, especially if tax policy differs among cities within a metropolitan region.

Recognizing that an income tax would disproportionately affect smaller businesses, most jurisdictions include exemptions and other conditions that attempt to make the income tax fairer. Implementation is likely to be a challenge, both administratively and politically.

Exhibit 9. Considerations for Business Income Tax

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate significant revenue, particularly in areas with a strong commercial base. May need periodic adjustments to remain effective.
Stability	•	Can fluctuate with economic conditions. In a downturn, revenues decrease as unemployment rises and wages fall.
Versatility	D	Theoretically can support the general fund. But experience in Oregon suggest the revenue could be designated to specific purposes.
Capacity for Growth	• • •	Will grow over time as the local economy expands.
Fairness		
Horizontal Equity	• •	Structured to tax businesses with similar incomes and in the same industry at the same rate. However, businesses with similar revenues but in different industries could face different tax burdens depending on their business models.
Vertical Equity	• •	While a progressive rate structure is rare, minimum income thresholds are common.
Nexus	• •	Revenues partially fund public infrastructure that are shared by many businesses. However, the benefits that businesses perceive or receive will not always match the taxes they pay.
Administrative Ease		
Implementation	•	Requires careful coordination with state tax authorities to ensure compliance and avoid conflicts with other tax obligations. Initial setup process can be time-consuming, particularly for smaller cities.
Collection	• •	Streamlined when integrated with state tax systems, reducing administrative burdens. However, the complexity of business operations across borders can complicate the collection process.
Enforcement	• •	Can be challenging, particularly for businesses with complex financial structures. May require additional resources for auditing, monitoring, and addressing tax evasion and tax avoidance.
Other Considerations		
Neutrality	•	May discourage investment or encourage businesses to relocate.
Political Feasibility	•	Can face political challenges, particularly from business communities concerned about the impact on profitability and competitiveness.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



Payroll Tax

A payroll tax is levied on employers or employees based on the wages and salaries paid to workers. Unlike income taxes, payroll taxes are withheld by employers from employees' paychecks and remitted to the government. Local payroll taxes fund various local services like public transportation. In some cases, employers also pay a portion of the tax.

Rationale: Payroll taxes provide stable revenue by spreading contributions across employers and employees, with less volatility than other taxes. They also support essential services like transportation and public safety.

Who pays: Workers and businesses

Statutory reference: ORS Chapters 305.620 and 320.550. For mass transit and transportation districts, ORS Chapters 267.300 and 267.385.

Examples

Eugene Community Safety Payroll Tax: In 2019, voters in Eugene approved this tax to fund public safety initiatives. Effective January 1, 2021, the tax applies to businesses and employees within city limits. Businesses pay 0.21 percent of their total payroll, while employees contribute 0.44 percent of their wages. The tax addresses increasing demands on public safety services, including police, fire, and emergency response.²⁸

Lane Transit District (LTD) Payroll Tax: The Lane Transit District in the Eugene-Springfield area imposes a payroll tax on employers to fund local public transportation. The tax rate is 0.8 percent for calendar year 2025.²⁹

Salem Payroll Tax: In 2023, voters in Salem rejected a payroll tax, which would have funded police, fire, and homeless services. The proposed tax rate was 0.814 percent on all wages above the minimum wage.³⁰

TriMet Payroll Tax: This tax is levied by the Tri-County Metropolitan Transportation District (TriMet) in the Portland metropolitan area. Starting July 1, 2018, employers within the TriMet district were required to retain 0.1 percent of employee wages. Effective January 1, 2024, the tax rate is 0.8137 percent. The tax funds public transportation services.³¹

²⁸ Eugene Area Chamber of Commerce. n.d. "Community Safety Payroll Tax." Accessed October 3, 2024. https://www.eugenechamber.com/uploads/7/2/3/0/72309947/ecj_business-onesheet-print.pdf

²⁹ Lane Transit District. n.d. "Payroll & Self-Employment Tax Information." Accessed October 3, 2024. <https://www.ltd.org/payroll-self-employment-tax-information/>

³⁰ McDonald, Abbey. "82% of Salem voters reject city payroll tax." November 7, 2023. Accessed December 13, 2024. <https://www.salemreporter.com/2023/11/07/82-of-salem-voters-reject-city-payroll-tax/>

³¹ TriMet. n.d. "Payroll and Self-Employment Tax Information." Accessed October 3, 2024. <https://trimet.org/taxinfo/>



Considerations

Summary of Top Considerations: Like income taxes, payroll taxes can generate substantial revenue, but equity concerns remain. Payroll taxes can be regressive, affecting lower-income workers more since the taxes are a flat percentage of wages. Experience in Oregon shows cities may need to forego future flexibility in how the revenue can be used with a predefined funding objective so that there will be greater public support.

Exhibit 10. Considerations for Payroll Tax

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate substantial revenue, especially in cities with a large number of businesses and employees. Though tax rates are low, revenue potential is large because the tax is applied broadly.
Stability	•	Can fluctuate with economic conditions. In a downturn, layoffs can reduce revenue.
Versatility	•	Available examples in Oregon show that payroll taxes are intended to fund specific purposes.
Capacity for Growth	• • •	Will generally grow over time as the local economy expands.
Fairness		
Horizontal Equity	• •	Generally applied consistently across similar businesses. Employers, regardless of size, contribute proportionately to their payroll.
Vertical Equity	•	A flat percentage of wages and does not scale with the employee's ability to pay. Lower-income workers may feel a greater burden relative to their income if there is not a tiered tax structure.
Nexus	D	A strong nexus when revenues are used to fund services that directly benefit workers (e.g., public transportation, workforce development).
Administrative Ease		
Implementation	• •	Relatively easy to administer, as they can be integrated into existing payroll processing systems. Requires careful coordination with state tax authorities to ensure compliance and coherence.
Collection	• • •	Once established, the tax can be efficiently collected.
Enforcement	• • •	Compliance rates are typically high due to automated deductions. Enforcement costs are lower compared to taxes with requiring filings.
Other Considerations		
Neutrality	• •	Minimal impact on economic behavior, as they are based on wages rather than business profits or consumer spending. Can lead to reduced hiring, lower wages, or a greater shift towards automation, particularly in industries with thin profit margins.
Political Feasibility	• •	Can face opposition from businesses and communities concerned about increased costs. Still, payroll taxes are not as salient as income taxes. Also, specifying programs that will be funded with the revenue makes it easier to garner support.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



TAXES ON PROPERTY

Property taxes constitute the largest portion of most cities' revenues, aside from government transfers. Property tax revenue is limited by Measures 5 and 50 and goes into the general fund. However, local jurisdictions can pursue additional levies and create financing mechanisms backed by property taxes to fund local investments.

An important consideration with any property tax in Oregon is the long-term effects of Measure 50. Property is taxed on its assessed value, which differs from a property's market value. A property's assessed value cannot grow more than 3 percent each year (with some exceptions). However, (a) market value fluctuates with economic cycles, (b) it has historically grown more than 3 percent per year for most properties, and (c) the pace of change can vary within a neighborhood. Now, two homes in the same neighborhood with similar market values may have dramatically different assessed values and property tax assessments, creating an inequitable tax system.

Additional Resources

[FAQ on Measures 5 and 50](#) (League of Oregon Cities, 2023). For more information about the measures, compression, assessed values, and real market values.

Local revenue tools covered in this section are:

- ◆ [Local Option Levies \(page 51\)](#)
- ◆ [Special Districts \(page 53\)](#)
- ◆ [Local Improvement Districts \(page 55\)](#)
- ◆ [Economic Improvement Districts / Enhanced Service Districts / Business Improvement Districts \(page 57\)](#)
- ◆ [General Obligation Bonds \(page 61\)](#)
- ◆ [Tax Increment Financing \(page 63\)](#)

Goods and Services

Taxes on Income

Fees and Charges



Property Tax 101

Oregon's property tax system operates within constitutional limitations voters approved through Measures 5 and 50. They created a framework that limits tax growth while introducing complexities like compression and tax disparities tied to assessed values for individual properties.

Measure 5, passed in 1990, introduced constraints on property tax levies. It capped property taxes at \$10 per \$1,000 of real market value for general government services and \$5 per \$1,000 for education services.

In 1997, Measure 50 created:

- ◆ **A permanent tax rate limit** for each taxing district that cannot be changed by the district or its voters. Voters can approve temporary levies (i.e., local option levies) to exceed the permanent tax rate.
- ◆ **An assessed value** for each property, which (a) is distinct from the **real market value**, (b) is used to calculate property taxes for each property, and (c) cannot grow more than 3 percent each year, though exceptions apply for new constructions and major improvements. (Measure 5 limits still apply to the real market value.)

Assessed values were smaller than real market values in 1997, and for most properties the gap between the two values widened over time as property prices grew faster than three percent per year. Depending on when properties were built and how the local market changed since 1997, similarly priced properties can have very different assessed values. For example, a house built in 1995 may have an assessed value significantly lower than a similar house built in 2005 has, even if their real market values are similar today. This can create inequities in how much property taxes people pay for similar properties.

When the calculated property taxes exceed these limits, a process called **compression** reduces the final tax bill. Compression proportionately reduces levy rates until the taxes are within the Measure 5 limits. Local option levies and special district assessments are compressed first, and they must be reduced to zero before any compression is applied to permanent rate levies. General obligation bond levies are not subject to compression.

In communities where compression loss is more significant, it can be difficult for overlapping taxing districts to secure adequate revenue. New levies can trigger compression and proportionately reduce property tax levies of overlapping districts. Compression forces taxing jurisdictions to compete for a limited pool of funds, compounding the challenges faced by local governments.

While Oregon's property tax system provides predictable tax bills for taxpayers, it restricts local governments' ability to respond to inflation, growth, and rising service demands. The reliance on assessed values rather than real market values and the limitations imposed by compression hinder local governments' ability to meet growing needs, resulting in funding gaps for critical public services.



Local Option Levies

A local option levy is a time-limited property tax (5 years for operating levies, 10 years for capital levies). It requires voter approval and is charged in addition to permanent property tax rates. Levies are subject to Oregon's Measure 5, which may limit the levy's effectiveness due to compression risks. Overlapping taxing districts could see reduced revenues if the combined tax rate exceeds constitutional limits.

Compression is the reduction of tax assessments to stay within the limitations imposed under Measures 5. If layering tax rates of various jurisdictions leads to a tax assessment greater than \$10 per \$1000 of real market value (\$5 per \$1000 for education), the tax rates are “compressed” or reduced proportionately. Compression calculations are complex and completed annually for every property to determine taxes imposed. Compression risk is generally low when market values (which fluctuate with market cycles) are high relative to assessed values.

Rationale: Local option levies can be a targeted funding solution for specific services. It can bridge budget gaps that are often associated with property tax limitations.

Who pays: All property owners within the city limits

Statutory reference: ORS Chapters 280.040 to 280.145

Examples

Corvallis City Livability Services Local Option Levy: In 2023, Corvallis passed a local option levy with 66.5 percent voter support. The levy generates about \$6 to \$7 million annually to support operations of the public library and the Parks and Recreation Department and provide grants for local social services. The levy is a renewal of a 2019 Livability Levy and will cost taxpayers the same amount (\$1.07 per \$1000 of assessed value).³²

Gresham Fire and Police Levy: In 2024, Gresham passed a local option levy focused on public safety to correct an \$8 million budget shortfall.³³ The levy passed on the second attempt after a 2023 levy failed by a narrow margin. In the second campaign, Gresham invested in a public outreach process to understand the cost thresholds for voters, discovering that the original ask of \$1.50 per \$1,000 of assessed value was too large.³⁴ The 2024 levy passed at \$1.35 per \$1,000 of assessed value.

³² City of Corvallis. n.d. “November 2023 – City Livability Services Local Option Levy.” Accessed October 2024. <https://www.corvallisoregon.gov/cm/page/november-2023-city-livability-services-local-option-levy>

³³ Multnomah County. 2024. “Ballot Measure 26-247 – City of Gresham.” March 23, 2024. Accessed October 2024. <https://www.multco.us/elections/news/ballot-measure-26-247-city-gresham>

³⁴ Multnomah County. n.d. “Ballot Measure 26-239 – City of Gresham.” Accessed October 2024. <https://www.multco.us/elections/ballot-measure-26-239-city-gresham>



Considerations

Summary of Top Considerations: Local option levies can generate moderate to high revenues. Their limited duration makes voter approval critical because there is reassurance of a periodic reassessment of the levy's need and effectiveness. However, the lack of permanent funding can make it risky for cities to fund critical public services.

Exhibit 11. Considerations for Local Option Levies

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate moderate to high revenues, typically for operating expenses for specific services. Levies have been especially useful for budget shortfalls associated with property tax limitations.
Stability	•	Limited to the levy's duration (typically five years). Levy renewals depend on voter approval, and non-renewal could create funding gaps for essential services. If compression occurs (Measure 5), local option levies are the first to be reduced. A new levy increases the risk of compression for the new levy and for all other levies.
Versatility	• •	Limited to the voter-approved purposes.
Capacity for Growth	•	Growth over the five-year levy lifespan is probable, but assessed value does not keep pace with the rising costs of public services. Increases to the levy rate at renewal may face voter hesitation.
Fairness		
Horizontal Equity	• •	Properties with similar assessed values pay a similar tax rate, but properties with similar <i>real market values</i> may pay different rates.
Vertical Equity	• •	Higher-income households do not always pay more because the tax is based on property values, not incomes.
Nexus	D	Depends on the public service funded. While emergency and public safety services benefit the broader community, other targeted services (e.g., libraries, transit, etc.) may only directly benefit a subset of taxpayers.
Administrative Ease		
Implementation	• •	Requires periodic voter reassessment every five years.
Collection	• • •	Relatively seamless as it uses the existing property tax collection system, avoiding additional administrative costs.
Enforcement	• • •	Straightforward since the property tax collection mechanisms are already in place, and non-payment issues can be handled in the same manner as other property taxes.
Other Considerations		
Neutrality	• • •	A single levy is unlikely to influence decisions to move. But prolonged property tax increases can discourage home purchases or investments in areas where taxes are perceived as high.
Political Feasibility	D	Public support will depend on the use of the levies, recently voter-approved funding measures, and other issues on the ballot.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



Special Districts

A special district is a form of local government created to address specific community needs, such as fire protection, water supply, or parks and recreation. Special districts are funded through local revenue sources like property taxes or service fees, collected from residents within the district, which can extend beyond a city's boundary. Unlike city governments that deliver a range of services, special districts focus solely on delivering one designated service. Oregon has 34 types of special districts tailored to provide specialized services not covered by their general-purpose governments.³⁵

Creating a special district can raise concerns about **compression**. Overlapping taxing districts may receive less revenue if a new special district triggers compression.

Rationale: Special districts provide dedicated funding for services that fall outside the city's core responsibilities, capabilities, or capacity. By establishing a special district to provide a specific service, a city no longer has to cover the cost of that service with its limited resources, freeing up more funding for the city to spend on other services.

Who pays: Residents and businesses through property taxes or service fees

Statutory reference: ORS Chapter 198

Additional resources:

- ◆ [What is a Special District?](#) (Special District Association of Oregon)
- ◆ [Special District Formation & Membership with SDAO](#) (Special District Association of Oregon)

Examples

Some special districts are funded primarily by property tax revenues, while others are funded primarily by charges for services. Below, is an example of each:

Tualatin Hills Park & Recreation District (THPRD) is funded mostly through **property taxes**, but the district also recovers some costs through fees (e.g., event rentals and program fees). The district provides recreational services and programming to the greater Beaverton area. It is the largest special parks district in Oregon, serving over 270,000 people and spanning 50 square miles.

Deschutes Valley Water District uses a **fee for service model** to deliver water and water infrastructure near Madras, Oregon. Their mission is to "provide safe and good tasting drinking water at a reasonable cost" to existing and future district residents.³⁶ (For more information about fees for services, refer below within the [Fees and Charges](#) section.)

³⁵ Special Districts Association of Oregon. n.d. "What is a Special District?" Accessed October 2024. <https://www.sdao.com/what-is-a-special-district>

³⁶ Deschutes Valley Water District. n.d. "Our Mission." Accessed October 2024. <https://dvw.org/>



Considerations

Summary of Top Considerations: Special districts can effectively fund singular or specialized service needs. For special districts primarily funded by property taxes, there may not be a strong nexus between who pays and who benefits. For special districts primarily funded by service fees, the nexus is strong. Special districts may be supported by the public because they may address unmet, existing demand for services. That support may not be as strong if a special district would take over responsibility for a service that a city is already providing.

Exhibit 12. Considerations for Special Districts

This table focuses special districts that generate revenues through property taxes. For special districts that rely on fees for service, refer to considerations within the [Fees and Charges](#) section.

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate substantial revenue from a broad array of properties.
Stability	• • •	Provides reliable long-term funding once the district is established.
Versatility	• •	Typically focused on specific services, but can fund a range of related activities, such as library or parks programs.
Capacity for Growth	•	Do not keep up with inflation or rising costs of services, possibly leading to additional pressures on the district or the city.
Fairness		
Horizontal Equity	• •	Properties with similar assessed values pay a similar tax rate, but properties with similar <i>real market values</i> may pay different rates.
Vertical Equity	• •	Higher-income households do not always pay because the tax is based on property values, not incomes.
Nexus	D	Not all taxpayers use services equally. For example, a park district may fund amenities that some residents rarely use. But well-maintained parks can enhance property values and community wellbeing, benefiting all.
Administrative Ease		
Implementation	•	Requires significant setup to form a governing board, establish budgets, and ensure compliance with state laws. Ongoing management involves regular budgeting, reporting, and coordination with other governmental entities or service providers. Requires voter approval for a new levy.
Collection	• • •	Collected through the existing property tax system.
Enforcement	• • •	Property tax based special districts are integrated into the established property tax enforcement mechanisms.
Other Considerations		
Impact on Behavior	• • •	Typically have a localized effect, raising costs for property owners in specific areas without impacting overall property demand.
Political Feasibility	D	Will require a vote to increase taxes. Special districts are generally supported when they align with clear community needs, but they may face opposition, especially if they result in new taxes or perceived service duplication.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



Local Improvement Districts

Property owners share the cost of infrastructure improvements in Local Improvement Districts (LIDs). The properties in the district are assessed a fee based on their degree of benefit from the improvement using an agreed upon formula that can account for distance from the improvement, property frontage length, and property value, among other factors. LIDs can be initiated either by the property owners themselves or by a municipality.

Rationale: LIDs help the city finance infrastructure projects without burdening the general taxpayers. With use of an LID, communities are able to make targeted infrastructure investments that boost property values, where those directly benefiting from improvements pay for them. Property owners may be interested in participating in an LID if they understand the benefits of the improvement and appreciate the benefits of allowing the City to coordinate construction of the project, sharing of costs, and amortizing those costs over a longer timeframe.

Who pays: Property owners within the designated improvement area

Statutory reference: ORS Chapter 223

Additional resources:

- ◆ [Oregon Municipal Handbook, Chapter 26: Economic Development](#) (League of Oregon Cities, 2022)

Examples

City of Albany: The City provides information on forming local improvement districts on their website.³⁷ When 80 percent of the benefitting property owners are on board, they can petition the City council to initiate an LID. Their procedures for establishing and implementing an LID are outlined in the Albany Municipal Code Chapter 15. Property owners have the option to make a single lump sum payment or installment semi-annually over 10 years.

City of Coburg: In 2011, the City of Coburg established an LID to help finance the construction of the wastewater system. Property owners were charged an assessment at the completion of the project and had the choice of paying in full or monthly or annually over a 10-year period. Interest rates were set at 6.8 percent for annual contracts and 7.0 percent for monthly contracts.³⁸

³⁷ City of Albany. n.d. "Local Improvement Districts." Accessed October 2024.
<https://albanyoregon.gov/pw/engineering/local-improvement-districts>

³⁸ City of Coburg. n.d. "LID Assessment." Accessed October 2024.
<https://www.coburgoregon.org/finance/page/lid-assesment>



Considerations

Summary of Top Considerations: An LID funds a specific need in a defined area. By design there is a clear nexus and sufficient revenue to fund the identified projects. Implementation requires an assessment allocation process to create a fair nexus between who pays more based on who benefits more. Establishing an LID is most often a stakeholder-driven process that requires a majority stakeholder buy-in.

Exhibit 13. Considerations for Local Improvement Districts

Compatibility with Budgeting Needs		
Adequacy	• • •	With concrete and discrete infrastructure needs identified, fees are set to generate sufficient revenue from property owners.
Stability	• •	Stable once LID assessments are made. But LIDs are limited to one-time projects rather than ongoing funding.
Versatility	• •	Can be used for a wide range of infrastructure improvements, but within a limited geographic area and not for ongoing operations.
Capacity for Growth	•	The revenue is a set amount, not expected to grow since it is tied to one-time projects.
Fairness		
Horizontal Equity	• • •	In theory, structured so that property owners who benefit similarly pay the same amount. But it can be challenging to determine fair LID payments across a larger geography.
Vertical Equity	•	Cost sharing is typically based on the expected benefit for each property. Does not account for the property owner's ability to pay.
Nexus	• • •	Strong nexus due to clearly defined boundaries for the improvement area. Must show property owners or businesses within the district directly benefit from the improvements.
Administrative Ease		
Implementation	• •	Requires a local ordinance, a public hearing, and majority approval from affected property owners.
Collection	• • •	Payments in a lump sum or installments are usually made through annual property tax payments. Installment payments are made over a set period, such as 10 years in the example above.
Enforcement	• •	Late fees and penalties or, in severe cases, foreclosure.
Other Considerations		
Neutrality	• • •	Typically have a localized effect, raising costs for property owners in specific areas without impacting overall property demand.
Political Feasibility	D	Requires property owner approval. Can be susceptible to contention around the proposed assessments. Many communities require property owners to sign a "waiver of remonstrance," which removes the right to object to the LID. These waivers can make it easier to legally approve LID but may lead to greater opposition of the LID.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



Economic Improvement District / Enhanced Service District / Business Improvement District

In Oregon, Economic Improvement Districts (EIDs), Enhanced Service Districts (ESDs), and Business Improvement Districts (BIDs) are distinct tools that allow local governments to enhance specific commercial or mixed-use areas.

- ◆ **EIDs** focus on long-term economic development through infrastructure improvements funded by property owners. EIDs require formal property owner support through a petition process under Oregon law (ORS 223).
- ◆ **ESDs** fund enhanced services such as cleaning and security and often include both business and property owners in their assessments.
- ◆ **BIDs** are business-driven districts where the businesses pay assessments to improve the area's attractiveness and safety. BIDs are similar to ESDs but generally focus narrowly on businesses with services aimed at enhancing the business environment.

While all three tools aim to enhance local vitality, they differ in terms of governance, funding mechanisms, and the scope of services they provide.

Rationale: These districts enable targeted investments and services that boost property values and local economic activity, where those directly benefiting from improvements pay for them.

Who pays: Property owners and/or businesses in the designated district

Statutory reference: For EIDs, ORS Chapters ORS 223.112 to 223.161. ESDs are governed by city code and BIDs are governed by local ordinances.

Additional resources:

- ◆ [Oregon Municipal Handbook, Chapter 26: Economic Development](#) (League of Oregon Cities, 2022)
- ◆ [Downtown Improvements: Special District Recommendations for Troutdale](#) (University of Oregon, 2020)

Examples

Downtown McMinnville EID: Established in 1986, this EID assesses properties across two zones based on building square footage. The EID operates on a budget of \$279,800 annually, funding beautification efforts, marketing, and infrastructure improvements and aligning programs and expenditures with the Main Street Approach.³⁹

³⁹ City of McMinnville. 2019. "Economic Improvement District: McMinnville Downtown Association Quick Facts." Accessed October 2024. https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/city_council/meeting/11051/2019_eid_quickfacts.pdf



City of Portland ESDs: The City of Portland has three ESDs operating in the Central City.⁴⁰ Participating property owners pay a fee based on the assessed value of the occupied property. However, property owners often share or pass these fees onto the occupying businesses through lease agreements. The pool of funds is used to promote economic development and fund non-emergency safety teams, transportation access, and graffiti and trash removal.

City of Cottage Grove EBID: The City of Cottage Grove established an Economic and Business Improvement District (EBID) in 2001.⁴¹ The EBID operates for five-year increments with the opportunity for renewal at each interval. City Council most recently extended the EBID in 2021 with the next renewal consideration set for 2026. The EID side of the program is paid into by property owners and is assessed by square foot with a set minimum and maximum. The BID aspect of the program was introduced to supplement the EID and is paid into by business owners at a rate of \$100 annually.



⁴⁰ Downtown Portland Clean and Safe. n.d. “Enhanced Service Districts (ESD).” Accessed October 2024. <https://downtownportland.org/about/enhanced-service-districts-esd/>

⁴¹ Stewart, Faye. 2021. Faye Stewart to Mayor and City Council. October 20, 2021. “Public Hearing of Five-Year Extension of Economic Improvement District (EID) and Business Improvement District (BID).” https://www.cottagegroveor.gov/sites/default/files/fileattachments/mayor_amp_city_council/meeting/packets/14902/5a.pdf

Exhibit 14. Key Differences Between EIDs, ESDs, and BIDs in Oregon

	Economic Improvement District (EID)	Enhanced Service District (ESD)	Business Improvement District (BID)
Primary Purpose	Promote economic vitality through infrastructure improvements and marketing	Provide enhanced services like cleaning, security, and graffiti removal	Improve business areas through services like cleaning, marketing, and safety
Funding Mechanism	Special assessments on property owners in a commercial zone	Fees levied on property and business owners (and sometimes nonprofits)	Assessments on businesses , typically linked to revenue or property
Assessment Base	Primarily property owners within the district	Both property and business owners in the district contribute; residential properties may also be included	Business owners within the district
Use of Funds	Capital improvements (e.g., infrastructure, beautification, marketing)	Enhanced services like security, street cleaning, and beautification	Similar to ESDs, focused on ongoing services for businesses
Approval Process	Requires approval through petition of 33% of property owners	Created through city council approval and local ordinance	Typically initiated by businesses; may require approval from the city.
Transparency/ Accountability	Formalized process with public hearings and clear legal guidelines	Criticized for limited transparency and oversight; funds are managed by private organizations	Managed by business associations with some oversight by local government
Duration	Usually time-limited , with defined projects and goals	Ongoing, reviewed periodically by the city (e.g., "sunset review")	Ongoing, as long as businesses continue to fund the district
Governance/ Structure	Governed by ORS 223.112 to 223.161 ; formal legal structure requiring property owner approval	Governed by city code (e.g., Portland); managed by a nonprofit or business association	Governed by local ordinances and often managed by business associations



Considerations

Summary of Top Considerations: EIDs/ESDs/BIDs are versatile funding solutions to shared problems. Effective and well-managed districts have the potential for long-term stability and growth.

Exhibit 15. Considerations for EIDs, ESDs, and BIDs

Compatibility with Budgeting Needs		
Adequacy	•	Because these tools rely on participants voluntarily taking on added costs, they tend to focus on relatively low-cost projects and programs.
Stability	• •	Year-over-year assessments generally remain consistent. An ESD and a BID can be renewed indefinitely, but an EID has a term limit of 5 years. Because property and business owners elect to participate on an annual basis, the demonstrated impact of the private investment will partly drive stability.
Versatility	• • •	Can be used in a range of ways to meet the needs of businesses and properties, including marketing, cleaning, public safety, and infrastructure improvements.
Capacity for Growth	• •	Growth is possible but not straightforward. Increased rates and less participation from the business/property owners may lead to a net neutral effect. It is more likely if there is a demonstrated need and broadly public support.
Fairness		
Horizontal Equity	• • •	Fees are based on size or value, which ensures fair distribution of costs relative to degree of benefit.
Vertical Equity	•	A smaller business could pay the same rate as a larger business since a business' size and internal structure are not considered.
Nexus	• • •	Strong nexus due to the fee structure and geographical limitation.
Administrative Ease		
Implementation	• •	Requires a local ordinance, a public hearing, and majority approval from affected property owners or businesses.
Collection	• • •	Fees can be added to property tax bills or business license fees.
Enforcement	• •	Non-payment may require administrative effort, which could include liens or other measures depending on the method of collection.
Other Considerations		
Neutrality	D	Effective districts can lead to increased sense of collaboration and increased investment. Meanwhile ineffective districts can make participants resistant to further financial contributions or continued support of the formation.
Political Feasibility	D	Requires property owner approval and continued support. The district can be disbanded with property or business owner petitions.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends



General Obligation Bonds

Cities can issue General Obligation (GO) Bonds to finance capital improvements or other projects that do not generate revenue streams. To repay these bonds, cities usually need to establish a reliable revenue source, often through property tax increases, assuring bond holders of the city's capacity to meet its obligations. The maximum amount a municipality can issue in GO Bonds is capped at 3 percent of total real market value (RMV) of all taxable properties within the municipality. There are exceptions for capital construction of water supply, treatment, or distribution; sanitary or storm sewage collection or treatment; hospitals or infirmaries; gas, power, or lighting; and off-street parking facilities.

Rationale: GO Bonds can generate substantial funding for capital investments and provide stable, predictable funding for large capital projects while distributing the cost over many years, ensuring that both current and future residents benefit from the improvements.

Who pays: Property owners within the city limits

Statutory reference: ORS Chapters 287 and 287A

Additional resources:

- ◆ [Guide to Borrowing and Bonds for Oregon Municipalities](#) (League of Oregon Cities, 2018)
- ◆ [Oregon Bond Education Center](#) (Oregon State Treasury)

Examples

City of Bend: Voters passed a \$190 million Transportation Bond Measure 9-135 in November 2020. The GO Bond funds congestion relief and transportation safety projects. To enhance transparency and accountability, Bend introduced a Bond Oversight Committee, a public involvement process for project selection, and a dashboard.⁴² The City will release a series of bonds until 2030 and expect to repay all debt by 2050. The bond is expected to cost households an average of 47 cents per \$1,000 of assessed value.⁴³

City of West Linn: Voters approved a \$20 million GO Bond in 2018⁴⁴. The bond was passed to improve roads, parks, and public facilities. The average levy across the bonding period is expected to be 42 cents per \$1,000 of assessed value. The city's program webpage hosts a map with all bond projects and their status, project details, and project financials.

⁴² City of Bend GO Bond Dashboard. n.d. "2020 GO Bond Program Overview." Accessed October 2024. <https://bendoregon.maps.arcgis.com/apps/instant/portfolio/index.html?appid=8fce11a4ace747e9bd222f0df1230646>

⁴³ City of Bend. n.d. "2020 Transportation GO Bond – Thank You Voters!" Accessed October 2024. <https://www.bendoregon.gov/city-projects/safe-travel>

⁴⁴ City of West Linn. n.d. "2018 General Obligation (GO) Bond Projects." Accessed October 2024. <https://westlinnoregon.gov/go-bond>



Considerations

Summary of Top Considerations: GO Bonds can generate substantial funding for capital investment; however, passing a GO Bond requires careful campaigning and public education on the nexus between personal cost and personal benefit.

Exhibit 16. Considerations for General Obligation Bonds

Compatibility with Budgeting Needs		
Adequacy	• • •	Can generate substantial funding for capital investments.
Stability	• • •	Financing with a bond provides a structured and predictable mechanism for funding large-scale capital projects, with repayment through dedicated revenue streams such as property taxes. Unlike permanent rate or local option levies, general obligation bond levies do not have a fixed rate. So, even if property values were to decrease, a city can increase the tax rate as necessary to ensure annual bond payments are made.
Versatility	• •	Can be used for a wide range of infrastructure improvements, but not for ongoing operations.
Capacity for Growth	•	Bond amounts are set prior to voter approval.
Fairness		
Horizontal Equity	• •	Fixed tax rate that does not vary by property size or other considerations other than value.
Vertical Equity	•	Can disproportionately burden low-income property owners in high-value areas.
Nexus	D	Depends on the specific project. For instance, there is a clear nexus if the GO Bond funds new transportation infrastructure or public safety facilities the entire community benefits from, justifying the broad-based property tax to repay the GO Bond.
Administrative Ease		
Implementation	•	Requires bond issuance and management. Public education and outreach campaigns are critical to successfully passing a bond.
Collection	• • •	Revenues are collected through the existing property tax process.
Enforcement	• • •	Part of property tax enforcement mechanism.
Other Considerations		
Neutrality	• • •	GO Bonds are generally well-received if they are tied to essential projects. However, higher property taxes may deter prospective homebuyers, especially during economic downturns.
Political Feasibility	D	Bond topics can be contentious or marred with misinformation and opposing campaigns. This political contention is especially risky on topics with a more ambiguous nexus between the taxpayer and the beneficiary (e.g., affordable housing bond).

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



Tax Increment Financing

Cities across Oregon use Tax Increment Financing (TIF) to spur redevelopment and revitalization in areas of disinvestment. TIF revenues are based on increasing assessed value of an urban renewal district. The growing assessed values lead to increased property tax revenues, which are used to fund infrastructure and development projects in the district. Once the improvements are complete and any debt is repaid, the increased tax revenues are returned to the general tax rolls.

TIF revenue can only be used to pay for debt service on projects that are identified in an adopted urban renewal plan, and those projects must be located within the geographic boundary of the plan area. ORS 457 identifies the general powers of urban renewal agencies and type of projects and programs that may be funded with TIF. Allowed uses are extensive as long as they relate to economic development or housing provision.

Rationale: TIF is an attractive revenue option because of its unique ability to generate revenue without increasing or adding new taxes. TIF is one of the few revenue tools that facilitate place-based economic development and redevelopment projects, especially at this scale.

Who pays: Property owners within the designated TIF District. However, the real cost of TIF is borne by overlapping taxing districts who forego their growth in property tax revenue from within urban renewal areas.

Statutory reference: ORS Chapter 457

Additional resources:

- ◆ A complete list of Oregon TIF districts and detailed statistical tables for those districts are available in the Oregon Department of Revenue's annually published [Oregon Property Tax Statistics reports](#).
- ◆ [Best Practices for Tax Increment Financing Agencies in Oregon](#) (Oregon Economic Development Association, 2019)
- ◆ [FAQ on Urban Renewal](#) (League of Oregon Cities, 2018)
- ◆ [TIF State-by-State Map](#) (Council of Development Finance Agencies)

Examples

McMinnville Urban Renewal Area: The City of McMinnville adopted their Urban Renewal Plan in 2013, which encompasses two areas: Downtown and NE Gateway District. McMinnville has leveraged their incremental tax revenues to complete street improvements, property assistance, facade improvements, and public-private developments.

Medford City Center Revitalization Area: The City of Medford established an Urban Renewal Area in 1988, which encompasses two zones: Downtown and South Gateway. Medford's Urban Renewal Agency leveraged incremental property taxes to establish a



parking system, improve the public realm and public amenities, locate institutional amenities in downtown, and facilitate development through public-private partnerships.

Molalla Urban Renewal Area: The City of Molalla adopted an urban renewal plan in 2008—and subsequently amended it in 2020—to implement the Molalla Downtown Development Plan and the Oregon Highway 211 Streetscape Plan. Goals and objectives are to create family-wage jobs, increase property values, diversify the economic base, and enhance overall community appearance and livability. They also include partial funding for public facilities such as a fire station, a public training facility, a city hall, and a community center.

Sisters Urban Renewal Area: The City of Sisters adopted an urban renewal plan in 2003—and amended it in 2022—to strengthen downtown as a commercial and cultural center. In addition to public infrastructure investments and property redevelopment, the City is providing direct assistance (loans and grants) and partnering with local property owners and tenants to retain the western frontier architectural theme that the city is known for.

South Corvallis Urban Renewal Area: Established in 2019, this Urban Renewal Area is focused on rectifying long-term disinvestment, addressing food deserts, and creating a neighborhood commercial center. Early projects have included integrating local agriculture in schools, property improvements, business incubation grants, and scoping a food cart pod.

Considerations

TIF is a unique and effective tool for funding capital projects related to economic development and housing. The ability to generate revenues without raising taxes makes it politically attractive. However, the limitations on geography and the limited-duration nature of the tool can be restrictive. Additionally, overlapping taxing districts may oppose the use of TIF, as it impacts their future property tax collections. TIF can also take several years to “ramp up” financial capacity to be able to invest in significant projects. Importantly, TIF or “urban renewal” has a tarnished history of being used to displace vulnerable populations, and care should be used to ensure the tool is used responsibly.

Exhibit 17. Considerations for Tax Increment Financing

Compatibility with Budgeting Needs		
Adequacy	• • •	Can produce substantial revenues for capital projects over time (most districts are established for a period of 20 or more years). Can take five or more years to produce meaningful levels of revenue.
Stability	D	Externally driven and dependent on successful TIF management. With careful planning and implementation, grows progressively more stable over time.
Versatility	• •	Though limited to the specified district and capital projects, it is a flexible gap funding resource.



Capacity for Growth	D	Growth is dependent on demand and is ultimately capped at a 3% annual growth (see Measure 50). If demand for services, goods, and property increases in the TIF, so do the values and subsequent tax revenues. Therefore, the TIF districts' managing entity should be careful in selecting catalyst projects that drive interest and demand in the area. If the area has surplus public land, the land can be sold and create windfall to the tax roll, expediting growth.
Fairness		
Horizontal Equity	• •	Properties with similar assessed values pay a similar tax rate, but properties with similar <i>real market values</i> may pay different rates.
Vertical Equity	•	While redevelopment has specific benefits, it can also have unintended outcomes like cultural and physical displacement. Increases to property values and taxes has a greater effect on lower-income households and households with fixed incomes. The TIF governing body and TIF plan need to be keenly aware of at-risk groups and the local cultures and assets that should be preserved or enhanced as they generate increment and direct funds.
Nexus	• • •	Benefits and costs are tied to a specific geographic area. However, the actual nexus can be muddled by poorly selected projects. While costs can be confined to a geographic boundary, benefits can spillover beyond the district, creating an opportunity for skepticism of the nexus between who pays and who benefits. To avoid this, projects are tailored to benefit the immediate community.
Administrative Ease		
Implementation	•	Standing up a TIF district is a technical lift, making it a time intensive endeavor. It requires a TIF Plan adoption process. Some cities have charter provisions that require a public vote to enact a new TIF district. Cities must establish an urban renewal agency to administer TIF districts. These agencies have their own separate requirements for public meetings, budgeting, and annual reporting.
Collection	• • •	Revenues are collected through the existing property tax process.
Enforcement	• • •	Part of property tax enforcement mechanism.
Other Considerations		
Neutrality	• •	TIF related improvements and incentives can attract investment in the area. However, investing over \$750,000 of TIF directly into a capital project can trigger prevailing wage requirements, which can increase overall project costs by 10% to 20%. This surcharge can discourage some developers from developing in the TIF District.
Political Feasibility	•	Risks political friction from the perception that they benefit developers more than the community, they divert funds from other taxing entities, or they favor future residents more than current residents.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



FEES AND CHARGES

Cities charge a variety of fees to raise revenue for specific services. Because general revenue does not tend to keep up with increase in cost of service, cities are increasingly relying on fees and charges to supplement their property taxes and other revenues. Fees and charges often make up the second largest source of revenue created within cities, after property taxes. They are usually administered directly by cities.

Local revenue tools covered in this section are:

- ◆ [Franchise and Utility License Fees \(page 67\)](#)
- ◆ [Municipal Services Fees \(page 70\)](#)
- ◆ [Fees for Specific Services \(page 74\)](#)
- ◆ [Fines and Penalties \(page 76\)](#)
- ◆ [System Development Charges \(page 79\)](#)

Given state limitations on property tax and likely political opposition to local sales and income taxes, cities often turn to fees and charges to fill the gaps in their budget needs. Fees tend to disproportionately burden lower-income individuals. There are many variations in fees and charges.

Goods and Services

Taxes on Income

Taxes on Property



Franchise and Utility License Fees

A franchise fee or a utility license fee (ULF)—sometimes also called a right-of-way (ROW) fee or a privilege tax—is effectively a tax on a utility company’s gross revenue for the privilege of using the public rights-of-way (like streets and sidewalks) to install and maintain infrastructure such as pipes, wires, and poles. Often these fees are separated for electricity, natural gas, and telecommunication service providers.

Rationale: The primary purpose of a franchise fee or a ULF is to compensate the city for the company’s use of public infrastructure and space. It is a regulatory charge for utilities operating within the city’s boundaries. It can cover administrative costs of regulating the utility or be used as a general revenue source.

Who pays: Utility providers, who pass it on to utility customers⁴⁵

Statutory reference: ORS Chapter 221

Additional resources:

- ◆ [Franchise Agreement Survey Report](#) (League of Oregon Cities, 2019)
- ◆ [Franchise Fees](#) (League of Oregon Cities, 2019)
- ◆ [ROW Usage Fees](#) (League of Oregon Cities)
- ◆ [Telecommunications Tool Kit](#) (League of Oregon Cities)

Examples

City of Hermiston passed a resolution to raise ULFs—from 3 percent to 5 percent in most cases—and dedicated a portion to fund street projects in 2018.⁴⁶ In 2024, the City passed a resolution to reallocate these funds to the general fund (and lower the amount of funds transferred to the Street Reserve Fund) in order to address budget shortfalls.⁴⁷

City of Gresham passed a 3 percent increase to its ULF in 2020, bringing the total rate 10 percent, effective July 1, 2021. The City estimated a monthly increase of about \$3.11 per PGE customer.⁴⁸ The revenue increase will pay for core services such as police, fire, and parks, with a small amount set aside for the City’s streetlight program.

City of Milwaukie also approved a 3 percent increase in its ULF in 2024, bringing the total rate to 11 percent, effective July 1, 2024. The City estimated typical residential PGE bill to increase by \$5.41 per month and typical residential NW Natural bill to increase by \$2.77

⁴⁵ ECONorthwest. 2022. *Prosper Portland Revenue Evaluation*. September 13, 2022.

⁴⁶ McDowell, Jade. 2017. “Hermiston Council raises franchise fees to pay for street projects.” *East Oregonian*, September 12, 2017. Accessed November 5, 2024. https://www.eastoregonian.com/news/local/hermiston-council-raises-franchise-fees-to-pay-for-street-projects/article_93f231da-38f3-5d93-aa9a-d5c15a39e3f4.html

⁴⁷ City of Hermiston. 2024. City Council Meeting. Monday, January 8, 2024. Accessed November 5, 2024. <https://www.hermiston.gov/citycouncil/page/city-council-28>

⁴⁸ City of Gresham. n.d. “Utility License Fees.” Accessed November 5, 2024. greshamoregon.gov/Utility-License-Fees/



per month. The revenue will pay for core services support by the general fund, including programs related to climate and equity.⁴⁹

City of Woodburn passed a ULF in 2021, charging utility companies five percent of gross revenue except for telecommunication companies, which are taxed at 7 percent.⁵⁰

Considerations

Summary of Top Considerations: Franchise fees and ULFs can generate consistent revenue that comes from a broad base and is stable over the long term. But there are uncertainties about federal rules and definitions around internet services, which can impact future revenue growth. Although they are relatively easy to implement, they disproportionately impact affect lower-income households.

Exhibit 18. Considerations for Franchise Fees and Utility License Fees

Compatibility with Budgeting Needs		
Adequacy	D	Depends on the size of the utility company and the fee rate. In principle, a broad tax base (i.e., utility customers) enables substantial revenue generation.
Stability	• • •	Stable, as they are both tied to essential services that residents consistently use, regardless of economic conditions.
Versatility	• • •	Often unrestricted and can be used for a range of municipal purposes beyond infrastructure.
Capacity for Growth	• •	Can increase with rising utility rates, population growth, or new franchise agreements, but they are constrained by market saturation and regulatory limits. In particular, changing federal rules and definitions around internet services can impact the growth of this revenue.
Fairness		
Horizontal Equity	• • •	Applies uniformly to all utility users, regardless of individual differences; similar utility users pay the same fees.
Vertical Equity	•	Can disproportionately impact lower-income households that spend a larger portion of their income on utilities. Jurisdictions could consider providing energy assistance to offset a rate increase, structured around an income test for residents. ⁵¹
Nexus	•	All utility customers pay, but it is unclear who would the benefit. General fund can be used for programs with broad benefits or for programs with targeted benefits.

⁴⁹ City of Milwaukie. n.d. "Utility license fee increase for electricity and natural gas." Accessed November 5, 2024. <https://www.milwaukieoregon.gov/finance/utility-license-fee-increase>

⁵⁰ Pierson, Heather. 2020. *Council Bill No. 3138. Resolution No. 2162*. November 9, 2020. www.woodburn-or.gov/sites/default/files/fileattachments/public_works_projects_amp_engineering/page/12871/res._2162_-_right_of_way_utility_license_and_usage_fee_rates.pdf

⁵¹ Qualifying residents may apply for Low-Income Home Energy Assistance Program (LIHEAP) funding up to twice per year. In addition, the Oregon Energy Assistance Program (OEAP) is available year-round. Residents may also qualify for an Income-Qualified Bill Discount or private Oregon Energy Fund assistance



Administrative Ease		
Implementation	• •	Can include a contract negotiated by a city and its utility providers, or an ordinance approved by a city council. ⁵² In either case, the agreement often outlines the rate charged, terms and conditions, and any special services provided. ⁵³ ULFs are generally used as a regulatory charge for utilities operating within the city's boundaries.
Collection	• • •	Typically based on a percentage of the utility's gross revenues earned within the municipality. For example, a city might impose a 3% franchise fee on all electricity sales within its limits. Telecommunications franchise agreements are one of the largest sources of revenue generated in a city's right of way. ⁵⁴ ULFs are often based on a flat fee, a per-connection charge, or a percentage of the utility's revenue.
Enforcement	• •	Requires monitoring and auditing utility companies. Non-compliance can lead to penalties or suspension of franchise rights. ULF enforcement requires regular reviews of licenses and financial audits, with penalties for non-compliance such as fines or revocation of the license.
Other Considerations		
Neutrality	• • •	Typically passed on to consumers, but leading to little behavior changes.
Political Feasibility	• • •	Likely supported because people either do not perceive a direct cost, believe the fee system is fair, or the fees are small. Jurisdictions may face opposition from utility companies who provide services across overlapping jurisdictions, where not all jurisdictions have franchise fees. ⁵⁵

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends

⁵² League of Oregon Cities. *2019 Franchise Fee and Right-of-Way Survey Report*. December 13, 2019. Accessed October 5, 2024. <https://www.orcities.org/application/files/7615/7669/0101/2019FranchiseFeeROWSurveyReport12-13-19.pdf>

⁵³ Ibid

⁵⁴ Ibid

⁵⁵ Malee, Patrick, 2015. "OC Franchise Fees Legal, Judge Rules." *West Linn Tidings*, July 16. Accessed October 10, 2024. https://www.westlinntidings.com/news/oc-franchise-fees-legal-judge-rules/article_f0d71c79-bdad-5e17-a14e-d5d34c2ba67c.html



Municipal Services Fees

Local governments charge various municipal service fees to raise revenues from utility customers. Municipal services fees are also called city services fees, multi-purpose fees, operations fees, systems operations fees, or utility fees.

Rationale: Municipal services fees can create a dedicated funding source for city services such as emergency services, parks, and maintaining and operating transportation infrastructure. Generated revenue can reduce reliance on less predictable funding from state and federal sources.

Who pays: Utility customers

Statutory reference: Municipal service fees are implemented through ordinances. But some city charters have been amended to require voters' approval for new municipal services fees.

Additional resources:

- ◆ Street Utility Fee (League of Oregon Cities, 2019). LOC maintains a list of cities in Oregon that have TUFs and other fees related to street maintenance.
- ◆ Establishing Government Charges and Fees Best Practices (Government Finance Officers Association)

Examples

Common Municipal Services Fees in Oregon

- ◆ **Operations Fee:** A city operations fee is a flat fee that is collected through existing utility bill systems and is based on account type.⁵⁶ Salem collects a City Operations Fee which is a separate utility bill fee to continue existing emergency, library, park maintenance, social, and other essential services. This flat fee is collected through City utility bills based on the type of account, not based on property value.⁵⁷
- ◆ **Emergency Service Fees:** A flat fee mechanism for 9-1-1 dispatch services, which can be calculated on a per-door or site size basis. The fee appears on a municipal utility bill and varies based on a building's meter size. Salem, Corvallis, Gresham, Jacksonville, and Medford all have fees that pay for fire services.
- ◆ **Public Safety Fee:** A flat fee that is added to residents' utility bills for public safety funds such as Police Officer Positions and general Public Safety Fee Funds. The City of Corvallis charges a monthly public safety fee that appears on the city services

⁵⁶ City of Salem. n.d. "Utility Rates and Other Fees." Accessed October 10, 2024. <https://www.cityofsalem.net/community/household/water-utilities/utility-payments-and-your-utility-account/utility-rates-and-other-fees>

⁵⁷ Ibid.



bill.⁵⁸ Revenue goes towards staffing and additional levels of service for law enforcement and fire staff. In 2019, Sandy established a monthly public safety fee.⁵⁹ Newberg also charges a monthly flat rate public safety fee.⁶⁰

- ◆ **Streetlight Fee:** This fee covers the cost to operate, upgrade, and expand municipal streetlights. Costs include electricity, maintenance, and installation. Fee structures are typically charged to utility accounts and are based on customer category. Medford and Toledo are two of many cities that charge a streetlight fee.^{61,62}
- ◆ **Street Maintenance Fee:** Levied on utility bills, this fee funds the repair and maintenance of city streets. The fee is usually a flat rate, based on the type of property (residential, commercial, or industrial) and helps cover the costs of maintaining roadways, reducing the need for extensive future repairs. Cities in Oregon have adopted TUFs, including Ashland, Brookings, and Corvallis.⁶³
- ◆ **Parks and Recreation Fee:** These fees support the maintenance and operation of city parks, recreation facilities, and programs. The revenue helps cover the costs of upkeep, improvements, and expanding recreational offerings. Medford charges a Parks fee on a per unit, per month basis.⁶⁴
- ◆ **Urban Forestry** is collected to support a City's urban tree canopy and maintenance. Corvallis charges an urban forestry fee that supports the city's urban tree canopy maintenance.⁶⁵

Enterprise Activity Services/Utility Fees

- ◆ **Stormwater Management Fee:** In addition to being levied on properties, stormwater fees are sometimes added to utility bills. They help fund the maintenance of stormwater drainage systems, reduce runoff, and prevent flooding.
- ◆ **Wastewater Fee** is collected to support a City's wastewater infrastructure and operation.
- ◆ **Water Fee** is collected based on usage to pay for City water services and related infrastructure.

⁵⁸ City of Corvallis. n.d. "Police and Fire Public Safety Fees FAQ." Accessed October 15, 2024.

<https://www.corvallisoregon.gov/finance/page/police-and-fire-public-safety-fees-faq>

⁵⁹ City of Sandy. n.d. "Public Safety Fee." Accessed October 15, 2024.

<https://www.ci.sandy.or.us/police/page/public-safety-fee>

⁶⁰ City of Newberg. n.d. "Understanding Your Bill." Accessed October 12, 2024.

<https://www.newbergoregon.gov/finance/page/understanding-your-bill>

⁶¹ City of Medford. 2023. *2023 Master Fee Schedule*. July 1, 2023. Accessed October 15, 2024.

www.medfordoregon.gov/files/assets/public/v/1/finance/documents/2023-master-fee-schedule-7-1-23.pdf

⁶² City of Toledo. n.d. *Master Fee Schedule*. Accessed October 12, 2024.

<https://www.cityoftoledo.org/media/10531>

⁶³ League of Oregon Cities. n.d. "Street Utility Fee." Accessed October 20, 2024.

<https://www.orcities.org/resources/reference/topics-z/details/street-utility-fee>

⁶⁴ City of Medford.

⁶⁵ City of Corvallis. n.d. "City Service Fees: 2024 Rate Adjustment." Accessed October 10, 2024.

<https://www.corvallisoregon.gov/cm/page/city-service-fees-2024-rate-adjustment>



Considerations

Summary of Top Considerations: Municipal service fees can generate new revenues that are stable and broadly applied. They are usually implemented through existing utility bills to an existing utility customer base. Some cities require voter approval. Flat fee structures lead to disproportionate burden on lower-income households. Exemptions, discounts, and tiered rates may mitigate the equity concerns.

Exhibit 19. Considerations for Municipal Service Fees

Compatibility with Budgeting Needs		
Adequacy	D	Can be sufficient for recovering costs with proper rate-setting of the fee. Some cities may intentionally undercharge to address equity concerns.
Stability	• •	Less stable than property taxes, but more predictable than income taxes.
Versatility	• • •	Versatile within the scope defined by the city council.
Capacity for Growth	• • •	Can grow with population and employment. Cities can adjust the rates.
Fairness		
Horizontal Equity	D	Varies based on fee structure. Some fees are charged in proportion to use of service, others may be flat or scaled within category of customers.
Vertical Equity	D	Can disproportionately impact low-income households. Many cities offer discounts for low-income customers to mitigate this. ⁶⁶
Nexus	D	Typically used to pay for a specific service; cannot be used to pay for other services. However, some cities may not dedicate the revenue and support their general fund instead. The fee rates can vary by customer type (e.g., residential, commercial, industrial).
Administrative Ease		
Implementation	D	Depends on the city's basis for assessing the fee. Developing the methodology for setting a fee can be challenging. Some city charter amendments require approval from voters for raising new fees.
Collection	• • •	Integrated into monthly utility bills.
Enforcement	• • •	Enforcement is relatively standardized to fit existing utility bill enforcement regulations.
Other Considerations		
Neutrality	• • •	Generally do not alter consumption or behavior patterns.
Political Feasibility	D	Usually politically feasible. An ordinance is required to implement a new municipal service fee, and fees are typically reviewed annually by staff and city council. But some cities require voter approval.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends

⁶⁶ City of Corvallis. n.d. "City Services Billing: Low-Income Assistance Program." Accessed October 12, 2024. <https://www.corvallisoregon.gov/finance/webform/city-services-billing-low-income-assistance-program>



The considerations for this guidebook focus on municipal services and fees, not rate-setting for utility fees. To review considerations around water and sewer rate setting and fee structures, review the [GFOA Establishing Government Charges and Fees Best Practices framework](#). A list of factors to consider when developing charges and fees should include:

1. What are applicable laws and statutes regarding charges and fees?
2. Are formal policies in place articulating pricing factors or rationale for any subsidies?
3. What is the full cost of providing the service (both direct and indirect)?
4. Are rates periodically reviewed and updated?
5. Are long-term forecasts and plans consistent with the decision-making in the rate setting process?
6. How will the public be involved in the fee-setting process, and how will the public be informed of the result?



Fees for Specific Services

Fees for specific services are tied to a specific activity or use. Examples include planning and building permit fees, park facility rental, and parking fees. Service fees help cover the costs of city operations, maintenance, and infrastructure development.

Rationale: Service fees help cities maintain financial sustainability without burdening general tax revenues and are less susceptible to economic fluctuations. Cities implement service fees to promote cost recovery and encourage efficient use of resources.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapters 56.140 to 56.206 for business license authority and associated fees. ORS Chapter 227 for administrative fees for activities like permitting, planning, and zoning.

Additional resources:

- ◆ [Establishing Government Charges and Fees Best Practices](#) (Government Finance Officers Association)

Examples

Common Fees for Specific Services in Oregon

- ◆ **Building and Permitting Fees:** Cost usually depends on the value or scope of the project/application. Includes development review and permit fees
- ◆ **Business and Liquor License Fees:** Cost is typically a flat fee and renewed annually.
- ◆ **Fees For Use/Rent:** Flat fee charged per unit of use (hour, day, etc.) for parking, event spaces, and parks and facility rentals, etc.
- ◆ **Parks and Recreation Fees:** Charged per resident per activity/class/event.
- ◆ **Permitting Fees:** Cost usually depends on the value or scope of the project/application.
- ◆ **Public Works:** Fees can be charged per project, or per connection.
- ◆ **Water and Sewer Fees:** Fees are usually charged for each account based on meter usage per month or per quarter.
- ◆ **Miscellaneous Service Fees:** Costs to cover various administrative fees.



Considerations

Summary of Top Considerations: The benefits and implementation challenges of fees for specific services depend on each fee. Some can cover cities' costs of providing the services, others are too small to cover administrative costs. These fees are usually easy to adopt and generally have a strong nexus because they are charged on specific service users. However, they disproportionately impact lower-income individuals.

Exhibit 20. Considerations for Fees for Specific Services

Compatibility with Budgeting Needs		
Adequacy	D	Some fees fully cover service costs, while others cover just a portion of the costs.
Stability	D	Fees for core city services can provide stable revenue. Other fees may fluctuate with economic cycles.
Versatility	•	Most fees are earmarked for specific uses, limiting their flexibility.
Capacity for Growth	D	Depends on fee structure, allowance for indexing to inflation, and city growth trajectory.
Fairness		
Horizontal Equity	• • •	City service users pay the same fee for the same service each time they use the service.
Vertical Equity	•	City fees typically do not consider people's ability to pay, which disproportionately impacts lower-income individuals.
Nexus	• • •	Strong nexus because they are directly related to service provision.
Administrative Ease		
Implementation	D	Some can be easy to implement, especially for pre-existing systems and services such as utilities, planning, and public works. Complex fee structures are more administratively challenging.
Collection	D	Easy if a city already has an existing online collection system (e.g., parking, utilities, permits). Small, one-time fees (e.g., library late fees) can have high administrative costs that outweigh the fee amount.
Enforcement	D	Some fees have existing enforcement mechanisms that are straightforward (shut off policies, ticketing). Other fees can present enforcement challenges: 1) Enforcement options may not be worth the effort for low-value transactions and 2) Development-related fees can sometimes create legal disputes (especially with development and impact fees) requiring legal and administrative resources.
Other Considerations		
Neutrality	D	Fees for core city services are not likely to impact the use of the services. Some may avoid some city services if the fees are high.
Political Feasibility	• • •	Many cities have successfully implemented specific service fees. They are usually reasonably justified because only those who use specific city services are charged.

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



Fines and Penalties

Fines and charges are fees imposed for specific services or penalties for violations. Examples include parking fines, or service charges for recreational facilities. They are designed to cover costs associated with services the jurisdiction provides or discourage undesirable behaviors.

Rationale: Fines and charges can be a flexible revenue source that directly links payment to specific services or regulatory enforcement. They also offer a mechanism to offset costs related to maintaining public amenities or managing public behavior. While they often do not generate large revenues individually, they can provide meaningful contributions to a city's budget in aggregate or when layered with another revenue source to support enforcement.

Who pays: Residents, visitors, and businesses

Statutory reference: ORS Chapters 221 and 223, for example.

Examples

City of Hood River introduced in 2016 stricter regulations and enforcement mechanisms for short-term rentals (STRs) to address community concerns. Violations of these regulations can result in fines, warnings, or license revocation. If an STR operator violates the rules, they face immediate penalties, especially if three or more infractions occur within 12 months. The penalties for short-term rental violations include fines of \$250 to \$500 per day for each violation, with potential license suspension or revocation for repeated offenses.⁶⁷

City of Portland's fixed photo radar program, implemented as part of its Vision Zero initiative in 2016, targets high-crash streets to reduce dangerous speeding and enhance road safety.⁶⁸ Portland's fixed photo radar system has improved traffic safety, resulting in a 94 percent decrease in top-end speeding (11+ mph over the limit) at monitored locations. In 2021-22, the system issued over 55,000 citations, with fines ranging from \$170 to \$440 each. That year, the program generated \$1.3 million in net revenue after costs. The revenue generated is reinvested in traffic safety measures, supporting Portland's Vision Zero initiative to reduce traffic-related injuries and fatalities.⁶⁹

⁶⁷ City of Hood River. n.d. "Ch. 5.10 Short-Term Rental Operating License: Penalties." Hood River Municipal Code. Accessed October 7, 2024.

⁶⁸ Portland Bureau of Transportation. n.d. "Speed and Intersection Safety Cameras." City of Portland. Accessed October 7, 2024. <https://www.portland.gov/transportation/vision-zero/safety-cameras>

⁶⁹ City of Portland. n.d. 2021-22 Preliminary Legislative Report: Fixed Photo Radar System. Accessed October 7, 2024. https://www.oregonlegislature.gov/citizen_engagement/Reports/Portland%202021-22_Preliminary%20Legislative%20Report_Fixed%20Photo%20Radar%20System.pdf



City of Newberg installed its first red light traffic cameras in October 2024. The Newberg City Council approved the contract for camera installation at Villa Road and Highway 99W in Winter 2023 following traffic data from studies that began in 2017.^{70,71}

Other examples of fines and penalties are:

- ◆ **Traffic and parking fines** for speeding, red-light and stop sign violations, illegal parking, and expired parking meters.
- ◆ **Public safety and nuisance fines** for noise, disorderly conduct, illegal fireworks, and animal control.
- ◆ **Building and property code fines** for zoning and building code violations, Short-term rental violations, and overgrown lawns or failure to maintain property.
- ◆ **Environmental and health fines** for illegal dumping or littering, Improper waste disposal (e.g., recycling violations), smoking in prohibited areas.
- ◆ **Utility and administrative fines** such as utility late payment penalties, library late return and lost book fees, and fines for failure to obtain permits (e.g., for space rentals or construction).

Considerations

Summary of Top Considerations: Fines and penalties are typically inadequate for long-term budgeting due to their unpredictability and instability, with revenue fluctuating based on enforcement rates and economic conditions. Also, they disproportionately impact lower-income individuals. Graduated fee structures and income-based penalties can help address these equity concerns. Fines have a strong nexus and can deter future offenses.



⁷⁰ City of Newberg. 2023. "City Council for 12/18/23." December 18, 2023. Accessed November 18, 2024. <https://www.newbergoregon.gov/citycouncil/page/city-council-121823>

⁷¹ City of Newberg. 2024. "Official Press Release: Red Light Cameras Come Online, Only Warnings First Thirty Days." October 4, 2024. Accessed November 5, 2024. <https://www.newbergoregon.gov/citymanager/page/official-press-release-red-light-cameras-come-online-only-warnings-first-thirty>

Exhibit 21. Considerations for Fines and Penalties

Compatibility with Budgeting Needs		
Adequacy	•	Typically inadequate for long-term budgeting, as they generate unpredictable and often limited revenue.
Stability	•	Can be unstable, often fluctuating based on enforcement rates and economic conditions. For example, during economic downturns, cities may see an increase in violations but a decrease in individuals' ability to pay. Moreover, revenues from fines and penalties should decrease if they are effective at improving compliance with law.
Versatility	D	Usually flexible to use, but for some fines, this depends on political considerations and legal restrictions.
Capacity for Growth	•	Excessive increases can lead to public resistance, equity concerns, and reduced compliance. Legal constraints and enforcement challenges also restrict revenue growth.
Fairness		
Horizontal Equity	• •	Individuals with violations pay equally based on their offense. However, enforcement and other factors can disproportionately affect certain groups.
Vertical Equity	•	Typically regressive because they represent a larger share of income for lower-income households. To mitigate this, cities can consider graduated fee structures or income-based penalties.
Nexus	• • •	Strong nexus because they are directly related to violation.
Administrative Ease		
Implementation	• •	Investment in infrastructure (e.g., speed cameras, parking meters) or systems for tracking and managing violations is necessary to ensure effective implementation.
Collection	• • •	Automated systems (e.g., online payment portals) can streamline fine collection, reducing the need for in-person processing. Issuing citations promptly and providing multiple payment options can enhance compliance.
Enforcement	• •	Accurate and timely payment may require some work. Many jurisdictions impose escalating fines for repeated offenses.
Other Considerations		
Neutrality	•*	The threat of escalating fines for repeated offenses often results in improved compliance over time by making non-compliance more costly. Fines need to be large enough and enforced to encourage future compliance.
Political Feasibility	D	May be perceived as a revenue-generating tactic. Public support hinges on the perceived fairness of enforcement, such as whether fines target behaviors that impact community safety (e.g., speeding, illegal parking). Transparency around the use of collected revenue can increase political viability.

*Fines and penalties that work well are intended to influence behavior (i.e., not fiscally neutral).

• • • = Key advantages

• • = Some limitations or exceptions

• = Considerable limitations

D = Depends



System Development Charges

System Development charges (SDCs) are one-time charges on new development (and, in some cases, redevelopment) to fund capital costs associated with infrastructure. SDCs may also be used for costs associated with compliance with the SDC statutes and for repayment of debt service (including financing costs). In other states, these may be referred to as “impact fees,” connection fees, or capital facilities fees.

SDCs may consist of a reimbursement fee, an improvement fee, or both. A reimbursement fee is based on existing facilities. An improvement fee is based on planned capital expenditures. In many cases, both are needed to fully recover capacity costs needed to serve growth.

Rationale: SDCs help pay for the portion of capacity needed to accommodate a development’s impact on a municipality’s infrastructure system. In Oregon, SDCs can be used for water, storm drainage, sanitary sewer, road and street networks, and parks and recreation facilities.

Who pays: Developers

Although SDCs are directly charged to developers, ECONorthwest’s research shows that the costs are passed on to a mix of landowners, homebuyers, renters, and investors.

Statutory reference: ORS Chapters 223.297 to 223.316. Key provisions include:

- ◆ ORS Ch. 223.297: Outlines a policy-level framework for local governments using SDCs.
- ◆ ORS Ch. 223.299: Defines “system development charge” and its allowable uses.
- ◆ ORS Ch. 223.302: Sets forth how local governments can impose SDCs.
- ◆ ORS Ch. 223.307: Lists allowable expenditures for SDC revenue (e.g., capital improvements).

Credits: In certain instances, cities may require developers to make improvements as a condition of development approval. Oregon SDC statutes require local governments to provide credits for “qualified public improvements” (QPIs). The credits are limited to the cost of the improvements, with some exceptions. Local governments can provide greater credits, provide credits for a capital improvement not identified in the SDC capital project list, and allow developers to transfer the credits.

Waivers and Exemptions: Cities may choose to exempt developments they deem to have negligible impacts (e.g., some redevelopments or accessory dwelling units) or because of local policy objectives (e.g., childcare facilities, affordable housing, or economic development projects that meet target levels of job creation).

Financing Options: Cities can allow developers to defer or finance the payment of SDCs, which can reduce up-front costs and financing costs for the developer.



Additional resources:

- ◆ [System Development Charges Survey Report](#) (League of Oregon Cities, 2023)
- ◆ [Oregon System Development Charges Study](#) (ECONorthwest, 2022)

Examples

City of Bend updated its transportation, water, and sewer SDC methodologies and rates in 2024.⁷² All three now use a tiered structure for residential rates that differentiates by both housing type and—for single unit and middle housing—tiers of unit size. The City provides exemptions for childcare, affordable housing, and temporary shelters.⁷³

City of Newport updated its SDC methodology in 2017 to account for growth forecasts, long-range capital improvement projects, and local SDC calculation procedures.⁷⁴ Newport uses scaled SDC rates for water, wastewater, stormwater, and transportation, where the rate is based on square footage rather than unit size.⁷⁵

Considerations

Summary of Top Considerations: Many cities rely on SDCs as a critical source of funding for infrastructure to support growth, including water and wastewater systems, transportation improvements, and parks. SDCs are set based on a methodology that considers projected growth and new infrastructure capacity needs. Because SDCs are paid with development, revenue can fluctuate with economic cycles. SDCs can increase the overall cost of development—both residential and commercial—which can make certain types of development harder to achieve.⁷⁶

⁷² City of Bend. n.d. “SDC Methodology Update.” Accessed October 23, 2024.

<https://www.bendoregon.gov/government/departments/community-development/online-permit-center/development-services/system-development-charges/sdc-methodology-update>

⁷³ City of Bend. n.d. “System Development Charges.” Accessed November 18, 2024.

<https://www.bendoregon.gov/government/departments/community-development/online-permit-center/development-services/system-development-charges>

⁷⁴ City of Newport. n.d. “System Development Charges Rates, 2024.” July 1, 2024. Accessed October 21, 2024.

<https://newportoregon.gov/dept/cdd/documents/FYE25SDCRates.pdf>

⁷⁵ Ibid.

⁷⁶ ECONorthwest. 2022. “Oregon System Development Charges Study: Final Report.”

https://www.oregon.gov/ohcs/development/Documents/Oregon%20SDC%20Study_FinalReport_121422.pdf



Exhibit 22. Considerations for System Development Charges

Compatibility with Budgeting Needs		
Adequacy	D	Can be a critical component of local funding for infrastructure needed to support growth, especially in fast growing areas. Cities with less development activity may not bring in substantial revenue.
Stability	D	Highly variable depending on development activity.
Versatility	• •	Restricted to infrastructure projects related to new capacity. But many kinds of projects can be funded within the limitation.
Capacity for Growth	• • •	Can allow communities to build the infrastructure needed to accommodate orderly growth, making them an important part of Oregon's growth management system.
Fairness		
Horizontal Equity	• • •	Generally consistent for each type of development in a jurisdiction or service district.
Vertical Equity	• •	Reducing SDCs alone will not improve housing affordability, but SDCs can disproportionately impact middle- and lower-income households by making it more difficult to build lower-cost housing types (e.g., smaller entry-level homes, middle housing, and apartments). Scaling fees by unit size or housing type can mitigate some negative impacts. ⁷⁷
Nexus	D	Strong nexus when SDCs pay for infrastructure specifically needed to enable development. Less direct nexus when SDCs fund improvements in areas with less development.
Administrative Ease		
Implementation	• •	Requires some city resources and staffing but relatively easy to administer. Requires developing an SDC methodology based on an infrastructure plan. Administrative costs may be recovered with SDCs.
Collection	• • •	Collected at building permit issuance, along with permit fees. Offers the greatest certainty of payment with the least administrative effort. Deferrals and financing can increase administrative costs and effort.
Enforcement	• • •	Hard to avoid payment because permit is not issued until fees are paid and few builders will proceed without a permit. Deferrals can make enforcement more challenging.
Other Considerations		
Neutrality	• •	May discourage development in areas with high fees, impacting growth and housing affordability.
Political Feasibility	D	Support for a tax on new development can be at odds with support for removing barriers to housing production, but it can be more popular than increasing costs for existing residents and businesses. Messaging about SDCs can be tailored to community values and local circumstances.

• • • = Key advantages

• = Considerable limitations

• • = Some limitations or exceptions

D = Depends

⁷⁷ Ibid.



Other Important Considerations:

- ◆ **Cost Recovery:** The 2022 SDC Study highlighted challenges that communities face to charge adequate SDC rates while remaining competitive with neighboring jurisdictions with SDCs. If a jurisdiction does not charge the maximum amount supported by their SDC methodology and intentionally sets the rates low, they are less likely to adequately fund infrastructure upgrades. Phasing in SDC rate increases is a strategy to balance rate increases with staying competitive.
- ◆ **Disproportionate Effects on Building Smaller, Lower-Cost Housing:** Communities with strong demand and limited new housing supply are more likely to see rising costs—including SDCs—shift to homebuyers and renters. Many factors affect housing costs, including high land costs and demand from higher-income households. But higher SDCs in this context—severe housing shortage—will likely reinforce other market factors and encourage more expensive housing development. Keeping SDC rates low may be neither politically palatable nor aligned with infrastructure needs, and lower SDCs alone will not improve housing affordability. But when SDC rates are both high and relatively similar among different types and sizes of housing, they can make it even more difficult to build smaller and lower-cost housing.
- ◆ **UGB Expansion Areas:** Adequate infrastructure provision is more complex in urban growth boundary expansion areas where the backbone infrastructure (roads, water, sewer) is insufficient. The confluence of high land prices, high infrastructure costs, public sector and community goals for quality redevelopment, and other factors can result in housing or commercial development costs that are too high to be feasible in even a fairly strong real estate market. These factors, along with others, have slowed development in some expansion areas. SDCs alone will probably not be sufficient (or, in some cases, may not be appropriate) to recover infrastructure provision costs in these expansion areas. Other, more creative revenue sources may be needed support expansion area development and/or to ease the cost of infrastructure for lower-cost and affordable housing development and small businesses.
- ◆ **Additional Development-Based Funding Strategies:** SDCs are one of many ways to require contributions from new developments. Other tools include local improvement districts (LIDs) (see page 55), exactions, development agreements, and improvements in exchange for additional development rights. There also are other mechanisms where project costs are paid up front by either a developer or the jurisdiction and then recovered from subsequent developments that benefit from the improvements. For example, reimbursement districts allow the jurisdiction or a developer to recoup a proportionate share of capital investments that benefit multiple properties from subsequent development on those properties.



WORKSHEET

This is a sample worksheet to help with the technical assessment process. Cities should refer to examples in this guidebook and work with stakeholders to fill in this table.

Exhibit 23. Worksheet for Applying Revenue Tools Considerations

	Compatibility with Budgeting Needs				Fairness			Administrative Ease			Other Considerations	
	Adequacy	Stability	Versatility	Capacity for Growth	Horizontal Equity	Vertical Equity	Nexus	Implement-ation	Collection	Enforcement	Neutrality	Political Feasibility
Taxes on Goods and Services (“what you buy”)												
General Sales Tax												
Targeted Sales Tax												
Fuel Tax												
TLT												
CET												
Taxes on Income (“what you earn”)												
Personal Income Tax												
Business Income Tax												
Payroll Tax												
Taxes on Property (“what you own”)												
Local Option Levies												
Special District												
LID												
EID/ESD/BID												
GO Bonds												
TIF												
Fees and Charges (“what you do”)												
Franchise Fees and ULFs												
Municipal Services Fees												
Fees for Specific Services												
Fines and Penalties												
SDCs												





Council Study Session

Date: December 1, 2025

Agenda Item	Facilities Masterplan (if time allows)
Department	City Manager's Office
From	Scott Fleury, Director

TIME ESTIMATE

60 minutes

CATEGORY

Informational - this is to inform the body on a particular topic. No motion or direction needed.

SUMMARY

Before the Council is a summary overview of the recently completed Facility Planning Study (ORW) and Facility Condition Assessment (McKinstry).

POLICIES, PLANS & GOALS SUPPORTED

City Council:

4. Evaluate real property and facility assets to strategically support city mission and goals.

BACKGROUND AND ADDITIONAL INFORMATION

In February of 2024 the City Council approved entering into a personal services agreement with ORW Architecture and their subconsultant McKinstry. ORW's primary task was to develop an update to the 2008 Facility Plan and McKinstry was tasked with performing a Facility Condition Assessment (FCA) of City owned buildings and provide estimated costs for improvements/life cycle upgrades.

The condition assessment information is and will be used by the City to enhance the current asset management database with updated information on heating, ventilation, air conditioning, mechanical, plumbing, structural and roof systems. Understanding the condition and life cycle of all the critical components for City facilities will allow the staff to be proactive when it comes to budgeting for replacement/upgrades. The FCA was also a driver for ORW in development of the Facility Master Plan.



With the last Facility Master Plan being completed in 2008 and significant structural reorganizing of employees throughout all Departments and City owned facilities having occurred since then now was an opportune time to perform an update.





Council Study Session

The focus of the plan was to evaluate City operation functionality within each public building and recommend structural changes that could include changing and combining divisions, improving public meeting spaces and customer service locations that might lead to the ability to divest in some City owned buildings/properties. This also included review of the potential development of a consolidated “City Campus” that would provide or house all City services and front facing customer service operations, similar to the 2008 plan.

The 2008 Facility Master Plan had three recommendations to consider for facility improvements and consolidation:

1. Reuse and or redevelop
 1. Relocation of some city functions and small phased improvement projects
2. Limited expansion/remodel and new development
 1. Civic Complex at 90 North Mountain
3. Exploration of an entirely new structures
 1. Total replacement of several facilities with total new structures
 2. Existing buildings to be repurposed for a higher and better use

In general, the recommendations from the 2008 plan were not followed which has led to a less efficient governmental operation with too many facilities.

Facility Condition Assessment (FCA) Overview:

Subconsultant to ORW, McKinstry performed a comprehensive Facility Condition Assessment of city-owned buildings and parks facilities. The goal was to provide data-driven insights for capital planning, maintenance prioritization, and operational budgeting. The assessment examined mechanical, electrical, plumbing, fire protection, structural, roofing, and accessibility systems across multiple sites.

As part of the FCA development over 30 buildings were evaluated through a detailed visual inspection. The goal was to evaluate the condition, identify any issues and gain an understanding of the facilities' infrastructure through non-invasive analysis.

The facility assets were then scored using McKinstry's standard for asset condition and impact of failure (1-5). Finally estimates were generated for replacement of the asset (equipment cost and installation). Each facility inspected was given its own condition assessment prospectus sheet that detailed its overall condition, ten-year capital cost and itemized descriptions of issues (reference attachment #1 FCA report).

The findings are intended to guide short-, medium-, and long-term investments to ensure that City assets remain safe, functional, and compliant with current codes and standards.

Key Findings Overall Condition

Average asset remaining life across all properties: ~6.3 years.

Many HVAC, roofing, and electrical systems have surpassed their expected service life.

Average FCI across city facilities: moderate range (0.10-0.40), indicating aging but serviceable infrastructure.

Safety and Fire Systems

Many sites lack modern fire alarm or sprinkler systems, particularly older or smaller park and maintenance buildings.

Expired sprinkler gauges, missing extinguishers, and outdated fire panels were common.

Recommendation: Install or update fire alarm and suppression systems citywide.





Council Study Session

Mechanical, Electrical, and Plumbing

HVAC: Widespread aging units, often past expected life; replacement of condensing units, air handlers, and exhaust fans recommended.

Plumbing: Generally functional, but numerous water heaters at or past end of life; leaking valves and corroded fixtures noted.

Electrical

Panels functional but outdated; several buildings still using older wiring and panels from mid-20th century.

Recommended infrared (IR) scans and arc flash analyses to mitigate hazards.

Lighting: Mix of LED and legacy systems (CFL, T8 fluorescent, halogen). Full LED conversion is advised for energy savings and reduced maintenance.

Building Envelopes and Roofs

Roofs across nearly all facilities are aging or at end of life, with leaks and deteriorated flashing reported. Windows and doors often original to construction, showing rot, corrosion, or poor insulation.

Many exterior finishes require painting, resealing, or fascia replacement to prevent water intrusion.

Accessibility (ADA)

Most buildings meet basic ADA door and restroom hardware standards, but deficiencies persist: Missing signage at accessible entrances.

Doorknobs still in use instead of levers.

Steep ramps, poor pathways, and inadequate van-accessible parking.

Several restrooms lack under-sink protections or proper turning radius.

The Nature Center Barn and multiple park restroom facilities lack accessible routes entirely.

Energy and Sustainability

Some facilities incorporate solar technology, though several solar water heaters and panels have failed or leak.

Lighting upgrades and HVAC replacements offer the greatest potential for energy efficiency gains.

A significant number of minor issues identified by McKinstry have also been identified by the City's safety committee and resolved over the past year. See Safety Committee report (2024-present)

Facility Planning Study Overview:

The City of Ashland, Oregon, developed this Facilities Master Plan (FMP) to evaluate, modernize, and optimize its municipal facilities over the next decade. The plan addresses deferred maintenance, fragmented operations, and outdated buildings while aligning with City Council's vision for sustainability, accessibility, and operational efficiency.

The City owns 90 properties/facilities and has an organization chart for up to 272 full-time staff. The plan builds upon previous studies, notably the 2008 Facility Master Plan, and the 2024 space needs analysis.

The Facility Plan development was based on guiding principles developed between ORW and City staff. The guiding principles include cost and operational efficiency, economic development, sustainability, equity, flexible design, historic preservation and emergency preparedness.

The **2025 Ashland Facilities Master Plan** provides a comprehensive, actionable roadmap for:





Council Study Session

- Modernizing and consolidating City operations.
- Implementing sustainable, accessible, and resilient civic infrastructure.
- Leveraging underused assets to strengthen downtown economic vitality.
- Guiding capital investments through clear principles and phased execution.

Key Takeaways

The City owns/maintains too many facilities in separate locations with a dispersed staff and customer service orientation.

General Recommendations:

1. Invest in high-quality, right-sized buildings that reflect civic pride.
2. Prioritize projects with multiple community benefits (e.g., energy savings + co-located services).
3. Integrate CEAP targets into all major capital projects.
4. Establish a dedicated Emergency Operations Center with redundant systems and secure communications.
5. Improve staff and public transportation access (EV fleet, bike, and pedestrian options).
6. Use Cartegraph asset management software to monitor maintenance and capital needs.
7. Continue digital transformation to reduce physical storage demands.

Civic Campus Vision

The plan proposes consolidating city services into a modern, accessible Civic Campus. Two sites were evaluated:

Option 1 – Briscoe Elementary Site

Pros:

- Central, walkable from downtown.
- Potential to preserve historic architecture and community symbolism.
- Could replace five outdated city buildings and foster downtown revitalization.

Cons:

- Major seismic and structural upgrades needed.
- Limited expansion capacity and expensive structured parking.
- Residential location could create traffic and noise concerns

Option 2 – 90 North Mountain (Current Service Center)

Pros:

- ORW's recommended site due to space, cost efficiency, and expansion potential.
- Allows surface parking, better infrastructure, and future growth.
- Adjacent to B-Street parcel and Central Bike Path.
- Frees downtown sites (City Hall, Comm Dev, Community Center) for redevelopment.

Cons:

- Farther from downtown core (~20-minute walk).





Council Study Session

- Requires building upgrades and circulation redesign.

Primary recommendation: Establish the **Ashland Civic Campus at 90 North Mountain**, supported by phased divestment of aging downtown buildings and full alignment with climate, safety, and operational goals.

FISCAL IMPACTS

Depending on direction provided by Council for next steps there are numerous financial considerations and implications.

McKinstry developed cost estimates associated with facility maintenance and life cycle replacement of major equipment. Understanding the fiscal impacts surrounding all of the City's facilities has lead to the recommendations developed in the Facility Plan. Divestment of some City facilities will not only allow the City to move forward with a preferred option but also provide monies for reinvestment into City facilities and eliminate future maintenance costs.

McKinstry estimated the 30-year present value, including 2nd and 3rd replacement costs, of replacing equipment for all the facilities assessed in the report to be \$72,045,025. This equals \$ 2,401,500 per year for the next 30 years in today's dollars.

These costs are estimates for what it will take to replace the existing assets with like-in-kind systems when they reach their end of life. The estimates not consider potential technology upgrades, changes in demand at the facilities, or alternative sources of funding such as capital levies, bonds, or financing.

ORW was not tasked with developing planning level opinions of cost associated with the two campus options provided as part of the Facility Master Plan. Staff recommends if an option is selected by Council that the ORW proposed phasing plan be followed. The phasing plan outlines changes to existing facilities for staff relocation and divestment of properties. Divestment of some City properties can provide some funds towards development of architectural and engineering plans the preferred campus plan. This work would also include development of formal construction costing estimates that could be used to help guide decision making with respect to a future bond to support the campus plan option.

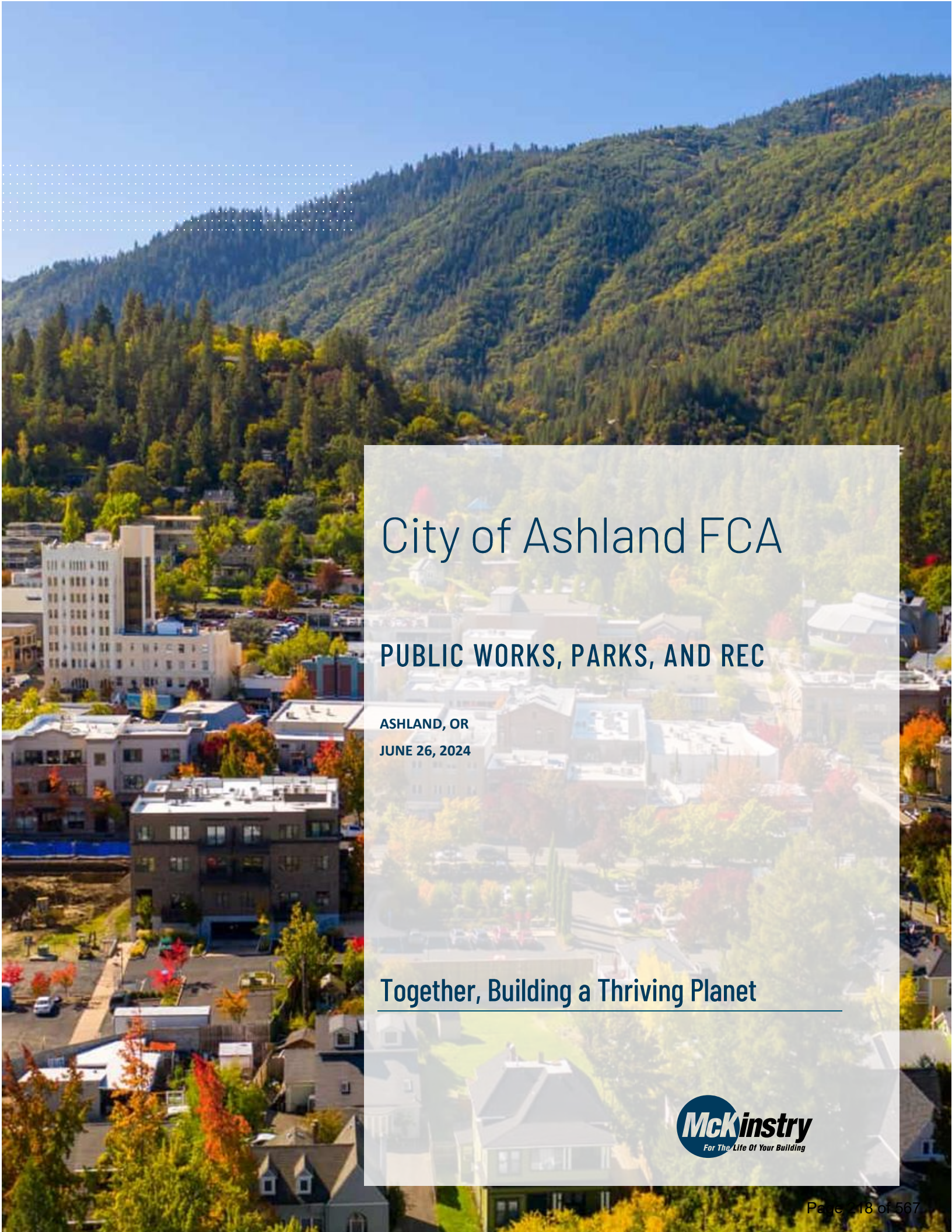
SUGGESTED ACTIONS, AND/OR OPTIONS

Does the Council have any recommendations or request for additional information and analysis as part of the FCA and Facility Master Plan?

REFERENCES & ATTACHMENTS

1. McKinstry FCA 2024
2. ORW Facility Master Plan 2025
3. ORW Plan Overview Presentation 2025
4. Safety Committee Report 2024-Present





City of Ashland FCA

PUBLIC WORKS, PARKS, AND REC

ASHLAND, OR
JUNE 26, 2024

Together, Building a Thriving Planet



Table of Contents

KEY CONTACT INFORMATION 1

McKinstry Contacts 1

Client Contacts-ORW..... 1

Client Contacts-City of Ashland 1

EXECUTIVE SUMMARY3

Project Goals3

Facility List.....3

Facilities Summary – Public works 4

Facilities Summary – Parks5

Critical Assessment Summary7

SCOPE AND APPROACH14

Scope of Work..... 14

Ratings, Methods, and Scoring..... 14

Asset Condition..... 14

Industry Life Expectancy 15

Observed Remaining Life 15

Cost Estimating 15

Data-Driven Maintenance Approach 15

CONDITION ASSESSMENTS17

City of Ashland Parks Report FCI Rating 76

CAPITAL PLANNING77

APPENDIX A: ADA SURVEY 79

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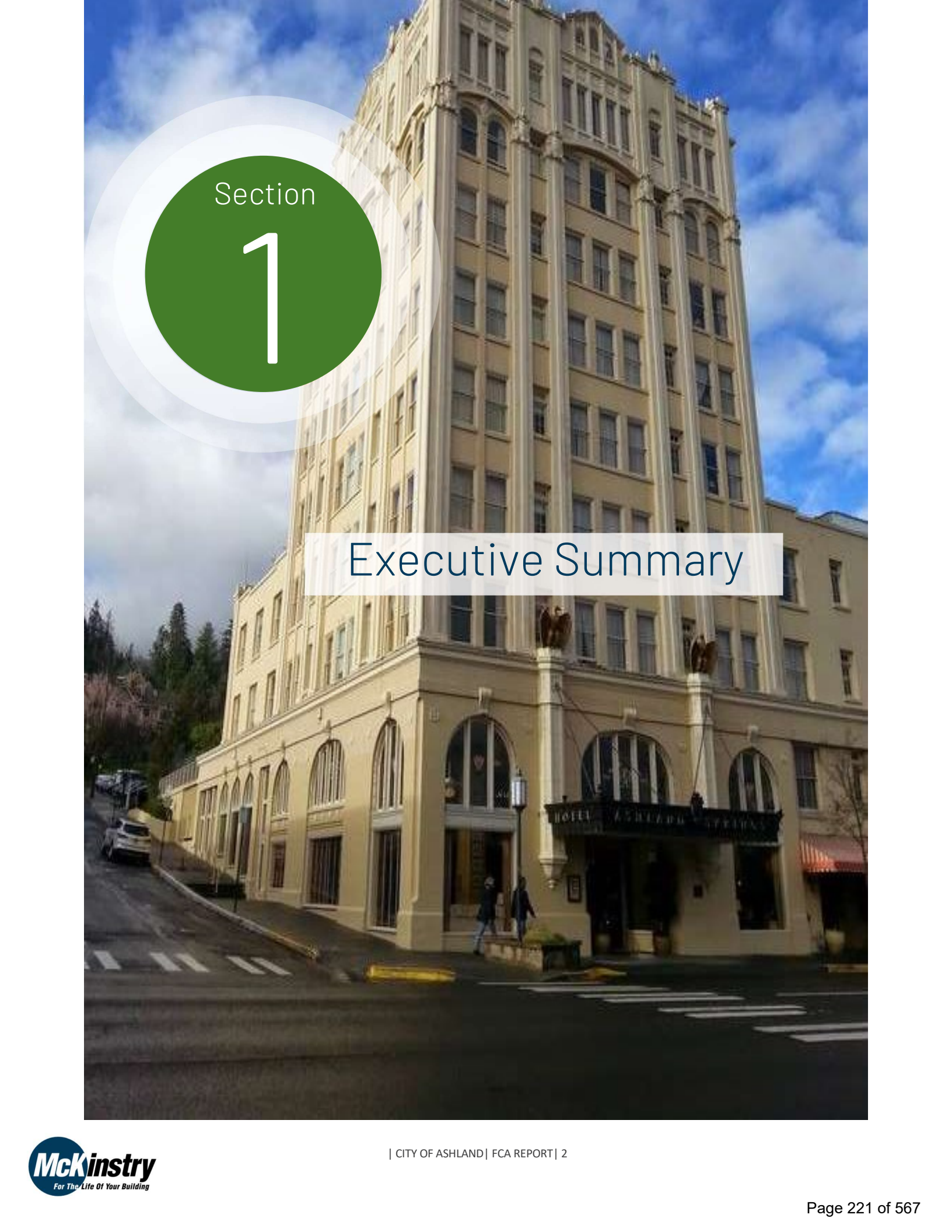
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Section

1

Executive Summary

Executive Summary

Executive Summary

PROJECT GOALS

The contents of this Summary Narrative Report present the results of the Facility Condition Assessment (FCA) performed at the request City of Ashland stakeholders, who intend to utilize the findings of this report to inform both capital and operating budgets, prioritize maintenance efforts, and optimize planning processes as replacements and upgrades of assets and facility systems become necessary in the future.

FACILITY LIST

The scope of the FCA project included assessments on the following buildings.

Table 2-1: Facility List

FACILITY NAME	AREA (SF)	YEAR(S) BUILT
ASHLAND CREEK PARK RR	401	2014
BRISCOE ELEMENTARY	32,289	1950, 1996
CALLE GUANAJUATO RESTROOMS	1,342	1970
CITY HALL	4,451	1889, 1913, 1970, 1990
COMMUNITY CENTER	4,289	1922
COMMUNITY DEVELOPMENT	20,748	1980, 2002
COUNCIL CHAMBERS/ COURTS	5,568	1980
DOG PARK RR	343	1990
FIRE STATION #1	12,964	2003
FIRE STATION #2	7,120	2020
GARDEN WAY PARK RR	280	1994
GARFIELD PARK RR NEAR SPLASH PAD	1,057	1992
GOLF DRIVING RANGE	1,715	1990
GOLF PRO SHOP	3,647	1990
HUNTER PARK RR	2,494	1974
HUNTER PARK-DANIEL MEYER POOL LOCKER ROOMS	5,506	1984
LITHIA PARK COTTON MEMORIAL RR	588	1993
LITHIA PARK ROOT MEMORIAL RR	679	1993
LITHIA PARK SHOPS	402	1990
LITHIA PARK STORAGE	4,052	1990
LITHIA PARK TENNIS COURT RR	598	1990
LITHIA PARKS MATERIALS & EQUIPMENT STORAGE	2,189	1998
N MOUNTAIN PARK BASEBALL BATTING CAGE & STORAGE	3,556	1994
N MOUNTAIN PARK BASEBALL CONCESSION STAND, RR, CLUBHOUSE	2,822	1990
N MOUNTAIN PARK NATURE CENTER BARN	1,010	1990
N MOUNTAIN PARK NATURE CENTER OFFICE	2,384	1990
N MOUNTAIN PARK SHOP, SOFTBALL CONCESSION STAND, RR, CLUBHOUSE	2,418	1994
N MOUNTAIN PARK SOFTBALL MATERIAL AND EQUIPMENT STORAGE	3,678	1994

Executive Summary

PARKS ADMIN OFFICE AKA THE CABIN	1,568	1984
PARKS ADMIN, AKA PARKS ANNEX AND PUBLIC RR	1,422	1995
PIONEER HALL	2,860	1900
POLICE DEPARTMENT	9,770	1980
RAILROAD PARK RR	395	1990
SENIOR CENTER	4,396	1998
SERVICE CENTER, WATER DISTRIBUTION	20,426	1984
SKATE PARK RR	293	1998
STREET/SHOP; STREET OPERATIONS, FLEET, FACILITIES	6,380	1980
SWIM RESERVOIR RR	247	1990
THE GROVE, PARKS & REC, UTILITY BILLING	9,745	1998

FACILITIES SUMMARY – PUBLIC WORKS

Starting with Briscoe Elementary, our assessment has highlighted concerns regarding aging fire alarm systems, HVAC units, plumbing, and electrical infrastructure. Recommendations include enhancements with ADA compliance, improvements to parking accessibility, and attention to building envelope maintenance and replacement.

Fire Station #1 and Fire Station #2, both face challenges with reprogramming/updating fire safety systems, aging HVAC equipment, plumbing issues, and lighting upgrades. Addressing ADA compliance, parking lot resurfacing, and building envelope maintenance are crucial steps to ensure operational readiness and safety.

Council Chambers and the Police Department also require attention to fire safety systems, HVAC equipment, plumbing, and lighting. Improvements in electrical infrastructure and ADA compliance are necessary to enhance functionality and safety.

Furthermore, Community Development, Calle Guanajuato Restrooms, and the Service Center/Water Distribution facility need upgrades to fire safety systems, HVAC equipment, plumbing, electrical systems, lighting, and ADA compliance. In addition to parking lot resurfacing and building envelope maintenance, City Hall Community Center should focus on enhancing fire safety systems, HVAC equipment, plumbing, electrical systems, and lighting.

At Parks Storage, the absence of fire alarm and suppression systems, coupled with improper fire extinguisher storage, poses significant safety risks. Urgent action is required to ensure compliance with fire safety regulations. Mechanical, plumbing, electrical, and lighting systems also need attention to enhance functionality and safety. Similarly, Pioneer Hall and the Community Center lack essential fire safety measures, adequate HVAC systems, and compliant ADA accommodations. Immediate installations and upgrades are necessary to ensure the safety and accessibility of these buildings.

By addressing these concerns comprehensively, Ashland can ensure the safety, functionality, and accessibility of its municipal buildings, ultimately contributing to the well-being and satisfaction of its residents and visitors. For specific details, please refer to individual reports.

Executive Summary

FACILITIES SUMMARY - PARKS

Currently, none of the park restrooms are equipped with fire alarm systems. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations. However, it's noteworthy that the Public Rest Room associated with the Parks Annex does have a dry system in place, enhancing fire safety measures. HVAC systems in all restrooms have surpassed their life expectancy, and water heaters and sump pumps also need replacement. Electrical systems are adequate, transitioning to LED lighting and integrating energy-efficient sensors is advised. ADA accommodations are satisfactory within the restrooms, but pathway assessments for accessibility and faucet upgrades are necessary.

Parking spaces meet ADA requirements, but parking lot resurfacing and door replacements are needed for enhanced accessibility and security. Additionally, aging roofing systems across various buildings require replacement, with the recommendation for metal roofing for longevity. Addressing these issues comprehensively is crucial for ensuring the safety, accessibility, and functionality of Ashland's park facilities.

As for the Golf Pro Shop, the Golf Cart Barn and the Golf Maintenance Shop, a lack of fire alarms was noted in the Maintenance shop, and installation is recommended. The majority of HVAC systems across these buildings are in need of replacement due to exceeding their industry expected life. Plumbing systems require only minimal attention for a water heater replacement, and electrical systems throughout are functional. Replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. There was minimal weathering on the exteriors of each building, regular repair and repainting is recommended. ADA requirements are satisfactory for the entrances, restrooms, and where public parking is available, but the parking lot is approaching the end of its industry expected life and will soon require resurfacing.

The Hunter Park Daniel Meyer Pool Locker Rooms lacked a fire alarm system, the installation of which is recommended to ensure the safety of occupants. Most mechanical, HVAC and plumbing systems are within their industry expected life, with a few exceptions. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. ADA requirements are satisfactory for the entrances, restrooms, and available parking. The building envelope is primarily in fair condition, although several spots for the interior finish in the mechanical basement require attention.

Out of the Lithia Park Shop, Lithia Park Storage and Lithia Park Materials and Equipment Storage, fire alarms are recommended to increase occupant safety within the Lithia Park Materials and Equipment Storage building. The HVAC and plumbing systems across all buildings have exceeded their industry expected life. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. All buildings would require updates to be completely ADA compliant, particularly in the case of restrooms, as well as parking, as there are no ADA compliant spots where parking is available. The building exteriors were in poor condition from weathering, dry rot, and plant growth on and around the buildings, particularly the Lithia Park Storage roof that is damaged and due for replacement.

The North Mountain Park Buildings included the Baseball Concession Stand, Clubhouse and Restroom, the Baseball Batting Cage and Storage, the Softball Concession Stand, Clubhouse and Restroom, and the Softball Material and Equipment Storage. None of these buildings are equipped with fire alarm systems, which are recommended to ensure the safety of occupants. The HVAC and plumbing systems across all buildings have surpassed their useful life expectancy and require replacement. Electrical systems throughout are functional,

Executive Summary

and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. Most buildings were ADA compliant except for the Batting Cage and Storage not having an accessible main or alternative entrance. The parking lots lack appropriate ADA signage at spots and the paint is in poor condition. The roofs of all buildings are recommended for replacement due to age and some dry rot on the corners of roof fascia.

The Nature Center Office and Barn were in fair condition overall, the Nature Center Office possesses a fire alarm system, and the Barn did not have any HVAC, plumbing, electrical or lighting systems. The HVAC and plumbing systems in the Nature Center Office have surpassed their useful life expectancy and require replacement. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. Both buildings would require upgrades to their entrances and accessible routes to be ADA compliant, and appropriate ADA signage in the parking lot is recommended. The parking lot, asphalt shingle roof, and flat roof of the Nature Center Office have reached their industry expected life.

The Parks Administrative Office, also known as the Cabin, has a dry sprinkler system located in an adjacent building, but all its HVAC and electrical systems have reached the end of their industry expected life. Replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. The ADA accommodations of the building are satisfactory, but the parking lot, especially the ADA spots, has severe moss growth in shaded areas and large cracks from tree roots are also present. Most envelope components are in fair condition, but the asphalt shingle roof and windows have exceeded their industry expected life.

The Senior Center does not have a fire alarm system, which is recommended to ensure the safety of occupants. The majority of HVAC and plumbing systems within the building have exceeded their industry expected life, with a couple exceptions. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. While ADA accommodations within the building are satisfactory except for appropriate signage of restrooms, the available ADA parking lacks van accessible spots and access aisles; an additional curb ramp would also increase accessibility to the building. The building envelope is in fair condition, with the wood siding requiring minimal attention and repair, but the roof has reached the end of its useful industry life.

Executive Summary



Figure 2-1: City of Ashland Portfolio

CRITICAL ASSESSMENT SUMMARY

The following issues are recommended to be considered:

1. Roofing systems will need replacement across multiple buildings.
2. Plan for repair/replacement of HVAC systems, particularly at City Hall and Fire Station #1.
3. Replacement or reprogramming of fire alarm systems, Briscoe Elementary, Community Development, Fire Station #1, The Grove.
4. Replacement of Briscoe Elementary Main Power Distribution.
5. The exterior metal doors at the Hunter Park Restroom that were damaged from forced entry will need replacement.
6. The HVAC systems in the majority of Parks Buildings will need replacement.
7. Replacements of parking lots for the Golf Pro Shop, Hunter Park Restroom, North Mountain Park Baseball Concession Stand, Restroom and Clubhouse, and the Nature Center Office.

Executive Summary

Replacement costs associated with the Annual Capital Expenditure table are in constant 2024 dollars and do not include any inflation or discount. Building systems outside of the scope of this assessment are not included; any costs to correct deficiencies in those systems are in addition to the costs presented here.

Table 2-2: 5-Year Annual Capital Expenditure by Equipment Type

Building	Equipment Type	Qty./Size	Total Years 1-5
Ashland Creek Park Restroom	Unit Heater	1	\$3,090
Briscoe Elementary	Roofing	3300 SqFt	\$618,970
Briscoe Elementary	Fuel Fired Boiler	1	\$165,860
Briscoe Elementary	Exterior Doors	19	\$85,270
Briscoe Elementary	Roofing	2400 SqFt	\$45,020
Briscoe Elementary	MDP	1000A	\$24,020
City Hall	Roofing	4451 SqFt	\$57,770
Community Development	Chiller Air Cooled	1	\$137,290
Council Chambers/ Courts	Parking Lot	33000 SqFt	\$251,840
Council Chambers/ Courts	Roofing	5568 SqFt	\$65,150
Dog Park Restroom	Roofing	343 SqFt	\$4,010
Dog Park Restroom	Unit Heater	1	\$3,090
Dog Park Restroom	Exhaust Fan	2	\$3,080
Dog Park Restroom	Water Heater	1	\$830
Fire Station #1	Roofing	8700 SqFt	\$112,920
Fire Station #1	Backup Generator	125 KW	\$77,180
Garden Way Park Restroom	Roofing	280 SqFt	\$3,280
Garden Way Park Restroom	Unit Heater	1	\$2,470
Garfield Park Restroom	Roofing	1057 SqFt	\$12,370
Garfield Park Restroom	Split System Ductless Unit	1	\$6,180
Golf Maintenance and Restroom	Fuel Tank	1	\$24,710
Golf Maintenance and Restroom	Unit Heater	1	\$8,280
Golf Maintenance and Restroom	Exhaust Fan	3	\$4,620
Golf Maintenance Shop	Air Compressor	1	\$13,590

Executive Summary

Golf Maintenance Shop	Water Heater	1	\$11,860
Golf Maintenance Shop	Exhaust Fan	3	\$4,620
Golf Pro Shop and Driving Range	Parking Lot	57000 SqFt	\$435,000
Golf Pro Shop and Driving Range	Roofing	3647 SqFt	\$42,680
Golf Pro Shop and Driving Range	Split System Condensing Unit	2	\$37,640
Golf Pro Shop and Driving Range	Furnace	2	\$11,880
Golf Pro Shop and Driving Range	Exhaust Fan	2	\$3,080
Golf Pump House	Hydronic Pump	3	\$83,090
Golf Pump House	Variable Frequency Drive	3	\$25,170
Golf Pump House	Roofing	500 SqFt	\$5,850
Golf Pump House	Unit Heater	1	\$2,220
Golf Pump House	Exhaust Fan	1	\$1,540
Hunter Park – Daniel Meyer Pool Locker Rooms	Water Heater	1	\$11,860
Hunter Park – Daniel Meyer Pool Locker Rooms	Unit Heater	1	\$2,470
Hunter Park Restroom	Parking Lot	54000	412,100
Hunter Park Restroom	Furnace	1	\$4,7300
Hunter Park Restroom	Panelboard	3	\$11,400
Hunter Park Restroom	Exhaust Fan	3	\$4,620
Hunter Park Restroom	Exterior Metal Door		
Lithia Park Cotton Memorial Restroom	Furnace	1	\$4,730
Lithia Park Material and Equipment Storage	Air Compressor	1	\$13,590
Lithia Park Material and Equipment Storage	Split System Ductless Unit	1	\$6,180
Lithia Park Material and Equipment Storage	Unit Heater	1	\$3,460
Lithia Park Material and Equipment Storage	Water Heater	1	\$2,080
Lithia Park Playground Restroom	Roofing	1161 SqFt	\$13,590
Lithia Park Playground Restroom	Exhaust Fan	2	\$3,080

Executive Summary

Lithia Park Playground Restroom	Unit Heater	1	\$2,220
Lithia Park Root Memorial Restroom	Exhaust Fan	2	\$3,080
Lithia Park Shops	Roofing	402 SqFt	\$4,700
Lithia Park Storage	Roofing	4052 SqFt	\$47,420
Lithia Park Storage	Air Compressor	1	\$13,590
N Mountain Park Baseball Batting Cages and Storage	Roofing	3556 SqFt	\$41,610
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Parking Lot	60,000 SqFt	\$457,890
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Roofing	2822 SqFt	\$33,020
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Unit Heater	3	\$6,660
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Water Heater	1	\$4,160
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Exhaust Fan	2	\$3,080
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Expansion Tank	1	\$2,400
N Mountain Park Nature Center Office	Split System Condensing Unit	3	\$34,780
N Mountain Park Nature Center Office	Parking Lot	4500 SqFt	\$34,340
N Mountain Park Nature Center Office	Roofing	2384 SqFt	\$30,600
N Mountain Park Nature Center Office	Split System Ductless Unit	2	\$12,360
N Mountain Park Nature Center Office	Exhaust Fan	2	\$3,080
N Mountain Park Nature Center Office	Water Heater	1	\$830
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Roofing	2418 SqFt	\$28,290
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Unit Heater	3	\$7,410

Executive Summary

N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Water Heater	1	\$4,160
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Exhaust Fan	2	\$3,080
N Mountain Park Softball Material and Equipment Storage	Roofing	3678 SqFt	\$43,040
N Mountain Park Softball Material and Equipment Storage	Split System Condensing Unit	1	\$13,980
N Mountain Park Softball Material and Equipment Storage	Air Compressor	1	\$13,590
N Mountain Park Softball Material and Equipment Storage	Split System Ductless Unit	2	\$12,360
N Mountain Park Softball Material and Equipment Storage	Unit Heater	3	\$7,410
N Mountain Park Softball Material and Equipment Storage	Exhaust Fan	3	\$4,620
N Mountain Park Softball Material and Equipment Storage	Water Heater	1	\$2,080
Parks Admin Office AKA the cabin	Roofing	1568 SqFt	\$18,350
Parks Admin Office AKA the cabin	Split System Condensing Unit	1	\$13,980
Parks Admin Office AKA the cabin	Split System Air Handling Unit	1	\$12,680
Parks Admin Office AKA the cabin	Panelboard	1	\$3,690
Parks Admin Office AKA the cabin	Radiant Baseboard Heating	2	\$2,480
Parks Admin, AKA Parks Annex and Public Restroom	Roofing	1422 SqFt	\$16,640
Parks Admin, AKA Parks Annex and Public Restroom	Split System Condensing Unit	1	\$6,180
Parks Admin, AKA Parks Annex and Public Restroom	Water Heater	1	\$830
Police Department	Parking Lot	22780 SqFt	\$173,850
Police Department	Roofing	9770 SqFt	\$114,330
Railroad Park RR	Roofing	395 SqFt	\$4,620

Executive Summary

Railroad Park RR	Unit Heater	1	\$2,220
Senior Center	Split System Condensing Unit	3	\$44,370
Senior Center	Split System Ductless Unit	3	\$15,440
Senior Center	Split System Air Handling Unit	1	\$12,680
Senior Center	Exhaust Fan	4	\$6,160
Skate Park Restroom	Roofing	293 SqFt	\$3,430
Skate Park Restroom	Unit Heater	1	\$2,220
Swim Reservoir Restroom	Unit Heater	2	\$4,440
Upper Duck Pond Pump Station	Unit Heater	1	\$2,220
Upper Duck Pond Pump Station	Exhaust Fan	1	\$1,540
	Total:		\$4,270,170



Section

2

Scope and Approach

Scope and Approach

Scope and Approach

SCOPE OF WORK

This Facility Condition Assessment involves a comprehensive visual inspection of the mechanical, electrical, and plumbing (MEP) equipment (including controls), foundations and flooring, siding, windows, insulation, lighting systems. The goal is to evaluate the current condition, identify visible issues, and gain an overall understanding of the facility's infrastructure through a non-intrusive, observational analysis without any invasive procedures or operational testing.

RATINGS, METHODS, AND SCORING

To allow Labor and Industries more flexibility in prioritizing capital planning efforts, McKinstry has developed the following metrics which assign various scores to each asset.

ASSET CONDITION

Condition ratings are presented for each asset as a score of 1 – 5. Scores are based on a visual inspection during the building evaluation period. A score of 1 signifies that the asset is in great, “like new” condition. A score of 2 indicates that the asset is in Good (2) condition. A score of 3 signifies that the asset is in the expected “average” condition based on function and the age of the asset. A score of 4 signifies that the asset is in poor condition, in need of repair, and will require replacement soon. A score of 5 signifies that the asset is in very poor or failed condition and needs imminent replacement.

SCORE	CONDITION ASSESSMENT
1	The asset is in great condition; no action is required.
2	The asset is in Good (2) condition, regular maintenance expected.
3	The asset is in the expected condition, regular replacement/maintenance is expected.
4	The asset is in poor condition, well past useful service life and/or maintenance/replacement is recommended soon.
5	The asset is in very poor condition; urgent replacement is needed.

BUILDING IMPACT OF FAILURE

Building Impact of Failure scores is presented for each asset on a scale of 1 – 5. This metric considers occupant comfort as well as health and safety risks associated with the equipment if it were to fail. For example, if an air handler serving a critical space in the building fails, and there is no backup unit to serve the space, the asset may receive a score of 5, indicating a potential severe Impact. If an air handler fails that serves a common area, and there is a backup unit present, the asset may receive an Impact of Failure score of 3, signifying a moderate impact to the occupants and/or overall capability of the building able to conduct business. A Building Impact Failure score of 1 will be assigned to an asset that serves a typically unoccupied area (such as a mechanical room or basement corridor) such that if it were to fail, the asset would not have a significant impact on the building, occupants, or the ability for the building to continue to conduct business.

Scope and Approach

SCORE	BUILDING IMPACT OF FAILURE SCORE
1	Failure poses no significant impact.
2	Failure poses a low impact.
3	Failure poses a moderate impact The asset serves non-critical area or has backup.
4	Failure poses high impact.
5	Failure poses severe impact. Asset serves critical area and has no backup.

INDUSTRY LIFE EXPECTANCY

The designed life expectancy for a given asset is determined using a combination of widely accepted industry standards including the American Society of Heating, Refrigerating, and Air-Conditioning (ASHRAE), and the Building Owners and Managers Association (BOMA), as well as a manufacturers' database of equipment life expectancies. This value is expressed in number of years.

OBSERVED REMAINING LIFE

The Observed Remaining Life is also expressed in number of years and takes into consideration the function and operating environment of the asset, as well as a determination based on a visual inspection of the asset. The Observed Remaining Life value may vary from the Design Life value. For example, a secondary heat exchanger that has been well maintained may have an Observed Remaining Life that is greater than the expected Design Life. Likewise, a primary chilled water pump that has not been well maintained, and shows visual signs of premature wear and tear, may have an Observed Remaining Life that is less than the expected Design Life.

COST ESTIMATING

Each asset receives an Estimated Replacement Cost, presented in dollars. The Estimated Replacement Cost includes both the material cost of the asset and the installation of that asset. This information is intended to assist in the prioritization and resource allocation associated with maintenance and capital replacement projects. Cost estimates are determined using specific characteristics of each asset (tonnage, motor size, capacity, etc.) along with one of several cost information data sets. These data sets include industry standards, RS Means (a construction estimating database), and data sourced through McKinstry's construction division. Additionally, site-specific construction and equipment invoices have been utilized as available. **It is important to note that the Estimated Replacement Cost given to a component or system is for standard replacement only.**

DATA-DRIVEN MAINTENANCE APPROACH

Included with the submission of this report is the FCA Data Collection Workbook, which includes all data collected for each asset. The workbook can be used to quickly sort through equipment and prioritize maintenance and replacement efforts. Additional observations and equipment details are provided within the workbook for each asset. Each asset is classified according to the building system, size, capacity, and other standards, as well as ratings of current condition and impact of failure. Such organization and classification facilitate searching and sorting the data for maintenance and replacement priorities.

As each of the components identified in the workbook is repaired or replaced, the information can be revised to reflect the new conditions. Remaining useful life values can also be manually iterated one year from the assessment date to reflect fewer remaining years of life. Assets no longer in service can be removed from the list. Similarly, assets that have been newly installed can be added to the list. Following the impact guidelines, relative priority can be calculated for these assets

An aerial photograph of a town street, likely in Ashland, Oregon. The street is lined with trees showing autumn foliage in shades of yellow, orange, and red. Several cars are parked along the street, including a white SUV and a small white car. In the background, there are mountains under a cloudy sky. A large green circle with the number '3' is overlaid on the left side of the image, and a white banner with the text 'Condition Assessments' is overlaid across the middle.

Section

3

Condition Assessments

Condition Assessments

PUBLIC WORKS, PARKS, AND REC

Public Works

Airport/FBO Terminal Building
Black Swan Theater
Brisco Elementary School
Calle Guanajuato Restrooms
City Hall
Community Center
Community Development
Council Chambers and Courts
Fire Station #1
Fire Station #2
Parks Storage
Pioneer Hall
Police Station
Service Center and Water Distribution
Shakespeare Admin Building
Street/Shop, Street Operations, Fleet Facilities
The Grove

Parks and Recreation

Golf Pro Shop, Maintenance Shop, and Golf Cart Barn
Hunter Park – Daniel Meyer Pool Locker Rooms
Lift and Pump Stations
Lithia Park Shop and Storage Buildings
Nature Center Office
North Mountain Park Nature Center Barn
North Mountain Park Buildings
Parks Admin Building – The Cabin
Parks Restrooms
Senior Center

Facility Category: Public Works

Facility Age (Yrs): 57

Year Built: 1967

Total Square Footage: 6,700

Date(s) of Assessment: 6/4/2024

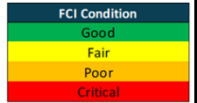


Airport/FBO Terminal Building
403 Dead Indian Memorial Rd, Ashland, OR.

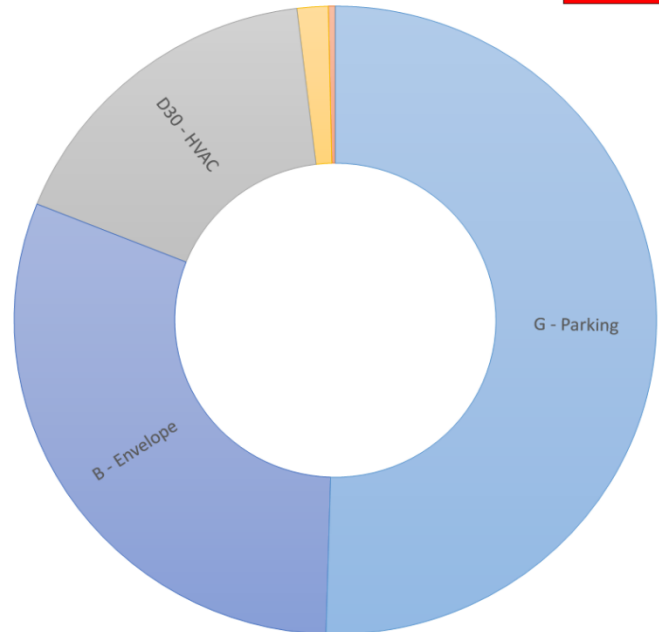


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
14	3.4	10.1	\$266,925	\$4,020,000	0.04

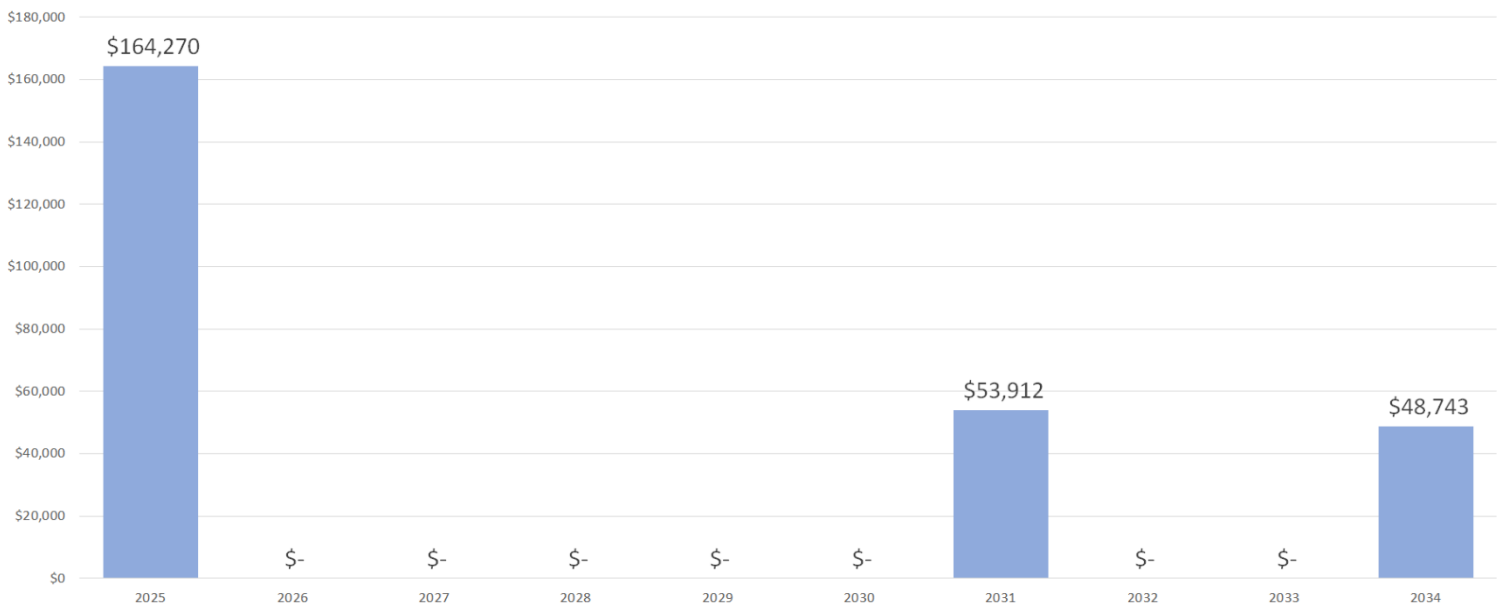
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$72,120
D10 - Conveying	\$0
D20 - Plumbing	\$830
D30 - HVAC	\$40,230
D40 - Fire Protection	\$0
D50 - Electrical	\$3,690
G - Parking	\$119,050
TOTAL:	\$235,920



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There are currently no fire alarm or fire suppression systems in place. It is strongly advised to install fire extinguishers and battery-operated smoke detectors for safety measures.

Mechanical & HVAC

The Rooftop Unit, installed in 2013, meets the building's requirements adequately. However, there is slight damage to the coil fins, and the unit is expected to reach the end of its useful life in 4 years.

Plumbing

A single electric water heater, with a capacity of only 6 gallons, is currently installed. However, it has exceeded its useful life. It is advisable to replace it with a tankless system.

Electrical

The power distribution systems currently meet the building's requirements satisfactorily. However, in the event of increased load requirements, it is recommended to consider upgrading the system.

Lighting Systems

The lighting systems in the building vary in technology and condition, with some fixtures requiring upgrades to enhance energy efficiency and performance. While LED lighting is employed in certain areas, others still utilize outdated technologies like CFL and T8 Fluorescent tubes. It is advised to replace these fixtures with LEDs for improved efficiency and performance.

ADA

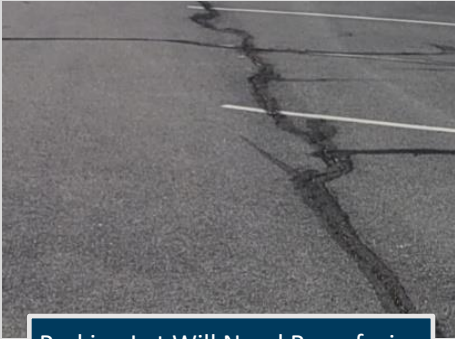
Sinks have appropriate plumbing protections; however, doorknobs need to be substituted with door levers. Additionally, signage is lacking at inaccessible entrances to direct individuals to accessible entrances.

Parking

The parking lot currently meets the needs of the occupants adequately; however, resurfacing is recommended.

Building Envelope

The building envelope is deemed adequate considering its age; however, the windows are significantly past their useful life and should be planned for replacement. Additionally, both the thermoplastic roofing and asphalt mansard roofing have exceeded their useful life and should be scheduled for replacement.



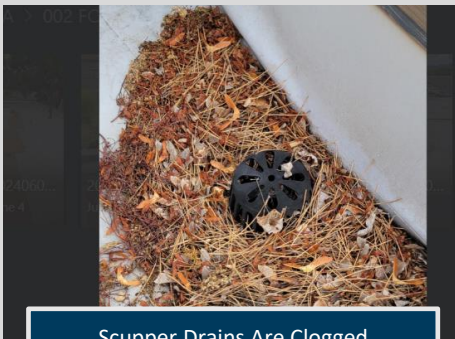
Parking Lot Will Need Resurfacing



Window Seals Have Failed



Door Knobs Should Be Replaced With Door Levers



Scupper Drains Are Clogged

Facility Category: Arts
Facility Age (Yrs): 114
Year Built: 1910
Total Square Footage: 8,725
Date(s) of Assessment: 6/4/2024



Black Swan Theatre
 15 S Pioneer St. , Ashland, OR.

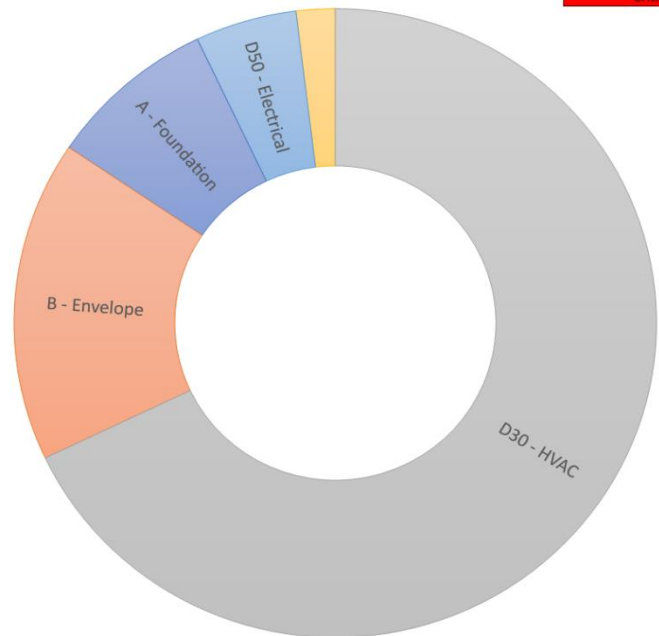


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
27	3.8	3.1	\$1,023,777	\$5,671,300	0.14

10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$80,440
B - Envelope	\$156,200
D10 - Conveying	\$0
D20 - Plumbing	\$0
D30 - HVAC	\$643,370
D40 - Fire Protection	\$18,590
D50 - Electrical	\$48,360
G - Parking	\$0
TOTAL:	\$946,960



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The wet system is installed and routinely tested to maintain its functionality. Additionally, fire extinguishers are strategically positioned throughout the area for immediate access in case of emergencies.

Mechanical & HVAC

The mechanical and HVAC inventory encompasses a variety of units, ranging from air handling units to condensing and rooftop units, with a history spanning several decades. Notable entries include a condensing unit dating back to 1976, boasting a 3-ton rating, alongside multiple units from the 1990s and early 2000s utilizing R22 refrigerant. These include a 1995 1-ton condensing unit, a 1998 3-ton rooftop unit, and a 2002 4-ton condensing unit. Additionally, a rooftop unit from 1993 with a 7.5-ton capacity is documented. All these units have surpassed their expected lifespan and should be prioritized for replacement.

Plumbing

The plumbing system includes a 5-gallon water heater situated in the ceiling above the attic, but unfortunately, access to it is currently unattainable.

Electrical

The electrical power distribution systems presently fulfill the building's requirements adequately. However, they have exceeded their intended lifespan and warrant upgrading.

Lighting Systems

The lighting systems throughout the building exhibit a range of technologies and conditions, with certain fixtures in need of upgrades to bolster energy efficiency and functionality. Although LED lighting is utilized in select areas, others continue to rely on outdated technologies such as CFL and T8 Fluorescent tubes. It is recommended to replace these fixtures with LEDs to optimize efficiency and performance.

ADA

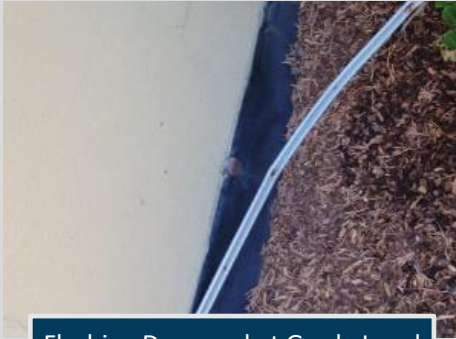
While most areas feature suitable accommodations, the current doorknobs need to be replaced with door levers to ensure accessibility. Furthermore, there is a deficiency in signage at inaccessible entrances, necessitating the installation of signage to direct individuals to accessible entry points.

Parking

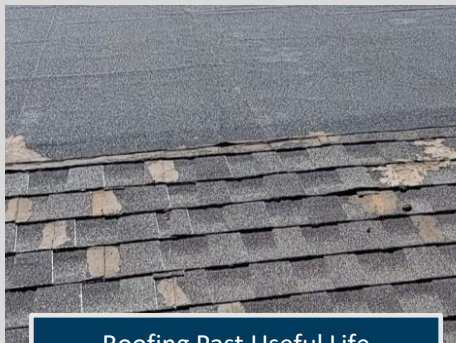
Though street parking is provided for public use, limited accessibility to the building from these spaces poses challenges for visitors. Improvements to parking accessibility are required to better cater to individuals with disabilities and enhance overall convenience.

Building Envelope

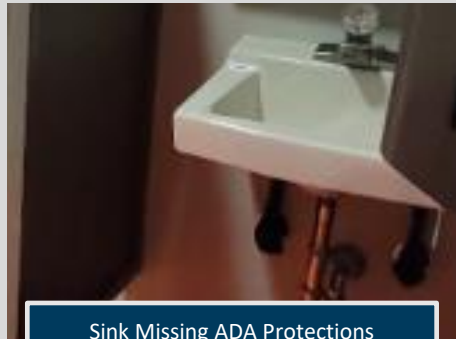
While the building envelope is considered adequate given its age, the windows have surpassed their useful lifespan and should be earmarked for replacement. Furthermore, both the silver-coated roofing and asphalt roofing have exceeded their expected lifespan and should be scheduled for replacement.



Flashing Damaged at Grade Level



Roofing Past Useful Life



Sink Missing ADA Protections



Door KNObs Should be Replaced With Door Levers

Facility Category: Child Development

Facility Age (Yrs): 74

Year Built: 1950

Total Square Footage: 32,289

Date(s) of Assessment: 4/8/2024



Briscoe Elementary
265 N Main St, Ashland, OR 97520

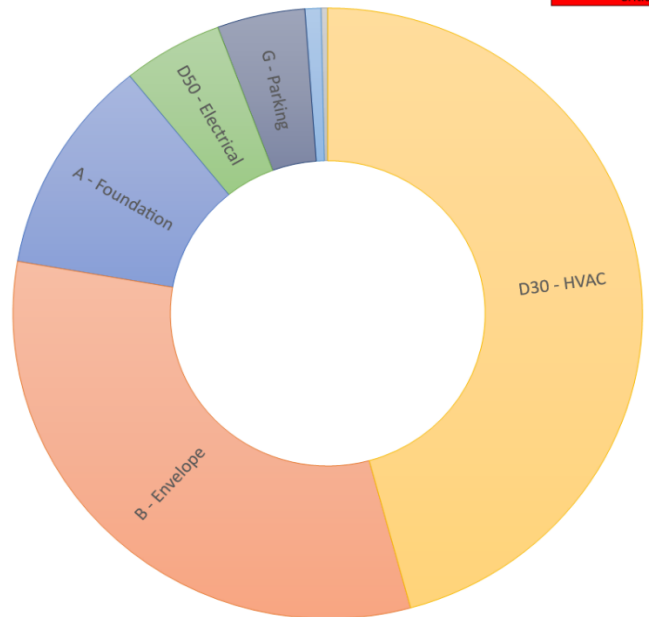


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
85	3.8	3.7	\$3,166,080	\$19,373,400	0.15

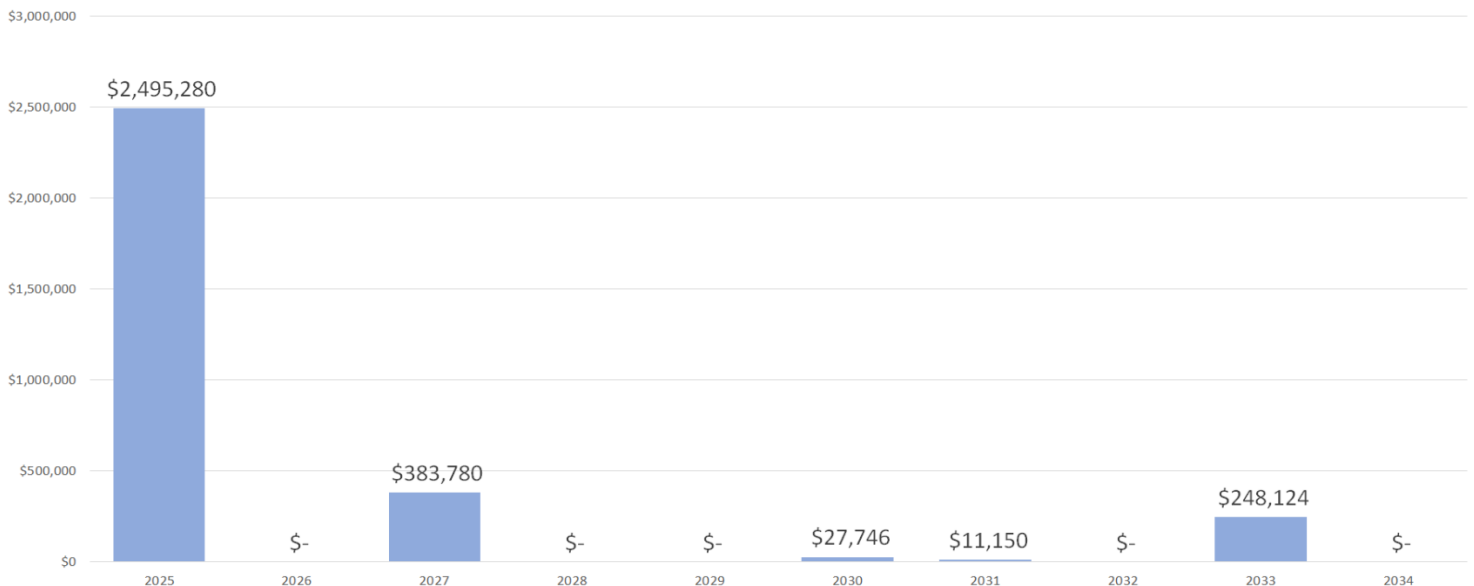
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$348,100
B - Envelope	\$972,360
D10 - Conveying	\$0
D20 - Plumbing	\$10,400
D30 - HVAC	\$1,391,650
D40 - Fire Protection	\$25,000
D50 - Electrical	\$156,500
G - Parking	\$137,370
TOTAL:	\$3,041,380



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system, installed in 1996 is beyond useful life. It is recommended to reprogram or replace the panel.

Mechanical & HVAC

Various mechanical and HVAC components within the building exhibit signs of wear and aging. Most of these systems, such as split system ductless units and energy recovery units, have surpassed their useful service life.

Plumbing

Plumbing systems, including water heaters and pumps, are generally in fair condition. While they function adequately for now, regular maintenance and eventual replacement are expected. However, one of the original gas-fired boilers, have reached the end of their service life and appear to be abandoned in place.

Electrical

The electrical infrastructure of the building, including panel boards and lighting systems, requires close monitoring and maintenance. While some components are still in good condition (score 2), the majority are original to the 1950s construction, and should be scheduled for replacement.

Lighting Systems

The lighting systems in the building are a mix of technologies. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. Overall, the condition of the lighting systems varies, with most rated at 4, indicating the need for maintenance or replacement soon to ensure optimal illumination and energy savings.

ADA

The ADA assessment reveals significant deficiencies, including the presence of doorknobs instead of levers, inaccessible main entrance, and missing signage. Recommendations include replacing doorknobs with levers, providing accessibility to the main entrance, and installing compliant signage to ensure equitable access for all occupants and visitors.

Parking

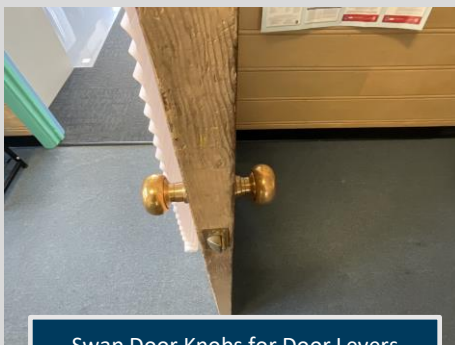
While street parking is available for the public, there are limitations, notably the lack of on-site parking and the absence of van accessible spaces. Enhancing parking facilities to align more closely with ADA standards will be essential to fostering an inclusive environment and meeting the diverse needs of building occupants and visitors.

Building Envelope

Original doors and windows dating back to the 1950s exhibit significant deterioration. Additionally, the northeast exterior wall of the gymnasium displays masonry failure, posing safety hazards and structural integrity concerns. Furthermore, the roofing system has surpassed its useful life, leading to pervasive leaks and moisture intrusion throughout the building.



Dead Front Cover Missing



Swap Door Knobs for Door Levers



Combustible Material in Radiators



Building Envelope Failing

Facility Category: Public Works
Facility Age (Yrs): 54
Year Built: 1970
Total Square Footage: 1,342
Date(s) of Assessment: 4/11/2024

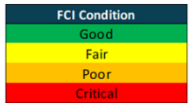


Calle Guanajuato Restrooms
 51 Winburn Wy



# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
13	3.4	8.1	\$96,509	\$805,200	0.05

10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$28,470
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$4,700
D40 - Fire Protection	\$0
D50 - Electrical	\$8,210
G - Parking	\$30,530
TOTAL:	\$76,070



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

No fire suppression or alarm system is present. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations.

Mechanical & HVAC

Ventilation and heating within the building may meet the immediate needs. However, ongoing evaluation and maintenance are necessary to ensure optimal functionality and efficiency of the heating system, thereby promoting comfort and safety for users of the facility.

Plumbing

While the plumbing systems are deemed adequate, attention should be directed towards planning the replacement of the hot water heater with a tankless unit once it exceeds its useful life. This proactive approach will ensure continuous access to hot water and minimize disruptions to restroom facilities.

Electrical

The current Panelboard remains. However, it is lacking terminal protection. Instead of proper shielding, duct tape has been used to conceal the missing breaker, creating significant electrical hazards. Additionally, Junction Boxes have been forcibly opened, leaving wires exposed. Immediate intervention is imperative to address these issues and ensure the safety of restroom facility users.

Lighting Systems

T-18 tubes are the primary source of illumination. Recommending the installation of LED lighting fixtures will not only enhance energy efficiency but also improve illumination levels and longevity, contributing to a safer and more sustainable environment.

ADA

The building satisfies ADA requirements, demonstrating its dedication to ADA compliance and fostering an inclusive environment where everyone can engage fully and autonomously.

Parking

ADA parking is available. However, only one space is accessible. Improving accessibility and ensuring adequate provisions for accessible parking, will enhance convenience and safety for all visitors utilizing the restroom facility. The parking area is showing signs of wear and should be scheduled for re-sealing.

Building Envelope

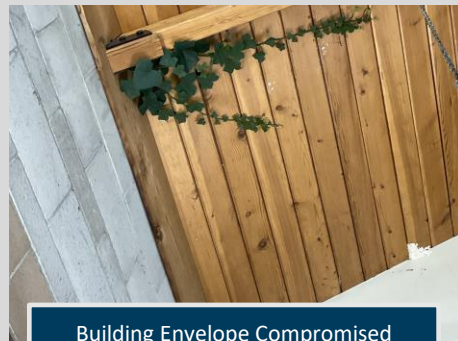
The building's CMU construction and metal roofing provide durability; however, the presence of plant life penetrating the roofline and entering the building signifies potential vulnerabilities in the building envelope. Remedial action is recommended to address roof maintenance and prevent further ingress of plant life, thereby preserving the integrity and safety of the restroom facility.



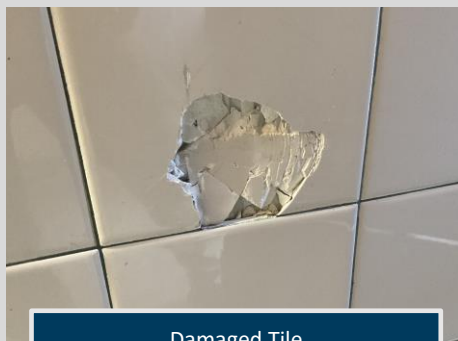
Terminals Exposed



J-box Open Exposed Wires in Both Rest Rooms



Building Envelope Compromised



Damaged Tile

Facility Category: Public Services
Facility Age (Yrs): 135
Year Built: 1889
Total Square Footage: 4,451
Date(s) of Assessment: 4/9/2024

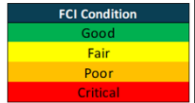


City Hall
 20 E Main St, Ashland, OR 97520



# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
22	3.7	5.2	\$409,172	\$2,670,600	0.14

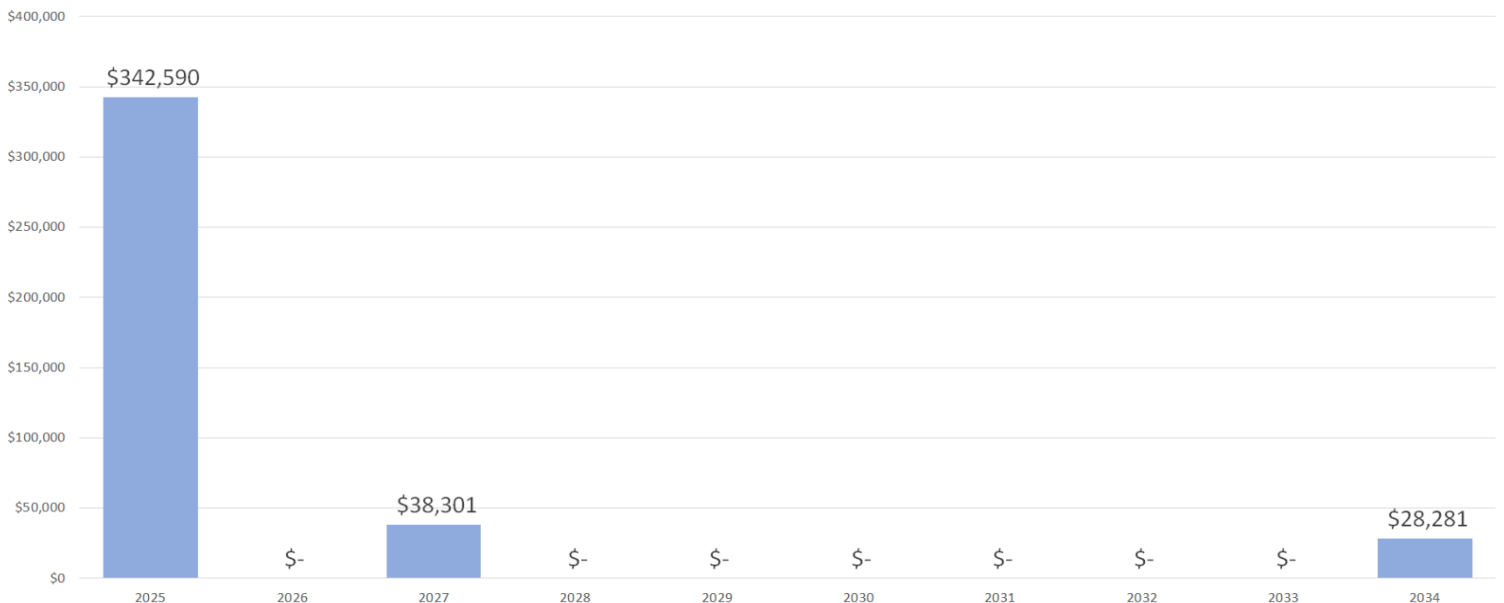
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$46,950
B - Envelope	\$173,510
D10 - Conveying	\$0
D20 - Plumbing	\$3,120
D30 - HVAC	\$127,750
D40 - Fire Protection	\$9,490
D50 - Electrical	\$34,740
G - Parking	\$0
TOTAL:	\$395,560



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

Although a fire sprinkler system was installed in 1997 and is regularly inspected, the absence of a fire alarm system poses a significant concern. However, fire extinguishers are appropriately placed throughout the building, ensuring immediate response capabilities.

Mechanical & HVAC

All HVAC equipment has surpassed its useful life expectancy, and the use of R22 refrigerant presents environmental and efficiency issues. Urgent upgrades or replacements are necessary to ensure optimal functionality and compliance with modern standards.

Plumbing

The water heater installed in 2010 is past useful life. We strongly advise replacing it with a tankless unit and relocating it to the janitor's closet to improve efficiency and safety.

Electrical

The panelboards are acceptable. However, the generator installed in 1997 exhibiting deterioration. Additionally, the accumulation of leaves around the generator enclosure poses a potential fire hazard. Immediate action is imperative to address these issues to prevent any catastrophic incidents.

Lighting Systems

The lighting systems within the building vary in technology and condition, with some fixtures requiring upgrades for enhanced energy efficiency and performance. While LED lighting is present in certain areas, others still rely on outdated technologies like CFL and halogen. Maintenance or replacement is advised to ensure consistent illumination and energy conservation.

ADA

Ada requirements are met for accessibility.

Parking

While street parking is available for the public, limited access to the building from these spaces presents challenges for visitors. Improvements to parking accessibility are necessary to accommodate individuals with disabilities and enhance overall convenience.

Building Envelope

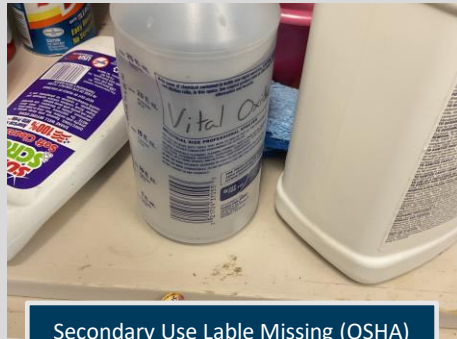
The building envelope exhibits significant structural deficiencies, including failures in the brickwork and mortar. Additionally, the roofing has exceeded its useful life, and windows installed across different decades require attention. Comprehensive repairs and replacements are essential to maintain the integrity and functionality of the building envelope.



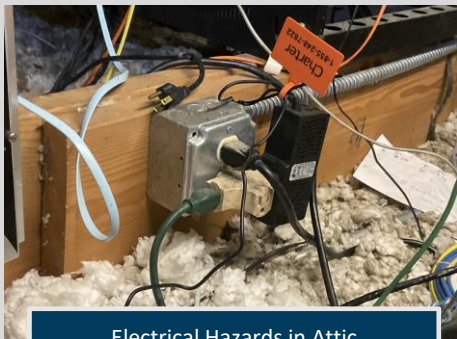
Brickwork & Mortar Deteriorated



2nd Floor Windows Leak



Secondary Use Label Missing (OSHA)



Electrical Hazards in Attic

Facility Category: Public Works

Facility Age (Yrs): 102

Year Built: 1922

Total Square Footage: 4,289

Date(s) of Assessment: 4/11/2024



Community Center
51 Winburn Way, Ashland, OR 97520

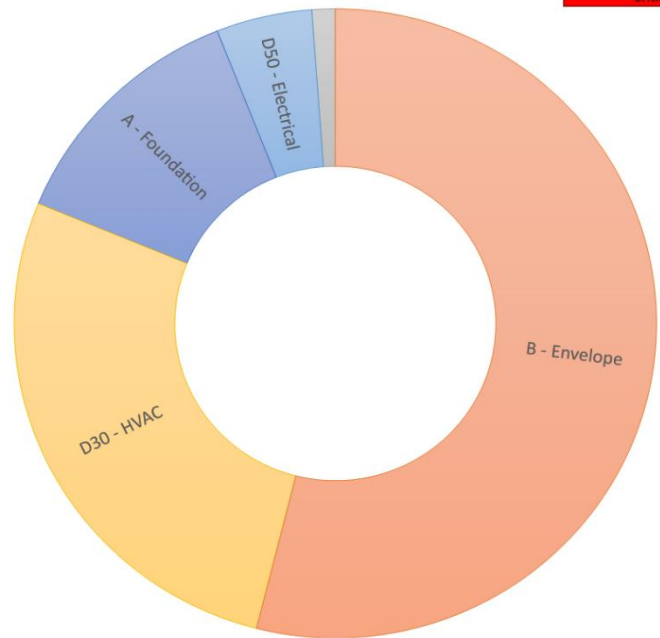


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
15	4.0	2.0	\$399,664	\$2,573,400	0.11

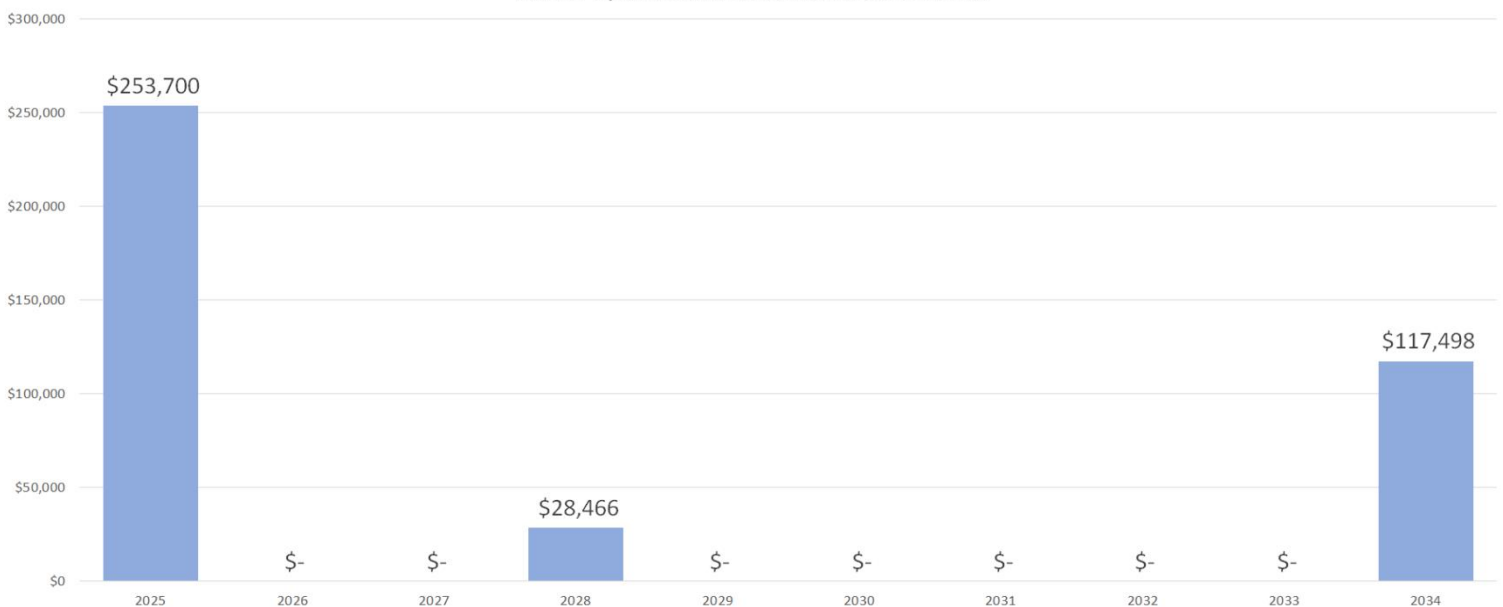
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$45,240
B - Envelope	\$190,990
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$96,570
D40 - Fire Protection	\$0
D50 - Electrical	\$17,070
G - Parking	\$0
TOTAL:	\$354,030



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

Upon inspection, it has been noted that the building lacks essential fire alarm and fire sprinkler systems, which are crucial components for ensuring the safety of occupants in case of a fire emergency. Immediate installation of these systems is recommended to comply with fire safety regulations and to protect the lives of individuals within the premises.

Mechanical & HVAC

The building's mechanical and HVAC systems exhibit signs of aging and inefficiency. Original radiators are still present, presumably abandoned in place. Additionally, the split systems have surpassed their useful life and need replacement to ensure optimal performance and energy conservation.

Plumbing

The hot water heater has exceeded its useful life expectancy. It is imperative to replace the hot water heater promptly to prevent potential disruptions to the building's plumbing system and to maintain adequate hot water supply for occupants.

Electrical

The electrical system in the building is outdated and requires replacement to meet current safety standards and to mitigate the risk of electrical hazards. Upgrading the electrical system is essential to ensure reliable power distribution and to minimize the likelihood of electrical fires or accidents.

Lighting Systems

The lighting systems within the building are a mixture of outdated technologies, resulting in suboptimal energy efficiency and performance. Upgrades to lighting fixtures are recommended to improve energy efficiency, enhance illumination levels, and reduce operating costs over time.

ADA

Several deficiencies in ADA compliance have been identified, including inadequate restroom signage, lack of proper protections under sinks, and the presence of doorknobs instead of door levers. Addressing these issues is essential to ensure accessibility for individuals with disabilities and to comply with ADA regulations.

Parking

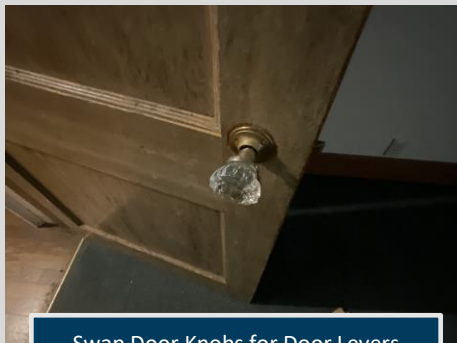
While street parking is available for the public, limitations exist regarding the accessibility path to the building. Improvements to the access path should be implemented to enhance convenience and safety for visitors and occupants requiring parking facilities.

Building Envelope

The building's envelope is predominantly original construction (1920), with subsequent installation of the roof in 1996. The windows are in a deteriorated state, with some boarded up and damaged. Repairing or replacing the windows and roof is recommended to enhance energy efficiency, aesthetics, and structural integrity.



Single Pane Windows Damaged



Swap Door Knobs for Door Levers



Missing ADA Signage



HVAC Equipment Past Useful Life

Facility Category: Public Works

Facility Age (Yrs): 44

Year Built: 1980

Total Square Footage: 20,748

Date(s) of Assessment: 4/11/2024



Community Development
51 Winburn Way, Ashland, OR 97520

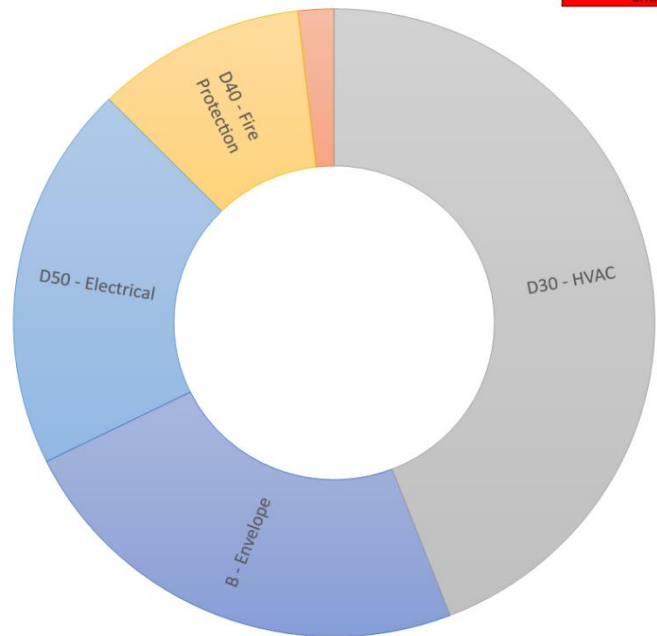


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
33	3.5	11.8	\$778,048	\$12,448,800	0.04

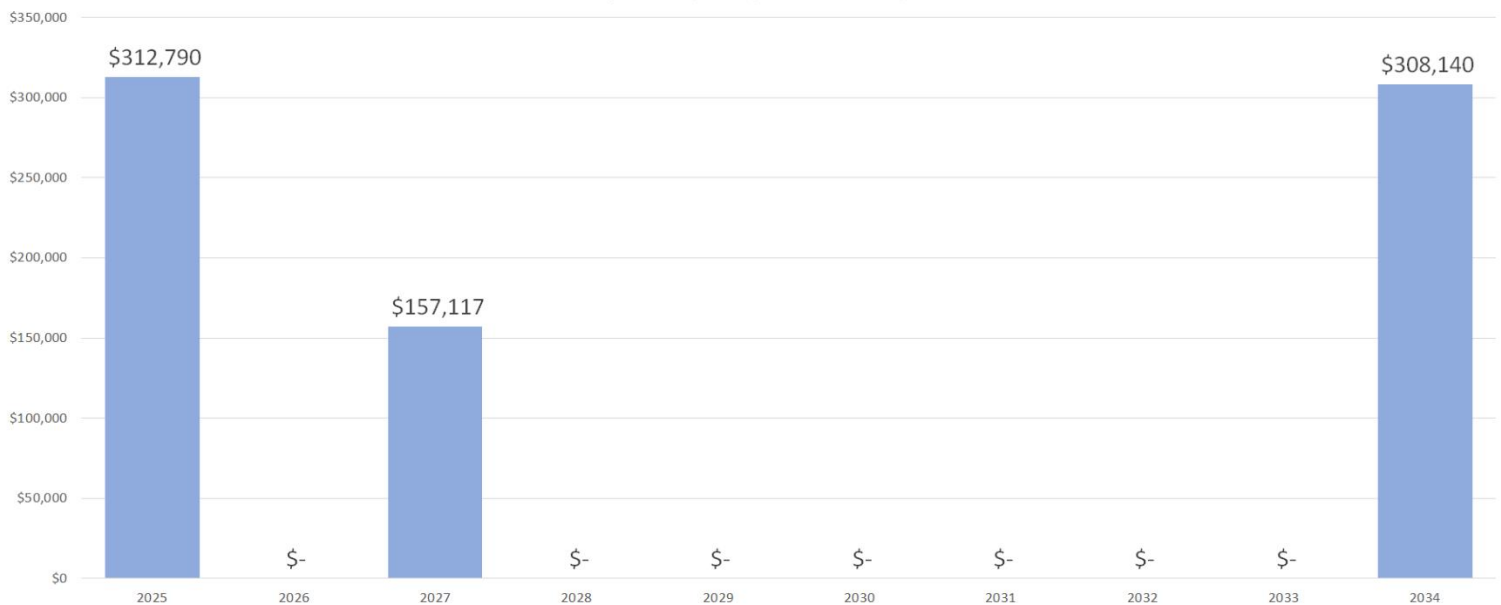
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$154,410
D10 - Conveying	\$0
D20 - Plumbing	\$11,860
D30 - HVAC	\$288,390
D40 - Fire Protection	\$69,220
D50 - Electrical	\$130,050
G - Parking	\$0
TOTAL:	\$653,930



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

Tie-offs and safety barriers are notably absent on the roof, posing a significant risk to individuals accessing this area. Additionally, a sprinkler head in the file room exhibits evidence of a past leak, warranting immediate attention to prevent potential water damage or malfunction. Tripping hazards are prevalent throughout the facility, primarily due to deteriorating carpeting that requires either replacement or stretching. Furthermore, duct detectors and the fire alarm panel need replacement or reprogramming to ensure the effectiveness of the fire detection and alarm systems. Moreover, fire sprinkler gauges have expired, necessitating prompt replacement to maintain regulatory compliance.

Mechanical & HVAC

The hot water boiler safety relief valve exhibits signs of leakage, indicating potential pressure regulation problems that may compromise system integrity and safety. Additionally, circulation pumps are leaking. Furthermore, gate valves for the air handler should be upgraded to ball valves to enhance operational efficiency and ease of maintenance.

Plumbing

The plumbing systems within the facility are generally functional, albeit showing signs of aging. Regular maintenance and eventual replacement are recommended to ensure continued functionality.

Electrical

The electrical systems are still operating within their useful life. Infrared scan and arch flash analysis are recommended to assess potential hazards and ensure safety compliance. Additionally, the backup generator is past its useful life and requires replacement, with a spare key to be made available on-site for emergency access.

Lighting Systems

The lighting systems in the building display a mix of technologies, with some areas requiring upgrades for improved energy efficiency and performance. Maintenance or replacement of fixtures with LEDs is recommended to ensure optimal illumination and energy savings throughout the facility.

ADA

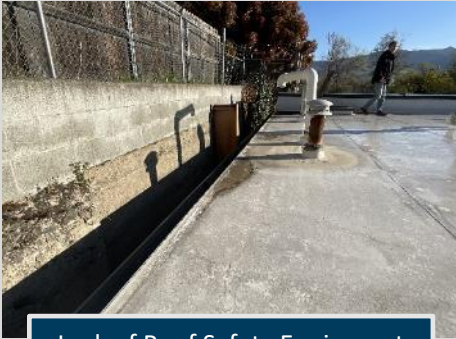
ADA Inaccessible entrances lack signs with the International Symbol of Accessibility, neglecting to guide individuals to the nearest accessible entrance. However, Adequate signage is present within the facility as well as adequate hardware for doors and plumbing fixtures.

Parking

While street parking is available for public access, further provisions for accessible parking and egress should be investigated.

Building Envelope

The roofing, windows, and siding are in good condition overall. However, failed seals around windows and efflorescence on the main sign obelisk require attention. For the sign, a muriatic acid wash and seal coating are recommended to mitigate further seepage and ensure structural integrity.



Lack of Roof Safety Equipment



Gate Valves Should Be Replaced With Ball Valves



Sprinkler Head In File Room Leaks



Joint Sealant Has Failed

Facility Category: Court House
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 5,568
Date(s) of Assessment: 4/9/2024

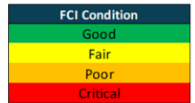


Council Chambers/ Courts
 1174 E Main St



# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
16	3.4	6.3	\$612,299	\$3,340,800	0.12

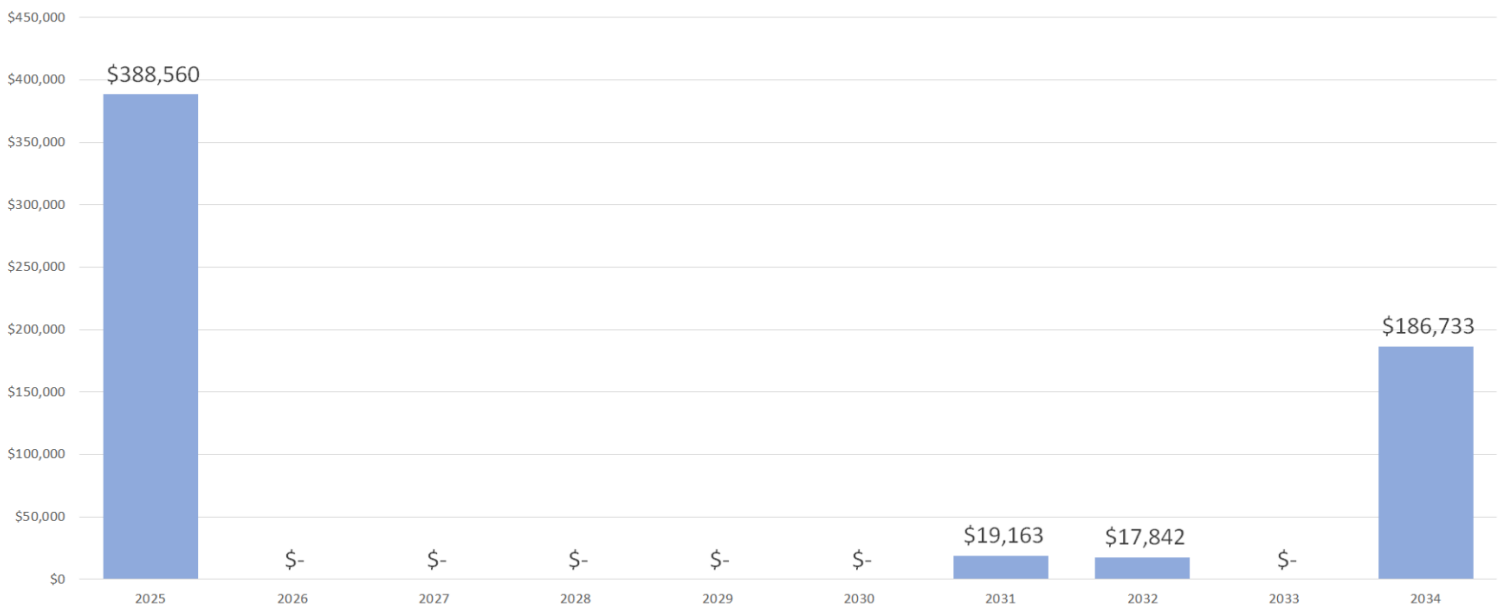
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$193,530
D10 - Conveying	\$0
D20 - Plumbing	\$0
D30 - HVAC	\$63,320
D40 - Fire Protection	\$0
D50 - Electrical	\$27,220
G - Parking	\$251,840
TOTAL:	\$535,910



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

It is recommended to replace the batteries in access control systems as they have expired. Installation of door latch or door jamb guards would be prudent to enhance security measures and prevent unauthorized access.

Mechanical & HVAC

While most HVAC equipment falls within acceptable age tolerances, one 2.5-ton condensing unit has surpassed its useful life and requires replacement to maintain optimal performance and prevent potential failures. Additionally, sharp points around equipment in the condensing unit enclosure pose safety risks and should be addressed promptly to mitigate potential hazards.

Plumbing

The recent replacement of the water heater in 2023 ensures adequate hot water supply for minimal usage. No immediate concerns are identified in this area.

Electrical

Original panelboards are functional; however, it's advisable to conduct an Infrared (IR) scanning and arc flash analysis to identify any potential issues and ensure electrical safety within the facility.

Lighting Systems

The lighting systems exhibit a mix of technologies, with some areas utilizing energy-efficient LED lighting while others rely on older technologies such as CFL and halogen. There is a need for maintenance or replacement soon to optimize energy efficiency, performance, and illumination levels throughout the facility.

ADA

Door hardware replacement is recommended to ensure compliance with ADA standards and enhance accessibility for all building occupants.

Parking

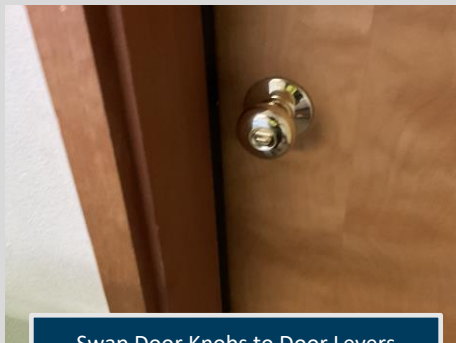
ADA parking facilities meet regulatory requirements, but resurfacing is needed to maintain safety and usability within parking areas.

Building Envelope

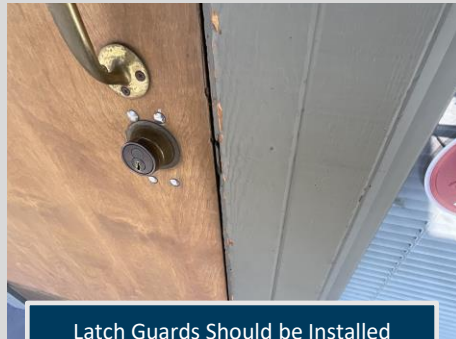
Original windows from the 1980s and the need for roof replacement indicate areas for improvement to enhance energy efficiency, weather resistance, and overall building integrity. Additionally, replacing door hardware will contribute to improved functionality.



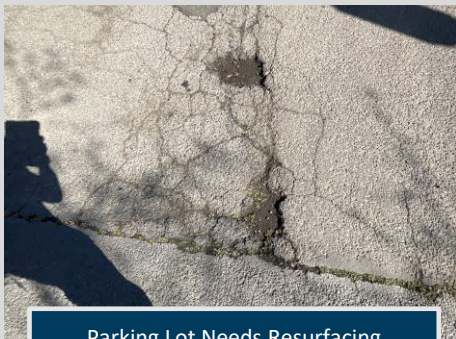
Access Control System Batteries Should be Replaced.



Swap Door Knobs to Door Levers



Latch Guards Should be Installed



Parking Lot Needs Resurfacing

Facility Category: Fire Station

Facility Age (Yrs): 21

Year Built: 2003

Total Square Footage: 12,964

Date(s) of Assessment: 4/9/2024



Fire Station #1
455 Siskiyou Blvd, Ashland, OR 97520

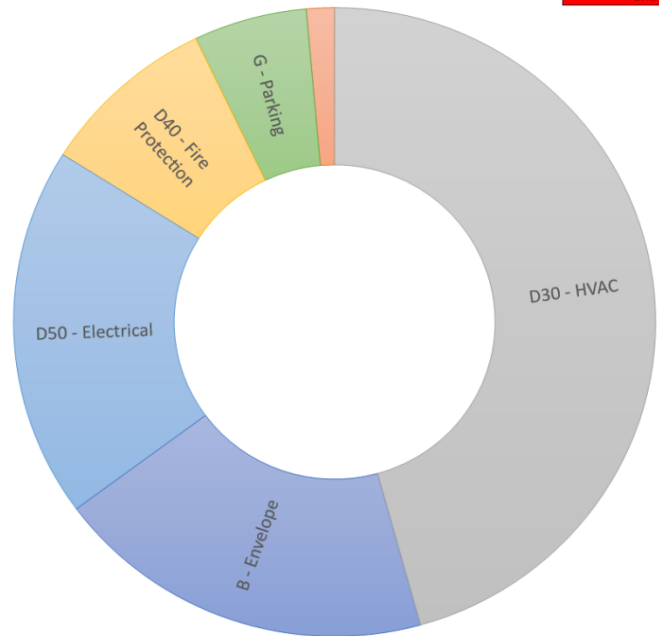


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
38	3.5	10.4	\$621,951	\$7,778,400	0.06

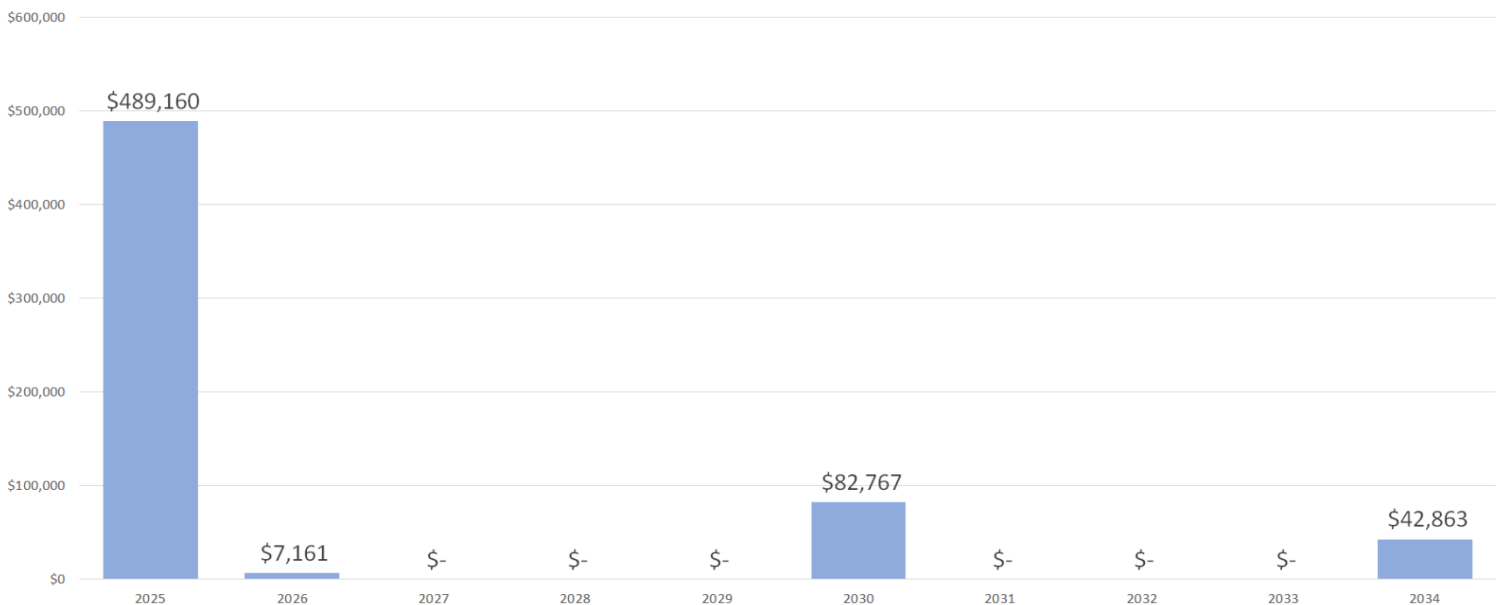
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$112,920
D10 - Conveying	\$0
D20 - Plumbing	\$8,320
D30 - HVAC	\$268,820
D40 - Fire Protection	\$52,630
D50 - Electrical	\$112,190
G - Parking	\$33,580
TOTAL:	\$588,460



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system, installed in 2003, requires attention due to the need for software/firmware updates or potential replacement to ensure compatibility with current standards and protocols. Additionally, multiple obstructions to sprinkler heads have been identified.

Mechanical & HVAC

HVAC equipment has exceeded its useful life expectancy and should be prioritized for replacement to prevent operational inefficiencies and potential system failures.

Plumbing

While the water heater remains functional, its age indicates that it is beyond its useful life. Planning for replacement to avoid disruptions in service and mitigate the risk of unexpected failures.

Electrical

The electrical systems are deemed adequate and are supported by a reliable backup generator, ensuring uninterrupted power supply during outages or emergencies, thus safeguarding building occupants and critical operations.

Lighting Systems

Efforts should be made to replace any remaining CFLs with energy-efficient LED lighting to enhance illumination levels, reduce energy consumption, and lower maintenance costs over time.

Conveyance

The hydraulic elevator is currently deemed adequate; however, it is imperative to ensure that all required category 10 tests have been conducted to verify its operational integrity and compliance with safety regulations.

ADA

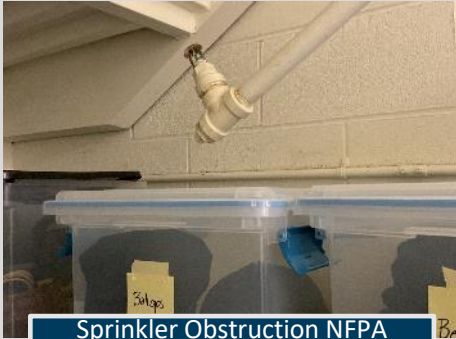
While ADA standards regarding height, hardware, and signage requirements are met within the facility, attention is needed to address accessibility issues at the main entrance, which is difficult to open, potentially hindering access for individuals with disabilities.

Parking

The ADA parking facilities meet regulatory requirements; however, the general parking lot requires resurfacing to ensure safety, accessibility, and overall usability for all visitors.

Building Envelope

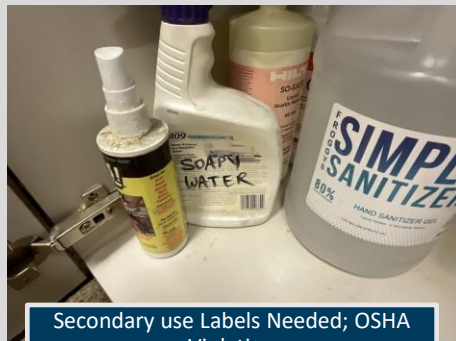
Apart from the failing joint sealant, the building envelope is adequate. Nonetheless, plans should be made to replace the TPO roofing system to maintain structural integrity and weather resistance.



Sprinkler Obstruction NFPA Violation



Gas Cylinders Not Labeled Full/Empty



Secondary use Labels Needed; OSHA Violation



Expansion Joint Sealant Failed Exposing Backer Rod

Facility Category: Fire Station
Facility Age (Yrs): 4
Year Built: 2020
Total Square Footage: 7,120
Date(s) of Assessment: 4/9/2024



Fire Station #2
 1860 Ashland St, Ashland, OR 97520

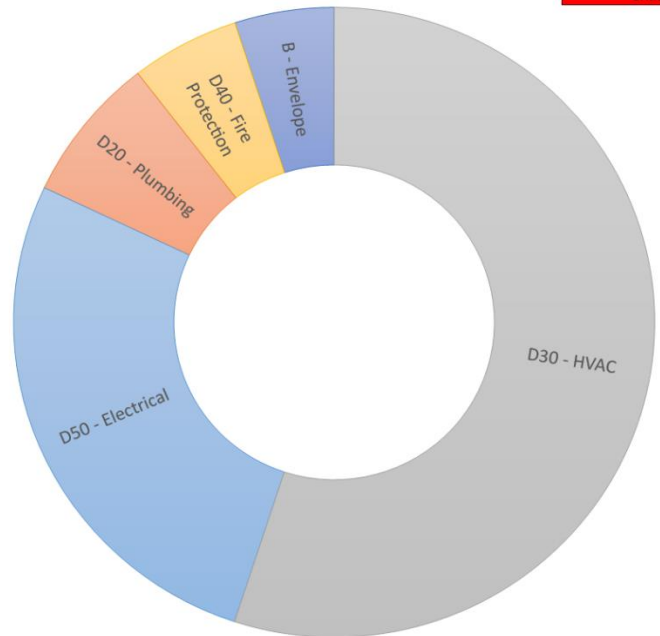


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
31	2.6	19.0	\$353,817	\$4,272,000	0.04

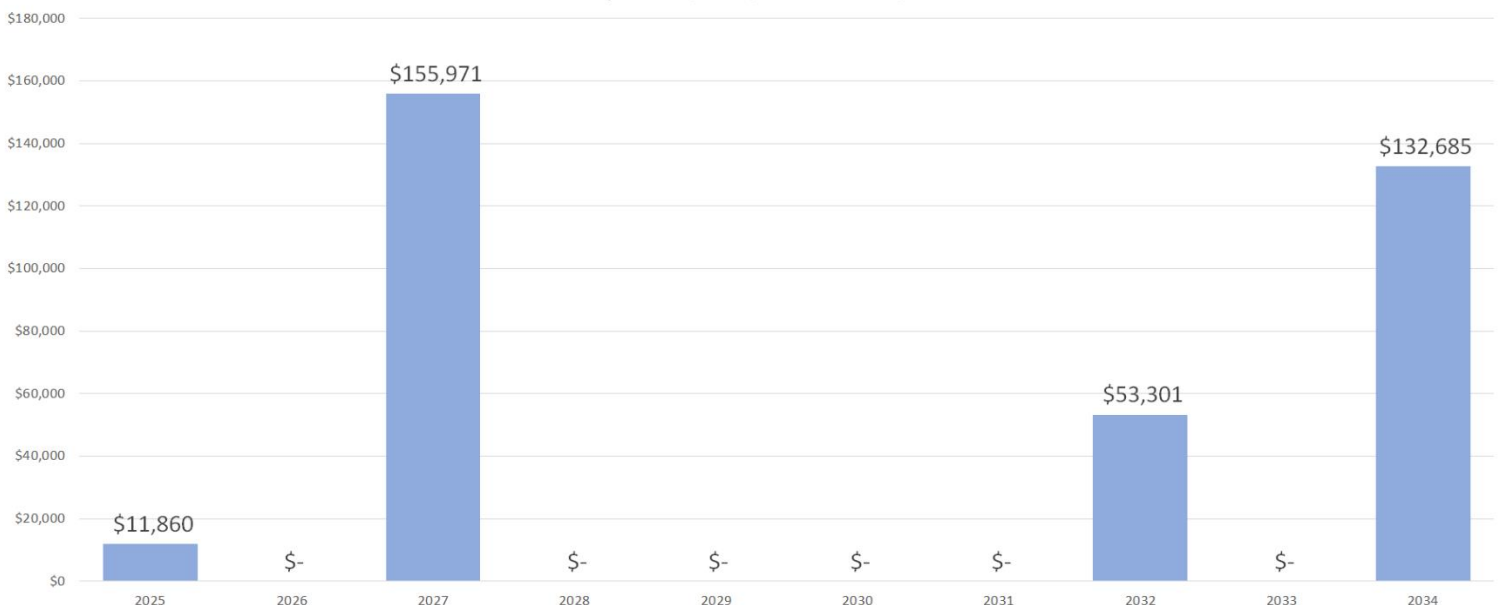
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$13,870
D10 - Conveying	\$0
D20 - Plumbing	\$20,700
D30 - HVAC	\$152,290
D40 - Fire Protection	\$15,170
D50 - Electrical	\$74,710
G - Parking	\$0
TOTAL:	\$276,740



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system is functioning optimally without any reported issues. However, it's noted that the fire sprinkler gauges, and NAC (Notification Appliance Circuit) batteries are expired, requiring immediate attention to ensure compliance and operational readiness.

Mechanical & HVAC

The Rooftop Units (RTUs) within the facilities have surpassed their useful life expectancy. Although other HVAC equipment is currently functioning normally, proactive measures should be taken to address the aging RTUs to prevent operational disruptions and ensure occupant comfort.

Plumbing

The hot water system is supplemented with solar technology, reflecting a commitment to sustainability. However, there are concerns regarding a leaking solar water tank, necessitating repairs or replacement to optimize system efficiency and prevent water damage.

Electrical

The electrical systems are deemed to be in good condition overall. However, it's recommended to conduct an Infrared (IR) scan and arc flash analysis to identify any potential issues proactively. The generator, serving as a reliable backup power source, is in good working order, providing additional assurance during power outages.

Lighting Systems

The lighting systems within the buildings have been upgraded to energy-efficient LED technology, promoting sustainability and cost savings while ensuring adequate illumination levels for occupants.

ADA

Accessibility features such as door levers, interior signage, and accessibility heights are in place, demonstrating compliance with ADA regulations. However, it's noted that not all inaccessible entrances have signage indicating the location of the nearest accessible entrance, highlighting an area for improvement to enhance accessibility for all individuals.

Parking

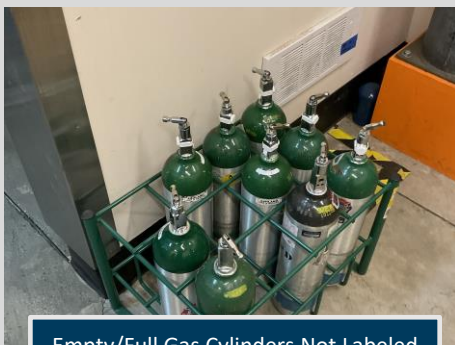
While accessibility provisions are in place, it's observed that not all inaccessible entrances are adequately marked with signs bearing the International Symbol of Accessibility. Addressing this discrepancy will improve wayfinding for individuals with disabilities, enhancing overall accessibility within parking facilities.

Building Envelope

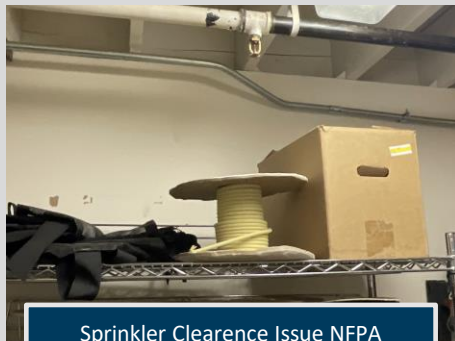
The roofing, doors, and windows are deemed adequate, providing structural integrity and weather protection. However, there are concerns regarding the condition of structural silicone and expansion joints, which are showing signs of deterioration. Timely maintenance and repairs are recommended to prevent further deterioration and ensure the longevity of the building envelope.



Solar Water Heater Leaks



Empty/Full Gas Cylinders Not Labeled



Sprinkler Clearance Issue NFPA



Scupper Drains Blocked

Facility Category: Public Works

Facility Age (Yrs): 54

Year Built: 1970

Total Square Footage: 1,270

Date(s) of Assessment: 4/11/2024



Parks Storage
130 Winburn Way, Ashland, OR 97520

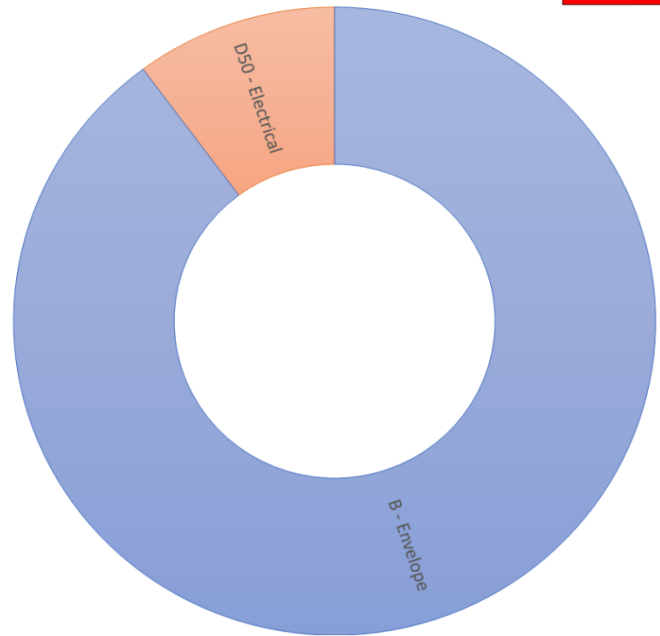


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
8	4.0	6.0	\$96,892	\$508,000	0.09

10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$70,420
D10 - Conveying	\$0
D20 - Plumbing	\$0
D30 - HVAC	\$0
D40 - Fire Protection	\$0
D50 - Electrical	\$7,980
G - Parking	\$0
TOTAL:	\$78,400



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The absence of fire alarm and suppression systems is a glaring concern, leaving the building vulnerable to rapid fire spread and endangering lives. Additionally, the improper storage of fire extinguishers on the ground not only violates safety standards but also increases the likelihood of damage to the extinguishers, rendering them ineffective in the event of a fire emergency. Urgent action is imperative to address these deficiencies and ensure compliance with fire safety regulations to safeguard occupants and property.

Mechanical & HVAC

The absence of mechanical systems, particularly the lack of an exhaust system, poses challenges to maintaining indoor air quality and regulating temperature within the building. Installation of an exhaust system is strongly recommended to mitigate potential health hazards and enhance comfort for occupants.

Plumbing

The absence of plumbing systems signifies a lack of basic amenities crucial for the functionality and habitability of the building. The installation of plumbing infrastructure is necessary to provide essential services such as water supply and sanitation, thereby improving the overall usability of the facility.

Electrical

The outdated electrical panel poses significant risks of electrical hazards due to exposed bus bars and deteriorated wire insulation. Immediate attention is warranted to upgrade the electrical system to ensure the safety of occupants and prevent potential fire incidents.

Lighting Systems

The utilization of outdated lighting technologies, such as CFL and incandescent bulbs, not only contributes to higher energy consumption but also compromises lighting quality and efficiency. Recommending the installation of LED lighting fixtures would not only reduce energy costs but also enhance illumination levels and longevity.

ADA

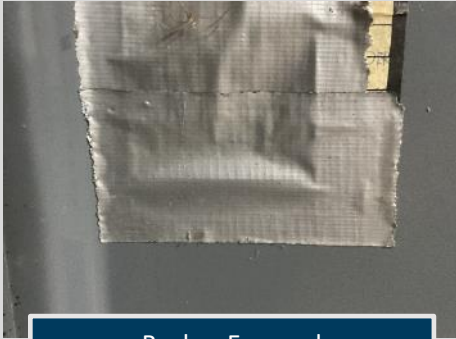
Non-compliance with ADA standards impedes accessibility and inclusivity within the building, particularly for individuals with disabilities. Although the primary function of the building is storage, it remains imperative to ensure that the facility accommodates diverse needs and promotes equal access for all users, including those with disabilities.

Parking

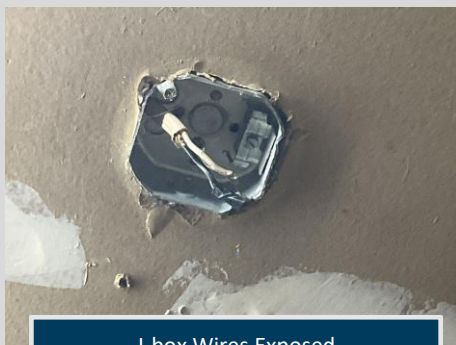
Limited ADA egress due to unpaved hardscapes and uneven ground impedes accessibility for individuals with disabilities, posing challenges for ingress and egress to the facility. Improving parking infrastructure and addressing accessibility issues is essential to facilitate safe and convenient access for all users.

Building Envelope

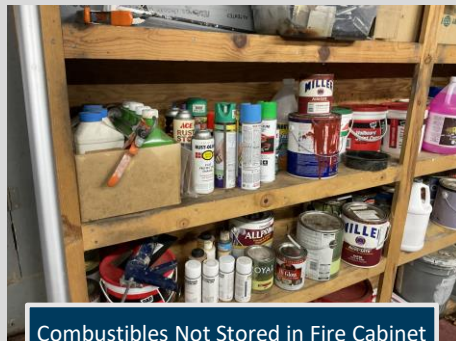
The deteriorated condition of the building envelope, characterized by damaged siding, joints, and roofing, compromises structural integrity and weather resistance. Urgent repairs and replacement of exterior components are necessary to prevent further deterioration and maintain the building's functionality and aesthetics.



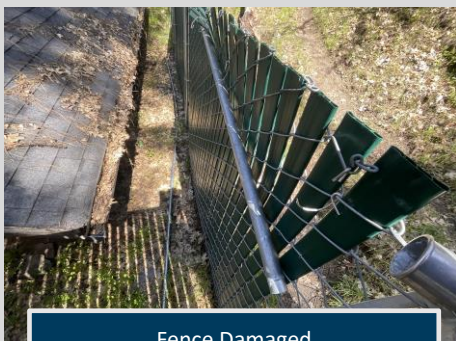
Busbar Exposed



J-box Wires Exposed



Combustibles Not Stored in Fire Cabinet



Fence Damaged

Facility Category: Public Works

Facility Age (Yrs): 124

Year Built: 1900

Total Square Footage: 2,860

Date(s) of Assessment: 4/11/2024



Pioneer Hall
Pioneer Hall, 73 Winburn Way, Ashland, OR 97520

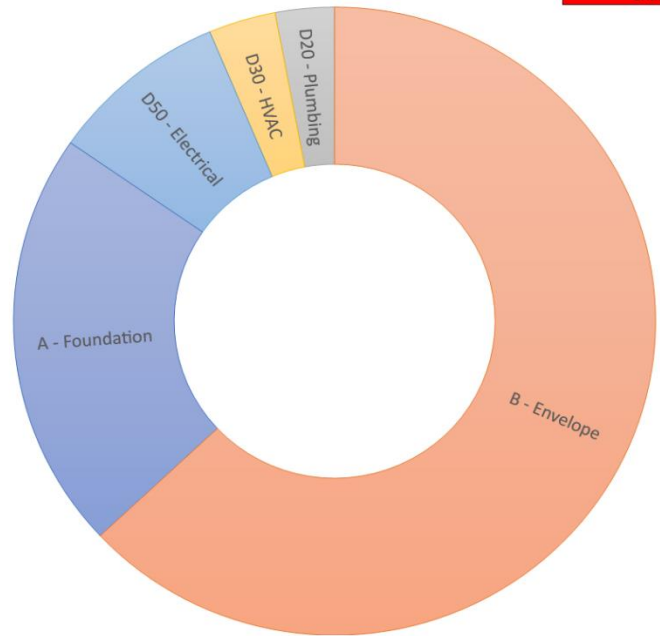


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
9	3.4	6.7	\$179,676	\$1,716,000	0.03

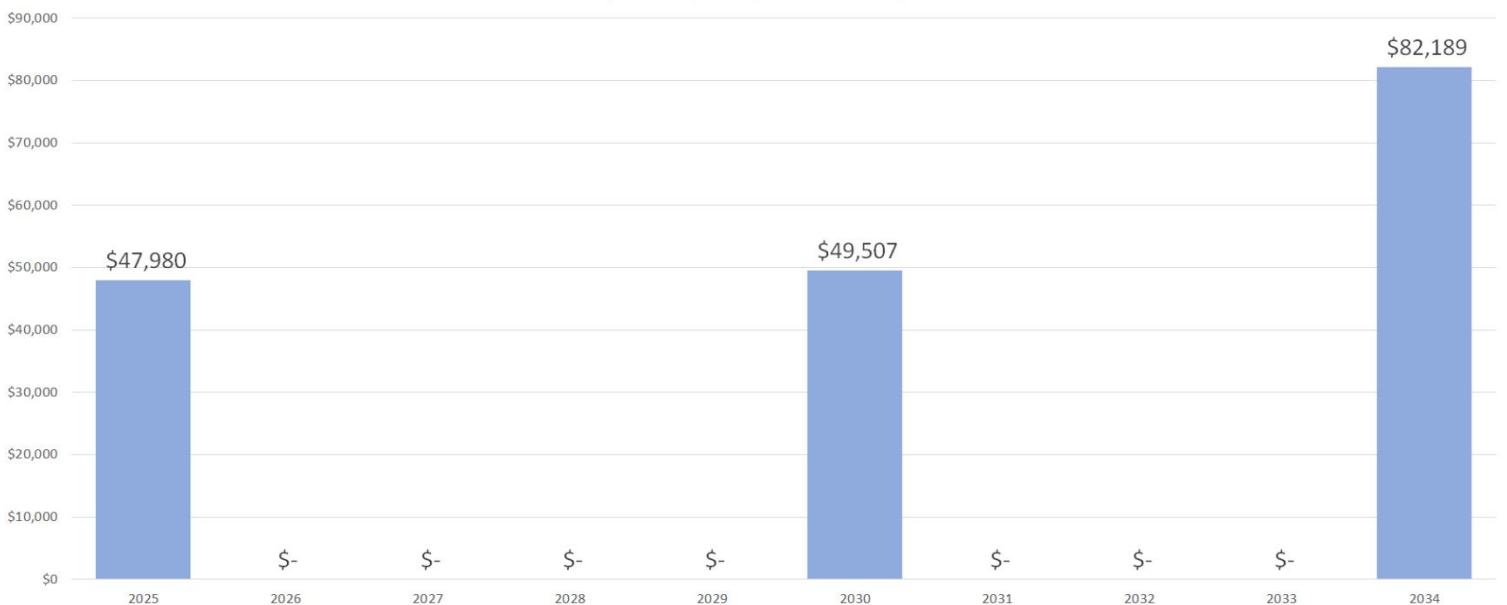
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$30,170
B - Envelope	\$88,080
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$4,730
D40 - Fire Protection	\$0
D50 - Electrical	\$12,610
G - Parking	\$0
TOTAL:	\$139,750



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The building is equipped with a battery-operated smoke detector system, meeting the basic requirements for fire safety. However, it's essential to note that carbon monoxide (CO) detectors must be replaced every seven years for optimal functionality. Inspection and replacement of CO detectors should be scheduled to ensure continued protection against CO poisoning.

Mechanical & HVAC

The HVAC systems have surpassed their useful life expectancy. An outdated HVAC system can lead to inefficiencies, poor air quality, and increased operating costs. Upgrading to modern, energy-efficient HVAC systems will improve comfort levels for occupants while reducing energy consumption and maintenance expenses.

Plumbing

The hot water heater has exceeded its useful life. Replacement of the hot water heater is recommended to prevent potential disruptions to hot water supply and to avoid costly repairs associated with system failures.

Electrical

Although the electrical systems were upgraded in 1988, it is prudent to conduct an infrared (IR) scan and an arc flash analysis to assess the current condition and safety of the electrical infrastructure. These assessments will help identify potential hazards and inform necessary upgrades or maintenance measures to ensure electrical safety within the building.

Lighting Systems

The lighting systems within the building feature a mix of technologies, including LED and CFL fixtures. While LED lighting is known for its energy efficiency and longevity, areas still relying on older technologies may experience higher energy consumption and maintenance requirements. Upgrading all lighting fixtures to LED will enhance energy efficiency, reduce operating costs, and improve lighting quality throughout the building.

ADA

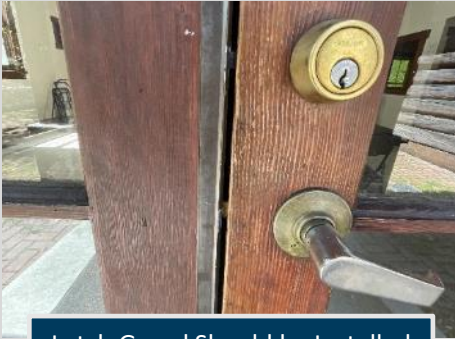
The building meets ADA standards for door hardware and accessible restroom facilities. However, ADA signage directing occupants to accessible entrances is notably absent. Installing proper ADA signage will facilitate navigation for individuals with disabilities and ensure compliance with accessibility regulations.

Parking

Although street parking is available for the public, limitations exist regarding the pathway from public parking to building entrances. Improving accessibility pathways will enhance convenience and safety for visitors and occupants requiring parking facilities.

Building Envelope

Most of the building features an original log cabin exterior wall, contributing to its historical significance. However, the roofing has surpassed its useful life and should be replaced to prevent water infiltration and structural damage. While most windows were replaced in 2009, further evaluation may be necessary to identify any structural issues and prioritize replacements or repairs as needed.



Latch Guard Should be Installed



Some Windows Past Useful Life



ADA Signage not Present at Main Entrance



Improper Key Storage on Exterior of Building

Facility Category: Police Station

Facility Age (Yrs): 44

Year Built: 1980

Total Square Footage: 9,770

Date(s) of Assessment: 4/9/2024



Police Department
1175 E Main St, Ashland, OR 97520

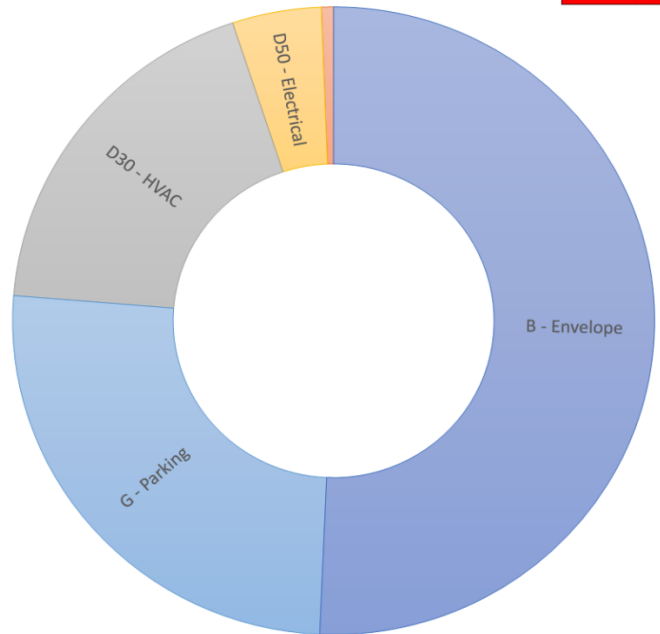


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
28	3.3	11.8	\$833,564	\$5,862,000	0.07

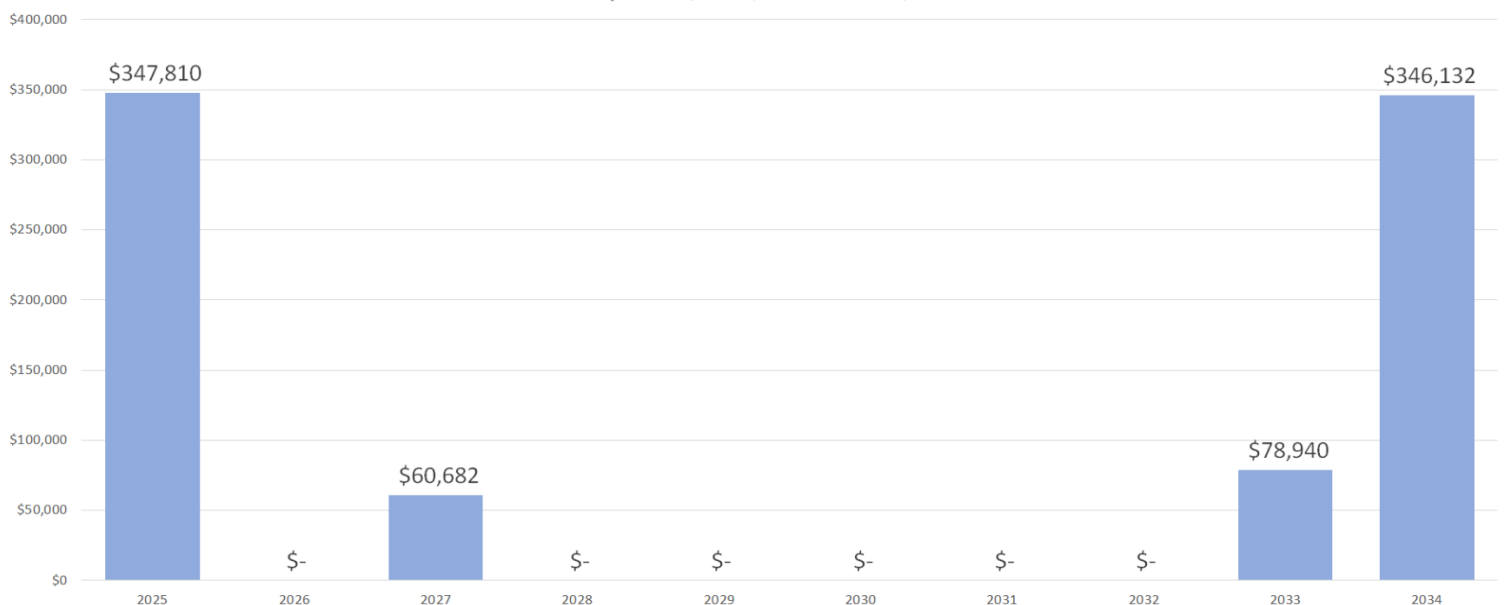
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$344,380
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$126,530
D40 - Fire Protection	\$0
D50 - Electrical	\$30,480
G - Parking	\$173,850
TOTAL:	\$679,400



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

While fire extinguishers are in place there is no sprinkler system or notable fire alarms present, posing a significant risk in the event of a fire emergency. Additionally, a camera is missing from the South Entrance, potentially compromising security measures. Finally, access to the roof from low points on the east side allows individuals to circumnavigate the fence.

Mechanical & HVAC

The HVAC components within the building were deemed adequate overall. However, it was observed that the mini split in the MDF and some exterior condensing units are past their useful life and should be replaced.

Plumbing

The plumbing system in the building is generally adequate, but it was observed that one water heater has exceeded its useful life and requires replacement. Prompt action is necessary. Additionally, the supply valve to the 2nd floor water heater is leaking and should be repaired or replaced.

Electrical

While the electrical systems are sufficient, it was noted that the solar panels have failed. Additionally, it is recommended to conduct an infrared (IR) scan and arch flash analysis to identify any potential electrical hazards and ensure the safety of the building occupants and equipment.

Lighting Systems

The lighting systems within the building consist of a mix of technologies, with some fixtures requiring upgrades for improved energy efficiency and performance. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. A complete LED install should be planned.

ADA

The building is lacking signage indicating the location of the nearest accessible entrance, posing challenges for individuals with disabilities. However, the existing door hardware allows for automatic egress. It is recommended to install appropriate signage with the International Symbol of Accessibility to clearly designate accessible entrances.

Parking

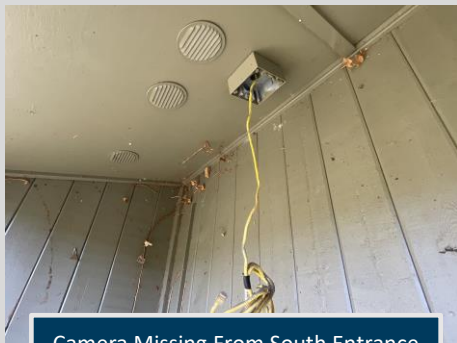
The officer parking lot requires resurfacing to address wear and tear. The public parking lot provides ADA access, ensuring accessibility for individuals with disabilities.

Building Envelope

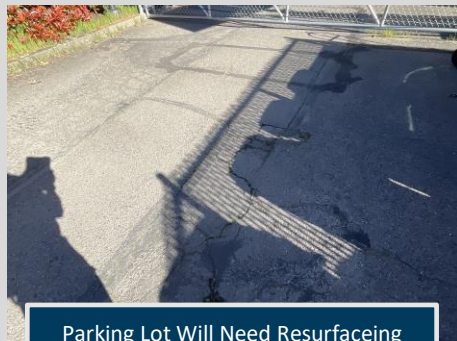
Multiple windows of varying ages were observed, with some being original and others newer. The older door hardware should be replaced to enhance security measures, and latch guards should be installed to prevent unauthorized entry. Additionally, it is recommended to install new roofing to address any existing issues and ensure the integrity of the building envelope.



Items Blocking Panel Boards on 2nd Floor



Camera Missing From South Entrance



Parking Lot Will Need Resurfacing



Water Heater Supply Valve Leaks

Facility Category: Public Works

Facility Age (Yrs): 40

Year Built: 1984

Total Square Footage: 20,426

Date(s) of Assessment: 4/10/2024



Service Center, Water Distribution
90 N Mountain Ave



# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
63	3.7	4.8	\$2,371,539	\$12,255,600	0.13

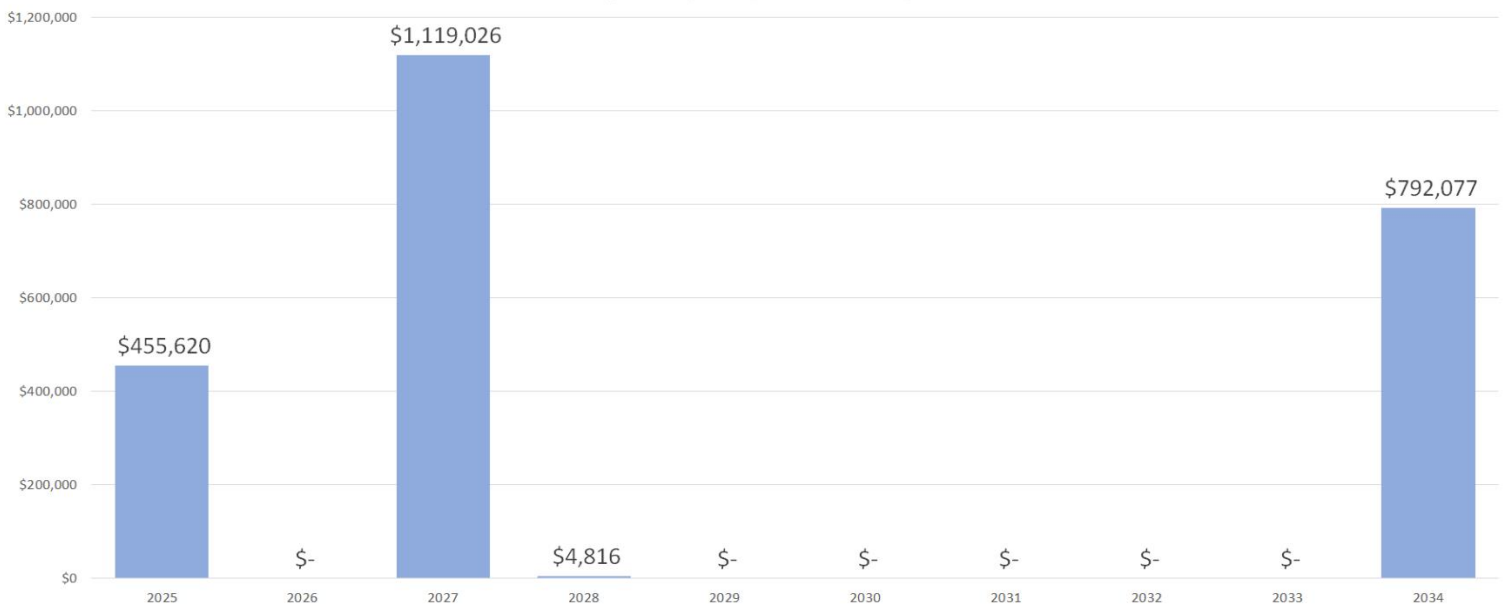
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$441,280
D10 - Conveying	\$0
D20 - Plumbing	\$4,990
D30 - HVAC	\$316,760
D40 - Fire Protection	\$0
D50 - Electrical	\$207,330
G - Parking	\$1,014,990
TOTAL:	\$1,985,350



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The facility lacks a fire alarm and fire suppression system. However, fire extinguishers are present. At a minimum, it is crucial to install a comprehensive fire alarm system to ensure the safety of occupants.

Mechanical & HVAC

Much of the equipment, particularly the units for the "Head End Room" are past useful life. Additionally, several R-22 units remain. Transitioning to more energy-efficient HVAC systems and phasing out R-22 units is advisable to reduce operational costs and environmental impact.

Plumbing

Both water heaters have surpassed their useful life and should be replaced. Consideration should be given to installing a tankless water heating system for improved efficiency. Replacement of water heaters is essential to prevent potential disruptions and ensure consistent hot water supply. Installing a tankless system can offer long-term benefits in terms of energy efficiency and space utilization.

Electrical

Most panelboards are original and in need of replacement. The existing generator meets the building's needs adequately. An arch flash analysis and IR scan are. Conducting an arch flash analysis and IR scan will help identify any underlying issues and ensure compliance with safety standards.

Lighting Systems

The lighting systems feature a mix of installations including CFL, T18, and halogen bulbs. Consideration should be given to replacing them with energy-efficient LEDs for long-term cost savings and environmental benefits. Plan for the gradual replacement of existing lighting fixtures with LED alternatives to improve energy efficiency and enhance lighting quality.

ADA

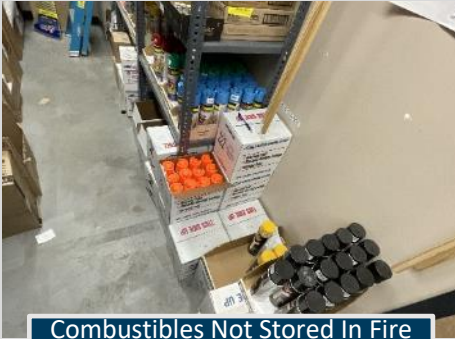
The International Symbol of Accessibility is not present in some areas, particularly at inaccessible toilet rooms. Additionally, certain doorknobs are still present, necessitating replacement with door levers for improved accessibility. Install appropriate signage to ensure clarity and compliance with ADA requirements. Replace existing doorknobs with door levers to enhance accessibility for all occupants.

Parking

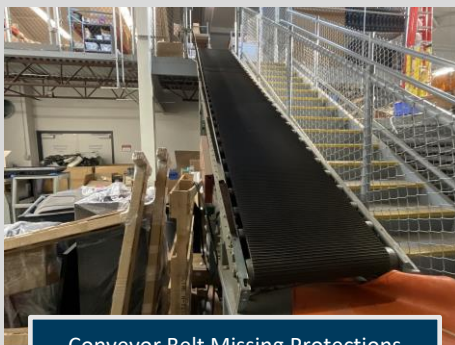
The parking lot requires resurfacing to address wear and tear and maintain a safe and functional parking area. ADA parking requirements are currently met, ensuring accessibility for individuals with disabilities.

Building Envelope

Original doors and windows from 1980 are still in use, with door hardware showing signs of wear. The building roof and siding are metal. Due to their age we recommend inspection for leaks. Anchor points are not present on the roof and should be installed for safety. Plan for the replacement of doors and windows to improve energy efficiency and enhance security. Conduct a thorough inspection of the roof for any signs of leaks and install anchor points to reinforce structural integrity.



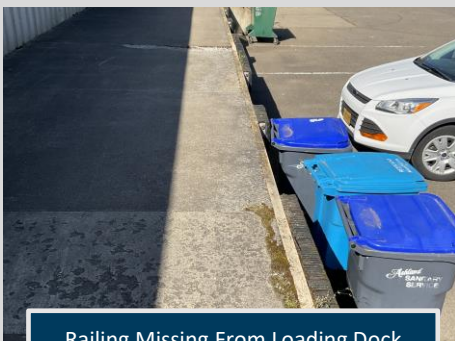
Combustibles Not Stored In Fire Cabinet



Conveyor Belt Missing Protections



Parking Lot Will Need Resurfacing



Railing Missing From Loading Dock

Facility Category: Arts
Facility Age (Yrs): 115
Year Built: 1909
Total Square Footage: 5,980
Date(s) of Assessment: 6/5/2024

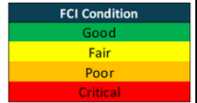


Shakespeare Admin Building
 76 E Main St, Ashland, OR 97520

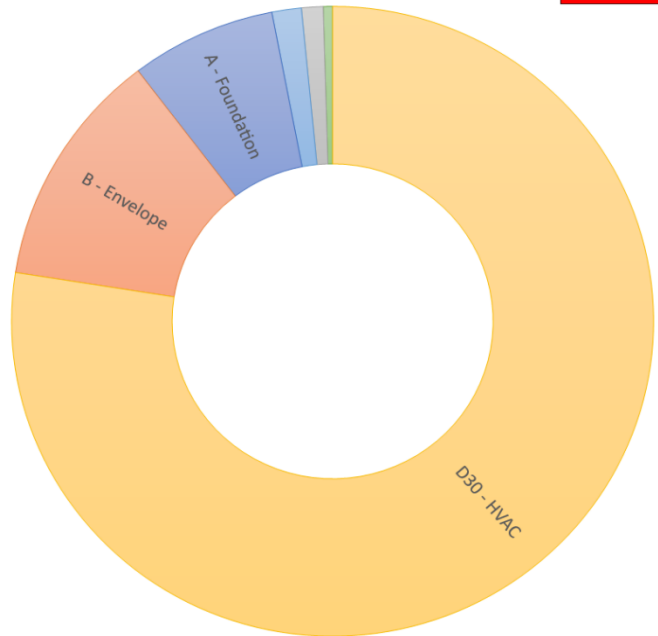


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
36	3.4	8.3	\$1,050,555	\$3,887,000	0.08

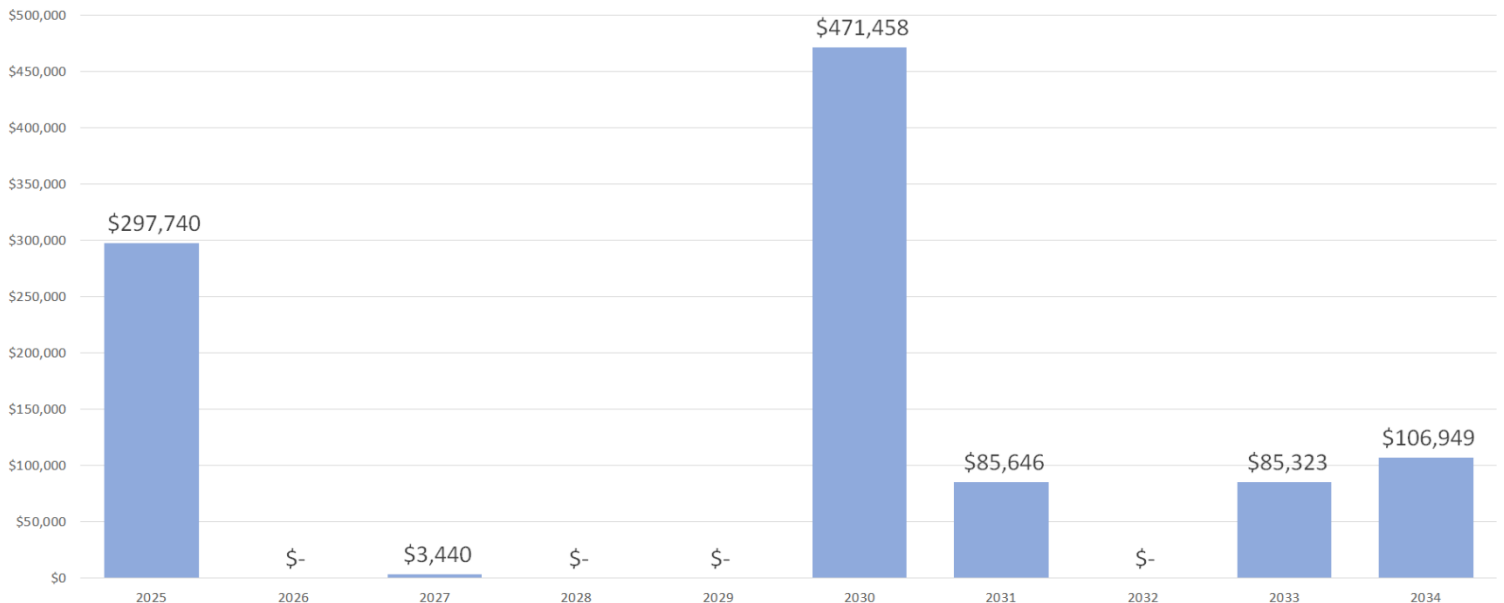
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$63,080
B - Envelope	\$104,640
D10 - Conveying	\$0
D20 - Plumbing	\$9,360
D30 - HVAC	\$667,000
D40 - Fire Protection	\$12,760
D50 - Electrical	\$4,020
G - Parking	\$0
TOTAL:	\$860,860



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The fire alarm system, installed in 1998, has exceeded its useful life and should be replaced or reprogrammed. In contrast, the wet suppression system is found to be adequate, with up-to-date testing and maintenance.

Mechanical & HVAC

The inspection of HVAC systems reveals a mix of units installed between 1973 and 2015. Most older units still using R-22 refrigerant and are past useful life. Overall, while the systems are operational, the older units will need replacement.

Plumbing

The building has 3 electric hot water heaters. All of which are past useful life and need to be replaced.

Electrical

Most of the power distribution systems are adequate for the buildings needs. One panelboard installed in 1988 is reaching it end of useful life and should be considered for replacement.

Lighting Systems

The lighting systems throughout the building exhibit differences in technology and condition, with certain fixtures needing upgrades to improve energy efficiency and performance. Although LED lighting is utilized in some areas, others continue to rely on outdated technologies such as CFL and T8 Fluorescent tubes. It is recommended to replace these fixtures LEDs.

ADA

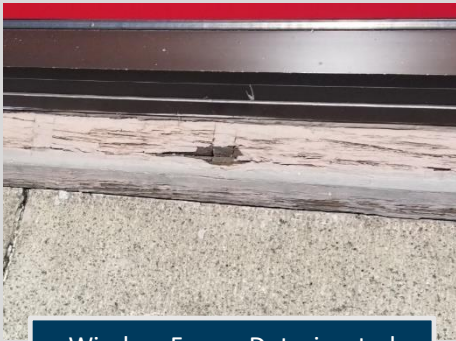
The ADA inspection reveals several compliance issues: all sinks lack proper plumbing protections, doorknobs need to be replaced with door levers, ADA signage is missing from accessible entrances, and directional signage is absent from inaccessible entrances to guide individuals to accessible entrances.

Parking

While street parking is available for the public, limited access to the building from these spaces creates challenges for visitors. Enhancements to parking accessibility are necessary to better accommodate individuals with disabilities and improve overall convenience.

Building Envelope

The building envelope is in adequate condition for its age, it is noted that the windows are far past useful life and should be scheduled for replacement.



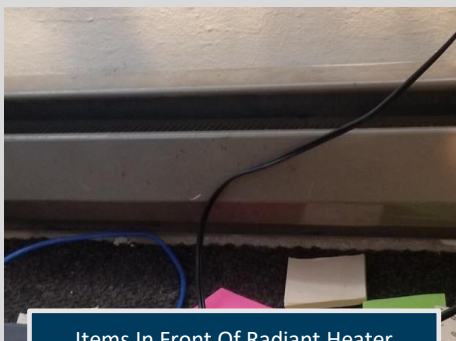
Window Frame Deteriorated



FACP past Useful Life 15 Years



Sinks Missing ADA Protections



Items In Front Of Radiant Heater

Facility Category: Public Works
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 6,380
Date(s) of Assessment: 4/10/2024



Street/Shop; Street Operations, Fleet, Facilities
 90 N Mountain Ave, Ashland, OR 97520

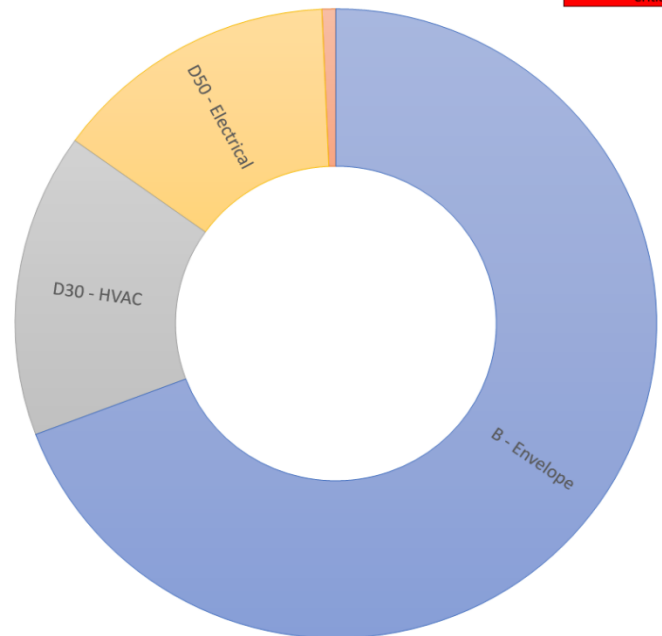


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
29	3.4	6.0	\$373,061	\$3,509,000	0.04

10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$206,270
D10 - Conveying	\$0
D20 - Plumbing	\$2,080
D30 - HVAC	\$46,500
D40 - Fire Protection	\$0
D50 - Electrical	\$42,970
G - Parking	\$0
TOTAL:	\$297,820



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

While type ABC fire extinguishers are present, specific hazards in the welding shop require installation of a Type D extinguisher, alongside hazard signage for welding gas storage areas. Notably, a sufficient fire alarm system is lacking, highlighting a significant gap in fire detection and evacuation capabilities. Addressing these shortcomings by installing appropriate extinguishers, signage, and a comprehensive fire alarm system is imperative to mitigate fire risks and ensure the safety of occupants and visitors within the building.

Mechanical & HVAC

While the wall AC units are currently functional, they have surpassed their useful life and require replacement. Notably, commendable proactive maintenance efforts are underway for the scheduled replacement of unit heaters in the service bay and the split system in the parts room.

Plumbing

While the water heater is still within its useful life, its small size may pose limitations on hot water supply, especially during peak demand periods. Considering the benefits of tankless systems, replacement with a tankless water heater when appropriate is recommended to enhance hot water availability and energy efficiency.

Electrical

The electrical infrastructure of the building is adequate but due to the load requirements close monitoring and maintenance should be employed. The possible need for upgrading the electrical system should be considered based on the future needs of the service shop.

Lighting Systems

The building's lighting systems comprise a mix of technologies, with some fixtures needing upgrades for improved energy efficiency and performance. While LED lighting is beneficial for energy savings and longevity, areas still relying on older technologies like CFL should be considered for upgrades to enhance overall lighting quality and efficiency.

ADA

The building lacks signage at all inaccessible entrances, hindering navigation for individuals with disabilities. Installing signs with the International Symbol of Accessibility to indicate the location of the nearest accessible entrance is crucial for ensuring accessibility and compliance with ADA standards.

Parking

While parking is adequate for ADA needs, the resurfacing of the parking lot is necessary to maintain safety and usability. Addressing pavement deterioration will enhance the overall accessibility and aesthetics of the parking area.

Building Envelope

While the metal roof and siding remain in good condition, providing durability and structural integrity, the windows from the original construction have surpassed their useful life. Therefore, it is advisable to schedule replacement of the windows to enhance energy efficiency and ensure proper climate control within the building.



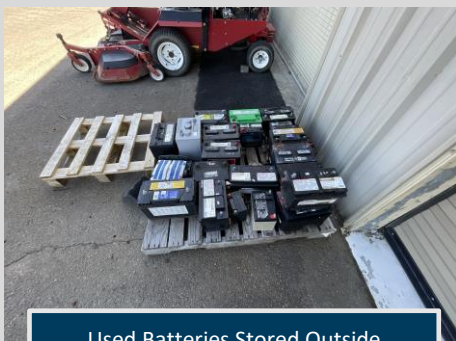
Biohazard Signage Not Present at Welding Shop



Parking Lot Will Need Resurfacing



Combustibles Not Stored in Fire Cabinet



Used Batteries Stored Outside

Facility Category: Public Works
Facility Age (Yrs): 26
Year Built: 1998
Total Square Footage: 9,745
Date(s) of Assessment: 4/10/2024

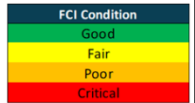


The Grove, Parks & Rec, Utility Billing
 90 N Mountain Ave

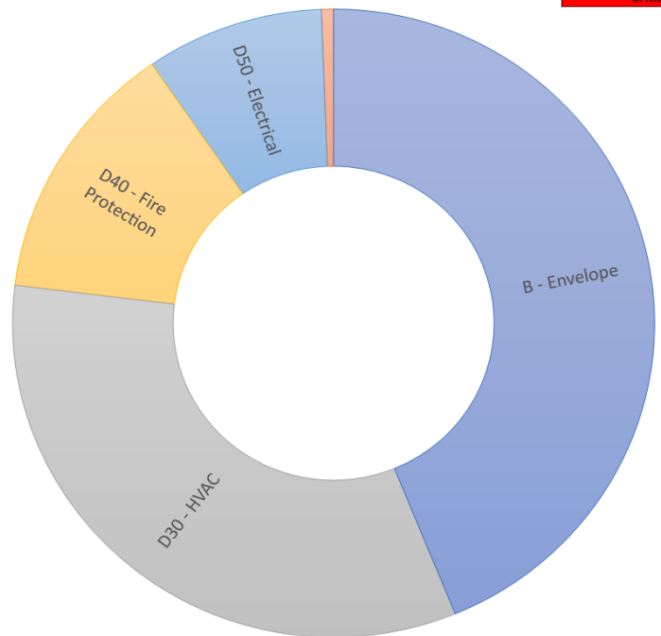


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
26	3.3	12.5	\$419,659	\$5,359,800	0.03

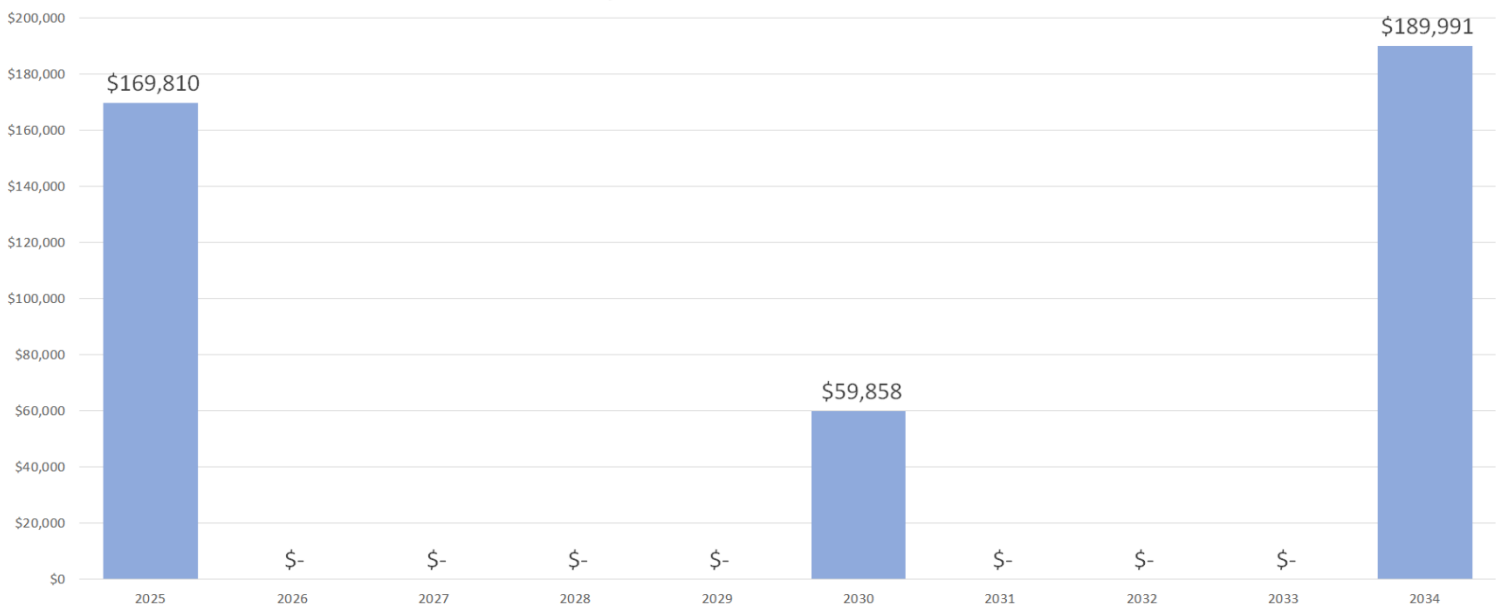
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$148,600
D10 - Conveying	\$0
D20 - Plumbing	\$2,080
D30 - HVAC	\$112,330
D40 - Fire Protection	\$45,770
D50 - Electrical	\$30,400
G - Parking	\$0
TOTAL:	\$339,180



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system, installed in 1998 is past useful life. Additionally, the pressure gauges are expired. It is recommended to either reprogram or replace the panel and replace expired gauges. Upgrading or modernizing the system is crucial to ensure it meets current safety standards and effectively alerts occupants in the event of a fire emergency.

Mechanical & HVAC

The mechanical and HVAC equipment in the building has exceeded its useful life and needs replacement. Failure to address this issue could lead to inefficient operation, increased energy costs, and potential breakdowns, compromising the comfort and safety of occupants. Scheduling replacement for these systems is vital to maintain optimal functionality and indoor air quality within the building.

Plumbing

The water heater in the building has surpassed its useful life. It is recommended to install a tankless unit. This upgrade not only ensures reliable hot water supply but also improves energy efficiency, reducing operational costs and environmental impact. Addressing plumbing concerns promptly enhances the overall safety and functionality of the building's infrastructure.

Electrical

While the electrical systems are deemed adequate, the recent installation of a large generator further enhances safety measures, allowing the building to serve as an emergency response office when needed. This addition ensures continuity of operations during power outages or emergencies, bolstering the building's resilience and capacity to protect occupants and critical assets.

Lighting Systems

The lighting systems in the building encompass a mix of technologies, with some fixtures requiring upgrades for improved energy efficiency and performance. While certain areas benefit from LED lighting, others still rely on older technologies like CFL and halogen. Updating lighting fixtures throughout the building enhances energy efficiency, visibility, contributing to a safer and more sustainable environment.

ADA

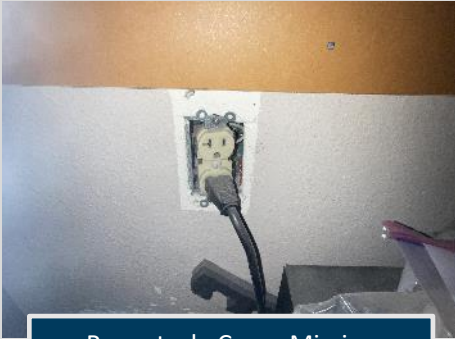
Inaccessible entrances lacking signs with the International Symbol of Accessibility. This poses a significant barrier to individuals with disabilities, hindering their ability to navigate the building safely and independently. Installing proper signage indicating the location of the nearest accessible entrance is essential to ensuring compliance with ADA regulations and promoting inclusivity within the building.

Parking

Although parking availability meets the building's current needs, resurfacing is necessary to maintain safety and functionality. Addressing the condition of the parking lot enhances accessibility, prevents accidents, and improves the overall aesthetic appeal of the property, contributing to a positive experience for occupants and visitors.

Building Envelope

Despite damage to the CMU joint at the south entrance, the metal roof and siding remain well within their useful life. Prioritizing repairs to the damaged joint preserves the structural integrity of the building and prevents further deterioration. Maintaining the building envelope is essential to safeguarding occupants, protecting against weather elements, and prolonging the lifespan of the property.



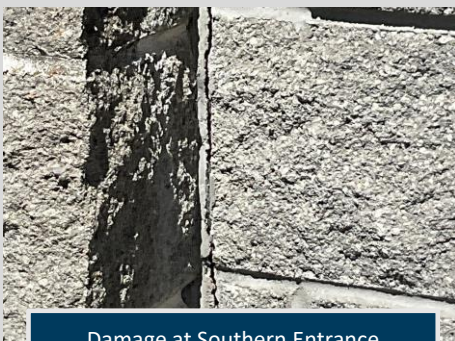
Receptacle Cover Missing



Install Latch Guards



Flashing Needs Replacement



Damage at Southern Entrance

Facility Category: Golf Buildings

Facility Age (Yrs): 31

Year Built: 1990 to 1999

Total Square Footage: 13,028

Date(s) of Assessment: 4/10/2024



Golf Pro Shop, Maintenance Shop and Golf Cart Barn
City of Ashland

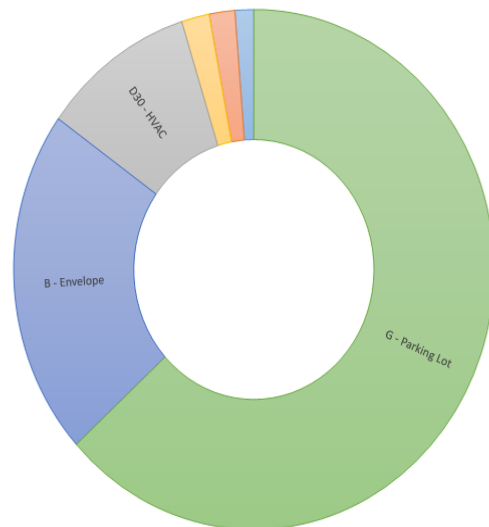


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
42	3.4	15.0	\$790,824	\$5,758,250	0.05

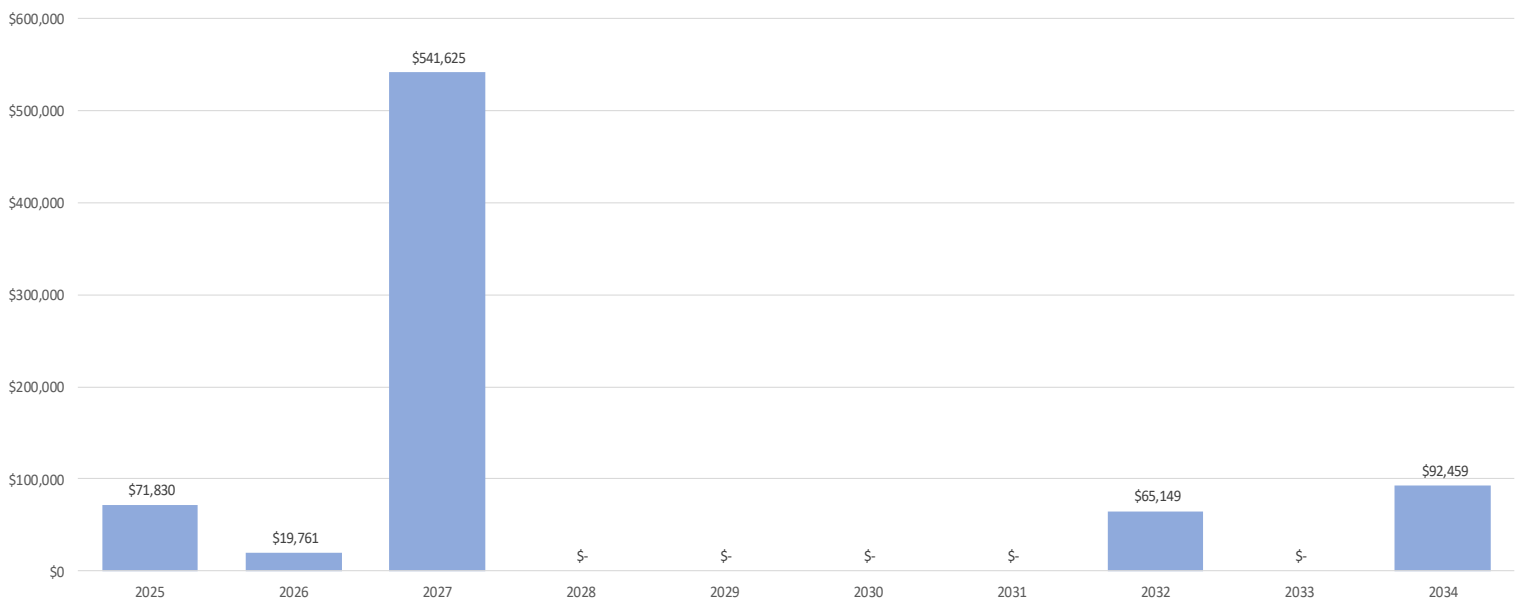
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$148,580
D20 - Plumbing	\$11,860
D30 - HVAC	\$70,810
D40 - Fire Protection	\$12,860
D50 - Electrical	\$8,710
G - Parking Lot	\$435,000
TOTAL:	\$687,820



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

Fire alarm and suppression systems were observed in the Golf Pro Shop, but not in the Maintenance Shop. Considering the occupancy of the shop and the office spaces within, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems. Additionally, the kitchen hood fire suppression system within the Golf Pro Shop has exceeded its industry expected life, and replacement is recommended.

Mechanical & HVAC

The majority of HVAC systems across this property found in the Maintenance Shop and the Golf Pro Shop were given a poor condition score due to their age. The exhaust fans have all surpassed their useful life expectancy and necessitate replacement. Both condensing units and gas furnaces within the Golf Pro shop have also exceeded their industry expected life and require replacement to continue to provide optimal comfort for occupants.

Plumbing

Plumbing systems were minimal throughout the buildings, although the natural gas water heater within the Maintenance Shop has exceeded its useful industry life and requires replacement.

Electrical

The panel boards within the buildings, located in the Maintenance Shop and Gold Pro Shop, are functional and remain within their useful expected life.

Lighting Systems

The lighting systems in the buildings are primarily LED, but also contain older technologies such as CFL, sodium halide and T12 fixtures. It's recommended to transition to LED lighting throughout to maximize energy savings and address the upcoming difficulty of older technologies such as the T12 fixtures becoming unavailable.

ADA

The existing ADA accommodations for restrooms, entrances, and fixtures such as door hardware are considered satisfactory throughout these buildings.

Parking

There is an adequate amount of ADA spaces available where parking is available to the public, including van accessible spots with access aisles and appropriate signage. The Maintenance Shop lacked marked ADA spaces and signage, which would increase accessibility at this site if desired and added. Furthermore, resurfacing of the parking lot is recommended as it approaches the end of its industry expected life and in poor condition.

Building Envelope

Most envelope components of the building are original, with minimal wear issues observed. However, the wood fascia and soffit of the roofs on the Golf Pro Shop and the Golf Cart Barn both display signs of weathering that necessitates attention and repainting to prevent dry rot. The golf cart barn additionally was observed with minimal debris in its gutters and some moss growing on its roof. The installation of gutter guards could extend the life of the gutters and therefore the building while also cutting costs associated with cleaning them. Minimal rust was observed on the metal frame of the doors to the exterior storage closet of the Maintenance shop, warranting attention.



Condensing Unit at Golf Pro Shop
Beyond Useful Life Expectancy.



Gas Water Heater in Maintenance Shop
Beyond Useful Life Expectancy



Wood Fascia of Golf Pro Shop Roof
Requiring Repainting



Wood Soffit of Golf Cart Barn Requiring
Repair

Facility Category: Hunter Park-Daniel Meyer Pool Locker Rooms

Facility Age (Yrs): 40

Year Built: 1984

Total Square Footage: 5,506

Date(s) of Assessment: 4/9/2024



Hunter Park - Daniel Meyer Pool Locker Rooms
City of Ashland

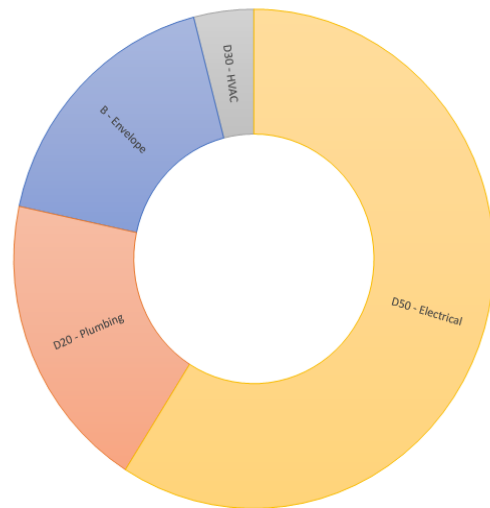


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
13	3.5	12.8	\$64,018	\$3,028,300	0.02

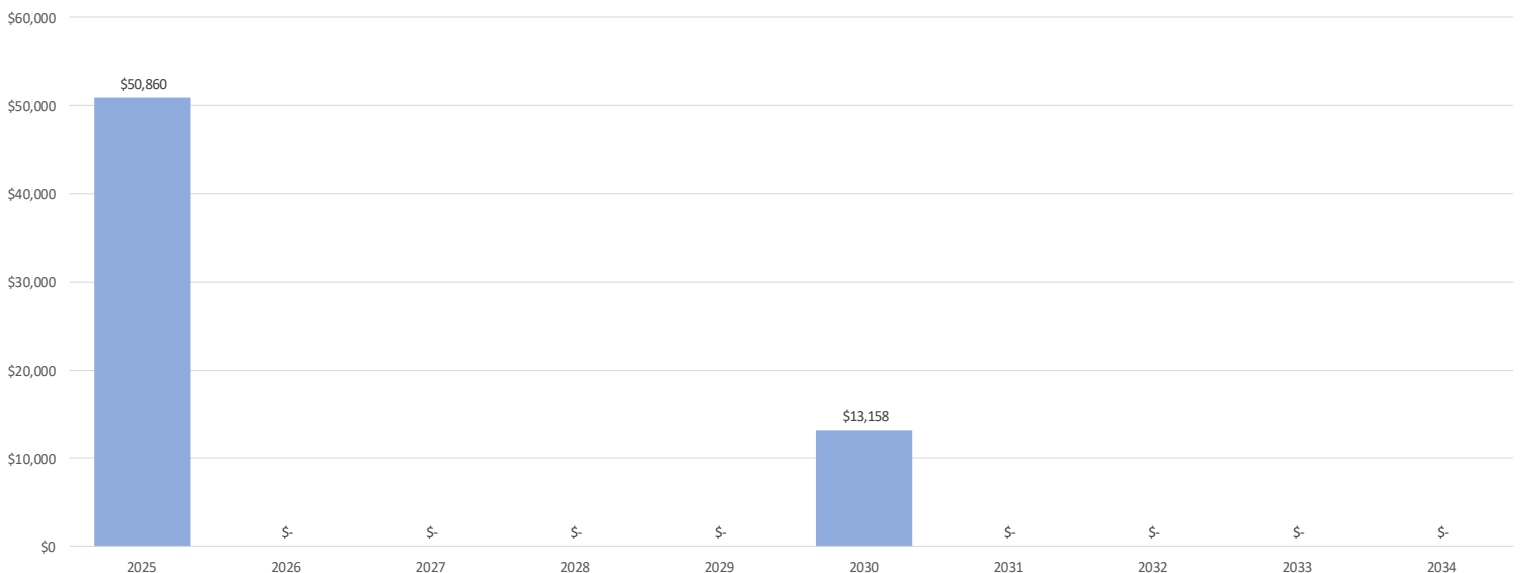
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$10,760
D20 - Plumbing	\$11,860
D30 - HVAC	\$2,470
D40 - Fire Protection	\$0
D50 - Electrical	\$36,080
G - Parking Lot	\$0
TOTAL:	\$61,170



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There were not fire alarm or sprinkler systems found in the building. Considering the occupancy, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The electric unit heater in the mechanical basement of the pool locker rooms has surpassed its useful life expectancy, recommend replacement. The natural gas boiler and furnace are both in fair condition and within their industry expected life.

Plumbing

The gas water heater in the mechanical basement has significantly surpassed its useful life expectancy and is recommended for replacement.

Electrical

The electrical systems within the building are in fair condition and within their industry expected life.

Lighting Systems

Throughout the building there is a combination of CFL, T8 and sodium halide lighting fixtures, which were given poor scores for being older technologies that are becoming more unavailable for replacement. It is recommended to upgrade to LED lighting throughout the building to maximize energy savings.

ADA

The building is compliant with ADA standards, noting the benches in the locker rooms and showers and compliant hardware and fixtures, and accessible entrances.

Parking

While there is an adequate amount of ADA compliant spaces, including van accessible spaces and adjoining access aisles, the signage does not specify the van accessible spaces. Recommend updating signage.

Building Envelope

The building envelope is primarily in fair condition, with most assets within their industry expected life. However, the metal doors are beyond their useful expected life with some visible wear due to age and outdated hardware. Replacement recommended. Within the mechanical basement, there is exposed insulation on near the vaulted ceiling one on side, and a hole in the drywall ceiling above the doors that both necessitate attention.



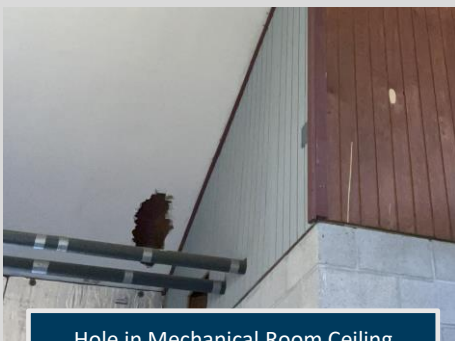
Unit Heater Surpassed Useful Life Expectancy



Water Heater Surpassed Useful Life Expectancy



Exposed insulation in Mechanical Room



Hole in Mechanical Room Ceiling

Facility Category: Lift and Pump Stations
AVG Facility Age (Yrs): 22
Year Built: N/A
Total Square Footage: N/A
Date(s) of Assessment: 4/11/2024

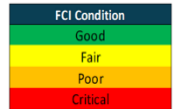


Lift and Pump Stations
 City of Ashland

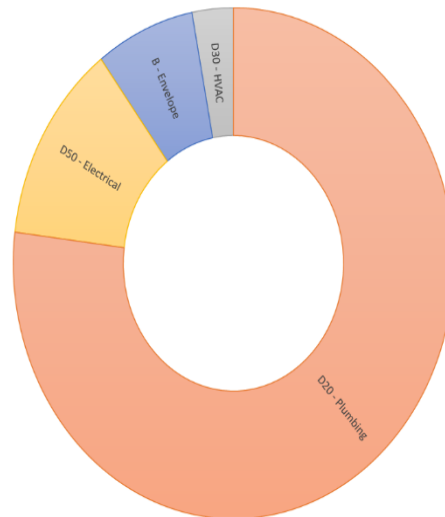


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
32	3.2	11.0	\$248,480	N/A	N/A

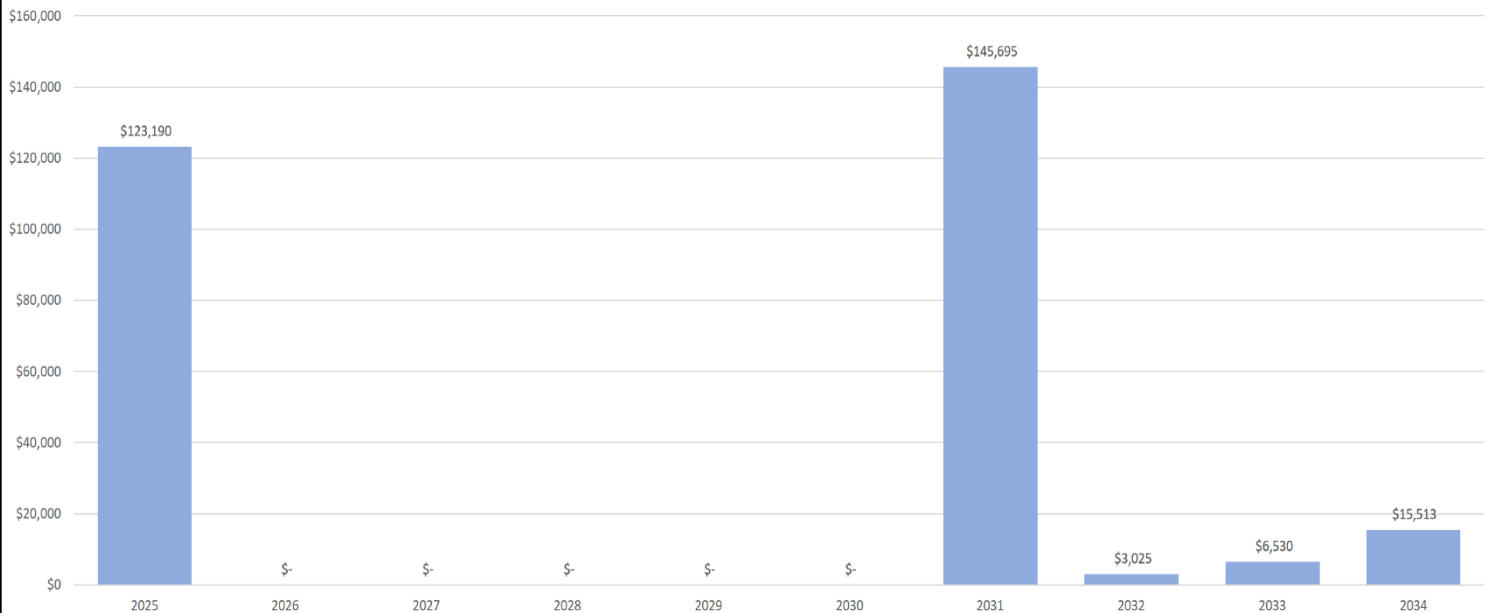
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	\$0
B - Envelope	\$18,000
D20 - Plumbing	\$191,190
D30 - HVAC	\$7,520
D40 - Fire Protection	\$0
D50 - Electrical	\$31,770
G - Parking Lot	\$0
TOTAL:	\$248,480



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The fire alarm system, installed in 1996. It is recommended to reprogram or replace the panel due to its past useful life. Upgrading or modernizing the system is crucial to ensure it meets current safety standards and effectively alerts occupants in the event of a fire emergency.

Mechanical & HVAC

Various mechanical and HVAC components within the building exhibit signs of wear and aging. Most of these systems, such as split system ductless units and energy recovery units, have surpassed their useful service life. The impact of failure for these systems varies but generally falls within the moderate to severe range, depending on their criticality and backup availability.

Plumbing

Plumbing systems, including water heaters and pumps, are generally in fair condition (score 3). While they function adequately for now, regular maintenance and eventual replacement are expected due to their age. However, certain components, like the gas-fired boiler, have reached the end of their service life and require immediate attention.

Electrical

The electrical infrastructure of the building, including panel boards and lighting systems, requires close monitoring and maintenance. While some components are still in good condition (score 2), others, particularly the panel boards, exhibit signs of wear and aging, warranting a condition rating of 4.

Lighting Systems

The lighting systems in the building are a mix of technologies, with some fixtures needing upgrades for improved energy efficiency and performance. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. Overall, the condition of the lighting systems varies, with most rated at 4, indicating the need for maintenance or replacement soon to ensure optimal illumination and energy savings.

ADA

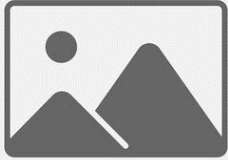
ADA standards, such as door hardware, and accessible restroom facilities, there are notable deficiencies, particularly concerning alternative accessible entrances and the limited provision of accessible parking spaces.

Parking

While street parking is available for the public, there are limitations, notably the lack of on-site parking and the absence of van accessible spaces. There remains room for improvement, particularly in expanding the number of accessible spaces and ensuring equitable access for individuals with disabilities. Enhancing parking facilities to align more closely with ADA standards will be essential to fostering an inclusive environment and meeting the diverse needs of building occupants and visitors.

Building Envelope

Original window frames from 1950, rated as a 5 on the condition scale, highlight a critical need for repair or replacement to prevent further deterioration and maintain energy efficiency. Additionally, exterior doors from the same era exhibit wear and tear, with hardware replacement recommended to enhance security and functionality. A joint failure in the masonry of the exterior wall, coupled with identified issues in the roofing from 2003, underscores the importance of addressing potential water ingress points to mitigate the risk of moisture damage and structural compromise.



No image

Dead Front Cover Missing



No image

Swap Door Knobs to Door Levers



No image

Combustible Material in Radiators



No image

Building Envelope Failing

Facility Category: Lithia Park Buildings

Facility Age (Yrs): 31

Year Built: 1990 to 1998

Total Square Footage: 6,643

Date(s) of Assessment: 4/8/2024



Lithia Park Shop and Storage Buildings
City of Ashland

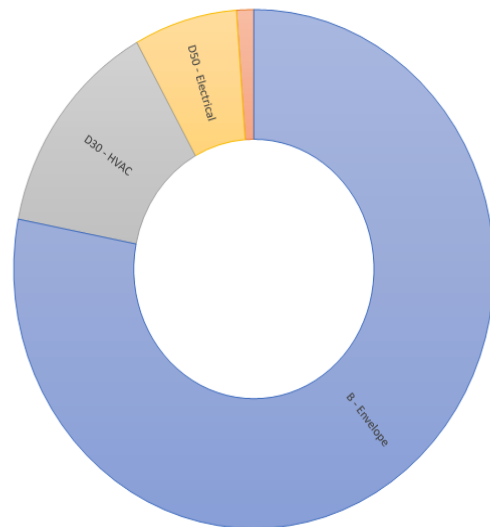


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
29	3.5	11.0	\$304,284	\$2,681,650	0.13

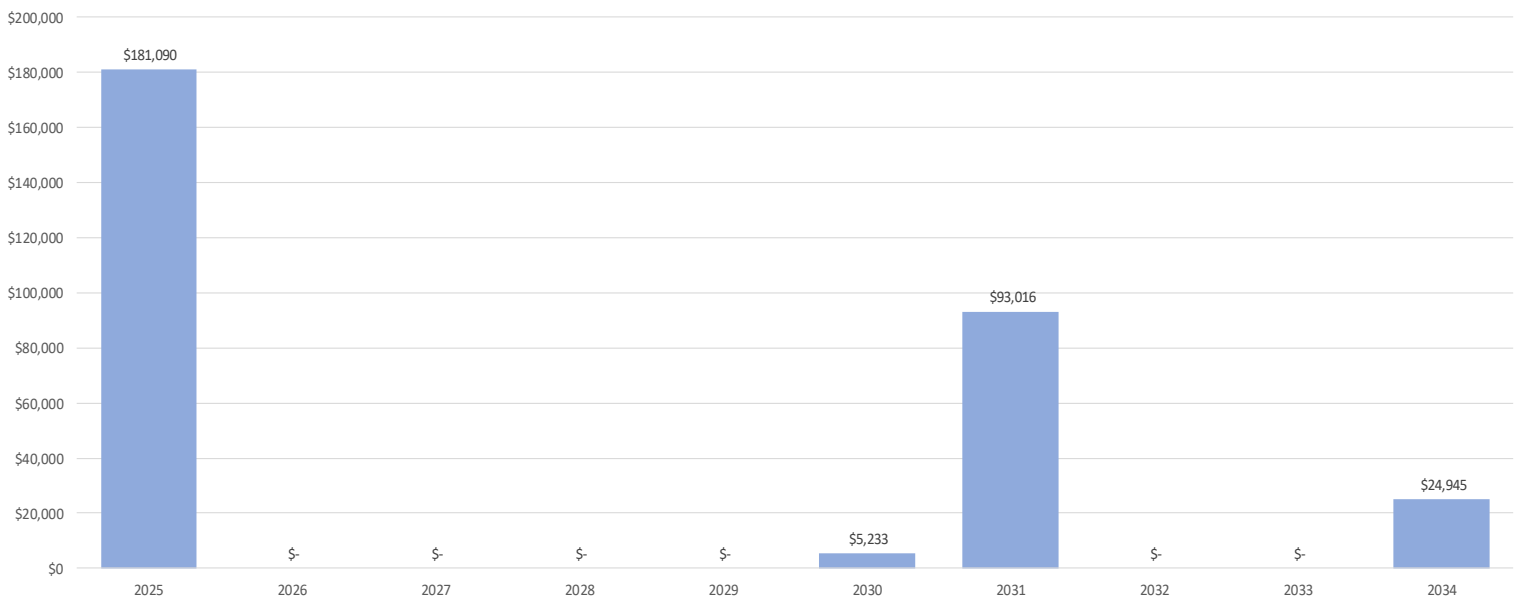
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	\$0
B - Envelope	\$208,150
D20 - Plumbing	\$3,100
D30 - HVAC	\$36,820
D40 - Fire Protection	\$0
D50 - Electrical	\$18,510
G - Parking Lot	\$0
TOTAL:	\$266,580



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There were no fire alarm systems found in the Lithia Park Shop, Lithia Park Storage or Lithia Park Material and Equipment Storage buildings. Considering the occupancy of the Lithia Park Material and Equipment Storage Building, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The HVAC systems across all the buildings have surpassed their useful life expectancy. The Lithia Parks Materials and Equipment Storage building is heated with both a gas unit heater and an electric air handling unit located in the attic space.

Plumbing

The electric water heater located in the Lithia Park Material and Equipment Storage building is beyond its useful life expectancy, replacement recommended.

Electrical

All the panelboards within the buildings are functional and remain within their useful service life.

Lighting Systems

The lighting systems within the buildings are a mix of LED, sodium halide, T8 and CFL fixtures. It is recommended to transition all lighting to LED to maximize energy savings and address the upcoming difficulty of older technologies such as the T8 fixtures becoming unavailable.

ADA

The Lithia Park Shop and Lithia Park Storage buildings are largely inaccessible due to the lack of accessible routes to main entrances and surrounding unpaved areas. Lithia Park Material and Equipment Storage lacks ADA accommodation in its restroom, but other ADA accommodations such as entrances and door hardware were satisfactory.

Parking

Where parking is available, there are no ADA compliant spots.

Building Envelope

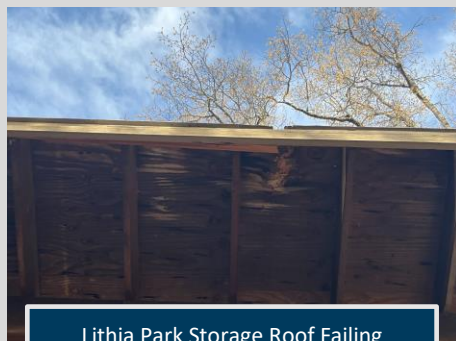
Most envelope components are in fair condition and within their industry useful life, but both the Lithia Park Shop and the Lithia Park Storage building roofs are in poor condition and due for replacement, Lithia Storage especially due to damage, dry rot, moss growth and asset age. Gutters were observed full of tree debris, indicating that gutter guards could be necessary to allow gutters to perform as designed. The exterior wood siding of the Lithia Park Storage building has also exceeded its industry expected life. Additionally, it is recommended to remove vining plants and moss on or near the exterior wood siding and foundation of the Lithia Park Material and Equipment Storage building to extend asset life.



Vining Plants and Full Gutters at Lithia Park Material and Equipment Storage



Lithia Park Storage Roof in Poor Condition



Lithia Park Storage Roof Failing



Unit Heater Past Industry Expected Life at Lithia Park Material and Equipment Storage

Facility Category: Office
Facility Age (Yrs): 34
Year Built: 1990
Total Square Footage: 2,384
Date(s) of Assessment: 4/9/2024



Nature Center Office
 City of Ashland

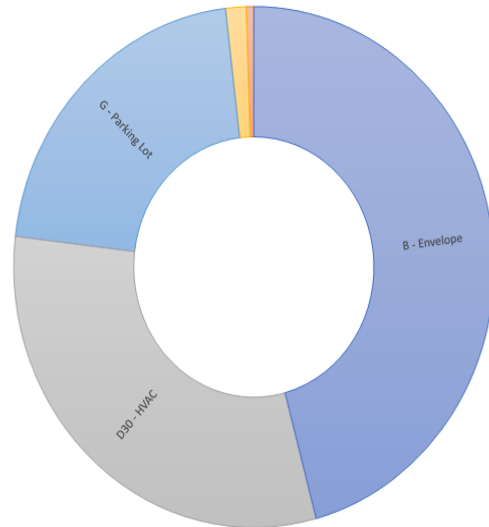


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
18	3.7	6.7	\$186,336	\$1,311,200	0.12

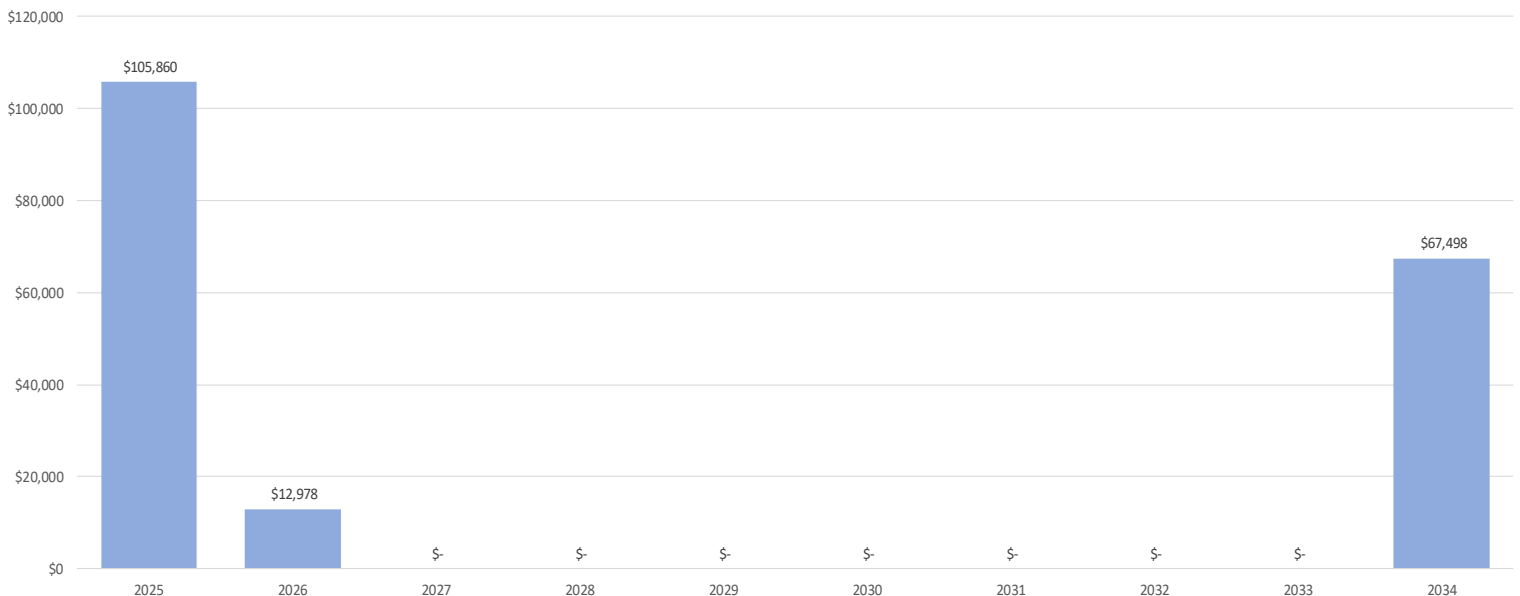
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	\$0
B - Envelope	\$74,110
D20 - Plumbing	\$830
D30 - HVAC	\$50,220
D40 - Fire Protection	\$0
D50 - Electrical	\$2,230
G - Parking Lot	\$34,340
TOTAL:	\$161,730



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The Nature Center Office has a fire alarm system as well as some emergency lighting on site. To further improve occupant safety, a fire sprinkler system could be added if desired.

Mechanical & HVAC

All the HVAC systems in the building have surpassed their industry useful life and require replacement. Electric split system air handling units are used to condition this space.

Plumbing

The electric water heater in the upstairs restroom that serves the building has reached the end of the expected industry life and requires replacement.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

The lighting systems in the building are split between LED and CFL fixtures. It is recommended to transition to LED lighting throughout to maximize energy savings.

ADA

The existing ADA accommodations for the building including door hardware, fixtures heights and restroom accessibility are satisfactory. However, the route from the parking lot to the main entrance requires attention, as there is a drop between the ramp and the porch of the building greater than one inch and does not meet accessibility standards.

Parking

There is a sufficient amount of ADA spaces within the lot including van accessible spots and access aisles, but there are notable deficiencies considering signage. Signs identifying ADA spots that include the International Symbol of Accessibility and read "van accessible" where relevant are recommended. Additionally, the parking lot has reached the end of its industry expected life, necessitating replacement.

Building Envelope

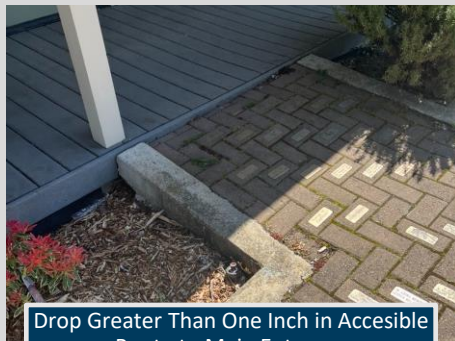
Most envelope components of the building are in fair condition with minimal wear issues observed. However, both the asphalt shingle and modified bituminous flat roof have reached the end of their useful industry life and require replacement to protect building integrity. The windows were notably newer than the building and in fair condition.



Outdoor Condensing Unit Beyond Industry Expected Life



Upstairs Water Heater Beyond Industry Expected Life



Drop Greater Than One Inch in Accessible Route to Main Entrance



Modified Bituminous Roof Beyond Industry Expected Life.

Facility Category: N Mountain Park Nature Center Barn

Facility Age (Yrs): 34

Year Built: 1990

Total Square Footage: 1,010

Date(s) of Assessment: 4/9/2024



N Mountain Park Nature Center Barn
City of Ashland

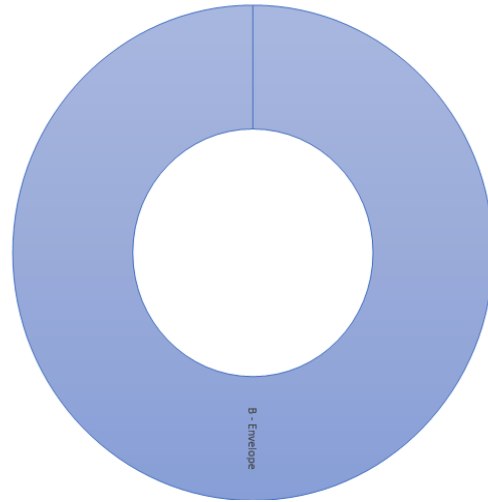


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
4	3.0	24.5	\$41,607	\$328,300	0.13

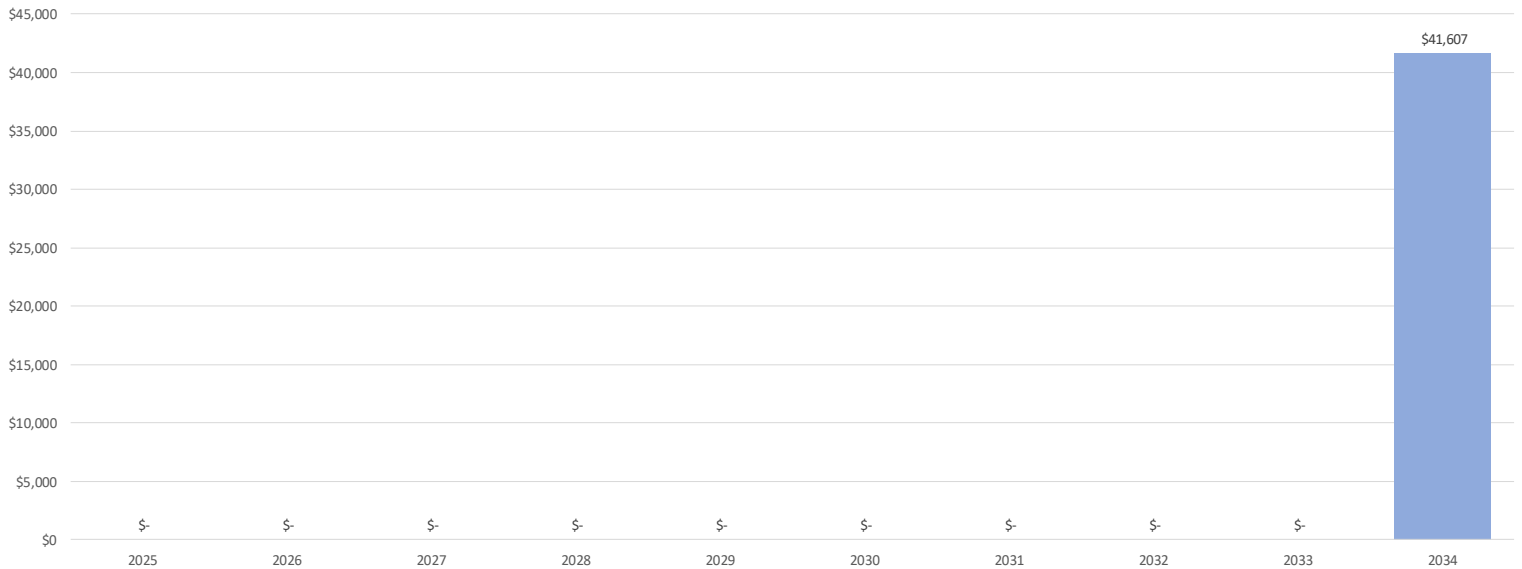
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	\$0
B - Envelope	\$26,820
D20 - Plumbing	\$0
D30 - HVAC	\$0
D40 - Fire Protection	\$0
D50 - Electrical	\$0
G - Parking Lot	\$0
TOTAL:	\$26,820



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The Nature Center Barn is an unoccupied space used for storage, and therefore not equipped with fire safety systems.

Mechanical & HVAC

There are no mechanical or HVAC systems at this site.

Plumbing

There are no plumbing systems at this site.

Electrical

There are no electrical systems at this site.

Lighting Systems

There are no lighting systems at this site.

ADA

This building is largely inaccessible due to the lack of paved pathways from the road or other nearby accessible sites. A comprehensive assessment of the pathways leading to the site is advised to guarantee adequate accessibility for individuals with disabilities. There are also notable deficiencies at the main entrance which includes a ramp that is too steep, as well as door hardware at an inaccessible height.

Parking

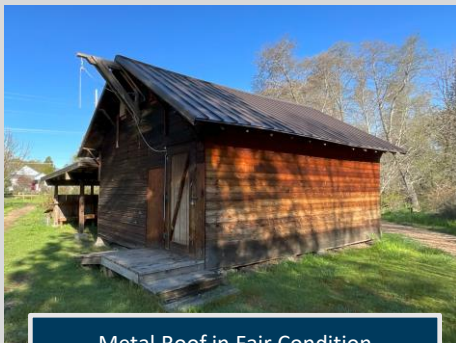
The closest available parking would be that of the Nature Center Office by an unpaved path.

Building Envelope

All envelope components appear to be in fair condition with minimal wear issues. The exterior walls and doors are made up of wood, and there is a metal roofing system.



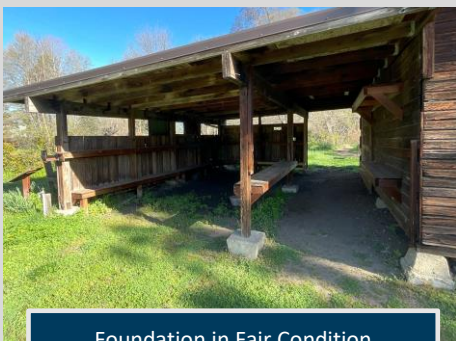
Ramp Too Steep to Meet ADA Requirements



Metal Roof in Fair Condition



Wood Siding in Fair Condition



Foundation in Fair Condition

Facility Category: North Mountain Park Buildings

Facility Age (Yrs): 31

Year Built: 1990-1994

Total Square Footage: 12,474

Date(s) of Assessment: 4/9/2024



North Mountain Park Buildings
City of Ashland

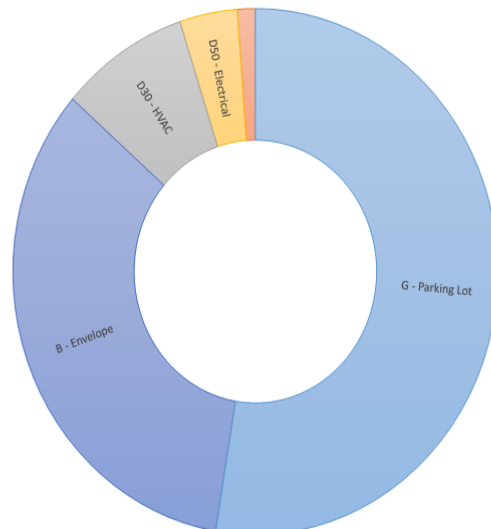


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
55	3.6	7.0	\$948,993	\$6,327,300	0.08

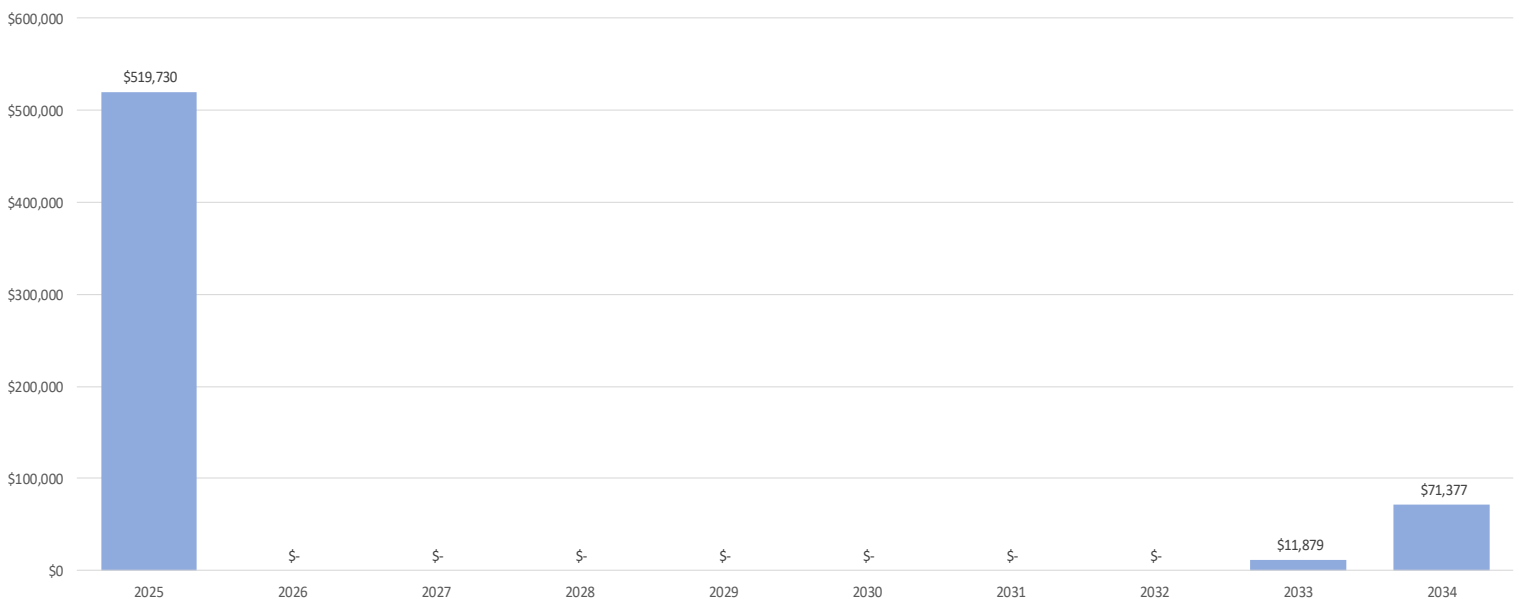
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	\$0
B - Envelope	\$293,950
D20 - Plumbing	\$10,400
D30 - HVAC	\$74,590
D40 - Fire Protection	\$0
D50 - Electrical	\$33,470
G - Parking Lot	\$457,890
TOTAL:	\$870,300



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

Currently, none of the North Mountain Park buildings were equipped with fire alarm systems. Considering the use of the buildings by students and the around the year use of the Softball Material and Equipment Storage building offices spaces, the installation of fire alarm systems is recommended.

Mechanical & HVAC

The HVAC systems across all buildings have surpassed their useful life expectancy and require replacement to provide optimal environments for building occupants. While electric unit heaters are used to heat the Baseball and Softball restrooms, concession stands, and clubhouses, ductless split systems are used to condition the Softball Material and Equipment Storage building.

Plumbing

All the electrical water heaters within the buildings have exceeded their useful life expectancy, warranting attention for replacement.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

The lighting systems in the buildings are primarily LED, but also contain older technologies such as CFL and T8 fixtures. It's recommended to transition to LED lighting throughout to maximize energy savings and address the upcoming difficulty of older technologies such as the T8 fixtures becoming unavailable.

ADA

ADA standards, such as door hardware, and accessible restroom facilities, there are notable deficiencies, particularly concerning alternative accessible entrances and the limited provision of accessible parking spaces.

The existing ADA accommodations at these sites are primarily satisfactory, with the exception of one building. The Baseball Batting Cages and Storage building does not have an accessible entrance or acceptable door hardware within accessible heights. A comprehensive assessment and reconfiguring of the pathway, entrances and door hardware at the batting cages would be needed to guarantee adequate accessibility for individuals with disabilities. Another issue was signage at parking spaces.

Parking

Where parking is available, the number of parking spaces for ADA requirements are considered sufficient, and all include van accessible spaces with adjoining access aisles. However, the paint in all lots is in poor condition, and all spots lack appropriate signage.

Building Envelope

The roofs of all buildings are due for replacement due to age, and the roof fascia of all buildings except the Baseball Batting Cages and Storage is rotting in some corners, necessitating repair or replacement to protect the structural integrity of the buildings. Additionally, the windows of the Softball Material and Equipment Storage building have exceeded their industry expected life.



Baseball Concession Stand, Restroom and Clubhouse Roof Fascia Rotting



Softball Concession Stand, Restroom and Clubhouse Unit Heaters Exceeding Useful Life



Softball Material and Equipment Storage Water Heater Exceeding Useful Life



Baseball Concession Stand, Restroom and Clubhouse ADA Parking Lacks Signage

Facility Category: Office
Facility Age (Yrs): 40
Year Built: 1984
Total Square Footage: 1,568
Date(s) of Assessment: 4/9/2024



Parks Administrative Office - The Cabin
 City of Ashland

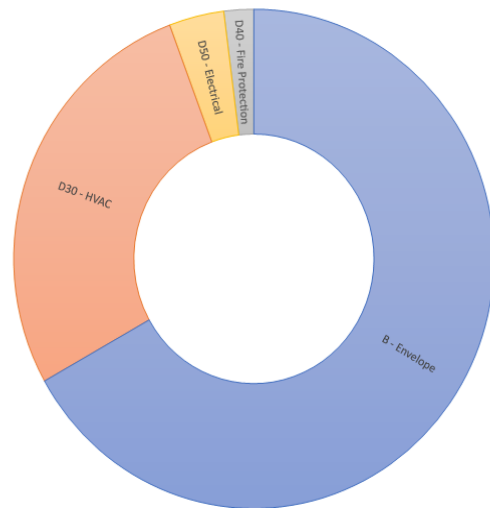


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
13	3.6	6.8	\$121,617	\$1,254,400	0.10

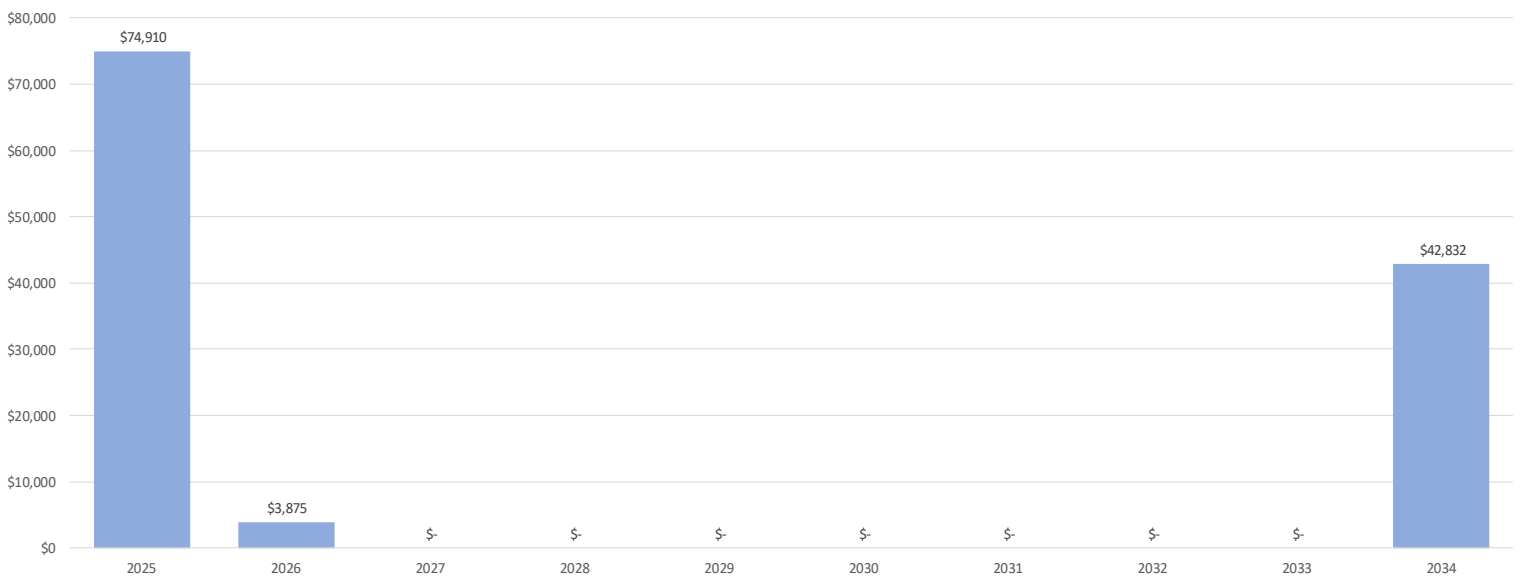
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$71,010
D20 - Plumbing	\$0
D30 - HVAC	\$29,140
D40 - Fire Protection	\$2,130
D50 - Electrical	\$3,930
G - Parking Lot	\$0
TOTAL:	\$106,210



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

This building is served by the dry sprinkler system located in the Administrative Annex building next door, enhancing fire safety measures.

Mechanical & HVAC

The electric condensing units, air handling units and radiant base board heaters have all exceeded their industry expected life and require replacement.

Plumbing

There are no plumbing assets within the building.

Electrical

The panelboard located in the building has reached the end of its useful industry life and requires replacement.

Lighting Systems

The lighting systems in the building are a mix LED and T8 fixtures. It is recommended to transition to LED throughout the building to maximize energy savings and address the issue of T8 fixtures becoming unavailable.

ADA

The existing ADA accommodations at the site are considered satisfactory, including the entrance, door hardware and appropriate signage.

Parking

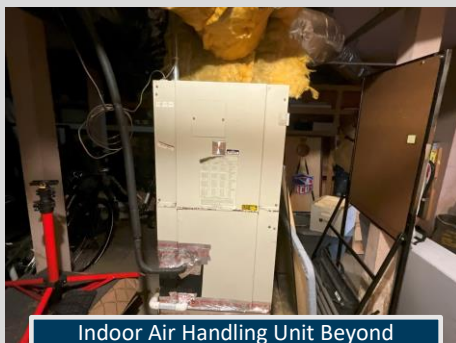
The parking lot, and ADA spots especially, exhibits extreme moss growth covering the asphalt in shady areas and is in poor condition. Large nearby trees have also cracked the surface in places, necessitating attention and repair.

Building Envelope

Most envelope components are in fair condition and exhibit minimal wear. However, the windows and asphalt shingle roof both require replacement due to exceeding their useful industry life.



Glass Broken On Lower Level
Storefront Exterior Doors



Indoor Air Handling Unit Beyond
Industry Expected Life



Outdoor Condensing Unit Beyond
Industry Expected Life



Asphalt Shingle Roof Beyond Industry
Expected Life

Facility Category: Parks Rest Rooms
Facility Avg Age (Yrs): 33
Year Built: 1973 to 2017
Total Square Footage: 16,782
Date(s) of Assessment: 4/8-10/2024



Parks Rest Rooms
 City of Ashland

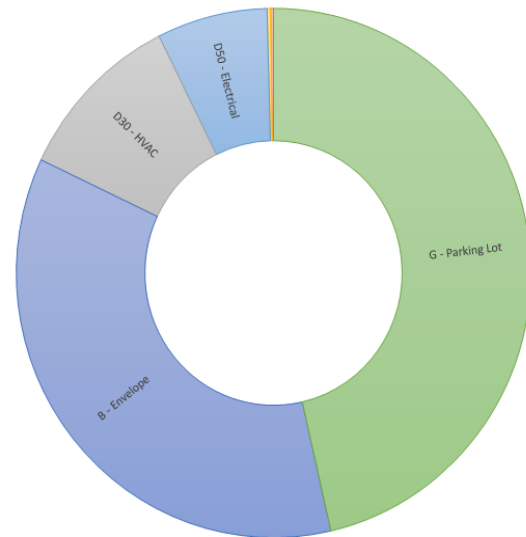


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
164	3.4	12	\$1,049,931	\$9,230,100	0.10

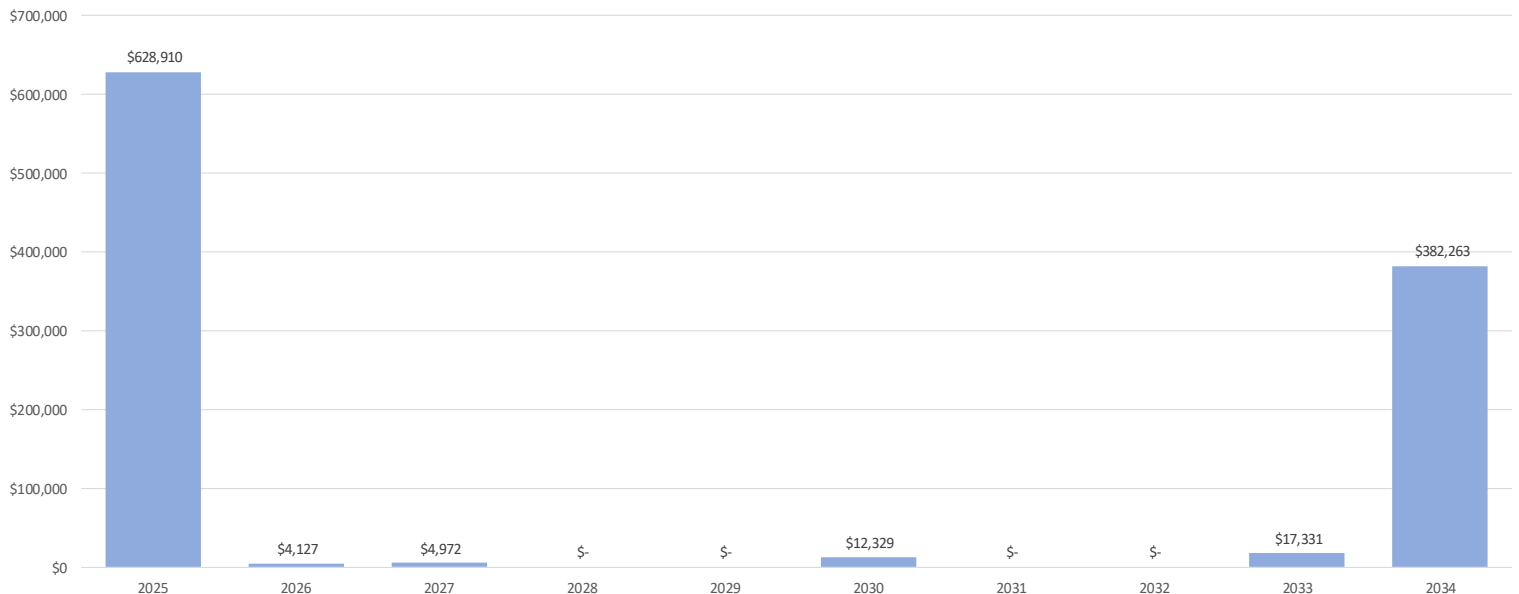
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$316,240
D20 - Plumbing	\$1,660
D30 - HVAC	\$94,310
D40 - Fire Protection	\$1,930
D50 - Electrical	\$61,660
G - Parking Lot	\$412,100
TOTAL:	\$887,900



Annual Projected Capital Replacement and Repair Needs



Fire, Life, Safety

Currently, none of the restrooms within the city parks of Ashland are equipped with fire alarm systems. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations. However, it's noteworthy that the Public Rest Room associated with the Parks Annex does have a dry system in place, enhancing fire safety measures.

Mechanical & HVAC

The HVAC systems across all restrooms have surpassed their useful life expectancy. While most restrooms utilize small unit heaters, gas-fired furnaces are installed at Hunter and Lithia Park Cotton Memorial Restrooms.

Plumbing

Water heaters and sump pumps within the restrooms have also exceeded their useful life expectancy, warranting attention for replacement or upgrade.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

Lighting systems within the restrooms vary, primarily consisting of fluorescent fixtures with some LED lighting. It's recommended to transition to LED lighting throughout and integrate PIR sensors for energy efficiency.

ADA

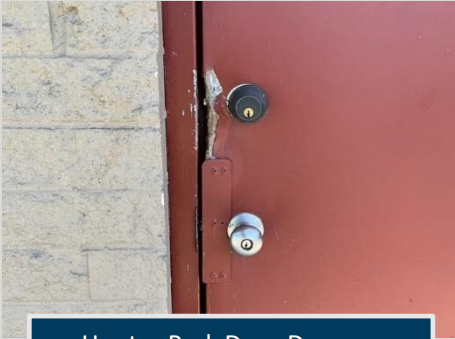
The existing ADA accommodations in the restrooms are considered satisfactory. However, a comprehensive assessment of the pathways leading to the restrooms is advised to guarantee adequate accessibility for individuals with disabilities. Some metered faucets are in place. While they meet ADA standards, ensure that water flows for a minimum of 10 seconds.

Parking

If available, parking spaces for ADA requirements are considered sufficient. Furthermore, resurfacing of the parking lot at Hunter Park is necessary to uphold accessibility standards.

Building Envelope

Most envelope components of the restrooms are original, with minimal wear issues observed. However, the door at Hunter Park has sustained forced entry damage and necessitates replacement. Other doors may require hardware replacements. Siding is generally adequate with moderate wear, although the swim reservoir restroom's metal siding shows signs of rust and deterioration. Roofing systems across several buildings, including The Dog Park, Garden Way, Garfield, Lithia Playground, Parks Admin Public Rest Room, Railroad, and the Skate Park, require replacement due to aging. Considering minimal usage, the recommendation is to install metal roofing systems for longevity and durability.



Hunter Park Door Damage



Swim Reservoir Siding Rust



Dirty Coils Parks Annex



Metered Faucet ADA Requirements

Facility Category: Senior Center

Facility Age (Yrs): 26

Year Built: 1998

Total Square Footage: 4,396

Date(s) of Assessment: 4/10/2024



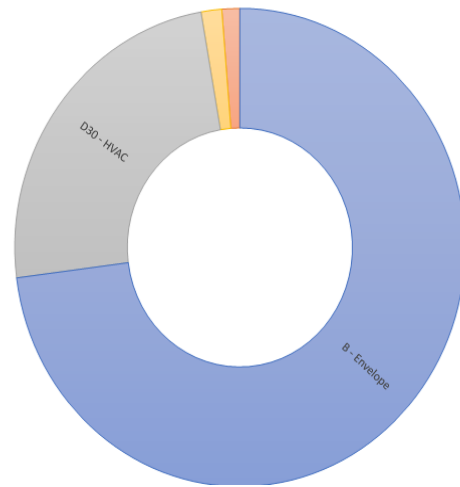
Senior Center
City of Ashland



# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
24	3.6	7.1	\$391,246	\$1,033,100	0.38

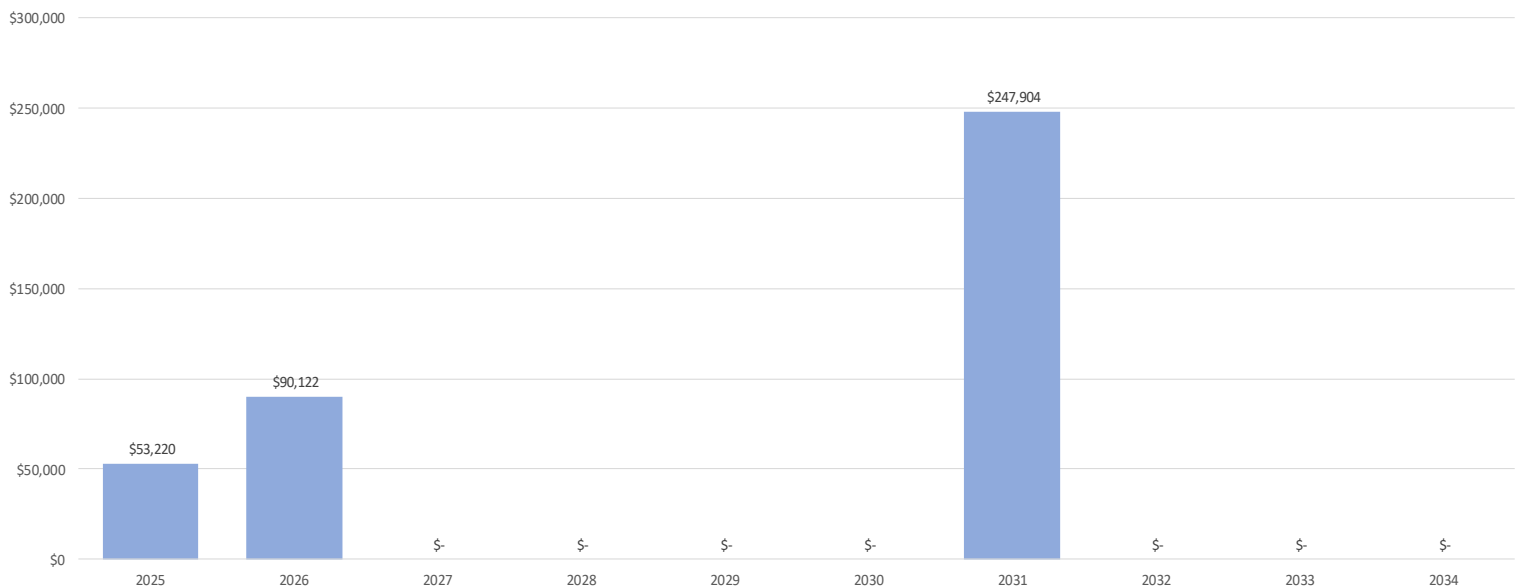
10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	\$0
B - Envelope	\$236,430
D20 - Plumbing	\$4,160
D30 - HVAC	\$78,650
D40 - Fire Protection	\$0
D50 - Electrical	\$4,800
G - Parking Lot	\$0
TOTAL:	\$324,040



FCI Condition
Good
Fair
Poor
Critical

Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There was not a fire alarm or sprinkler system found in the building, however there were fire extinguishers throughout. Considering the occupancy, it is important to address any safety deficiencies to ensure the wellbeing of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The HVAC systems within the Senior Center have all surpassed their industry expected life save for the air handler in the closet of office #105. Replacement of all other exhaust fans, split system condensing, and air handling units recommended.

Plumbing

The electric water heater that serves the kitchen is in fair condition, whereas the electric water heater in the foyer is at the end of its useful life expectancy.

Electrical

The panelboards in the building are functional, in fair condition, and remain within their industry expected life.

Lighting Systems

Lighting systems within the building are split between primarily LED lighting with some CFL fixtures. It is recommended to transition to LED lighting throughout to maximize energy savings.

ADA

All restrooms were ADA compliant, although there was not proper signage on the restrooms adjoining the dining room. Besides parking all other ADA accommodations were satisfactory.

Parking

While there was a sufficient amount of ADA spots reserved for the building with appropriate signage, there were no van accessible spot or access aisles among the spaces. Additionally, only half the accessible spots had an accessible curb ramp.

Building Envelope

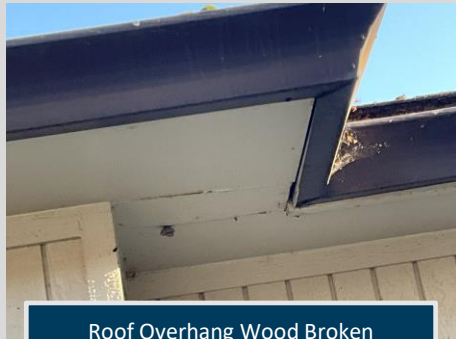
Overall, the envelope of the building is in fair condition, with the wood siding around the front windows and under the roof overhang only needing minimal attention to prevent entry of pests or further weathering. The roof has reached the end of its industry expected life, replacement recommended within the next 2 years.



Condensing Unit Past Industry Expected Life



Window Frames Experiencing Weathering



Roof Overhang Wood Broken



Roof at end of Industry Expected Life

CITY OF ASHLAND PARKS REPORT FCI RATING

Table 2-3: City of Ashland Parks Report FCI Rating

Facility Name	Report	FCI Rating (1 - 10 Yr Selection)
Golf Pro Shop and Driving Range	Golf Buildings	0.10
Golf Maintenance Shop	Golf Buildings	0.04
Golf Cart Barn	Golf Buildings	0.00
Lithia Parks Materials & Equipment Storage	Lithia Park Buildings	0.11
Lithia Park Storage	Lithia Park Buildings	0.11
Lithia Park Shops	Lithia Park Buildings	0.19
N Mountain Park Softball material and equipment storage	North Mountain Park Buildings	0.10
N Mountain Park Shop & Softball concession stand, RR, clubhouse	North Mountain Park Buildings	0.09
N Mountain Park Baseball concession stand, RR, clubhouse	North Mountain Park Buildings	0.08
N Mountain Park Baseball batting cage & storage	North Mountain Park Buildings	0.04
Swim Reservoir RR	Parks Rest Room	0.13
Skate Park RR	Parks Rest Room	0.15
RR South Lithia Bandshell	Parks Rest Room	0.04
Railroad Park RR	Parks Rest Room	0.12
Parks Admin, aka parks annex and public RR	Parks Rest Room	0.13
Lithia Park Tennis Court RR	Parks Rest Room	0.10
Lithia Park Root Memorial RR	Parks Rest Room	0.07
Lithia Park Playground RR	Parks Rest Room	0.15
Lithia Park Cotton Memorial RR	Parks Rest Room	0.05
Hunter Park RR	Parks Rest Room	0.03
Golf Maintenance & RR	Parks Rest Room	0.07
Garfield Park RR	Parks Rest Room	0.07
Garden Way Park RR	Parks Rest Room	0.14
Dog Park RR	Parks Rest Room	0.16
Ashland Creek Park RR	Parks Rest Room	0.02

Capital Planning

Capital Planning

The 30-year present value in today's dollars, including 2nd and 3rd replacement costs, of replacing equipment reviewed in this study for The City of Ashland assessed in this report is \$72,045,025. This equals \$ 2,401,500 per year for the next 30 years in today's dollars.

These costs are estimates for what it will take to replace the existing assets with like-in-kind systems when they reach their end of life. It does not consider potential technology upgrades, changes in demand at the facilities, or alternative sources of funding such as capital levies, bonds, or financing.

The **estimated** average remaining life of assets, systems, and components *found within the inventory workbook* for Ashland is approximately **6.3 years**. This does not necessarily mean that there will be a failure at that time, but the probability of failure increases each year past the expected life date. Planned replacements always cost less than unplanned emergency replacements.

The term "expected useful life" is relevant because as equipment approaches or passes its expected useful life, the probability of failure dramatically increases. The bathtub curve is a widely used analogy that reliability engineers use to demonstrate equipment failure rates over time.

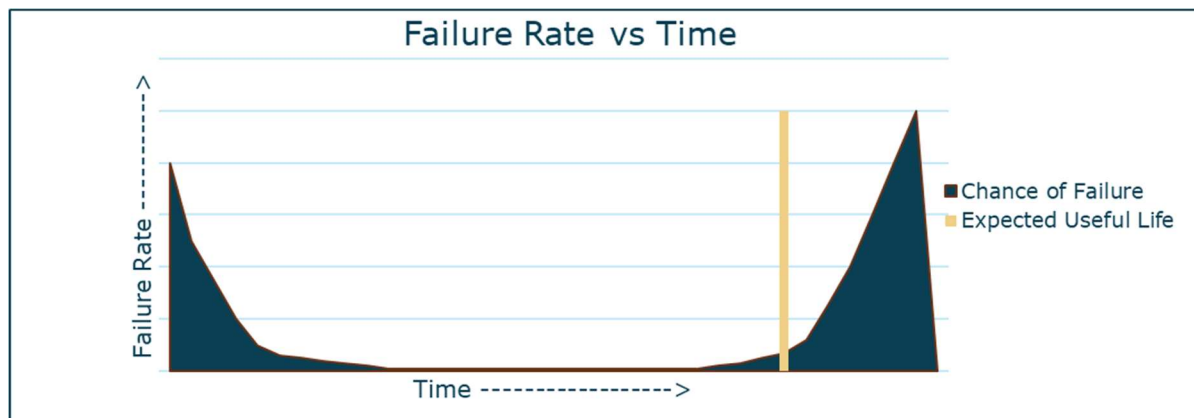
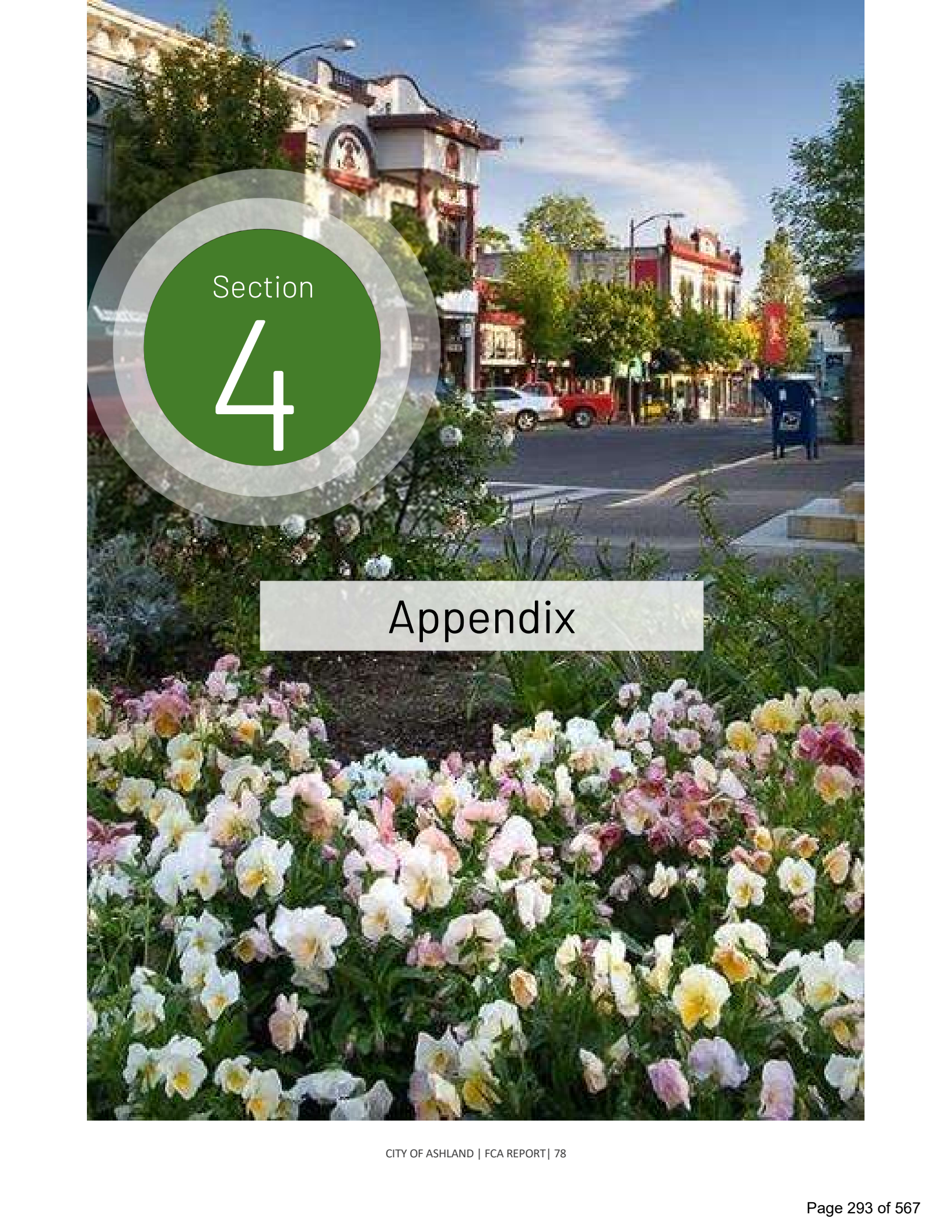


Figure 2-5: Bathtub curve.

The background image is a composite. The top half shows a street scene with historic buildings, trees, and a clear sky. A semi-transparent green circle is overlaid on the left side of this image. The bottom half of the page is a close-up photograph of a dense bed of colorful flowers, primarily white and yellow pansies with some pink and purple blooms.

Section

4

Appendix

Appendix A

Appendix A: ADA Survey

The inspection appendix delineates the regulatory framework surrounding “path of travel” requirements outlined in the Americans with Disabilities Act (ADA). With a particular emphasis on alterations made to public accommodations and commercial facilities. This Accessibility Review serves as an evaluation of a property's adherence to pertinent federal, state, and local accessibility regulations. The ADA, enacted in 1990, lacks a "grandfathering" provision for older facilities, meaning that all establishments, ****regardless of age,*** are subject to compliance. Additionally, state, and local building accessibility codes must also be followed.

The primary standards for ADA compliance are established in the 2010 ADA Standards for Accessible Design (Standards), which outline minimum requirements for newly designed, constructed, or altered state and local government facilities, public accommodations, and commercial establishments. These standards are enforced to ensure that these facilities are readily accessible and usable by individuals with disabilities. Moreover, other regulations, such as the Fair Housing Amendments Act and the Uniform Federal Accessibility Standards, supplement the ADA in governing accessibility standards.

Accessibility Reviews were completed for existing facilities. The accessibility review includes an evaluation of the paths of travel throughout the exterior and interior portions of a property, as well as the accessible design of parking spaces, ramps, stairs, public spaces, restrooms, signage, guestrooms, residential dwelling units, and other special uses.

*Architectural Barriers Act (ABA) Standards

The ABA stands as the first measure by Congress to ensure access to the built environment for people with disabilities. The law requires that buildings or facilities that were designed, built, or altered with federal dollars or leased by federal agencies after August 12, 1968, be accessible. Facilities that predate the law generally are not covered, but alterations or leases undertaken after the law took effect can trigger coverage.

The law covers a wide range of facilities, including U.S. post offices, Veterans Affairs medical facilities, national parks, Social Security Administration offices, federal office buildings, U.S. courthouses, and federal prisons. It also applies to non-government facilities that have received federal funding, such as certain schools, public housing, and mass transit systems.

The ABA is enforced through standards for accessible design. Four Federal agencies are responsible for these standards: the Department of Defense, the Department of Housing and Urban Development, the General Services Administration, and the U.S. Postal Service. The standards indicate where access is required and provide detailed specifications for ramps, parking, doors, elevators, restrooms, assistive listening systems, fire alarms, signs, and other accessible building elements. Facilities covered by the ABA must meet these standards.

Appendix A

ADA Reports by Building

Ashland Creek Park Restroom

ADA ASSESSMENT - Ashland Creek Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Dog Park Restroom

ADA ASSESSMENT - Dog Park Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Garden Way Park Restroom

ADA ASSESSMENT - Garden Way Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Garfield Park Restrooms

ADA ASSESSMENT - Garfield Park Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Maintenance and Covered Area

ADA ASSESSMENT - Golf Maintenance Covered Area and Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Maintenance Shop

ADA ASSESSMENT - Golf Maintenance Shop				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Hunter Park – Daniel Meyer Pool

ADA ASSESSMENT - Hunter Park: Daniel Meyer Pool House				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Hunter Park

ADA ASSESSMENT - Hunter Park Daniel Meyer Pool and Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.	X			
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Lithia Park Cotton Memorial Restroom

ADA ASSESSMENT - Lithia Park Cotton Memorial Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.		X		
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		Not ADA compliant, recommended to add paving
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Material and Equipment Storage

ADA ASSESSMENT - Lithia Park Material and Equipment Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).		X		
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Playground Restroom

ADA ASSESSMENT - Lithia Park Playground Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		Not all spots have signs
There are signs reading "van accessible" at van accessible spaces.		X		Not all spots have signs
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Root Memorial Restroom

ADA ASSESSMENT - Lithia Park Root Memorial Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Lithia Park Restroom South of Bandshell

ADA ASSESSMENT - Lithia Park Restroom South of Bandshell				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.		X		Paved route to main entrance uneven slope with an inch drop
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Storage

ADA ASSESSMENT - Lithia Parks Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.			X	
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.			X	
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).			X	
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.			X	

Appendix A

Lithia Park Tennis Court Restroom

ADA ASSESSMENT - Lithia Park Tennis Court Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		Path to main entrance is not ADA compliant, recommend paving paths to restrooms
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Shops

ADA ASSESSMENT - Lithia Park Shops				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.	X			
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	No toilets
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

North Mountain Park Baseball Batting Cage and Storage

ADA ASSESSMENT - North Mountain Park Baseball Batting Cage and Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			North Mountain Parking lot is accessible and connected to a paved path leading to the batting cages.
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.		X		Although there is a paved path, the paving does not extend to the main entrance of the batting cages, where there is a door frame that is a few inches above the ground with no ramp
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	No bathrooms
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Baseball Concession Stand, Clubhouse, and Restroom

ADA ASSESSMENT - North Mountain Park Baseball Concession Stand, Clubhouse and Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.		X		
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Softball Concession Stand, Clubhouse, and Restroom

ADA ASSESSMENT - North Mountain Park Softball Concession Stand, Clubhouse and Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Nature Center Barn

ADA ASSESSMENT - North Mountain Park Nature Center Barn				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		The barn is greatly inaccessible
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.		X		While there is a ramp to the
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.		X		
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.			X	
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.			X	

Appendix A

North Mountain Park Nature Center Office

ADA ASSESSMENT - North Mountain Park Nature Center Office				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.		X		Accessible route from parking spaces to door has a one inch drop from the porch to the ramp.
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Softball Material and Equipment Storage

ADA ASSESSMENT - North Mountain Park Softball Material and Equipment Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			The access aisles aren't directly connected to the accessible route , but there is an accessible way to get to the route.
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.			X	Ramp unnecessary, as route is the same level as the parking lot
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Admin Office, Annex, and Public Restrooms

ADA ASSESSMENT - Admin Office, Annex and Public Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Railroad Park Restroom

ADA ASSESSMENT - Railroad Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Senior Center

ADA ASSESSMENT - Senior Center				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.		X		No access aisles from accessible parking spots
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.		X		Half of the accessible parking spots do not have curbs ramps near them
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			No accessibility signage on half of the restrooms
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Skate Park Restroom

ADA ASSESSMENT - Skate Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Swim Reservoir Restroom

ADA ASSESSMENT - Lithia Parks Swim Reservoir Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.				
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.		X		The ramp from the unpaved parking lot is too steep, and the paving is sinking in front of the bathroom entrance, causing a inch or greater curb.
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			Stall lacks appropriate signage
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Pro Shop and Driving Range

ADA ASSESSMENT - Golf Pro Shop and Driving Range				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			



**Facility Planning Optimization &
Management Plan**
for the City of Ashland, Oregon
2025



A	INTRODUCTION	3
	Letter from the City Manager's Office	5
	Contributors	6
	Purpose and Process	7
	List of City Facilities	9
B	EXECUTIVE SUMMARY	10
	Council Priorities, Vision, and Values	10
	General Facilities Overview (Figure 01)	11
	Guiding Principles	13
	General Recommendations	14
	Recommendations by Facility	15
	(Figure 02)	17
	Facility Planning Recommendations and Alignment with Guiding Principles (Figure 03)	19
	Visions for an Ashland Civic Campus	21
	Briscoe Elementary	22
	90 North Mountain (Figure 04)	25
	Planning, Implementation & Phasing	30
C	A COORDINATED EFFORT	32
	Facilities Condition Assessment (FCA)	32
	(Figure 05) Observations	33
	(Figure 06) Remaining Life & Condition Index Rating	35
	Planning in Context: Reference Documents & Adopted Plans	37
D	ENGAGEMENT PROCESS	39
	Department Leadership Interviews	39
	Staff Survey Feedback	41
E	PROGRAMMING	44
	Standard Workspaces	44
	Programming Considerations	47
F	APPENDIX	51
	Facility Condition Assessment Executive Report (McKinstry)	
	Department Interview Notes	

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Letter from the City Manager's Office

Right
Sabrina Cotta
City Manager
City of Ashland



On behalf of the City, I would like to extend my gratitude to our dedicated staff, elected officials, and consultants who contributed their time, expertise, and perspectives throughout the development of this Facilities Master Plan.

Like many municipalities, the City of Ashland faces the challenges of deferred maintenance, disjointed locations, and outdated facilities.

The purpose of this Facilities Master Plan is to approach our facilities with the same foresight, care, and strategic investment that we would expect in any sound community asset.

At the heart of this Facilities Master Plan is our commitment to creating and maintaining spaces that are safe, welcoming, and functional for both the public and the staff who serve them. This plan emphasizes right-sized facilities, appropriate buildings, in the right locations, aligned with the services they provide, and outlines strategies to ensure we not only build wisely, but also maintain our facilities for decades to come.

As such, I am proud to present the Facilities Master Plan as not only a roadmap for the next ten years, but also a commitment to responsible stewardship, to public service, and to the idea that our civic spaces should reflect the strength, vision, and vitality of the community they serve.

I look forward to working together to turn our plans into action.

Sincerely,
Sabrina Cotta

Contributors

City Staff

Sabrina Cotta – City Manager
Jordan Rooklyn – Deputy City Manager
Scott Fleury – Public Works Director
Mike Morrison – Deputy Public Works Director
Tighe O’Meara – Police Chief
Ralph Sartain – Fire Chief
Chad Sobotka – AFN Operation Manager
Thomas Mc Bartlett – Director of Electric Utility
Brandon Goldman – Community Development Director
Mariane Berry – Finance Director
Kelly Burns – Emergency Manager
Rocky Houston – Parks Director
Rachel Dials – Parks Deputy Director
Kevin Caldwell – Parks Superintendent

ORW Architecture

David Wilkerson – Principal Architect
Lindsey Maguire – Project Manager

Council Members

Tonya Graham (Mayor)
Derek Sherrell
Dylan Bloom
Jeff Dahle
Bob Kaplan
Gina DuQuenne
Eric Hansen

City Departments

Ashland Fiber Network (AFN)
City Attorney
City Manager’s Office
City Recorder
Community Development
 Planning Division
 Building Division
Electric
Finance

Innovation & Technology (DoIT)
Geographic Information Systems (GIS)
Fire and Rescue
 Administration
 Operations Division
 Wildfire and Community Risk Reduction Division
 Emergency Preparedness
Human Resources
Municipal Court
Parks and Recreation
Police
Public Works
 Cemeteries
 Engineering/Administration
 Facilities Maintenance
 Fleet Maintenance
 Streets
 Wastewater
 Water

Committees & Commissions

Planning Commission
Parks & Recreation Commission
Citizens’ Budget Committee
Climate and Environmental Policy Advisory Committee (CEPAC)
Historic Preservation Advisory Committee
Housing and Human Services Advisory Committee
Municipal Audit Committee
Public Arts Advisory Committee (PAAC)
Social Equity and Racial Justice Advisory Committee (SERJAC)
Transportation Advisory Committee
2200 Ashland St Ad Hoc Committee
Affordable Childcare Ad Hoc Committee
View Parks Commission Advisory Committees (Senior Recreation Division, and Trails)



Right
Ashland Fire & Rescue
Station No. 1

The City of Ashland is undertaking this Facility Master Plan to strategically assess and plan for the future of its municipal properties and infrastructure. With 272 full-time employees (FTEs) and ownership of 90 properties, 42 of which are managed by Ashland Parks and Recreation, the City has a broad portfolio of facilities that support a wide range of services. In addition, the City owns 51 segments of public right-of-way intended for return to adjacent property owners for ongoing maintenance. Together, these assets represent a significant portion of Ashland's urban footprint; according to the 2024 Buildable Lands Inventory (BLI) Report, public rights-of-way, parks, open space, and civil uses account for 27.8% of the City's total 4,358 acres.

The last facilities master plan was originally completed in 2008 by ORW Architecture. Since then, the City has undergone considerable structural reorganization across departments and facilities. The 2024 City Council-approved space needs analysis provides an opportunity to realign facility use with modern operational needs, improve public access and service delivery, and support staff collaboration. **This plan focuses on understanding the current condition and life cycle of critical building components and offers recommendations for preservation, redevelopment, adaptive reuse, or divestment of existing facilities in the short, medium, and long term.**

The City is addressing multifaceted challenges, ranging from sustainability and affordability to aging infrastructure,

with integrated and strategic solutions. This plan emphasizes collaboration across departments and community stakeholders to implement flexible, efficient, and effective infrastructure investments. It aligns with Goal 9.07.03 of the City's Comprehensive Plan, which calls for maximizing the use of educational and recreational resources through public, private, and municipal cooperation.

Ashland continues to make progress citywide. Notable 2024 and 2025 accomplishments include record service by the Ashland Fiber Network (4,285 customers), updated evacuation maps for emergency preparedness, land-banking six lots for future affordable housing in the Beach Creek subdivision, the elimination of all citywide minimum parking requirements, and emergency response to nearly 6,000 calls by Fire & Rescue and nearly 25,000 service calls by Police. These actions underscore Ashland's proactive approach to infrastructure, safety, and housing.

This master plan, led by ORW Architecture, provides a comprehensive framework to guide decision-making.

ORW facilitated the planning process, partnered with McKinstry to assess current facility conditions, and engaged City staff and leadership to understand operational needs. The result is a set of recommendations grounded in professional facility assessments and robust staff input, not constrained by

Purpose and Process

current financial conditions or political considerations. While reuse of existing buildings may offer interim solutions, the plan also evaluates opportunities for bold, long-term investments in new facilities that align with the City's evolving needs and priorities.

Ashland's History

We respectfully acknowledge that the land now known as Ashland is the ancestral homeland of the Iikirakutsum Band of the Shasta Nation. We honor the enduring presence and contributions of the Shasta, Takelma, and Athabaskan peoples, past, present, and future, whose traditional territories include the Ashland Watershed and greater Rogue Valley. This region remains home to vibrant Native communities whose deep cultural and spiritual connections to the land continue today. We also recognize the Shasta village of K'wakhakha, "Where the Crow Lights," once located at what is now the Ashland City Plaza.

Ashland's history is deeply tied to the natural resources and entrepreneurial spirit of its early settlers. Following the 1852 designation of Jackson County, residents constructed a water-powered sawmill along Ashland Creek to meet the local need for lumber. A flour mill soon followed, built at what is now the entrance to Lithia Park. These early businesses anchored the community around a central open space known as the Plaza, the heart of what would become the City of Ashland.

Ashland grew with the arrival of the railroad, and its identity was further shaped by the founding of the Oregon Shakespeare Festival in the 1940s. By the 1970s, tourism was firmly established as a major economic driver. The City's commitment to historic preservation also took root during this period, with the establishment of its first historic preservation committee. Today, Ashland remains home to many architecturally and culturally significant buildings and sites that reflect its rich heritage and reinforce the community's unique character.

The City continues to plan with sustainability and livability in mind. The City of Ashland has established two Climate Friendly Area (CFAs) overlay zones: one encompassing the railroad property and surrounding area, and another in the Transit Triangle. These CFAs are designed to support compact, mixed-use development and reduce reliance on personal vehicles. CFAs are intended to allow residents and visitors to meet most of their daily needs within a walkable or bikeable distance.

Southern Oregon University (SOU), with an enrollment of approximately 5,000 students, plays a prominent role in the city's landscape and economy. The university provides housing for over 1,200 students in various living arrangements and currently hosts the City's Emergency Operations Center (EOC). There is a growing need for a dedicated EOC facility to improve emergency response and coordination across city functions.

Population Projection

Ashland has experienced steady, modest population growth since its early days. The community began with just 50 residents in 1859 and grew to 300 by the time of incorporation in 1874. By 1900, the population had reached 3,000. Today, Ashland is home to approximately 21,500 residents. Long-range population projections estimate continued slow growth, with 22,553 residents by 2022, 25,208 by 2047, and 28,257 by 2072, an average annual growth rate of 0.5%.

These figures reflect Ashland's status as a stable, well-established community. While growth is expected to remain relatively low, planning for facilities must account for demographic trends, shifts in service needs, and a continued commitment to environmental sustainability and quality of life.

Opposite
Historic aerial photo
of downtown Ashland



Airport Terminal Building | 403
Dead Indian Memorial Road

Ashland Cemetery | 750 E Main
Street (not included in study)

Ashland Community Center | 59
Winburn Way

**Black Swan Theater & Chamber
of Commerce** | 15 South Pioneer
Street

Briscoe Elementary School | 265
North Main Street

City Hall | 20 East Main Street

**Community Development &
Public Works Administration
Building** | 51 Winburn Way

**Council Chambers & Municipal
Court** | 1175 East Main Street

Finance | 2245 Ashland Street
(leased facility; not included in
study)

Fire Station #1 | 455 Siskiyou
Boulevard

Fire Station #2 | 1860 Ashland
Street

Hargadine Cemetery | 375
Sheridan Street (not included in
study)

Mountain View Cemetery | 440
Normal Avenue (not included in
study)

Mountain Park Nature Center |
620 N Mountain Avenue

Mountain Park Shop Building |
450 N Mountain Avenue

**Oak Knoll Golf Course
Maintenance Shop** | 3060
Highway 66

Pioneer Hall | 73 Winburn Way

Police Station | 1155 East Main
Street

Service Center Warehouse | 90 N
Mountain Avenue

**Service Center Maintenance
Shop** | 90 N Mountain Avenue

Severe Weather Shelter | 2200
Ashland Street

The Grove | 1195 East Main Street

**Water Treatment Plant
Operations** | 1400 Granite Street
(not included in study)

**Waste Water Treatment Plant
Operations** | 1195 Oak Street (not
included in study)

Council Priorities, Vision, and Values

In the summer of 2022, the Ashland City Council adopted formal Vision and Value Statements to guide decision-making and shape long-term planning for the community. These statements serve as the foundation for the City's biennium goals and provide direction for each budget cycle and strategic initiative. Together, they reflect Ashland's commitment to thoughtful governance, inclusive values, and long-range sustainability.

Vision for Success

Ashland envisions itself as a resilient and sustainable community that maintains the distinctive character and quality of place for which it is known. The City strives to remain a unique and caring place that values environmental stewardship, nurtures artistic expression, and embraces new ideas and innovation. Long-term planning efforts are guided by a commitment to being an open and welcoming community for all, while securing a strong and positive economic future.

Core Values

The City's values are organized around two principal domains: **Community and Organization**.

Community Values emphasize affordability, inclusivity, quality of life, environmental resilience, and regional cooperation:

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

Organizational Values focus on service, sustainability, and responsible governance:

- Respect for the citizens we serve, for

each other, and for 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

Strategic Priorities

In 2025, the Ashland City Council formally adopted four strategic priorities to guide resource allocation and policy development:

- Livability:** including a focus on community character and community amenities, reliable utility services, progressiveness in rate structures, and support for attainable housing.
- Risk Reduction:** including wildfire risk reduction and CEAP (Climate Energy Action Plan) execution.
- Economic Development:** including development of eco-tourism related accomplishments like trails and ensuring City processes, such as planning, are supportive of attracting new business and supporting those already here.
- Efficient and Effective Government:** including equity of access, customer focus, transparent and frequent communication, strong regional partnerships, use of technology, execution of maintaining City facilities and public infrastructure.

These priorities are reinforced by the Council's ongoing commitment to excellence in governance, sustainability through affordability and innovation, climate risk preparedness, and strategic investment in infrastructure and public facilities. Collectively, these values shape the framework for this Facilities Master Plan, its Guiding Principles, and the City's broader efforts to meet the needs of Ashland's present and future residents.

Opposite
Table of City of
Ashland facilities,
their department
association and size

Figure 01 General Facilities Overview

Original Construction Year	Address	Facility Name	Department Association	Facility Type / Usage	Size (SF)
1909	76 E Main Street	Shakespeare Admin Building	Arts	Office, Assembly	5,980
1910	15 S Pioneer Street	Black Swan Theater /Chamber of Commerce	Arts	Office, Assembly	8,725
1967	403 Dead Indian Memorial Road	Airport/FBO Terminal Building	DPW	Other	6,700
1980	90 N Mountain Avenue	Street Operations, Fleet, Facilities	DPW	Shop, Storage	6,380
1984	90 N Mountain Avenue	Service Center, Water Distribution	DPW	Office, Storage	20,426
Unknown	1099 B Street	Street Operations, Fleet, Facilities	DPW	Shop, Storage	3,465
1900	73 Winburn Way	Pioneer Hall	P&R	Assembly	2,860
1922	51 Winburn Way	Community Center	P&R	Assembly	4,289
1970	130 Winburn Way	Parks Storage	P&R	Shop, Storage	1,270
1998	90 N Mountain Avenue	The Grove	P&R	Office, Assembly, Recreation	9,745
2003	455 Siskiyou Boulevard	Fire Station #1	Fire Station	First Responders	12,964
2020	1860 Ashland Street	Fire Station #2	Fire Station	First Responders	7,120
1970	Varies	Public Restrooms	P&R	Restroom	16,782
1984	1705 Homes Avenue	Hunter Park-Daniel Meyer Pool Locker Rooms	P&R	Other	5,506
1984	340 S Pioneer Street	The Cabin (Parks Administration Office)	P&R	Office	1,568
1990	620 N Mountain Avenue	N Mountain Park Nature Center Barn	P&R	Storage	1,010
1990	620 N Mountain Avenue	N Mountain Park Nature Center Office	P&R	Office	2,384
1990	Winburn Way	Lithia Park Shop & Storage	P&R	Shop, Storage	6,643
1998	1699 Homes Avenue	Senior Center	P&R	Office, Assembly, Recreation	4,396
1990-1993	3070 Hwy 66	Oak Knoll Golf Course Buildings	P&R	Recreation, Storage, Shop, Offices	13,028
1990-1994	620 N Mountain Avenue	North Mountain Park Buildings	P&R	Recreation, Shop, Storage	12,474
1980	1175 E Main Street	Police Department	Police Station	First Responders	9,770
1889	20 E Main Street	City Hall	Public Services	Administration, Office	4,451
1950	265 N Main Street	Briscoe Elementary	Public Services	Education, Office	32,289
1970	51 Winburn Way	Calle Guanajuato Restrooms	Public Services	Restroom	1,342
1980	1174 E Main Street	Council Chambers/ Courts	Public Services	Administration, Office, Assembly	5,568
2013	2200 Ashland Street	Severe Weather Shelter	Public Services	Residential	4,000
2024	1174 E Main Street	Dusk-to-Dawn Lawn	Public Services	Residential (Camping Site)	-
1980	51 Winburn Way	Community Development	Public Services, DPW, Building, Planning	Office, Storage	20,748

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Guiding Principles



Long-term Cost Efficiency



Revenue Generation & Economic Development



Operational Efficiency



Sustainability & Resilience



Community Accessibility & Equity



Flexible & Future-ready Design



Historical & Cultural Preservation



Public Safety & Emergency Preparedness

The following **Guiding Principles** emerged through engagement with departmental leadership. This succinct list captures the recurring themes and core priorities raised throughout the planning process. These principles serve as a practical framework for shaping facility decisions, ensuring investments reflect the City's long-term vision, operational needs, and commitment to public service.

Long-term Cost Efficiency:

Prioritize projects that reduce long-term operational and maintenance costs. The City should discontinue investing significant maintenance funds into buildings that no longer serve their intended function. Continuing this trend results in diminishing returns and sunk costs that the City will never fully recapture. This principle includes evaluating the total cost of ownership when considering upgrades, new construction, or potential divestment.

Revenue Generation & Economic Development:

Maximize opportunities for public-private partnerships, commercial use, or revenue-generating facility functions. Divestment of a current facility may yield opportunities for economic development or increased tourism in commercial corridors. Facilities may also serve as catalysts for neighborhood revitalization or small business growth.

Operational Efficiency:

Improve workflow, interdepartmental collaboration, and excellent public service delivery through strategic facility placement, design, and the consolidation of city departments. Facilities should support streamlined operations and provide welcoming, user-friendly environments for both staff and the public.

Sustainability & Resilience:

Incorporate energy efficiency, renewable energy, and climate resilience strategies in all facility upgrades and new developments. Follow Climate Energy

Action Plan (CEAP) recommendations. Facility planning should integrate environmental goals from the outset to reduce greenhouse gas emissions and improve climate adaptation.

Community Accessibility & Equity:

Ensure facilities are inclusive, ADA-compliant, and equitably located within the City. This means removing physical and systemic barriers so that all residents can access services, regardless of ability or neighborhood.

Flexible & Future-ready Design:

Incorporate adaptable spaces that accommodate future change, evolving technology, and changing city needs. Design strategies should support scalable technology systems, and reconfigurable interiors. Site design should be welcoming and exemplary of city planning guidelines.

Historical & Cultural Preservation:

Consider the lasting impact when historic buildings, landmarks, and cultural assets are used as city facilities. Where appropriate, preservation should be prioritized, with adaptive reuse strategies used to balance heritage and function.

Public Safety & Emergency Preparedness:

Enhance facilities to support emergency response capabilities and community safety. Establish a purpose-built Emergency Operations Center (EOC) to serve the community in an emergency. Facilities should be designed and maintained to function reliably during crises and to support regional coordination.

Each of ORW Architecture's recommendations in this Facilities Master Plan has been evaluated through the lens of these Guiding Principles. This ensures that proposed investments not only address immediate functional needs or maintenance updates, but aligns with the City's long-term vision, values, and strategic objectives. The guiding principles provide a consistent benchmark for prioritizing projects.

General Recommendations

High-Quality Buildings: Investing in high-performing facilities demonstrates civic pride and is essential for attracting and retaining a qualified and committed workforce. Buildings should meet contemporary workplace expectations, contribute positively to the urban fabric, and reflect the City's values around sustainability, accessibility, and community service. Buildings feature design excellence and purpose-built architecture and interiors.

Prioritize projects that deliver multiple public benefits, such as co-locating services, improving energy performance, and expanding community use, rather than those that serve a single function.

Dedicated CEAP and Resiliency Design

Process: Each major capital project should include scheduled, focused discussions during planning and design phases to align the project with the City's Climate and Energy Action Plan (CEAP) goals and broader resiliency objectives. This ensures that energy efficiency, carbon reduction, and adaptation strategies are embedded early in the design.

Incorporate the environmental value of sustainable solutions into project cost assessments. For example, green infrastructure, energy upgrades, and material reuse can offer long-term savings and carbon reduction.

Focus on Long-Term Infrastructure

Investments: City investments should prioritize enduring value and life-cycle efficiency. Avoid investing in temporary fixes or non-essential improvements to facilities that are likely to be divested or replaced.

Emergency Operations Center (EOC):

Establish a purpose-built, permanent EOC capable of functioning during and after emergencies such as pandemics, wildfires, earthquakes, and flooding. The facility should have independent power, secure

communications infrastructure, and be strategically located for redundancy and critical staff access. Potential locations are discussed in the facility-specific recommendations and master planning options.

Staff Parking & Transportation Access:

Consider a walkable Park-and-Ride system or secure off-site parking agreements to accommodate staff without contributing to congestion in high-demand zones. Invest in electric fleet vehicles and charging infrastructure to reduce dependency on fossil fuels and support CEAP goals.

Multi-modal Access to Facilities: Facility planning should ensure that residents and staff can access civic services via a range of transportation modes, including walking, cycling, public transit, and cars. Equity of access should be a guiding principle in site selection and design.

Facility Condition Assessment (FCA)

Priorities: Projects that address the most urgent deficiencies identified in the recent Facility Condition Assessment should be prioritized. Improvements that help facilities maintain long-term functionality should take precedence over temporary upgrades in buildings flagged for potential divestment.

- Preventive Maintenance:** Should include basic upkeep such as pavement repairs, tree management, painting, siding, roofing, window replacements, LED lighting conversions, and HVAC system upgrades. Many facilities have a backlog of maintenance needs where facility failure and operation disruption is eminent if items are not addressed.

- Major Maintenance:** Includes accessibility compliance work such as ADA restroom remodels, hardware replacements, updated signage, accessible entry and route improvements, and major building system replacement if systems have extended past their useful life.

Digital Transformation & Records

Management: Resume the City's digitization initiative to reduce physical storage needs and reliance on paper

Recommendations by Facility

records. Supporting mobile work through laptops and cloud-based systems can increase workspace flexibility and reduce facility overcrowding and spaces dedicated to paper instead of people.

Parks Facilities Overview: Several parks-related facilities were evaluated, including the Grove, the Cabin, the Community Center, Pioneer Hall, Oak Knoll Community Park, the Senior Center at Hunter Park, and the Hunter Park pool. There is a strong desire to consolidate and modernize these functions into a comprehensive recreation facility that expands community offerings in education and recreation, supports all senior programs, and co-locates all department staff. In addition, a portion of the site should be programmed for equipment storage and maintenance since several of the existing storage and maintenance facilities are in critical condition. A concurrent site selection process should accompany the Parks 10-Year Strategic Plan. While Oak Knoll was discussed as a possible location, it is on the edge of town and less accessible to pedestrians and cyclists. Other centrally located options should be explored for enhanced and multi-modal site access and community use.

Recommendations by Facility

Hardesty Master Plan: Fully implement the master plan to relocate critical Public Works functions (Street and Water equipment storage) to the Hardesty site. The plan includes office space, vehicle storage, truck wash, debris management, and an outdoor fire department training facility. Completing this site will relieve overcrowding and inefficiencies at 90 North Mountain and open B-Street for redevelopment or divestment.

90 North Mountain Service Center: Short-term upgrades should improve usability and staff comfort, particularly HVAC performance, locker/restroom facilities, and the head-end server room. A public-facing lobby should be added for limited public interactions (e.g., equipment drop-offs). If this site is chosen as the location for a new “Ashland

Civic Center,” more substantial site and building improvements would be needed to accommodate expanded services and staffing.

Pioneer Hall: Renovation of this historic building into a community event space is already underway, with reopening planned for summer 2025. The project preserves a community asset and enhances local gathering opportunities.

Community Center: Another significant historic renovation, the Community Center is scheduled to reopen in fall 2025. In the long term, the City may consider divesting the property for commercial use, consistent with economic development goals for the downtown core.

The Grove: In the short term, make modest improvements to ensure accessibility and safety for Ashland Parks and Recreation staff. The facility may also serve as temporary swing space for staff during major civic building projects.

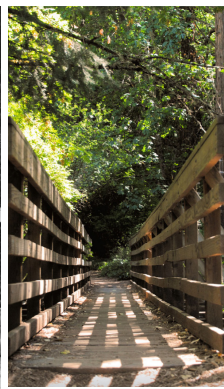
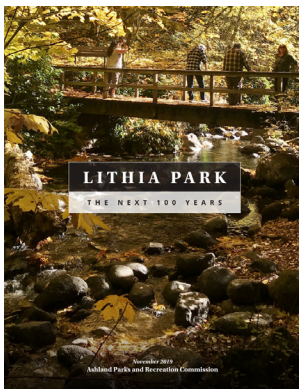
Fire Station #1: Staff parking is inadequate, particularly during shift changes. Identify off-site parking within a 10-minute walk for staff (e.g., the city-owned lot on 2nd Street). The building’s roof is at the end of its life and requires immediate replacement.

Lithia Park Shop & Storage: This aging and flood-prone facility should be decommissioned. Storage should be relocated to a more secure site—options include Hardesty, the Service Center, or a future comprehensive recreation center. This recommendation aligns with the Lithia Park Master Plan.

The Cabin: Follow the Lithia Park Master Plan’s recommendation to convert the Cabin into a Community House for public use, aligning with the City’s vision for inclusive park spaces.

Senior Center: This well-used facility is in poor condition and should be replaced in the next 10 years, either on its current site or within a new recreation center. Integrating senior services with broader recreation programming can enhance intergenerational engagement and operational efficiency.

Recommendations by Facility



Left
(From left to right)

Lithia Park Master Plan cover page

Community House historic photo

Lithia Park pedestrian bridge

Police Department: Begin with minor interior upgrades—such as improved acoustics, an enhanced radio room, and better public-facing service areas. If a larger project is pursued, the existing Phase 2 addition design includes a training and multipurpose room. These spaces could also support EOC functions.

If the Civic Center project proceeds on the 90 North Mountain site, police operations could temporarily relocate to the Grove while a completely new police station is built on the current site.

Council Chambers & Municipal Court: The current facility is undersized and lacks essential staff amenities. Consider relocating these functions to a new civic campus. If this occurs, the building could be adapted to serve as a multipurpose community space and house the new EOC.

City Hall: This landmark building is in critical condition, and necessary seismic upgrades are no longer feasible following a failed bond measure. Recommend divestment and adaptive reuse for commercial purposes, which could support downtown vibrancy and economic development.

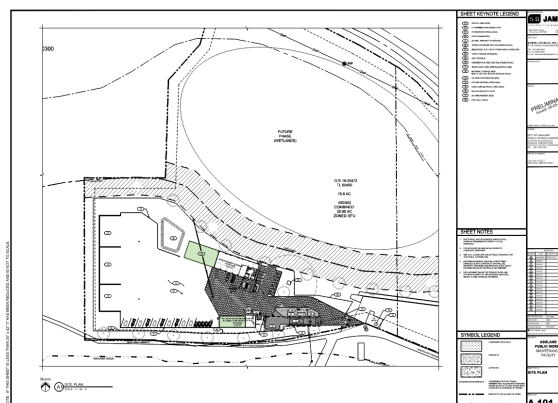
Briscoe Elementary: The building is in disrepair and divestment is recommended if the site and former school are not pursued for public use. Selling this property could result in its adaptive reuse or a historically sensitive, mixed-use redevelopment. In the long term, if this site is chosen as the location for a new “Ashland Civic Center,” more substantial site and building improvements would be

needed to accommodate expanded city services, parking, and civic open spaces.

Community Development Building: Short-term updates should standardize workstations to increase staff capacity to accommodate staff displaced from City Hall if divestment is pursued. However, long-term divestment is recommended to return the property to commercial use and generate downtown activity.

B-Street Facility: Once the Hardesty development is complete, consider either divestment or redevelopment of this site. If 90 North Mountain becomes the new Civic Center, B-Street could play a supportive by expanding site area for city functions and departments.

2200 Ashland Street Severe Weather Shelter: Complete renovations to convert the existing commercial building into a severe weather shelter. The building will undergo life-safety upgrades to support emergency housing needs. This facility complements the City’s EOC efforts by serving vulnerable populations during disasters.



Left
Overall Site Plan
Hardesty Master Plan

Structures in [Green] are future phases to complete early

Figure 02 Recommendations by Facility

No.	Facility Name	Option to Divest of Property	Facility Condition Assessment			Programming		Master Planning		
			Address Life Safety Concerns	Initiate ADA Improvements	Initiate FAC Improvements	Minor Modifications (Finishes, FFE)	Major Modifications (Renovation and/or Addition)	Opportunity to Change Use to Achieve "Highest and Best Use"	"Highest and Best Use" Description	Site Consolidation Opportunity
1	Shakespeare Admin Building	☐	☒	☒	☒	☐	☒	☐		☐
2	Black Swan /Chamber of Commerce	☐	☒	☒	☒	☐	☒	☐		☐
3	Airport Terminal Building	☐	☒	☒	☒	☒	☐	☐		☐
4	Street Operations, Fleet, Facilities	☐	☒	☒	☒	☐	☒	☐		☒
5	Service Center, Water Distribution	☐	☒	☒	☒	☐	☒	☐		☒
6	Pioneer Hall*	☐	☒	☒	☒	☐	☐	☐		☐
7	Community Center*	☒	☒	☒	☒	☐	☐	☒	Commercial, mercantile, food service	☐
8	The Grove	☐	☒	☒	☒	☒	☐	☐		☒
9	Parks Storage	☐	☒	☐	☒	☐	☐	☐		☒
10	Fire Station #2	☐	☐	☒	☒	☐	☐	☐		☐
11	Fire Station #1	☐	☒	☒	☒	☐	☐	☐		☐
14	Oak Knoll Golf Course Buildings	☐	☒	☒	☒	☐	☐	☐		☐
15	Daniel Meyer Pool Locker Rooms	☐	☐	☒	☒	☒	☐	☐		☐
16	Lithia Park Shop & Stor.	☒	☒	☐	☐	☐	☐	☐	Return to Lithia Park open space	☐
17	The Cabin	☐	☐	☒	☒	☒	☐	☒	Community House per Lithia Park MP	☐
18	North Mtn Park Buildings	☐	☒	☒	☒	☐	☐	☐		☐
19	Senior Center	☒	☒	☒	☒	☐	☐	☐	Return to open space or building site	☒
20	N Mountain Park Nature Center	☐	☒	☒	☒	☐	☐	☐		☐
21	Police Department	☐	☒	☒	☒	☒	☒	☐	Multi-purpose EOC and public safety training	☒
22	Calle Guanajuato RR	☐	☒	☐	☒	☒	☐	☐		☐
23	Council Chambers/ Courts	☐	☐	☒	☒	☒	☒	☒	(EOC)	☒
24	City Hall	☒	☒	☐	☐	☐	☐	☒	Commercial mixed-use	☐
25	Briscoe Elementary	☒	☒	☐	☐	☐	☐	☒	Civic Center, commercial/res mixed-use	☒
26	Community Development	☒	☒	☒	☒	☒	☐	☒	Commercial, mercantile, food service	☐
27	Dusk-to-Dawn Lawn	☐	☐	☐	☐	☐	☐	☐		☒
28	B Street Operations, Fleet, Facilities	☒	☐	☐	☐	☐	☐	☒	Residential mixed-use, high-density residential	☒
29	2200 Ashland Severe Weather Shelter*	☐	☒	☐	☐	☐	☒	☒	Change of use / occupancy required	☐

* These facilities are currently under renovation or design.

MEASURED

ENHANCED

MAXIMUM POTENTIAL

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Figure 03 Facility Planning Recommendations and Alignment with Guiding Principles

Nos. 4-5 90 North Mountain (Service Center, Street, Fleet, & Facilities)

Renovate facilities to increase staff comfort and usability in the short-term. Fortify the "head-end" room, remodel and expand restroom and locker room facilities, upgrade HVAC systems.

Programs will relocate once the Hardesty Master Plan is completed. Recommend including the "future addition" in Phase 1 of the master plan. Relocate the Streets Division, Water Distribution, some fleet Storage, and shop space to this location.

If the Service Center site is selected as the "Ashland Civic Center," site improvements and an addition is proposed to the west end of the existing building.



No. 6 Pioneer Hall

The renovation of a significant historical structure into a community event facility is underway and anticipated to open in the summer of 2025.



No. 7 Community Center

The renovation of a significant historical structure into a community event facility is underway and anticipated to open in the fall of 2025. In the long-term, consider economic development opportunity for the city to divest of this property and for its transition to a commercial asset in the downtown core.



No. 8 The Grove

In the short-term, complete minor renovation to improve access and safety to the Grove for the P&R department. Consider using the Grove as *swing space* during the build-out of the "Ashland Civic Center."



No. 11 Fire Station #1

Staff have identified a parking shortage at staff change. City to dedicate additional parking for staff within a 5-or-10-minute walk of station (2nd St. city-owned lot is an option). In the Hardesty Master Plan, include the build-out of an outdoor training center for first responders.



No. 16 Lithia Park Shop & Storage

This facility is in critical condition and located in the flood plain. Divest in facility and relocate storage to the Service Center, Hardesty site, or a new recreation center. This recommendation was adopted in the Lithia Park Master Plan.



No. 17 The Cabin

Convert the Cabin into a Community House as recommended in the adopted Lithia Park Master Plan.



No. 19 The Senior Center

In the long-term, replace this well-loved facility on the same site or within a new, purpose-built recreation center. The current facility has a *poor-to-critical* facility condition index within the next ten years. Senior center programs can easily mix within a community or recreation center.



No. 21 Police Department

Provide a minor renovation to the facility that includes an improved radio room and addresses acoustic issues in the short-term. If a major renovation is approved, follow the former Phase 2 addition design to include multipurpose conference room, and training room. Combined, these added programs could support an EOC. Should the "Ashland Civic Center" site be pursued, move police to the Grove and replace the police department headquarters on its current site.



No. 23 Council Chambers & Municipal Court

This facility is undersized and staff amenities like a break-room are lacking. Consider relocating all uses to a new civic center campus. If relocated, the existing building may be renovated to house the multipurpose emergency operations center (EOC).



No. 24 City Hall

This facility is in *critical* condition and divestment is recommended so the building may be renovated to commercial mixed-use in the downtown core. This building is in a prime location to maximize economic development downtown and is a coveted structure and landmark for the community.



No. 25 Briscoe Elementary

This facility is in *critical* condition and divestment or redevelopment of the site is recommended. In the short-term, the existing building may be used as swing space or through redevelopment in the long-term, the site could host a permanent civic center, allowing the site to reach its "highest and best use."



No. 26 Community Development

In the short-term, complete a minor modification to standardize work stations and gain new capacity to include staff working in City Hall. Parking availability is an ongoing issue for visitors to the facility.

In the long-term, divestment is recommended so the property can contribute additional commercial space to the downtown.



No. 28 B-Street

There are two options to divest of this site or redevelop it once the Hardesty Master Plan is completed and current programs relocate. Divestment of the property could provide funding other building and maintenance projects for the City. If 90 North Mountain is redeveloped into the "Ashland Civic Center," the B-Street site can play a critical role as an additional building site for city departments.



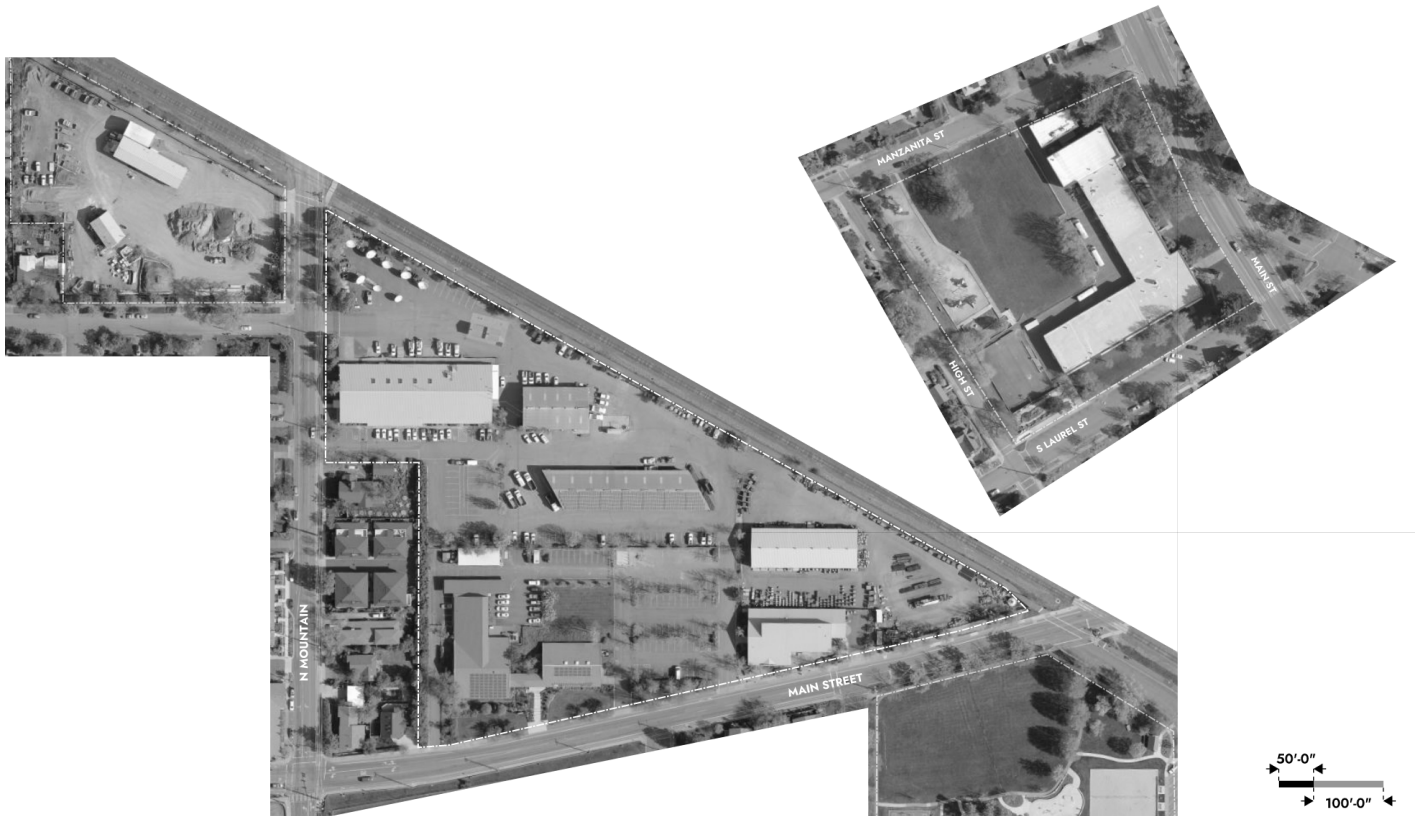
No. 29 2200 Ashland Street

The City is pursuing the conversion of the existing commercial/mercantile building into a severe weather shelter. Renovations will address critical fire, life, safety concerns to accommodate this change to a new occupancy type.



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Visions for an Ashland Civic Campus



Above
[From left to right]

Service Center site at
 90 North Mountain

Briscoe Elementary
 site

Throughout the master planning process, one theme consistently rose to the top: the desire to consolidate City services and departments into a single, centrally organized Ashland Civic Campus. This concept was supported strongly by City staff and aligns with City Council's goals for operational efficiency, long-term investment, and improved public service delivery. Co-locating departments enhances collaboration between teams, improves accessibility for the public, and allows the City to design purpose-built facilities that support evolving needs well into the future.

In addition to functional improvements, a consolidated Ashland Civic Campus creates opportunities to divest older, underperforming buildings. These structures, many of which are in Ashland's vibrant downtown core, can be transitioned to new uses that contribute more significantly to the economic and cultural vitality of the area. Locating the new Ashland Civic Campus just outside of the downtown core may also ease parking

congestion and allow central Ashland to become more pedestrian-friendly and commercially active.

Two potential locations for a future Ashland Civic Campus were evaluated in this plan: the historic Briscoe Elementary School site and the City's existing Service Center at 90 North Mountain Avenue.

The following summaries outline the advantages and challenges of each location.

Visions for an Ashland Civic Campus: Briscoe Elementary



Left
George A. Briscoe
School
Circa 1950
Kramer Postcard
Collection

Briscoe Elementary Site

Advantages:

- Consolidation at this site would allow for the divestment of five existing buildings: B-Street, City Hall, the Community Center, Community Development, and the Senior Center, releasing three facilities in the downtown core for redevelopment and economic revitalization.
 - The adaptive reuse of a beloved historic structure may generate community support and preserve civic heritage. Reclaiming Briscoe as a public resource could restore its symbolic importance in the community.
 - Co-location with Parks and Recreation administration and community programs is possible, creating a truly comprehensive Civic Campus. However, Parks maintenance and equipment storage would require a separate location.
 - This scheme maintains the Service Center site in its current form, allowing for continued use by large City vehicles and reducing operational congestion.
 - The site is walkable from downtown (approximately a 10-minute walk) and fronts Main Street, offering high visibility.
- Structured parking would be required, which is more expensive and provides less capacity than surface parking available at other sites.
 - Significant building upgrades would be necessary due to the deteriorated condition of the facility. To house the departments needed, a second level would likely need to be added, representing a major structural and aesthetic intervention.
 - This site may have limited ability to expand in the future due to spatial constraints and historic preservation considerations.

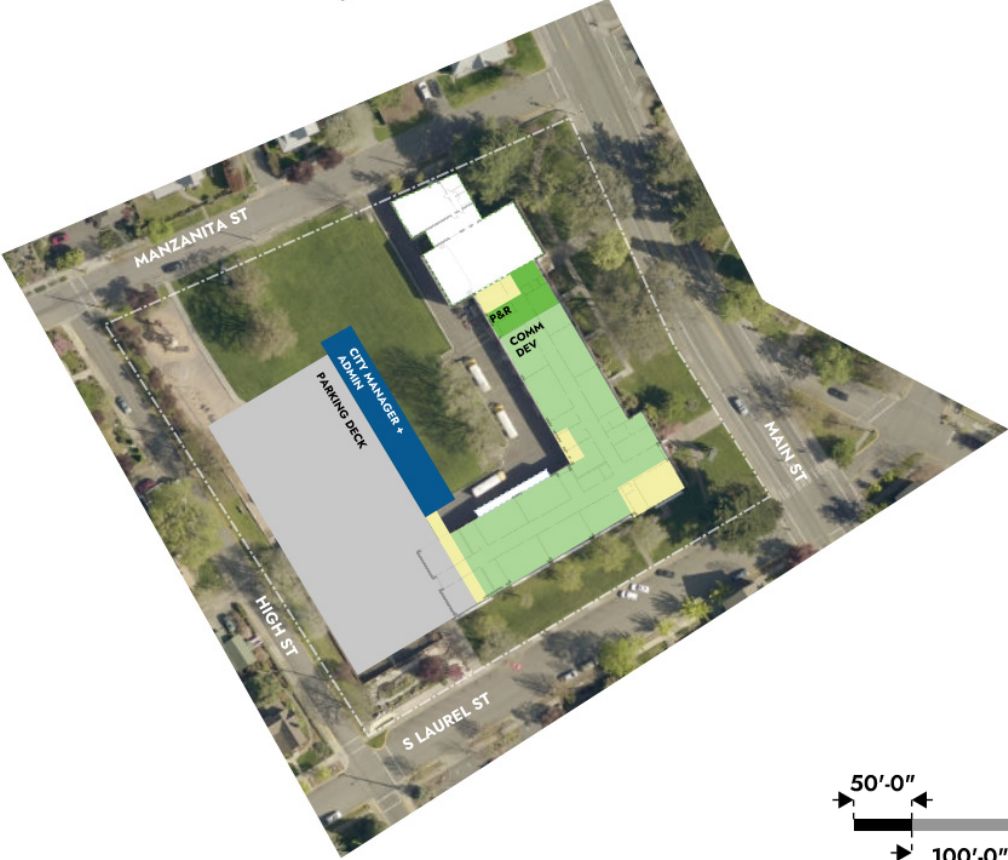
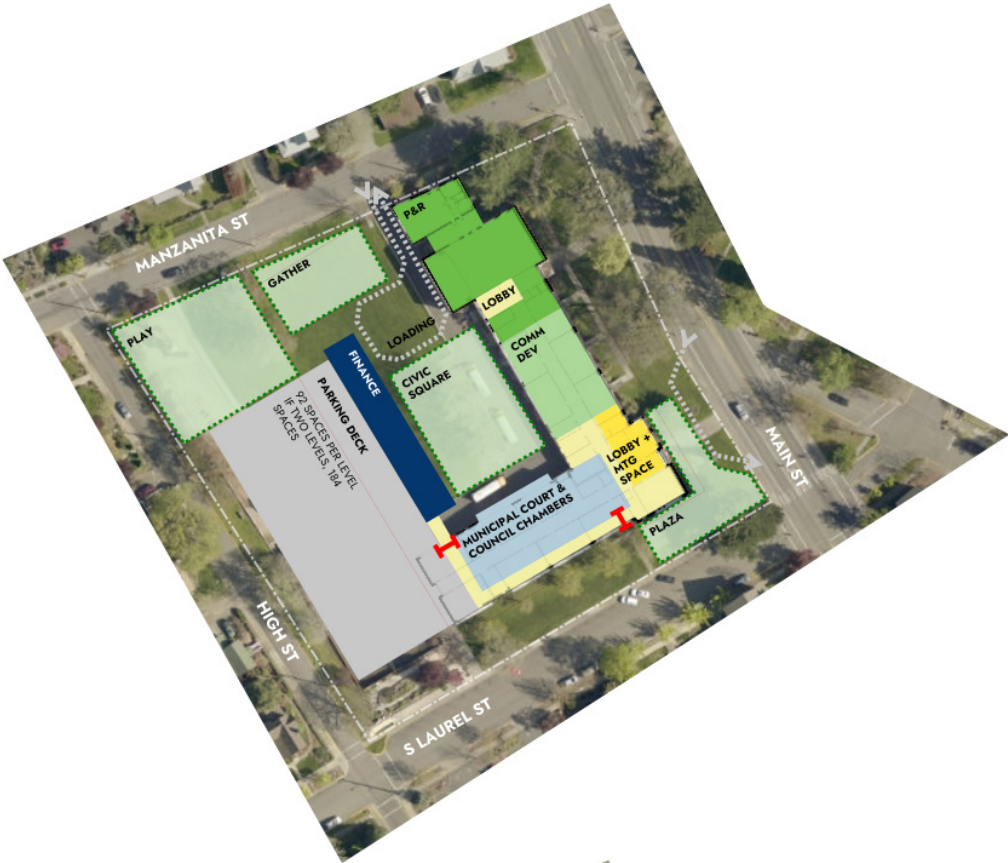
Challenges:

- Briscoe is situated in a primarily residential neighborhood, and development could generate concerns about traffic, parking, and construction disruption.

Visions for an Ashland Civic Campus: Briscoe Elementary

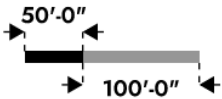
Legend

- Park & Rec
- Community Development
- Finance
- City Manager
- Municipal Court
- Lobby
- Circulation
- Open Space
- Parking Surface or Structured
- Legend
- Secure perimeter
- Secured Access

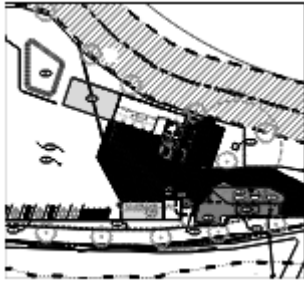


Right Above
Ground level site
diagram

Right Below
Second level site
diagram



Visions for an Ashland Civic Campus: Briscoe Elementary Phasing Approach



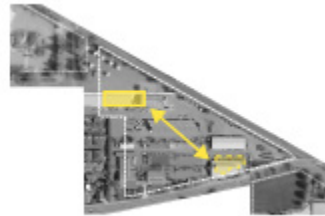
No. 1-2
Complete Hardesty Master Plan to achieve full build-out of all phases. Relocate streets division, water division storage, some fleet maintenance programs, and storage to Hardesty site.



No. 7-8
Divest of the Community Center to fund future projects. Conduct an interior renovation of The Grove to standardize and expand office space capacity.



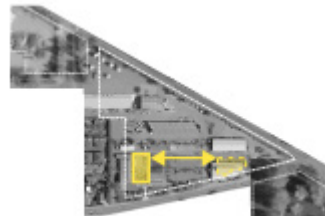
No. 3
Divest of B-Street site to fund future projects.



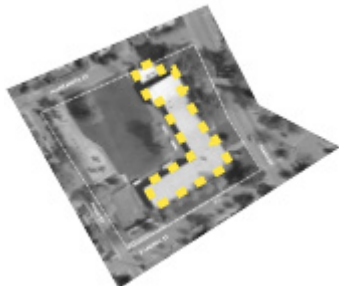
No. 9-10
Move Service Center staff to the Grove for swing space. Renovate Service Center for IT, AFN, Electric, DPW, and GIS staff immediate needs.



No. 4-5
Conduct an interior renovation of Comm Dev to standardize and expand office space capacity. Relocate City Hall staff to Community development. Divest of City Hall.



No. 11-12
After staff move back into the renovated service center, move Ashland police to the Grove (swing-space). Construct a new police headquarters in its current site or renovate.



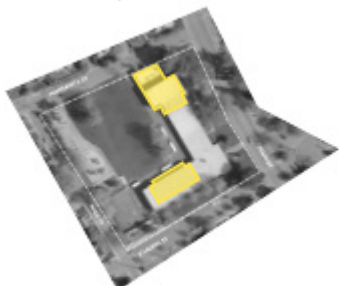
No. 6
Begin Phase I construction at Briscoe Elementary:

6A - Fortify historic exterior envelope

6B - Provide support structure for a second level and build out shell space to accommodate future uses.

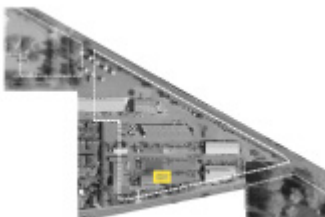


No. 13-14
Move Senior Center permanently to the Grove and return original site to open space/park land. Develop east corner of site to extend Garfield Park to the greenway and provide additional open space.

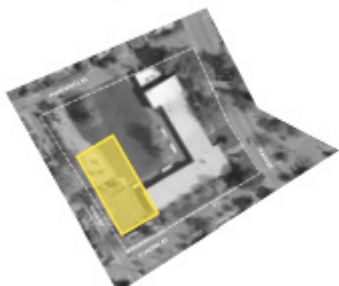


6C - Build-out Park and Recreation headquarters.

6D - Renovate to accommodate municipal court and council chambers on ground floor. Upgrade lobby and entry.



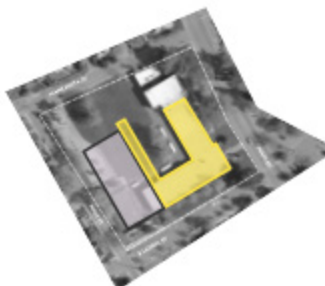
No. 15
Construct the a multipurpose Emergency Operations Center (EOC) in the former Chambers facility.



6E - Construct 2-bay parking structure on the site.

6F - Park and Recreation staff from the Grove and the Cabin move to permanent space in Briscoe.

6G - Relocate Municipal Court and Council Chambers to the Grove.



No. 16-17
Begin Phase II construction at Briscoe Elementary. Divest of former Community Development building.

Visions for an Ashland Civic Campus: 90 North Mountain



Right
PV Arrays at the
Service Center

Opposite Left
Phasing Information

Service Center Site at 90 North Mountain

Advantages:

- This option also enables the divestment of five sites: Briscoe, City Hall, Community Development, the Senior Center, and the Community Center, releasing three properties in the downtown core for economic development.
- The scheme consolidates more departments across adjacent parcels (90 North Mountain and B-Street), increasing efficiency and future expansion capacity. Locating the Park and Recreation Department, a new recreation building and headquarters would require running a site selection process.
- Surface parking is both more affordable and more abundant at this location than structured alternatives.
- The site is adjacent to the Central Bike Path and is accessible to cyclists and pedestrians.
- The plan includes a new addition along North Mountain Avenue that would create a more welcoming civic entry, enhance visibility, and support the site's transformation into a vibrant public-facing campus. Through the addition of a new facility on the east side of the site, a substantial gateway node is created near the railroad crossing and Main Street.
- Redevelopment here is envisioned with strong attention to urban design, civic

character, open space, and landscaping, contributing to a sense of place and community pride.

Challenges:

- The site is located farther from downtown, approximately a 20-minute walk, and may feel less connected to Ashland's central activity areas. However, this could be considered a positive attribute due to ease of access and the ability of the campus to extend the downtown core further west.
- Many of the existing buildings require substantial upgrades or replacement. For example, the electrical storage building is planned for relocation, and existing shop and vehicle bays will need to be expanded. The police headquarters, municipal court, and the service center are all slated for major renovation, addition, and or replacement to meet the City's current needs.
- The fuel island and loading dock must remain operational, requiring thoughtful integration into a re-imagined civic layout.
- If this site is selected, a traffic circulation study is recommended to ensure the site can support increased use without operational conflicts.

Visions for an Ashland Civic Campus: 90 North Mountain

ORW's Recommendation

After careful analysis of both the Briscoe Elementary and 90 North Mountain (current Service Center) sites, 90 North Mountain is recommended as the most viable location for a consolidated Ashland Civic Campus. This recommendation is grounded in the City's long-term goals of operational efficiency, fiscal responsibility, downtown economic development, and sustainable infrastructure investment.

90 North Mountain offers the ability to consolidate more departments on adjacent parcels, strengthening interdepartmental coordination and public service delivery.

The proximity of 90 North Mountain and B-Street allows for a more cohesive and expandable campus environment. In contrast, the Briscoe site lacks adjacent developable land and would require substantial structural modifications to accommodate programmatic needs.

From a cost and practicality standpoint, the 90 North Mountain supports surface parking opportunities at a lower cost than the structured parking that would be required at Briscoe. It also avoids the complexities of adaptive reuse associated with a historic building in deteriorating condition. Improvements to the Service Center can be phased in alignment with the completion of the Hardesty Master Plan, which will relieve congestion and allow for more strategic site development.

90 North Mountain provides opportunities for enhanced civic presence, improved pedestrian and bike access via the Central Bike Path, and intentional urban design.

Proposed redevelopment includes a welcoming frontage along North Mountain Avenue, expanded open space, and high-

quality architecture that reflects Ashland's civic identity.

Importantly, this strategy still supports downtown revitalization goals. Under this scheme, several existing City properties, including City Hall, Community Development, and the Community Center, would be eventually divested, opening them up for commercial, cultural, or mixed-use redevelopment that strengthens Ashland's downtown core.

While the Briscoe Elementary site carries community and historical significance and presents a meaningful reuse opportunity, its physical limitations, costly structural upgrades, and residential context pose notable challenges. 90 North Mountain provides a more flexible, cost-effective, and future-ready solution that aligns with the City's guiding principles and long-term vision.

Opposite Right
Site diagram of 90
North Mountain
Master Plan

Figure 04 Visions for an Ashland Civic Campus: 90 North Mountain

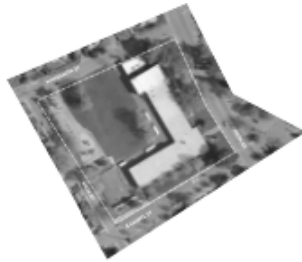


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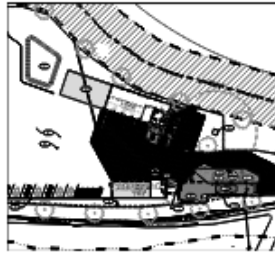
Visions for an Ashland Civic Campus: 90 North Mountain Phasing Approach

No. 1

Divest of Briscoe Elementary site.

**No. 2-3**

Complete Hardesty Master Plan to achieve full build-out of all phases. Relocate streets division, water division storage, some fleet maintenance programs, and storage to Hardesty site.

**No. 4-7**

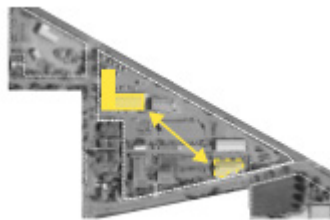
Interior renovation of Comm Dev to standardize and expand office space capacity. Relocate City Hall staff to Community development. Divest of City Hall. P&R relocate from the Grove and Cabin to Community Center.

**No. 8**

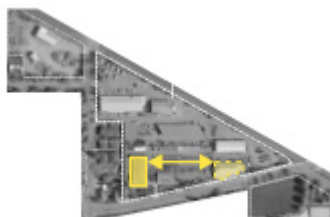
Conduct an interior renovation of The Grove to standardize and expand office space capacity.

**No. 9-10**

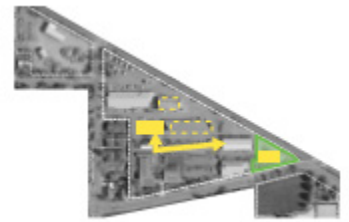
Move Service Center staff to the Grove (swing space). Begin improvements with the construction of a new office front to Service Center. Locate service center staff in new addition and renovated building.

**No. 11-12**

Move Ashland police to the Grove (swing-space). Construct new police headquarters in its current site.

**No. 13-15**

Construct new MC/Chambers and City Admin building (anchor the corner). Include the new civic green at the east corner. Relocate and renovate electrical storage and fleet storage and shop buildings in the Service Center.

**No. 16**

Construct a multipurpose Emergency Operations Center (EOC) at former Chambers facility.

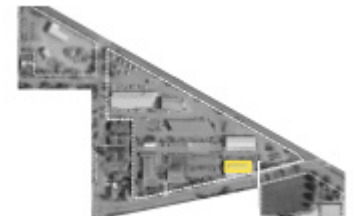
**No. 17-18**

Construct a new community development facility at B-Street site with surface parking abutting railroad ROW. Divest in former Comm Dev facility.

**No. 19-20**

Convert the Grove into new Senior Center. Includes the "recreation promenade."

Divest in former senior center and use the site to expand open space or to host a future building project.



Construct a new P&R headquarters (site to be determined)

Divest of the former Community Center.

Planning, Implementation, and Phasing

Planning Guidelines

Successful civic buildings must strike a balance between safety and openness, providing secure environments for staff and the public while remaining accessible and welcoming. Clear signage, intuitive way-finding, and thoughtful site design can help foster a sense of civic pride and ease of use for all visitors and staff alike.

In planning for new or renovated spaces, public-facing departments should incorporate high-performance, transparent glazing to support safe, efficient customer service transactions. Equally important are the internal working conditions for City staff. Access to views and daylight, acoustically comfortable environments, ergonomic furniture, and some level of individual climate control all contribute to employee well-being and retention. Lounges, break-rooms, locker rooms, restrooms, and mother's rooms should be accessible, and exhibit high-quality design and comfort.

Standardized workspaces for staff with similar roles can equalize work environments while still allowing room for personal adaptation within a cohesive framework. The proposed workplace model includes a mix of enclosed offices, open workstations, and cubicles. Shared breakout rooms, task tables, and phone booths add flexibility and allow staff to choose spaces that support their daily work activities. See the '**Programming Section**' for more information.

Implementation Strategy

The next critical step in the life of this Master Plan is for City Council to formally adopt the recommended Ashland Civic Campus concept plan for the 90 North Mountain site. Adoption of this direction will empower City staff to move forward with planning and conducting a broader community engagement process aimed at building consensus around the long-term vision.

This community engagement phase will be closely aligned with the City's broader strategic planning efforts, ensuring consistency across organizational goals

and initiatives. As part of this process, planning should yield a clearly articulated set of goals, implementation actions, and priority projects. To guide the evaluation and refinement of recommendations, the following key questions should be used:

1. Does the recommendation align with one or more of the Master Plan's Guiding Principles?
2. Does the recommendation require ongoing staff investment or oversight?
3. What is the anticipated timeline for progress—within 2 years, 5 years, 10 years, or more?

As the City divests of underperforming or surplus buildings, new opportunities will emerge to meet broader economic development and community access goals.

A formal process should be established for the City Council to designate facilities as surplus and determine their future use through public, transparent decision-making.

Following the prioritization of new construction and renovation projects, the City's Capital Improvement Plan (CIP) should be updated and maintained through Cartegraph, the City's asset management software. Cartegraph provides a centralized system for tracking and evaluating public facility investments using key data points such as:

- Alignment with Guiding Principles and leadership priorities
- Project scope, timing, and phasing
- Budget, cost estimates, and funding sources
- Facility condition data
- Community and stakeholder input

Planning, Implementation, and Phasing

The City Council's adoption of the Ashland Civic Campus direction represents a critical milestone. It will provide clarity and momentum to transition this master plan from vision to implementation, ultimately delivering facilities that are functional, resilient, and reflective of Ashland's long-term values.

Phasing Summary

Phasing strategies have been developed for both potential Ashland Civic Campus sites, Briscoe Elementary and the Service Center at 90 North Mountain. Each phased plan outlines the order in which buildings would be divested, renovated, or constructed, as well as how staff would be relocated over time to minimize disruption.

The phasing approach strategically incorporates existing facilities as **swing space** to accommodate staff during transitions. The goal is to ensure continuous operations while advancing toward the final campus configuration. Diagrams and descriptions included on the master plan options provide further detail on proposed phasing for each scenario.

Right
Ashland City Hall



Facilities Condition Assessment (FCA)



From Left to Right
Senior Center
Community Center

As part of this Facilities Master Plan, ORW and its project partner, McKinstry, conducted a comprehensive Facility Condition Assessment (FCA) to evaluate the physical condition, code compliance, accessibility, and remaining useful life of systems and components across City-owned facilities. The purpose of this assessment is to support informed capital planning, prioritize maintenance investments, and help the City of Ashland proactively manage its facility portfolio over time.

In total, the FCA identified **\$4.27 million in repairs and maintenance needs expected within the next 1 to 5 years**, based on 2024 dollars. Each asset was evaluated using a standardized scoring system ranging from 1 (like new) to 5 (critical replacement needed). Assets rated at 4 or 5 indicate a high or severe risk to occupant comfort, health, safety, or operational continuity and should be prioritized for near-term attention.

Across many facilities, the most common issues include:

- Aging or non-functioning HVAC systems, water heaters, and plumbing infrastructure;
- The absence or outdated condition of fire alarm and fire suppression systems, which poses life-safety risks;
- Inconsistent ADA compliance, particularly regarding access routes, signage, door hardware, and parking;
- Widespread need for LED lighting upgrades, improved envelope integrity (windows, doors, roofing), and interior

finish repairs;

- Deferred maintenance on critical exterior systems, including joint sealants, gutters, and deteriorated structural elements.

The average remaining useful life across assessed building systems is estimated at 6.3 years, underscoring the urgency of transitioning from reactive to planned, preventative maintenance.

While reaching the end of expected life does not always signal immediate failure, the risk increases significantly over time, especially without capital reinvestment. Planned replacements are typically more cost-effective than unanticipated emergency repairs.

Code and ADA Compliance Observations

The FCA identified widespread noncompliance with modern accessibility and life-safety standards. Under the **Americans with Disabilities Act (ADA)** and the 2010 Standards for Accessible Design, all facilities, regardless of age, must provide accessible routes and public accommodations. The FCA reviewed path of travel from parking areas to entries, signage, restrooms, interior access, ramps, and circulation. Many buildings require ADA enhancements to address non-compliant hardware, missing or unclear signage, restroom access, and

Opposite
Critical components
of FCA by facility

Figure 05 Facilities Condition Assessment (FCA) Observations

exterior entry conditions. A breakdown of ADA issues by facility is available in the appendix.

In addition, the assessment recommends:

- Conducting infrared (IR) scans and an arc flash analysis in select facilities to assess electrical safety;
- Implementing a citywide access control system to improve staff safety and facility security;

- Standardizing door hardware across facilities, with ADA-compliant lever handles;
- Reviewing and updating signage to ensure consistency and accessibility across all buildings.

Capital Planning Recommendations

As the City moves forward with this Master Plan, FCA findings should be used to inform both short-term repairs

and long-term capital reinvestment. The City’s continued use of a robust asset management system, Cartegraph, can help track the status, cost, and scheduling of improvements. Projects should be bundled when possible to minimize disruption and reduce mobilization costs.

Given the scale of deferred maintenance and the aging condition of several buildings, strategic investments should be aligned with the City’s Guiding

Principles, particularly long-term cost efficiency, public safety, and operational effectiveness. In buildings that are no longer well suited for their intended use or are planned for divestment, large-scale repairs should be carefully evaluated to avoid spending on facilities that do not support the City’s future vision.

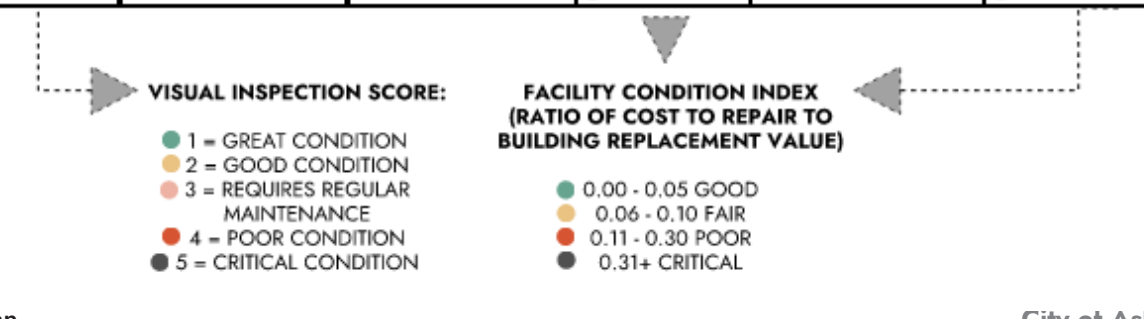
Detailed, facility-specific recommendations—including building system ratings, ADA observations, and

prioritized repair needs, can be found in the Facility Condition Assessment prepared by McKinstry, located in the Appendix of this report. These assessments provide a comprehensive view of current facility conditions and serve as a foundational tool for prioritizing capital investments and maintenance strategies in alignment with the City’s long-term planning goals.

Facility Name	Address Life Safety Concerns	ADA Improvements	Roof Replacement	Envelope Repair	Replace Windows	HVAC Upgrades	Electrical Upgrades	Transition to LEDs	Plumbing Upgrades	Parking lot Improvements	Interior Finish Upgrades
Airport FBO Terminal Building	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Black Swan Theater		✓	✓		✓	✓	✓	✓	✓		
Calle Guanajuato Restrooms	✓	✓		✓			✓	✓	✓		✓
Chamber of Commerce	✓		✓			✓		✓	✓	✓	
Briscoe Elementary		✓	✓	✓	✓	✓	✓	✓			
Fire Station #1	✓	✓	✓	✓		✓		✓	✓	✓	
Fire Station #2		✓		✓		✓			✓		
Council Chambers/Court		✓	✓		✓			✓		✓	
Police Department	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Shakespeare Admin Building		✓		✓	✓	✓	✓	✓	✓		✓
Community Development	✓	✓		✓		✓	✓	✓	✓		✓
Service Center “ Water Dist.	✓	✓		✓		✓	✓	✓	✓	✓	
Street Ops, Fleet, Facilities	✓	✓			✓	✓		✓	✓	✓	
City Hall	✓		✓	✓	✓	✓	✓	✓	✓	✓	
Parks Storage	✓	✓		✓			✓			✓	
Pioneer Hall		✓	✓			✓		✓			
Community Center	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Parks Public Restrooms	✓	✓	✓			✓		✓	✓		
Oak Knoll Golf Facilities		✓		✓		✓	✓	✓	✓	✓	
Daniel Meyer Pool	✓	✓				✓		✓	✓		
Lithia Park Shop & Storage	✓	✓	✓	✓		✓		✓	✓		
North Mountain Park Buildings		✓	✓	✓	✓	✓		✓	✓	✓	
Nature Center Office		✓	✓			✓		✓	✓	✓	
The Cabin		✓	✓		✓	✓	✓	✓	✓	✓	
Senior Center	✓	✓	✓			✓		✓	✓		
The Grove		✓		✓		✓		✓	✓	✓	

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Figure 06 Facilities Condition Assessment (FCA) Remaining Life & Condition Index Rating

Facility Name	Department Association	Facility Type / Use	Size (SF)	Critical Fire, Life, Safety Concerns	Average Asset Observed Remaining Life	Asset Condition Rating (1-5)	Current Building Replacement Cost	Capital Replacement Costs (5 Year)	FCI Rating (5 Year)	Capital Replacement Costs (10 Year)	FCI Rating (10 Year)
Shakespeare Admin Building	Arts	Office, Assembly	5,980	☐	8.3	● 3.4	\$3,887,000	\$301,180	● 0.08	\$1,050,555	● 0.27
Black Swan /Chamber of Commerce	Arts	Office, Assembly	8,725	☐	3.1	● 3.8	\$5,671,250	\$807,630	● 0.14	\$1,023,777	● 0.18
Airport Terminal Building	DPW	Other	6,700	☒	10.1	● 3.4	\$4,020,000	\$164,270	● 0.04	\$266,925	● 0.07
Street Operations, Fleet, Facilities	DPW	Shop, Storage	6,380	☒	6.0	● 3.4	\$3,509,000	\$150,980	● 0.04	\$373,061	● 0.11
Service Center, Water Distribution	DPW	Office, Storage	20,426	☒	4.8	● 3.7	\$12,255,600	\$1,579,462	● 0.13	\$2,371,539	● 0.19
Pioneer Hall*	DPW, P&R	Assembly	2,860	☒	6.7	● 3.4	\$1,716,000	\$47,980	● 0.03	\$179,676	● 0.10
Community Center*	DPW, P&R	Assembly	4,289	☒	2.0	● 4.0	\$2,573,400	\$282,166	● 0.11	\$399,664	● 0.16
The Grove	DPW, P&R	Office, Assembly, Rec.	9,745	☒	12.5	● 3.3	\$5,359,750	\$169,810	● 0.03	\$419,659	● 0.08
Parks Storage	DPW, P&R	Shop, Storage	1,270	☒	6.0	● 4.0	\$508,000	\$44,860	● 0.09	\$96,892	● 0.19
Fire Station #2	Fire Station	First Responders	7,120	☐	19.0	● 2.6	\$4,272,000	\$167,831	● 0.04	\$353,817	● 0.08
Fire Station #1	Fire Station	First Responders	12,964	☒	10.4	● 3.5	\$7,778,400	\$496,321	● 0.06	\$621,951	● 0.08
Oak Knoll Golf Course Buildings	P&R	Rec., Stor., Shop, Offices	13,028	☒	15.0	● 3.4	\$5,758,250	\$633,216	● 0.11	\$790,824	● 0.14
Daniel Meyer Pool Locker Rooms	P&R	Other	5,506	☒	12.8	● 3.5	\$3,028,300	\$50,860	● 0.02	\$64,018	● 0.02
Lithia Park Shop & Stor.	P&R	Shop, Storage	6,643	☒	11.0	● 3.5	\$2,681,650	\$181,090	● 0.07	\$304,284	● 0.11
The Cabin	P&R	Office	1,568	☐	6.8	● 3.6	\$1,254,400	\$78,785	● 0.06	\$121,617	● 0.10
North Mtn Park Buildings	P&R	Recreation, Shop, Stor.	12,474	☒	7.0	● 3.6	\$6,327,300	\$494,103	● 0.08	\$948,993	● 0.15
Senior Center	P&R	Office, Assembly, Rec.	4,396	☒	7.1	● 3.6	\$1,033,100	\$143,342	● 0.14	\$391,246	● 0.38
N Mountain Park Nature Center	P&R	Office	2,384	☐	6.7	● 3.7	\$1,311,200	\$151,996	● 0.12	\$186,336	● 0.14
Police Department	Police Station	First Responders	9,770	☒	11.8	● 3.3	\$5,862,000	\$408,492	● 0.07	\$833,564	● 0.14
Calle Guanajuato RR	Public Services	Restroom	1,342	☒	8.1	● 3.4	\$805,200	\$38,440	● 0.05	\$96,509	● 0.12
Council Chambers/ Courts	Public Services	Admin., Office, Assembly	5,568	☐	6.3	● 3.4	\$3,340,800	\$388,560	● 0.12	\$612,299	● 0.18
City Hall	Public Services	Administration, Office	4,451	☒	5.2	● 3.7	\$2,670,600	\$380,891	● 0.14	\$409,172	● 0.15
Briscoe Elementary	Public Services	Education, Office	32,289	☒	3.7	● 3.8	\$19,373,400	\$2,879,060	● 0.15	\$3,166,080	● 0.16
Community Development	Public Services (mixed)	Office, Storage	20,748	☒	11.8	● 3.5	\$12,448,800	\$469,907	● 0.04	\$778,048	● 0.06
Dusk-to-Dawn Lawn	Public Services	Residential (Camping Site)	-	☐	Not included in FAC scope						
B Street Operations, Fleet, Facilities	DPW	Shop, Storage	3,465	☐							
2200 Ashland Severe Weather Shelter*	Public Services	Residential	4,000	☒							

* These facilities are currently under renovation or design.*

Remaining life < 6 years

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Planning In Context: Reference Documents & Adopted Plans

This Facilities Master Plan builds on a strong foundation of adopted plans, policy documents, and regulatory guidance that shape Ashland's values and direction as a community. These studies provided essential context for understanding how City-owned facilities fit into broader objectives related to sustainability, land use, equity, accessibility, and resiliency. The recommendations in this plan are intended to align with and support these long-range planning efforts.

Adopted Plans Overview

Several adopted City plans helped guide key assumptions about land use, mobility, and the siting of civic facilities:

- The Transportation Plan establishes street standards and classifications that prioritize shared streets with infrastructure for walking, biking, and transit. These goals are further supported by Ashland's average Walk Score of 55 ("somewhat walkable").
- The City's Comprehensive Plan requires new development to improve connectivity between neighborhoods, commercial areas, and services. Civic facilities should serve as anchors that enhance connectivity, walkability, and ease of access.
- The City's land use code designates "Pedestrian Places," which promote mixed-use development patterns where daily needs can be met by foot, bike, or transit. Civic buildings, particularly those serving the public, should be compatible with these planning goals.
- The City of Ashland has completed its Climate Friendly Area (CFA) designation process. These overlay zones are intended to concentrate future growth in areas with existing infrastructure, higher density allowances, no parking minimums, and access to transit.

This Facilities Master Plan reflects these policy goals by emphasizing facility siting that improves accessibility, supports active transportation, and reduces the environmental impact of municipal operations.

Climate and Energy Action Plan (Adopted 2017)

Ashland's Climate and Energy Action Plan (CEAP) was adopted in 2017 to reduce emissions, build resilience, and prepare for the increasing effects of climate change. The plan sets ambitious goals for municipal operations, including carbon neutrality by 2030 and full elimination of fossil fuel use by 2050. These objectives were critical to shaping the guiding principles of this Facilities Master Plan and have directly influenced recommendations for site selection, building systems, and operational strategies.

Relevant strategies and actions from CEAP that informed this plan include:

- ULT-4: Evaluate expanded local transit options, including additional park-and-ride lots to support transit use and reduce downtown congestion.
- ULT-5: Improve City fleet and commuting efficiency (carpool/EV infrastructure, fleet audits, carbon offset policies).
- PHSW-4-2: Identify and mitigate risk to essential City services located in flood zones.
- CM-5-1: Adopt environmentally preferable purchasing guidelines for equipment and building systems.
- NS-3-1: Evaluate rainwater collection and graywater reuse for new and existing City facilities.
- BE-1-4: Increase on-site solar energy generation at City buildings.
- BE-3-1: Use findings from energy audits to inform facility maintenance and capital planning.
- BE-5: Prepare municipal buildings for climate impacts through passive design, cooling strategies, and elimination of fossil fuel reliance.
- CC-2 and CC-3: Train staff and embed CEAP goals into City policies, budgets, and long-range plans.

CEAP continues to serve as a critical lens for facility decisions, including

Planning In Context: Reference Documents & Adopted Plans

prioritization of energy-efficient upgrades, investments in fleet electrification, and the integration of passive design strategies. Projects proposed in this plan should be scored against CEAP alignment, helping ensure long-term implementation success.

2024 Buildable Lands Inventory

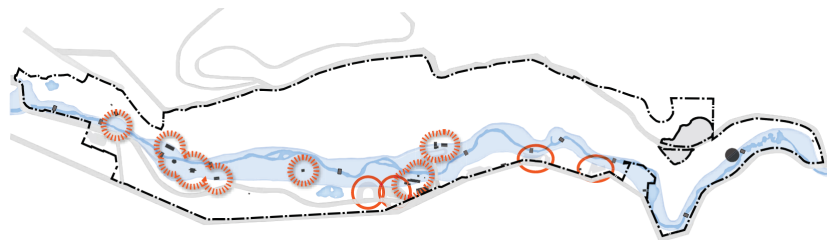
The 2024 Buildable Lands Inventory (BLI) assesses Ashland's capacity to accommodate future residential and employment growth within its urban growth boundary. The methodology, which follows state planning guidance, excludes publicly owned lands dedicated to civic uses, such as public works yards, parks, and City buildings, unless formally designated as surplus by City Council.

Recent changes to Oregon land use law are reshaping assumptions about development capacity citywide. Reforms now allow duplexes, ADUs, and middle housing on all single-family lots, eliminate off-street parking requirements, and permit residential use on commercial lands. These laws have not yet been fully integrated into BLI methodologies but will be considered in future planning efforts.

The Facilities Master Plan recognizes that redevelopment of underperforming public buildings offers a unique opportunity to contribute to Ashland's housing and economic development goals. City-owned land that is no longer needed for civic purposes can be repositioned as mixed-use or housing sites through Council action. Several divestment opportunities proposed in this plan, including sites in the downtown core, would support higher density redevelopment while reinvesting in more efficient, modern civic infrastructure elsewhere.

Ashland's Future: Our Community Wildfire Protection Plan (CWPP)

The City of Ashland adopted Ashland's Future: Our Community Wildfire Protection Plan in the summer of 2025 to address the increasing risk of wildfire in the Rogue Valley. This plan acknowledges the serious threats that climate change, drought, and



EXISTING FEATURES IN FLOODPLAIN
 BUILDING/STRUCTURE PARKING LOT

development in the wildland/urban interface pose to community safety and resilience. It establishes a framework for proactive fire risk reduction, emergency preparedness, and recovery strategies tailored to Ashland's unique geography and development patterns.

The plan emphasizes actions to harden public facilities, create defensible space, and expand community-wide education and preparedness programs. It identifies priorities for vegetation management, safe evacuation routes, and coordination with regional fire and emergency response agencies. For civic infrastructure specifically, the plan underscores the importance of designing new facilities, and retrofitting existing ones, to ensure continuity of operations during and after wildfire events. This includes maintaining backup power, safe refuge areas, and redundant communications systems.

Together, the 2024 Buildable Lands Inventory and the Community Wildfire Protection Plan highlight the need to balance responsible density and infill with community safety. While the BLI demonstrates opportunities for housing and mixed-use growth within Ashland's urban footprint, the Wildfire Protection Plan emphasizes the risks of expanding into vulnerable areas. The Facilities Master Plan integrates both perspectives by recommending civic investments that reinforce compact, walkable, and climate-friendly development patterns, while also incorporating wildfire resilience into the siting, design, and construction of municipal facilities. This approach ensures

Above

From the Lithia Park Master Plan

Floodplain Conflicts

Continued below.

Department Leadership Interviews

that Ashland can accommodate future growth responsibly, while protecting public safety and preserving the city's long-term resilience.

Lithia Park Master Plan

Lithia Park is Ashland's flagship park and is listed on the National Register of Historic Places. The Lithia Park Master Plan, adopted in recent years, provides a vision for the long-term care and stewardship of this iconic space. Much of the park's infrastructure is decades old and in need of thoughtful renovation or removal. Key recommendations from the plan that informed this Facilities Master Plan include:

- Removal of nonessential structures located in flood-prone areas (Recommendation No. 35).
- Restriction on any new construction within the 500-year floodplain boundary (Recommendation No. 29).
- Consideration of property disposition for the parcel at Granite and Nutley Streets (Recommendation No. 32).
- Reinvestment in the Community Center and Pioneer Hall, both of which are currently under renovation and expected to reopen in late 2025 (Recommendations Nos. 6 and 7).
- Reuse of the Parks Office within "The Cabin" into a public Community House as a public-facing visitor and event space, with Parks administration relocated to the proposed Ashland Civic Campus or a new Parks headquarters facility (Recommendation No. 27).
- Relocation and consolidation of park maintenance functions outside of Lithia Park, with selective retention of one maintenance structure and reduction of impervious surfaces in favor of riparian restoration (Recommendation No. 28).

In response to these findings, this Facilities Master Plan proposes divestment of flood-prone buildings, consolidation of Parks operations in a new administrative center, and reactivation of the Community House for broader public use.

In-person interviews were conducted with departmental leadership and key staff during December 2024 and January 2025. These structured conversations followed a consistent set of twelve questions, organized into three focus areas: **Vision, Culture, and Facility Experience**. This format allowed for a clear comparison of priorities and challenges across departments while providing insight into department-specific needs.

Vision

List three goals or aspirations for this study.

Across departments, there is a strong desire to modernize and right-size facilities to better support operations and staff wellbeing. Many departments cited inadequate or aging infrastructure and undersized workspaces that hinder productivity and service delivery. Public Works and Electric highlighted the need for expanded and consolidated storage and fleet maintenance space. The Parks Department emphasized centralizing operations and aligning improvements with long-term sustainability goals. Emergency Management and Finance also stressed the importance of using this plan to define and prioritize investments that ensure operational resilience and future-readiness. The Police and Fire Departments expressed the need for purpose-built facilities, including dedicated emergency operations and training spaces.

In your view, the main objective of this process is to...

Staff generally see this process as an opportunity to set a clear, long-term road-map for City facilities that improves functionality, supports service delivery, and informs Council decision-making. The City Manager and Finance Director emphasized using the plan to identify what's working and not and present actionable recommendations to Council. The plan is also seen as a way to correct inefficiencies caused by decades of ad hoc expansions and mismatched facility uses.

Department Leadership Interviews

Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive, and (5) efficient place to work. Do you agree or disagree with these values? Is anything missing?

Staff broadly agreed with the listed values but offered nuanced suggestions to strengthen them. Several departments emphasized the need to include a financial metric, noting that efficiency must also consider long-term maintenance costs and return on investment. Public Works and Electric stressed that resilience must include energy redundancy and backup capacity. Multiple departments, including Police and IT, flagged ongoing challenges with overcrowded layouts, poor acoustic privacy, and lack of daylight as detracting from productivity and health. Safety was widely endorsed, though several participants noted current gaps in facility security that must be addressed.

Culture

What are the three biggest changes that have occurred in this department over time? How have your space needs changed after the global pandemic?

Departments have experienced significant shifts in staffing, operations, and workplace culture since the pandemic. Some, like Public Works and Parks, returned entirely to in-person work, while others adopted hybrid or mobile approaches. The Finance Department noted improvements in morale and operations after moving into a leased space better suited to current needs. Emergency Management reported a culture shift toward longer-term planning and better team cohesion. Parks emphasized the need for co-locating staff, having found remote work detrimental to team-building and connection to the mission. Many departments also reported an increased demand for digital tools and mobile infrastructure, although copious stores of physical records and decentralized storage remain challenges.

What are the three biggest challenges your

department is currently facing or may face in the future?

Recurring challenges across departments include aging infrastructure, space constraints, storage deficiencies, and deferred maintenance. The Police and Fire Departments cited serious operational limitations due to undersized, outdated facilities and insufficient parking. Public Works and Electric reported cooling issues in server rooms and a lack of secure or climate-protected storage. The Parks Department is managing increased service demands with fewer resources, while Emergency Management emphasized limited engagement capacity and gaps in interdepartmental coordination. Staff within City Hall raised concerns about inadequate facilities hindering efficient service delivery and leading to morale issues.

What is the current number of staff and projected growth in your department? How do we build extra capacity for future staff members?

While staffing levels vary across departments, most anticipate modest growth and emphasized the need to plan for flexibility. IT expects to grow from 15 to 20 staff in the next two years, while Finance anticipates increasing from 17 to 23 employees in the same lease office space. Parks currently supports 36 operations staff but believes the workload justifies 60 or more FTEs. Several departments, including Community Development and Public Works, reported already being out of space for current operations. There was widespread consensus that future facilities should be designed with built-in capacity for growth and temporary staff support.

Facility Experience

How collaborative is your department internally, interdepartmentally, and with the community?

Internal collaboration is generally strong but often limited by physical barriers and inadequate meeting space. Departments such as Police, Fire, and Emergency Management reported regular

Staff Survey Feedback

coordination with other departments but lack the space to meet comfortably or conduct joint training. The Service Center's open-office layout creates acoustic and privacy challenges, while the Parks Department emphasized that remote work, although efficient, has eroded interpersonal connections. Most departments expressed a desire for more flexible, centralized collaboration spaces and improved public-facing areas to support customer service and community access.

Confirm the facilities/buildings your department inhabits.

City departments operate from a broad array of facilities, many of which are aging, undersized, or ill-suited for their current uses. Finance currently operates from a leased space on Ashland Street and has reported high satisfaction with its accessibility and function. Conversely, many staff at the Service Center and Winburn Way reported poor layouts, lack of daylight, and inefficient circulation. Parks facilities are scattered across multiple locations, leading to communication challenges and operational inefficiencies.

Are programs spread across multiple locations? What is working well and what is just not working?

Fragmentation across sites is a common issue that negatively impacts operations and staff communication. Parks described challenges coordinating between The Grove, the Nature Center, and The Cabin. Several departments, including Emergency Management and Police, emphasized that this dispersion makes it harder to build team cohesion or respond efficiently in emergencies. The Service Center's layout, especially the narrow, windowless hallway as the main circulation route, was repeatedly cited as a major functional problem.

What are the three most needed facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?

The most frequently requested facility

improvements include a dedicated Emergency Operations Center, expanded public meeting and training spaces, improved storage, and modern office layouts. Police and Fire advocated for a shared training facility, while Emergency Management stressed the need for a resilience hub that can serve both public and staff during emergencies. Parks identified needs for improved senior and community center facilities, while City Hall users noted a lack of adequate conference and public meeting spaces. Public meeting capacity was identified as a growing need across nearly all departments.

Discuss facility security: Does the current setup enhance or hinder staff safety?

Security concerns were raised across all departments. Many buildings lack secure public entrances, controlled access systems, and adequate lighting. The Police Department reported chronic safety issues due to encampments near its entrance. Several departments cited broken card readers, manually locked buildings, or public/staff crossover points that create tension. Parks noted that The Grove's adjacency to the Dusk-to-Dawn lawn and police facilities, as well as having two main entrances, has introduced vulnerability. Across the board, there is support for standardizing security protocols and upgrading systems to ensure staff safety and protect equipment.

If new buildings or renovations occur, what should the ideal look, feel, and function be?

Future facilities should prioritize flexibility, daylight access, acoustic comfort, and long-term durability. Many departments emphasized the need for efficient layouts with defined work zones, centralized meeting rooms, and natural light to support staff wellness. There is a desire for civic buildings to reflect Ashland's character, avoiding generic government architecture in favor of spaces that feel rooted in the community. Emergency Management and Parks advocated for multi-use

Staff Survey Feedback

spaces that can shift between operational and public-facing roles. Departments also called for consolidated storage, protected vehicle bays, and better support amenities, such as break rooms and locker room facilities.

Staff Survey Feedback

In addition to the in-person leadership interviews, an online survey was distributed to City of Ashland staff to broaden participation and gather insights from employees at all levels of the organization. Responses were collected across multiple departments and work environments. The following summary synthesizes the key themes and critical feedback that emerged from this engagement.

Workplace Preferences & Priorities

City staff emphasized the importance of functional, comfortable, and well-equipped workspaces. The most commonly valued elements included safety and security, access to natural light and outdoor views, acoustical privacy, and comfortable break areas. Staff in leased facilities, such as those from Finance and Technology, appreciated the improved functionality and parking access compared to previous locations. Others, particularly in older facilities like the Service Center and Parks offices, noted challenges related to storage shortages, crowded conditions, and inadequate acoustics and climate control. Many respondents mentioned the need for collaborative workspaces while also valuing quiet, individual space for focused work.

Goals & Objectives for the Study

Staff view this study as a chance to right-size and modernize the City's facilities to support both current operations and long-term growth. Common aspirations include increasing efficiency, improving interdepartmental coordination, and aligning facility investments with future staffing and service needs. Several respondents stressed the need to ensure equity in workspace allocation and to address overcrowding and deferred maintenance. There is also a strong desire

to match space and infrastructure with each department's mission and to create facilities that enable a more seamless experience for both staff and the public.

Facility Gaps & Needs

Staff identified a consistent set of gaps in workplace functionality. The most frequently mentioned needs include additional parking, expanded storage (particularly for vehicles and equipment), improved restrooms, especially women's facilities, and enhanced meeting and collaboration spaces. Field-based departments such as Parks & Recreation and Public Works noted the strain on outdoor storage and workspace due to dispersed operations and underbuilt yards. Technology staff flagged the need for secure, climate-controlled environments for equipment. A few respondents expressed frustration with office furniture, malfunctioning doors, or poor acoustics, especially in older facilities or retrofitted spaces. Staff generally support the development of a consolidated campus, with several naming it as a high-impact improvement for the City's efficiency.

Safety & Security Concerns

While most respondents reported feeling safe at work, many also pointed out vulnerabilities in the existing facilities. Concerns included buildings with too many uncontrolled access points, lack of fire alarms, and insufficient separation between public and staff areas. Some noted the absence of modern access control systems, such as badge readers or monitored entries. A respondent from the Service Center specifically flagged the abundance of external doors as a concern. In a few locations, inadequate lighting and outdated infrastructure raised questions about structural integrity. These comments underscore the need for facility improvements that enhance not only physical safety but also a sense of security and control over work environments.

Vision for Future Buildings

When imagining future facilities, staff leaned toward practical, efficient, and



Right
Nature Center &
Gardens

welcoming spaces. Many emphasized a preference for “function over form,” prioritizing well-ventilated work areas, access to natural materials and views, efficient circulation, and climate-resilient systems. One respondent referenced Lake Oswego’s civic buildings as a desirable model, highlighting the integration of natural materials and thoughtful siting. Others stressed the need for flexible meeting spaces and better amenities for employees, particularly improved break rooms and informal collaboration areas. Above all, the ideal workspace was described as one that supports both staff wellbeing and effective public service, with clear delineation between public and private zones.

Desire for Consolidation and Cohesion

Staff expressed a desire to consolidate operations currently spread across multiple locations. Fragmentation was frequently cited as a barrier to efficiency, communication, and morale. Respondents noted that co-location would improve team dynamics, reduce redundancies

in equipment and materials, and support better customer service. Parks, Public Works, and IT staff especially emphasized the operational and logistical benefits of shared facilities.

Frustration with Deferred Maintenance

Several comments pointed out frustration over long-standing facility issues that have not been addressed, such as broken doors, outdated systems, and recurring HVAC problems. This sentiment underscores the need for a proactive, long-term capital investment strategy.

Support for Data-Driven Decision Making

Respondents supported the intent of the facilities plan to help City Council make informed, long-term decisions. There was a clear call for recommendations grounded in operational data, cost-benefit analysis, and direct input from staff. This supports the idea that transparency and logic in facility planning will build greater buy-in from internal stakeholders.

Standard Workspaces

A key priority of this Facilities Master Plan is to improve workplace consistency and functionality across all City departments.

Standardizing workspaces ensures that staff have equitable access to well-designed, productive environments that support diverse work styles.

A consistent set of design principles and space types enables the City to respond more effectively to departmental needs, reduce capital costs, and plan for future growth in a scalable and standardized way.

Design Principles

Workplace design should support three primary modes of work: **focus, collaboration, and socialization**. A successful environment includes a range of space types that support individual and team-based work while enhancing flexibility, comfort, and well-being.

- Prioritize daylight and views at workstations where staff spend the majority of their time.
- Locate support spaces (such as storage, print rooms, and conference rooms) along interior walls to preserve perimeter access for more frequently occupied areas.
- Interior glazing on private offices and conference rooms can provide daylight penetration and visual transparency while maintaining privacy when required.
- Maintain low partition heights at open workstations to foster a sense of connection and maximize light and view access.
- Provide a variety of alternative workspaces, including phone booths, huddle rooms, and lounges, to allow staff to choose the setting that best suits their task or need.
- Breakrooms and lounges should be welcoming, comfortable, and flexible, supporting both informal collaboration

and decompression.

Functional Space Types

To support workplace diversity, a mix of space types should be incorporated into facility planning. Sizes and configurations should respond to the nature of the work and anticipated use.

Collaboration Spaces

Project Rooms (Approx. 350 SF): Mid-sized rooms for 4–8 people to support teamwork on temporary or ongoing projects. Flexible furniture allows for rearrangement based on group needs. Ideal for brainstorming, visual planning, and collaboration with physical materials or digital displays.

Conference Rooms (10–20+ Person Capacity): Formal meeting rooms for larger groups, equipped with screens, video conferencing tools, and presentation surfaces. These spaces are designed for cross-department meetings, staff trainings, and public-facing discussions.

Meeting Rooms (4–10 Person Capacity): Smaller enclosed rooms that offer privacy and technology support for internal staff meetings, client consultations, or department planning. Sizes can be scaled to fit the expected group sizes while maintaining comfort and efficiency.

Huddle Rooms (2–3 Person Capacity): Small, flexible rooms for impromptu conversations, check-ins, or private discussions. Located close to work areas for convenience and usually include seating, a small table, and a whiteboard or monitor.

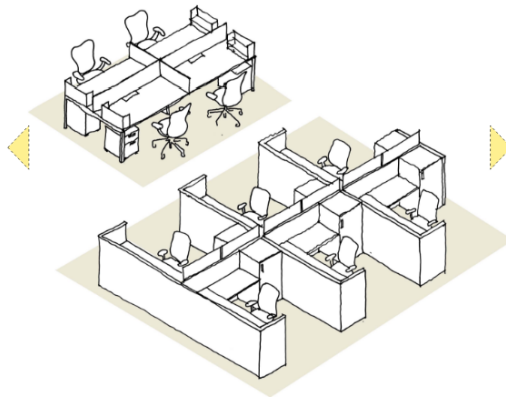
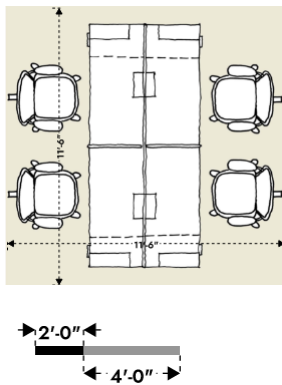
Focused Work Areas

Benching Workstations (Approx. 30 SF): Compact, linear desk setups for short-duration tasks or mobile employees. Best suited to shared environments or flexible seating arrangements.

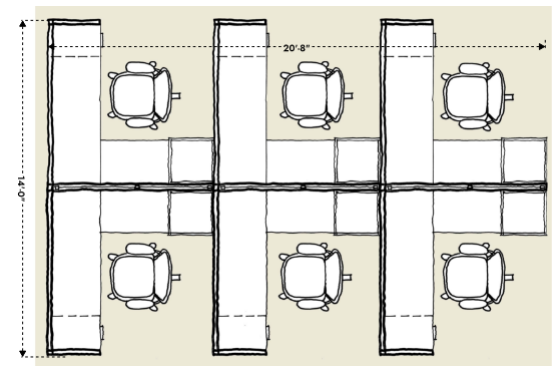
Open Workstation Cubicles (Approx. 50 SF): Semi-private individual desks with low dividers that allow for some visual and acoustic separation while preserving openness and daylight access. Ideal for

Opposite Right
Open Workstations

Standard Workspaces



- 1.1** **Capacity:** 4 staff members
Size: 120-140 SF (30-35 SF/staff)
Use: Hot desking, hoteling, touch-down
Note: Ideal for hybrid staff, field staff, staff with few phone calls/meetings



- 1.2** **Capacity:** 4 staff members
Size: 200 SF (50 SF/staff)
- 1.3** **Capacity:** 6 staff members
Size: 300 SF (50 SF/staff)

Use: Open workstations

Note: Ideal for hybrid staff, field staff, staff with few phone calls/meetings, less privacy, higher collaboration; combine with phone booth and huddle rooms for privacy

staff who require regular, focused work in a shared environment.

Private Offices (80–200 SF): Fully enclosed offices for staff who handle confidential materials, need regular privacy, or conduct frequent one-on-one meetings. Sizes vary based on seniority, function, or team leadership responsibilities.

Phone Booths (Approx. 50 SF): Single-user, soundproof enclosures for focused calls, virtual meetings, or private work. Equipped with power, lighting, and small work-surfaces, they offer an important reprieve in open offices.

Social & Support Spaces

Cafés and Breakrooms: Centralized gathering spots for meals, casual conversations, or cross-team socialization. Equipped with kitchen amenities, varied seating, and natural light. These spaces can also function as informal work areas during off-peak times.

Lounge Areas: Comfortable, informal

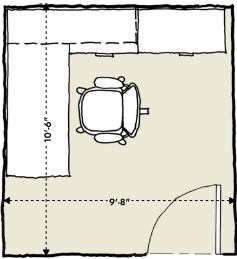
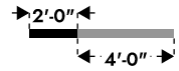
seating zones dispersed throughout buildings or near high-traffic areas. These spaces support spontaneous collaboration or moments of individual relaxation and are often furnished with sofas, soft chairs, and coffee tables.

Print/Copy and Supply Rooms: Dedicated rooms for shared equipment like copiers, printers, and supply storage. Placement should be central to work areas and designed for easy access while minimizing noise and disruption.

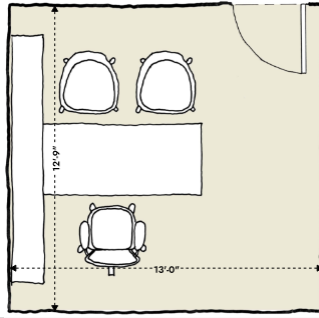
Flexible Open Spaces: Wide circulation zones or niches, lobbies, or shared areas that double as gathering or overflow workspace. Outfitted with light furniture such as stools, café tables, or mobile boards, these areas support event staging and pre-function, collaboration, or casual work.

E PROGRAMMING

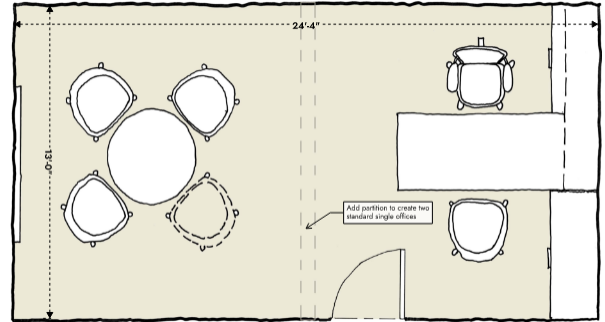
Standard Workspaces



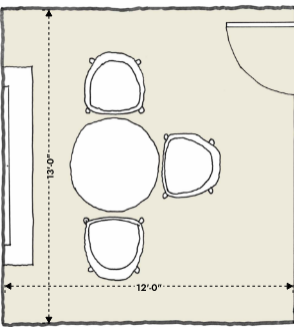
2.1 Capacity: 1 staff member
Size: 90-110 SF



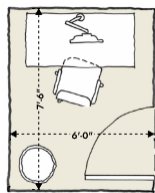
2.2 Capacity: 1 staff member,
1-3 visitors
Size: 100-170 SF



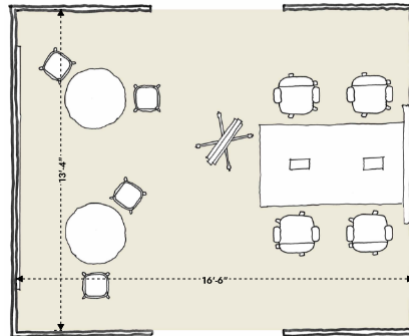
3.1 Capacity: 1 Executive Director, 4-5 visitors
Size: 200-300 SF



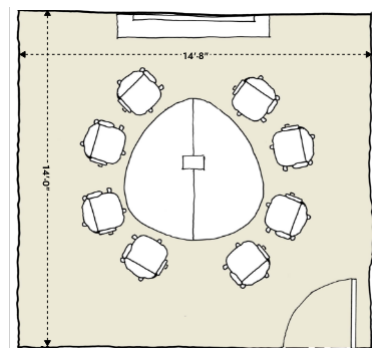
4.2 Capacity: 2-3 staff members
Size: 140-160 SF
Use: Small team meeting room, team remote meetings



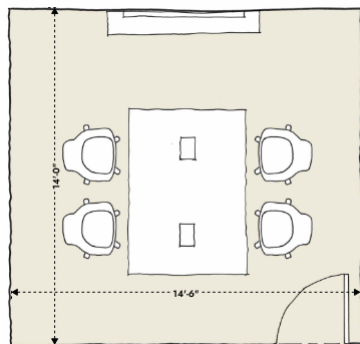
4.1 Capacity: 1-2 staff members
Size: 45-80 SF
Use: Private phone booth, remote meetings, quiet and individual contributor work



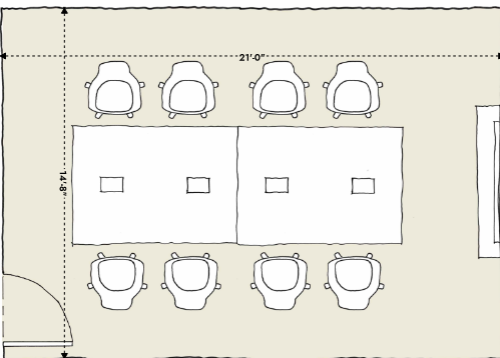
4.4 Capacity: 8-10 staff members
Size: 190-225 SF
Use: Large team huddle room, project room



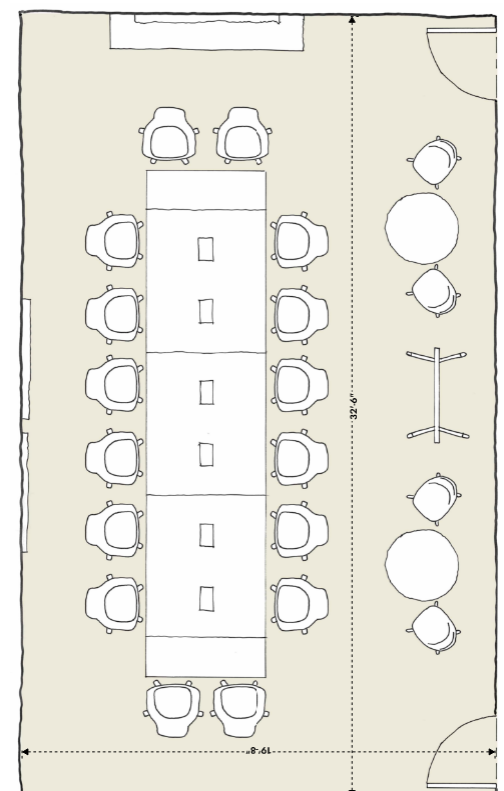
4.3 Capacity: 6-8 staff members
Size: 180-200 SF
Use: Medium team huddle room, project room



5.1 Capacity: 4 staff members
Size: 200 SF
Use: Small conference room



5.2 Capacity: 8 staff members
Size: 315-330 SF
Use: Medium conference room



5.3 Capacity: 20-24 staff members
Size: 600-660 SF
Use: Large conference room

Programming Considerations

Before the implementation of any design or renovation, a detailed programming analysis should be conducted for each facility. This analysis helps align functional needs with available space and provides the foundation for effective capital planning. Key elements of the programming analysis include:

- Functional use and intensity of each space
- Number of employees per department and projections for future staffing
- Physical proximity and adjacency requirements between divisions
- Inventory of needed spaces and accessory/support programs
- Identification of safety and security concerns
- Evaluation of information technology and systems infrastructure
- Alignment with acceptable emergency service response times for public safety facilities
- Assessment of current functionality and opportunities for reconfiguration
- Forecasts for growth and space allocation
- Desired amenities and workspace improvements
- Cost-effective strategies for layout, equipment, and finish updates

Standardizing workplace design across departments will improve operational efficiency, support employee well-being, and provide a clear framework for future renovations and new construction. This strategy allows Ashland to manage its civic real estate portfolio proactively, with an emphasis on flexibility, equity, and long-term value. The city may choose to partner with a standard vendor that can supply furniture systems that support needed programs.

be clearly defined through layout, signage, and visual cues, without sacrificing the overall sense of welcome and openness that civic buildings should provide. Thoughtful transitions between public-facing areas and staff-only zones help ensure both security and inclusivity.

Swing Space and Temporary Office Layouts

As facility improvements and new construction are phased in over time, departments will need access to swing space, temporary office environments that accommodate staff during transitions. These spaces should be flexible, furnished with modular workstations, mobile storage, and movable partitions to replicate the function and comfort of a permanent office. While typically more utilitarian, swing spaces must still provide basic workplace needs such as access to daylight, Wi-Fi, printing, break areas, and private meeting rooms to maintain productivity. Reusable, adaptable furniture solutions help reduce long-term costs and ease relocation logistics, ensuring departments can continue operations with minimal disruption while permanent facilities are upgraded or constructed.

Both The Grove and Community Development are utilized as swing space in the master plan to allow for necessary new construction and the renovation of facilities to remain. Schemes for each of these facilities are included on the following pages.

Opposite Left

Private Offices ■■■

Informal Meeting Rooms ■■

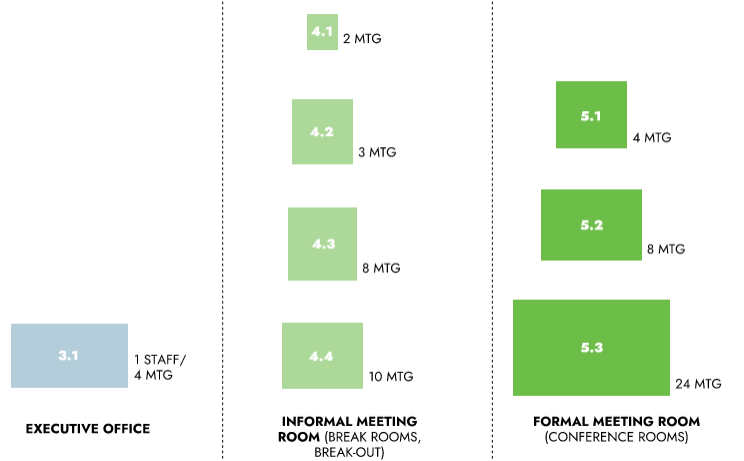
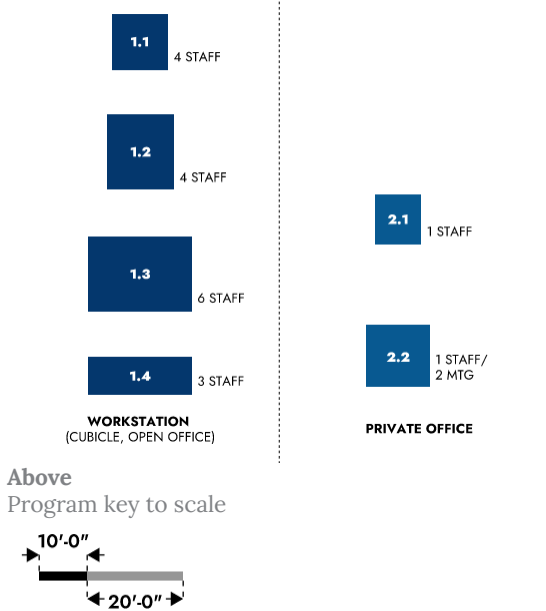
Formal Meeting Rooms ■

Public vs. Private Space Planning

Social and support spaces must be carefully planned to distinguish between areas intended for public use and those reserved for staff. This separation should

E PROGRAMMING

Programming Considerations



Recommendations for Community Development

1. Digitize archive real estate to open up additional area for staff workstations.
2. Conduct a minor alteration to improve the comfort and functionality of the lobby, break room, and generally update finishes.
3. Standardize workstation sizes through selection of furniture systems and demise plan as required to achieve "proposed" layout of space and add capacity.
4. City to provide assigned parking spaces to city staff at the public lot at 130 N Pioneer Street and the Hargadine parking structure (ea at a 6-7 minute walk). Provide assigned ADA loading and assigned visitor parking spaces at 51 Winburn Way.
5. Utilize the Community Center and Pioneer Hall for additional meeting space when necessary.
6. Relocate all city staff located at the current City Hall and divest of that facility.



Programming Considerations

**Existing Conditions | +/- 9,750 SF**

Use: 1 director office, 3 private offices, 8 open workstations, 2 multi-purpose rooms, recording studio

**Phase 1 | +/- 11,020 SF (Addition included)**

Use: 1 director office, 2 meeting rooms, 1 private office, 9 open workstations, 2 phone booths

**Phase 2 & 3 | +/- 11,020 SF (Addition included)**

Use: 1 director office, 3 meeting rooms, 5 private offices, 47 open workstations, 5 phone booths

Recommendations for The Grove

1. The frontage of the Grove along Main St is inaccessible. Remove deemphasize public entry to the Grove from this access point. Reconfigure lobby and convert bike shop to interior office space.
2. Complete an addition to add approximately 10% to the overall size of the Grove.

Phase 1: The Grove > Municipal Court and Council Chambers

- Spaces A and B are for jury selection and deliberation, consecutively.
- Space C is staff touchdown space
- Space D is the court/council chambers with Space F as tech support.
- Space E is court administration and the judge's office.

Phase 2: The Grove > Service Center office space

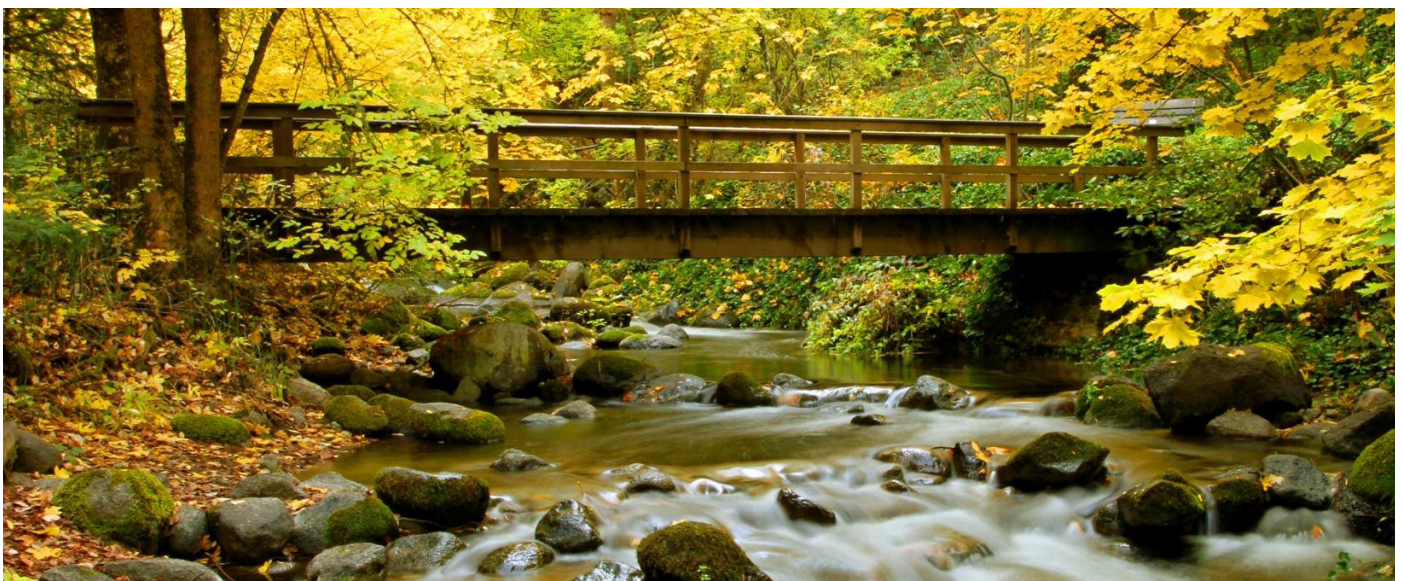
- Standardize workstation sizes through selection of furniture systems and demise plan as required to achieve "proposed" layout of space and add capacity.
- Renovate locker rooms restrooms in the Service Center for continued use.

Phase 3: The Grove > Police Headquarters

- While an addition or re-build occurs on the police headquarters site, move police staff to the Grove during construction.

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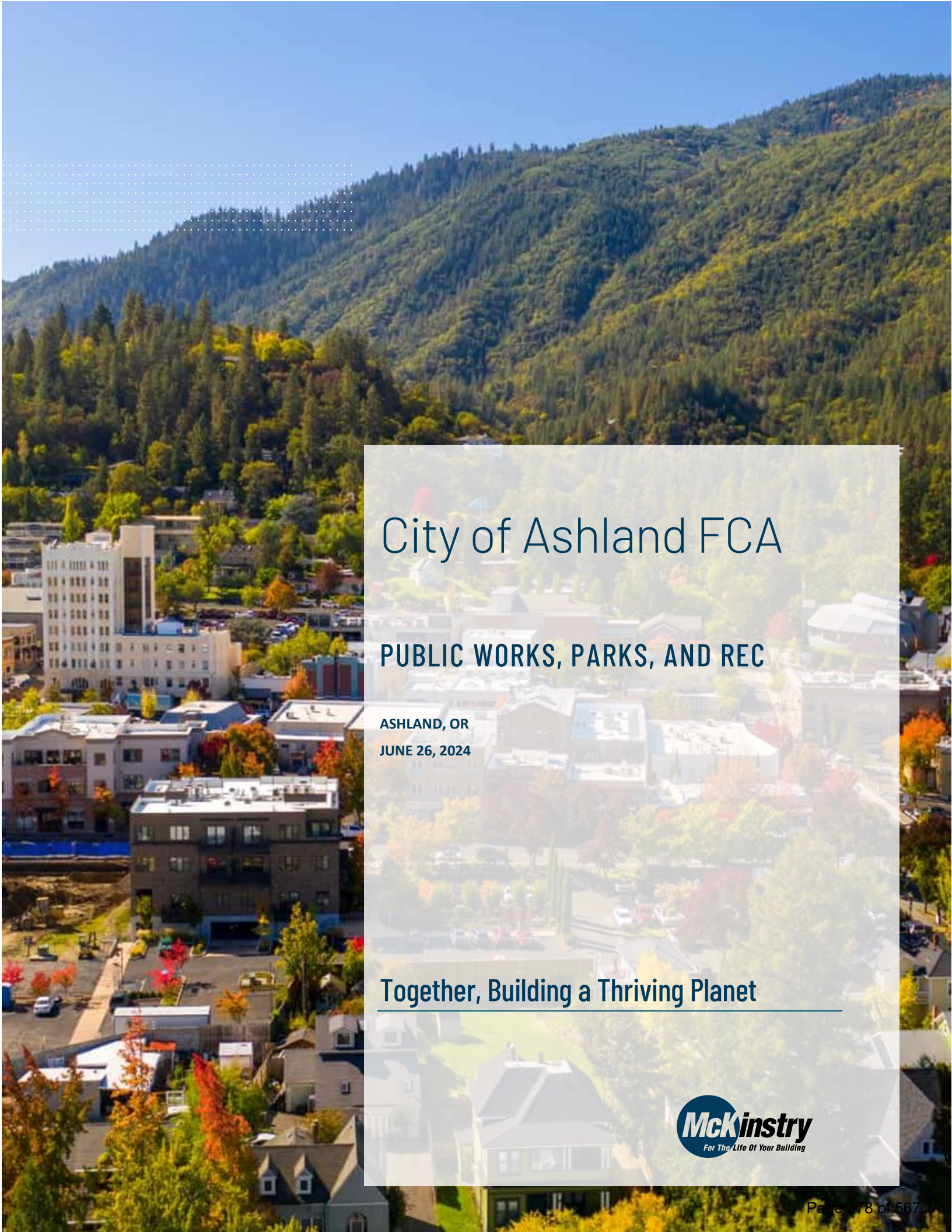
Facility Condition Assessment Executive Report (McKinstry)
Department Interview Notes



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Facility Condition Assessment Executive Report

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City of Ashland FCA

PUBLIC WORKS, PARKS, AND REC

ASHLAND, OR
JUNE 26, 2024

Together, Building a Thriving Planet



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Table of Contents

KEY CONTACT INFORMATION 1

McKinstry Contacts 1

Client Contacts-ORW..... 1

Client Contacts-City of Ashland 1

EXECUTIVE SUMMARY3

Project Goals3

Facility List.....3

Facilities Summary – Public works 4

Facilities Summary – Parks5

Critical Assessment Summary7

SCOPE AND APPROACH14

Scope of Work..... 14

Ratings, Methods, and Scoring..... 14

Asset Condition..... 14

Industry Life Expectancy 15

Observed Remaining Life 15

Cost Estimating 15

Data-Driven Maintenance Approach 15

CONDITION ASSESSMENTS17

City of Ashland Parks Report FCI Rating 76

CAPITAL PLANNING77

APPENDIX A: ADA SURVEY 79

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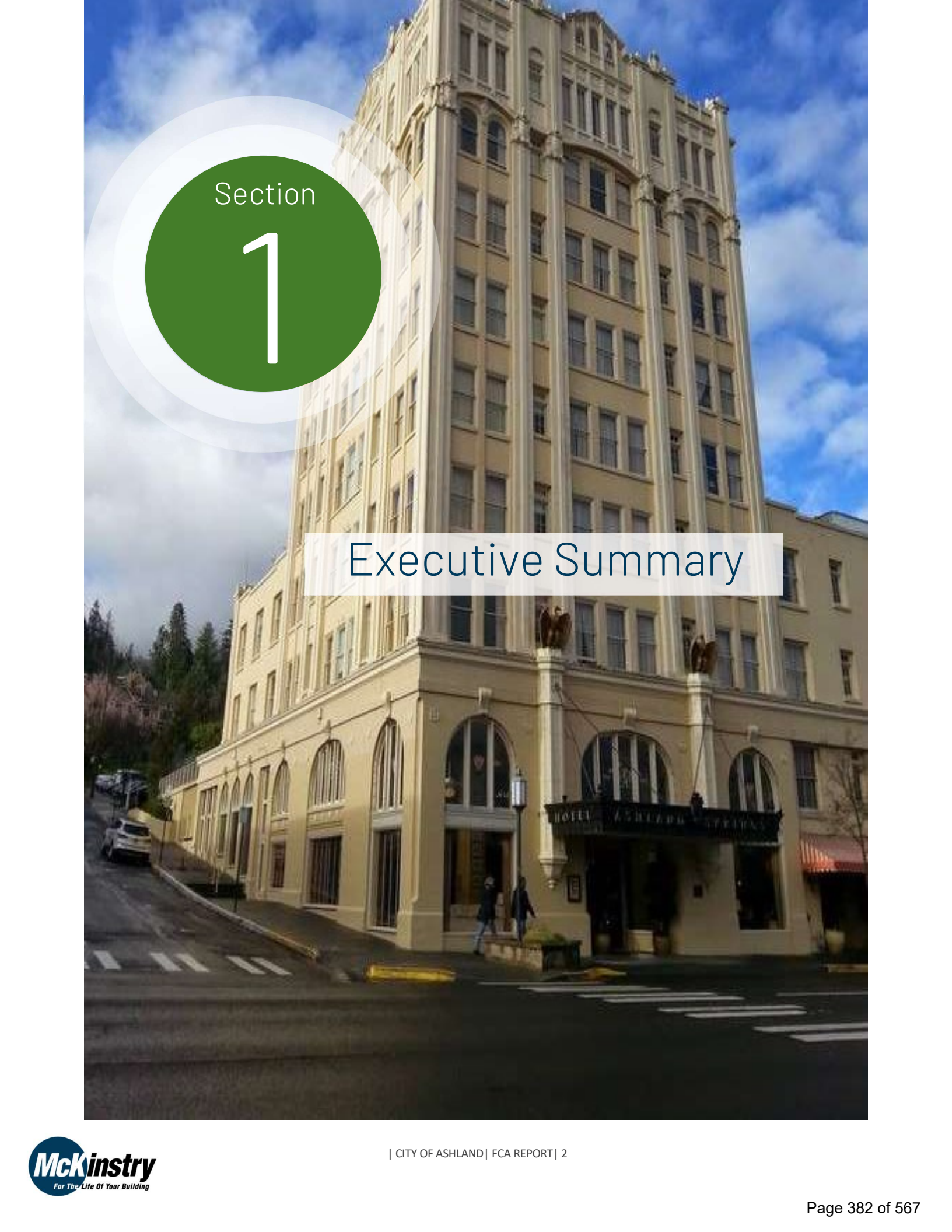
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Section

1

Executive Summary

Executive Summary

Executive Summary

PROJECT GOALS

The contents of this Summary Narrative Report present the results of the Facility Condition Assessment (FCA) performed at the request City of Ashland stakeholders, who intend to utilize the findings of this report to inform both capital and operating budgets, prioritize maintenance efforts, and optimize planning processes as replacements and upgrades of assets and facility systems become necessary in the future.

FACILITY LIST

The scope of the FCA project included assessments on the following buildings.

Table 2-1: Facility List

FACILITY NAME	AREA (SF)	YEAR(S) BUILT
ASHLAND CREEK PARK RR	401	2014
BRISCOE ELEMENTARY	32,289	1950, 1996
CALLE GUANAJUATO RESTROOMS	1,342	1970
CITY HALL	4,451	1889, 1913, 1970, 1990
COMMUNITY CENTER	4,289	1922
COMMUNITY DEVELOPMENT	20,748	1980, 2002
COUNCIL CHAMBERS/ COURTS	5,568	1980
DOG PARK RR	343	1990
FIRE STATION #1	12,964	2003
FIRE STATION #2	7,120	2020
GARDEN WAY PARK RR	280	1994
GARFIELD PARK RR NEAR SPLASH PAD	1,057	1992
GOLF DRIVING RANGE	1,715	1990
GOLF PRO SHOP	3,647	1990
HUNTER PARK RR	2,494	1974
HUNTER PARK-DANIEL MEYER POOL LOCKER ROOMS	5,506	1984
LITHIA PARK COTTON MEMORIAL RR	588	1993
LITHIA PARK ROOT MEMORIAL RR	679	1993
LITHIA PARK SHOPS	402	1990
LITHIA PARK STORAGE	4,052	1990
LITHIA PARK TENNIS COURT RR	598	1990
LITHIA PARKS MATERIALS & EQUIPMENT STORAGE	2,189	1998
N MOUNTAIN PARK BASEBALL BATTING CAGE & STORAGE	3,556	1994
N MOUNTAIN PARK BASEBALL CONCESSION STAND, RR, CLUBHOUSE	2,822	1990
N MOUNTAIN PARK NATURE CENTER BARN	1,010	1990
N MOUNTAIN PARK NATURE CENTER OFFICE	2,384	1990
N MOUNTAIN PARK SHOP, SOFTBALL CONCESSION STAND, RR, CLUBHOUSE	2,418	1994
N MOUNTAIN PARK SOFTBALL MATERIAL AND EQUIPMENT STORAGE	3,678	1994

Executive Summary

PARKS ADMIN OFFICE AKA THE CABIN	1,568	1984
PARKS ADMIN, AKA PARKS ANNEX AND PUBLIC RR	1,422	1995
PIONEER HALL	2,860	1900
POLICE DEPARTMENT	9,770	1980
RAILROAD PARK RR	395	1990
SENIOR CENTER	4,396	1998
SERVICE CENTER, WATER DISTRIBUTION	20,426	1984
SKATE PARK RR	293	1998
STREET/SHOP; STREET OPERATIONS, FLEET, FACILITIES	6,380	1980
SWIM RESERVOIR RR	247	1990
THE GROVE, PARKS & REC, UTILITY BILLING	9,745	1998

FACILITIES SUMMARY – PUBLIC WORKS

Starting with Briscoe Elementary, our assessment has highlighted concerns regarding aging fire alarm systems, HVAC units, plumbing, and electrical infrastructure. Recommendations include enhancements with ADA compliance, improvements to parking accessibility, and attention to building envelope maintenance and replacement.

Fire Station #1 and Fire Station #2, both face challenges with reprogramming/updating fire safety systems, aging HVAC equipment, plumbing issues, and lighting upgrades. Addressing ADA compliance, parking lot resurfacing, and building envelope maintenance are crucial steps to ensure operational readiness and safety.

Council Chambers and the Police Department also require attention to fire safety systems, HVAC equipment, plumbing, and lighting. Improvements in electrical infrastructure and ADA compliance are necessary to enhance functionality and safety.

Furthermore, Community Development, Calle Guanajuato Restrooms, and the Service Center/Water Distribution facility need upgrades to fire safety systems, HVAC equipment, plumbing, electrical systems, lighting, and ADA compliance. In addition to parking lot resurfacing and building envelope maintenance, City Hall Community Center should focus on enhancing fire safety systems, HVAC equipment, plumbing, electrical systems, and lighting.

At Parks Storage, the absence of fire alarm and suppression systems, coupled with improper fire extinguisher storage, poses significant safety risks. Urgent action is required to ensure compliance with fire safety regulations. Mechanical, plumbing, electrical, and lighting systems also need attention to enhance functionality and safety. Similarly, Pioneer Hall and the Community Center lack essential fire safety measures, adequate HVAC systems, and compliant ADA accommodations. Immediate installations and upgrades are necessary to ensure the safety and accessibility of these buildings.

By addressing these concerns comprehensively, Ashland can ensure the safety, functionality, and accessibility of its municipal buildings, ultimately contributing to the well-being and satisfaction of its residents and visitors. For specific details, please refer to individual reports.

Executive Summary

FACILITIES SUMMARY - PARKS

Currently, none of the park restrooms are equipped with fire alarm systems. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations. However, it's noteworthy that the Public Rest Room associated with the Parks Annex does have a dry system in place, enhancing fire safety measures. HVAC systems in all restrooms have surpassed their life expectancy, and water heaters and sump pumps also need replacement. Electrical systems are adequate, transitioning to LED lighting and integrating energy-efficient sensors is advised. ADA accommodations are satisfactory within the restrooms, but pathway assessments for accessibility and faucet upgrades are necessary.

Parking spaces meet ADA requirements, but parking lot resurfacing and door replacements are needed for enhanced accessibility and security. Additionally, aging roofing systems across various buildings require replacement, with the recommendation for metal roofing for longevity. Addressing these issues comprehensively is crucial for ensuring the safety, accessibility, and functionality of Ashland's park facilities.

As for the Golf Pro Shop, the Golf Cart Barn and the Golf Maintenance Shop, a lack of fire alarms was noted in the Maintenance shop, and installation is recommended. The majority of HVAC systems across these buildings are in need of replacement due to exceeding their industry expected life. Plumbing systems require only minimal attention for a water heater replacement, and electrical systems throughout are functional. Replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. There was minimal weathering on the exteriors of each building, regular repair and repainting is recommended. ADA requirements are satisfactory for the entrances, restrooms, and where public parking is available, but the parking lot is approaching the end of its industry expected life and will soon require resurfacing.

The Hunter Park Daniel Meyer Pool Locker Rooms lacked a fire alarm system, the installation of which is recommended to ensure the safety of occupants. Most mechanical, HVAC and plumbing systems are within their industry expected life, with a few exceptions. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. ADA requirements are satisfactory for the entrances, restrooms, and available parking. The building envelope is primarily in fair condition, although several spots for the interior finish in the mechanical basement require attention.

Out of the Lithia Park Shop, Lithia Park Storage and Lithia Park Materials and Equipment Storage, fire alarms are recommended to increase occupant safety within the Lithia Park Materials and Equipment Storage building. The HVAC and plumbing systems across all buildings have exceeded their industry expected life. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. All buildings would require updates to be completely ADA compliant, particularly in the case of restrooms, as well as parking, as there are no ADA compliant spots where parking is available. The building exteriors were in poor condition from weathering, dry rot, and plant growth on and around the buildings, particularly the Lithia Park Storage roof that is damaged and due for replacement.

The North Mountain Park Buildings included the Baseball Concession Stand, Clubhouse and Restroom, the Baseball Batting Cage and Storage, the Softball Concession Stand, Clubhouse and Restroom, and the Softball Material and Equipment Storage. None of these buildings are equipped with fire alarm systems, which are recommended to ensure the safety of occupants. The HVAC and plumbing systems across all buildings have surpassed their useful life expectancy and require replacement. Electrical systems throughout are functional,

Executive Summary

and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. Most buildings were ADA compliant except for the Batting Cage and Storage not having an accessible main or alternative entrance. The parking lots lack appropriate ADA signage at spots and the paint is in poor condition. The roofs of all buildings are recommended for replacement due to age and some dry rot on the corners of roof fascia.

The Nature Center Office and Barn were in fair condition overall, the Nature Center Office possesses a fire alarm system, and the Barn did not have any HVAC, plumbing, electrical or lighting systems. The HVAC and plumbing systems in the Nature Center Office have surpassed their useful life expectancy and require replacement. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. Both buildings would require upgrades to their entrances and accessible routes to be ADA compliant, and appropriate ADA signage in the parking lot is recommended. The parking lot, asphalt shingle roof, and flat roof of the Nature Center Office have reached their industry expected life.

The Parks Administrative Office, also known as the Cabin, has a dry sprinkler system located in an adjacent building, but all its HVAC and electrical systems have reached the end of their industry expected life. Replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. The ADA accommodations of the building are satisfactory, but the parking lot, especially the ADA spots, has severe moss growth in shaded areas and large cracks from tree roots are also present. Most envelope components are in fair condition, but the asphalt shingle roof and windows have exceeded their industry expected life.

The Senior Center does not have a fire alarm system, which is recommended to ensure the safety of occupants. The majority of HVAC and plumbing systems within the building have exceeded their industry expected life, with a couple exceptions. Electrical systems throughout are functional, and replacing all older lighting fixtures with LEDs is recommended to maximize energy savings. While ADA accommodations within the building are satisfactory except for appropriate signage of restrooms, the available ADA parking lacks van accessible spots and access aisles; an additional curb ramp would also increase accessibility to the building. The building envelope is in fair condition, with the wood siding requiring minimal attention and repair, but the roof has reached the end of its useful industry life.

Executive Summary



Figure 2-1: City of Ashland Portfolio

CRITICAL ASSESSMENT SUMMARY

The following issues are recommended to be considered:

1. Roofing systems will need replacement across multiple buildings.
2. Plan for repair/replacement of HVAC systems, particularly at City Hall and Fire Station #1.
3. Replacement or reprogramming of fire alarm systems, Briscoe Elementary, Community Development, Fire Station #1, The Grove.
4. Replacement of Briscoe Elementary Main Power Distribution.
5. The exterior metal doors at the Hunter Park Restroom that were damaged from forced entry will need replacement.
6. The HVAC systems in the majority of Parks Buildings will need replacement.
7. Replacements of parking lots for the Golf Pro Shop, Hunter Park Restroom, North Mountain Park Baseball Concession Stand, Restroom and Clubhouse, and the Nature Center Office.

Executive Summary

Replacement costs associated with the Annual Capital Expenditure table are in constant 2024 dollars and do not include any inflation or discount. Building systems outside of the scope of this assessment are not included; any costs to correct deficiencies in those systems are in addition to the costs presented here.

Table 2-2: 5-Year Annual Capital Expenditure by Equipment Type

Building	Equipment Type	Qty./Size	Total Years 1-5
Ashland Creek Park Restroom	Unit Heater	1	\$3,090
Briscoe Elementary	Roofing	3300 SqFt	\$618,970
Briscoe Elementary	Fuel Fired Boiler	1	\$165,860
Briscoe Elementary	Exterior Doors	19	\$85,270
Briscoe Elementary	Roofing	2400 SqFt	\$45,020
Briscoe Elementary	MDP	1000A	\$24,020
City Hall	Roofing	4451 SqFt	\$57,770
Community Development	Chiller Air Cooled	1	\$137,290
Council Chambers/ Courts	Parking Lot	33000 SqFt	\$251,840
Council Chambers/ Courts	Roofing	5568 SqFt	\$65,150
Dog Park Restroom	Roofing	343 SqFt	\$4,010
Dog Park Restroom	Unit Heater	1	\$3,090
Dog Park Restroom	Exhaust Fan	2	\$3,080
Dog Park Restroom	Water Heater	1	\$830
Fire Station #1	Roofing	8700 SqFt	\$112,920
Fire Station #1	Backup Generator	125 KW	\$77,180
Garden Way Park Restroom	Roofing	280 SqFt	\$3,280
Garden Way Park Restroom	Unit Heater	1	\$2,470
Garfield Park Restroom	Roofing	1057 SqFt	\$12,370
Garfield Park Restroom	Split System Ductless Unit	1	\$6,180
Golf Maintenance and Restroom	Fuel Tank	1	\$24,710
Golf Maintenance and Restroom	Unit Heater	1	\$8,280
Golf Maintenance and Restroom	Exhaust Fan	3	\$4,620
Golf Maintenance Shop	Air Compressor	1	\$13,590

Executive Summary

Golf Maintenance Shop	Water Heater	1	\$11,860
Golf Maintenance Shop	Exhaust Fan	3	\$4,620
Golf Pro Shop and Driving Range	Parking Lot	57000 SqFt	\$435,000
Golf Pro Shop and Driving Range	Roofing	3647 SqFt	\$42,680
Golf Pro Shop and Driving Range	Split System Condensing Unit	2	\$37,640
Golf Pro Shop and Driving Range	Furnace	2	\$11,880
Golf Pro Shop and Driving Range	Exhaust Fan	2	\$3,080
Golf Pump House	Hydronic Pump	3	\$83,090
Golf Pump House	Variable Frequency Drive	3	\$25,170
Golf Pump House	Roofing	500 SqFt	\$5,850
Golf Pump House	Unit Heater	1	\$2,220
Golf Pump House	Exhaust Fan	1	\$1,540
Hunter Park – Daniel Meyer Pool Locker Rooms	Water Heater	1	\$11,860
Hunter Park – Daniel Meyer Pool Locker Rooms	Unit Heater	1	\$2,470
Hunter Park Restroom	Parking Lot	54000	412,100
Hunter Park Restroom	Furnace	1	\$4,7300
Hunter Park Restroom	Panelboard	3	\$11,400
Hunter Park Restroom	Exhaust Fan	3	\$4,620
Hunter Park Restroom	Exterior Metal Door		
Lithia Park Cotton Memorial Restroom	Furnace	1	\$4,730
Lithia Park Material and Equipment Storage	Air Compressor	1	\$13,590
Lithia Park Material and Equipment Storage	Split System Ductless Unit	1	\$6,180
Lithia Park Material and Equipment Storage	Unit Heater	1	\$3,460
Lithia Park Material and Equipment Storage	Water Heater	1	\$2,080
Lithia Park Playground Restroom	Roofing	1161 SqFt	\$13,590
Lithia Park Playground Restroom	Exhaust Fan	2	\$3,080

Executive Summary

Lithia Park Playground Restroom	Unit Heater	1	\$2,220
Lithia Park Root Memorial Restroom	Exhaust Fan	2	\$3,080
Lithia Park Shops	Roofing	402 SqFt	\$4,700
Lithia Park Storage	Roofing	4052 SqFt	\$47,420
Lithia Park Storage	Air Compressor	1	\$13,590
N Mountain Park Baseball Batting Cages and Storage	Roofing	3556 SqFt	\$41,610
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Parking Lot	60,000 SqFt	\$457,890
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Roofing	2822 SqFt	\$33,020
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Unit Heater	3	\$6,660
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Water Heater	1	\$4,160
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Exhaust Fan	2	\$3,080
N Mountain Park Baseball Concession Stand, Restroom and Clubhouse	Expansion Tank	1	\$2,400
N Mountain Park Nature Center Office	Split System Condensing Unit	3	\$34,780
N Mountain Park Nature Center Office	Parking Lot	4500 SqFt	\$34,340
N Mountain Park Nature Center Office	Roofing	2384 SqFt	\$30,600
N Mountain Park Nature Center Office	Split System Ductless Unit	2	\$12,360
N Mountain Park Nature Center Office	Exhaust Fan	2	\$3,080
N Mountain Park Nature Center Office	Water Heater	1	\$830
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Roofing	2418 SqFt	\$28,290
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Unit Heater	3	\$7,410

Executive Summary

N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Water Heater	1	\$4,160
N Mountain Park Shop and Softball Concession Stand, Restroom and Clubhouse	Exhaust Fan	2	\$3,080
N Mountain Park Softball Material and Equipment Storage	Roofing	3678 SqFt	\$43,040
N Mountain Park Softball Material and Equipment Storage	Split System Condensing Unit	1	\$13,980
N Mountain Park Softball Material and Equipment Storage	Air Compressor	1	\$13,590
N Mountain Park Softball Material and Equipment Storage	Split System Ductless Unit	2	\$12,360
N Mountain Park Softball Material and Equipment Storage	Unit Heater	3	\$7,410
N Mountain Park Softball Material and Equipment Storage	Exhaust Fan	3	\$4,620
N Mountain Park Softball Material and Equipment Storage	Water Heater	1	\$2,080
Parks Admin Office AKA the cabin	Roofing	1568 SqFt	\$18,350
Parks Admin Office AKA the cabin	Split System Condensing Unit	1	\$13,980
Parks Admin Office AKA the cabin	Split System Air Handling Unit	1	\$12,680
Parks Admin Office AKA the cabin	Panelboard	1	\$3,690
Parks Admin Office AKA the cabin	Radiant Baseboard Heating	2	\$2,480
Parks Admin, AKA Parks Annex and Public Restroom	Roofing	1422 SqFt	\$16,640
Parks Admin, AKA Parks Annex and Public Restroom	Split System Condensing Unit	1	\$6,180
Parks Admin, AKA Parks Annex and Public Restroom	Water Heater	1	\$830
Police Department	Parking Lot	22780 SqFt	\$173,850
Police Department	Roofing	9770 SqFt	\$114,330
Railroad Park RR	Roofing	395 SqFt	\$4,620

Executive Summary

Railroad Park RR	Unit Heater	1	\$2,220
Senior Center	Split System Condensing Unit	3	\$44,370
Senior Center	Split System Ductless Unit	3	\$15,440
Senior Center	Split System Air Handling Unit	1	\$12,680
Senior Center	Exhaust Fan	4	\$6,160
Skate Park Restroom	Roofing	293 SqFt	\$3,430
Skate Park Restroom	Unit Heater	1	\$2,220
Swim Reservoir Restroom	Unit Heater	2	\$4,440
Upper Duck Pond Pump Station	Unit Heater	1	\$2,220
Upper Duck Pond Pump Station	Exhaust Fan	1	\$1,540
	Total:		\$4,270,170



Section

2

Scope and Approach

Scope and Approach

Scope and Approach

SCOPE OF WORK

This Facility Condition Assessment involves a comprehensive visual inspection of the mechanical, electrical, and plumbing (MEP) equipment (including controls), foundations and flooring, siding, windows, insulation, lighting systems. The goal is to evaluate the current condition, identify visible issues, and gain an overall understanding of the facility's infrastructure through a non-intrusive, observational analysis without any invasive procedures or operational testing.

RATINGS, METHODS, AND SCORING

To allow Labor and Industries more flexibility in prioritizing capital planning efforts, McKinstry has developed the following metrics which assign various scores to each asset.

ASSET CONDITION

Condition ratings are presented for each asset as a score of 1 – 5. Scores are based on a visual inspection during the building evaluation period. A score of 1 signifies that the asset is in great, “like new” condition. A score of 2 indicates that the asset is in Good (2) condition. A score of 3 signifies that the asset is in the expected “average” condition based on function and the age of the asset. A score of 4 signifies that the asset is in poor condition, in need of repair, and will require replacement soon. A score of 5 signifies that the asset is in very poor or failed condition and needs imminent replacement.

SCORE	CONDITION ASSESSMENT
1	The asset is in great condition; no action is required.
2	The asset is in Good (2) condition, regular maintenance expected.
3	The asset is in the expected condition, regular replacement/maintenance is expected.
4	The asset is in poor condition, well past useful service life and/or maintenance/replacement is recommended soon.
5	The asset is in very poor condition; urgent replacement is needed.

BUILDING IMPACT OF FAILURE

Building Impact of Failure scores is presented for each asset on a scale of 1 – 5. This metric considers occupant comfort as well as health and safety risks associated with the equipment if it were to fail. For example, if an air handler serving a critical space in the building fails, and there is no backup unit to serve the space, the asset may receive a score of 5, indicating a potential severe Impact. If an air handler fails that serves a common area, and there is a backup unit present, the asset may receive an Impact of Failure score of 3, signifying a moderate impact to the occupants and/or overall capability of the building able to conduct business. A Building Impact Failure score of 1 will be assigned to an asset that serves a typically unoccupied area (such as a mechanical room or basement corridor) such that if it were to fail, the asset would not have a significant impact on the building, occupants, or the ability for the building to continue to conduct business.

Scope and Approach

SCORE	BUILDING IMPACT OF FAILURE SCORE
1	Failure poses no significant impact.
2	Failure poses a low impact.
3	Failure poses a moderate impact The asset serves non-critical area or has backup.
4	Failure poses high impact.
5	Failure poses severe impact. Asset serves critical area and has no backup.

INDUSTRY LIFE EXPECTANCY

The designed life expectancy for a given asset is determined using a combination of widely accepted industry standards including the American Society of Heating, Refrigerating, and Air-Conditioning (ASHRAE), and the Building Owners and Managers Association (BOMA), as well as a manufacturers' database of equipment life expectancies. This value is expressed in number of years.

OBSERVED REMAINING LIFE

The Observed Remaining Life is also expressed in number of years and takes into consideration the function and operating environment of the asset, as well as a determination based on a visual inspection of the asset. The Observed Remaining Life value may vary from the Design Life value. For example, a secondary heat exchanger that has been well maintained may have an Observed Remaining Life that is greater than the expected Design Life. Likewise, a primary chilled water pump that has not been well maintained, and shows visual signs of premature wear and tear, may have an Observed Remaining Life that is less than the expected Design Life.

COST ESTIMATING

Each asset receives an Estimated Replacement Cost, presented in dollars. The Estimated Replacement Cost includes both the material cost of the asset and the installation of that asset. This information is intended to assist in the prioritization and resource allocation associated with maintenance and capital replacement projects. Cost estimates are determined using specific characteristics of each asset (tonnage, motor size, capacity, etc.) along with one of several cost information data sets. These data sets include industry standards, RS Means (a construction estimating database), and data sourced through McKinstry's construction division. Additionally, site-specific construction and equipment invoices have been utilized as available. **It is important to note that the Estimated Replacement Cost given to a component or system is for standard replacement only.**

DATA-DRIVEN MAINTENANCE APPROACH

Included with the submission of this report is the FCA Data Collection Workbook, which includes all data collected for each asset. The workbook can be used to quickly sort through equipment and prioritize maintenance and replacement efforts. Additional observations and equipment details are provided within the workbook for each asset. Each asset is classified according to the building system, size, capacity, and other standards, as well as ratings of current condition and impact of failure. Such organization and classification facilitate searching and sorting the data for maintenance and replacement priorities.

As each of the components identified in the workbook is repaired or replaced, the information can be revised to reflect the new conditions. Remaining useful life values can also be manually iterated one year from the assessment date to reflect fewer remaining years of life. Assets no longer in service can be removed from the list. Similarly, assets that have been newly installed can be added to the list. Following the impact guidelines, relative priority can be calculated for these assets

An aerial photograph of a town street. In the foreground, a white SUV and a white pickup truck are parked on the left side of the road. A yellow car is also visible. The street has crosswalks and is lined with trees showing autumn foliage. In the background, there are buildings, including a large green one with a red roof, and distant mountains under a cloudy sky.

Section

3

Condition Assessments

Condition Assessments

PUBLIC WORKS, PARKS, AND REC

Public Works

Airport/FBO Terminal Building
Black Swan Theater
Brisco Elementary School
Calle Guanajuato Restrooms
City Hall
Community Center
Community Development
Council Chambers and Courts
Fire Station #1
Fire Station #2
Parks Storage
Pioneer Hall
Police Station
Service Center and Water Distribution
Shakespeare Admin Building
Street/Shop, Street Operations, Fleet Facilities
The Grove

Parks and Recreation

Golf Pro Shop, Maintenance Shop, and Golf Cart Barn
Hunter Park – Daniel Meyer Pool Locker Rooms
Lift and Pump Stations
Lithia Park Shop and Storage Buildings
Nature Center Office
North Mountain Park Nature Center Barn
North Mountain Park Buildings
Parks Admin Building – The Cabin
Parks Restrooms
Senior Center

Facility Category: Public Works

Facility Age (Yrs): 57

Year Built: 1967

Total Square Footage: 6,700

Date(s) of Assessment: 6/4/2024

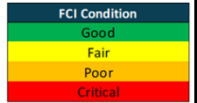


Airport/FBO Terminal Building
403 Dead Indian Memorial Rd, Ashland, OR.

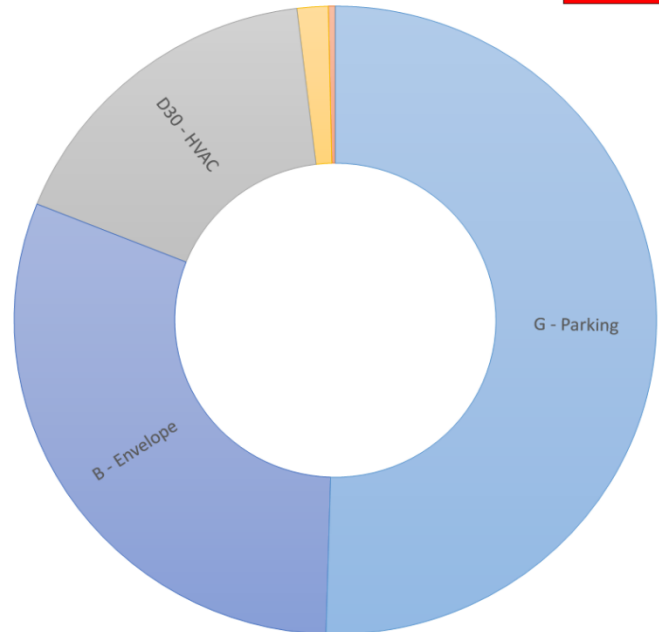


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
14	3.4	10.1	\$266,925	\$4,020,000	0.04

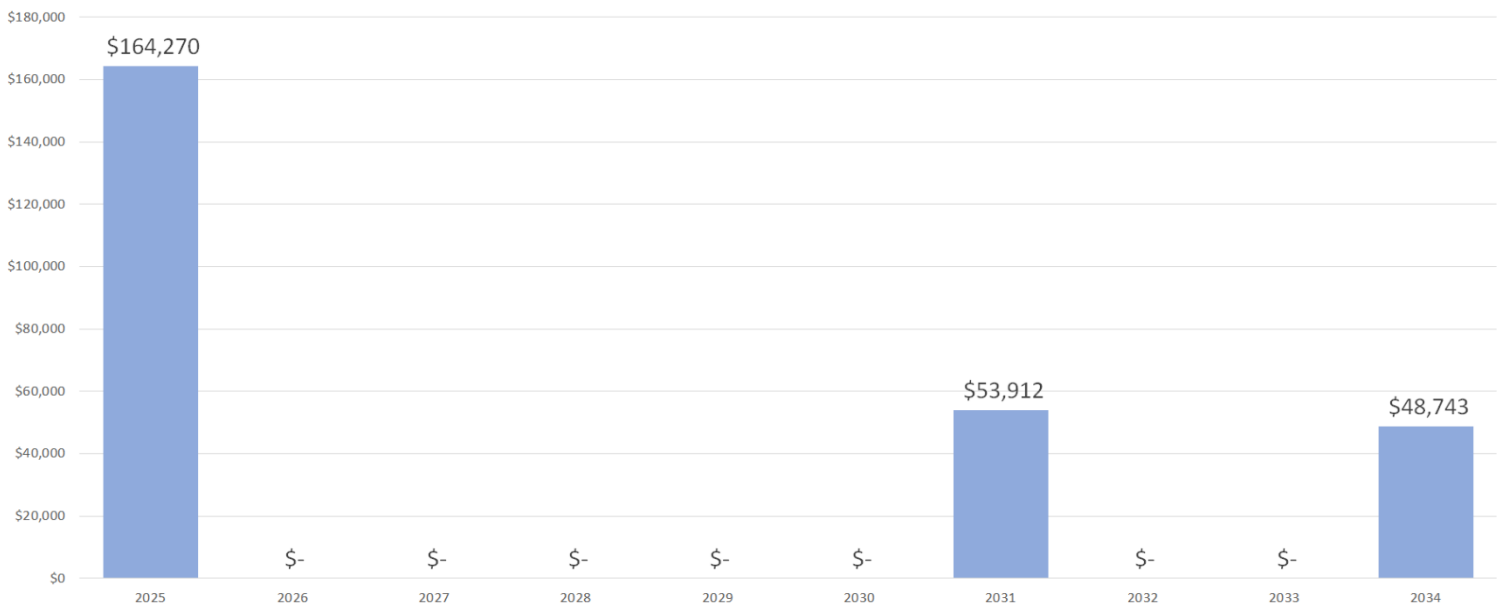
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$72,120
D10 - Conveying	\$0
D20 - Plumbing	\$830
D30 - HVAC	\$40,230
D40 - Fire Protection	\$0
D50 - Electrical	\$3,690
G - Parking	\$119,050
TOTAL:	\$235,920



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There are currently no fire alarm or fire suppression systems in place. It is strongly advised to install fire extinguishers and battery-operated smoke detectors for safety measures.

Mechanical & HVAC

The Rooftop Unit, installed in 2013, meets the building's requirements adequately. However, there is slight damage to the coil fins, and the unit is expected to reach the end of its useful life in 4 years.

Plumbing

A single electric water heater, with a capacity of only 6 gallons, is currently installed. However, it has exceeded its useful life. It is advisable to replace it with a tankless system.

Electrical

The power distribution systems currently meet the building's requirements satisfactorily. However, in the event of increased load requirements, it is recommended to consider upgrading the system.

Lighting Systems

The lighting systems in the building vary in technology and condition, with some fixtures requiring upgrades to enhance energy efficiency and performance. While LED lighting is employed in certain areas, others still utilize outdated technologies like CFL and T8 Fluorescent tubes. It is advised to replace these fixtures with LEDs for improved efficiency and performance.

ADA

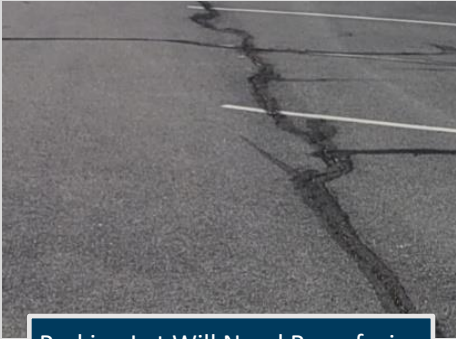
Sinks have appropriate plumbing protections; however, doorknobs need to be substituted with door levers. Additionally, signage is lacking at inaccessible entrances to direct individuals to accessible entrances.

Parking

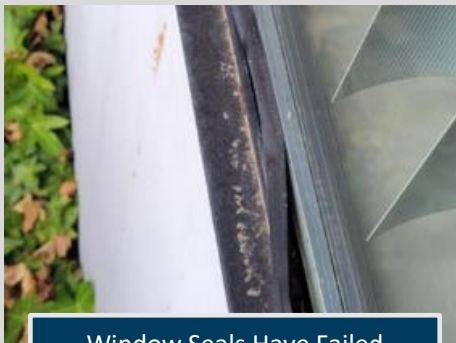
The parking lot currently meets the needs of the occupants adequately; however, resurfacing is recommended.

Building Envelope

The building envelope is deemed adequate considering its age; however, the windows are significantly past their useful life and should be planned for replacement. Additionally, both the thermoplastic roofing and asphalt mansard roofing have exceeded their useful life and should be scheduled for replacement.



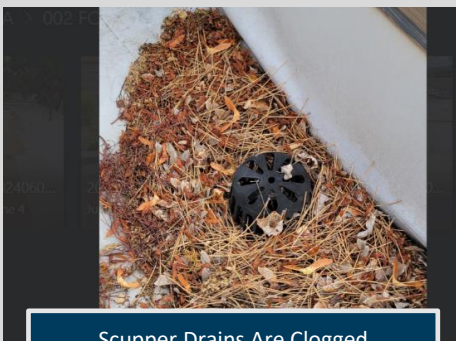
Parking Lot Will Need Resurfacing



Window Seals Have Failed



Door Knobs Should Be Replaced With Door Levers



Scupper Drains Are Clogged

Facility Category: Arts
Facility Age (Yrs): 114
Year Built: 1910
Total Square Footage: 8,725
Date(s) of Assessment: 6/4/2024



Black Swan Theatre
 15 S Pioneer St. , Ashland, OR.

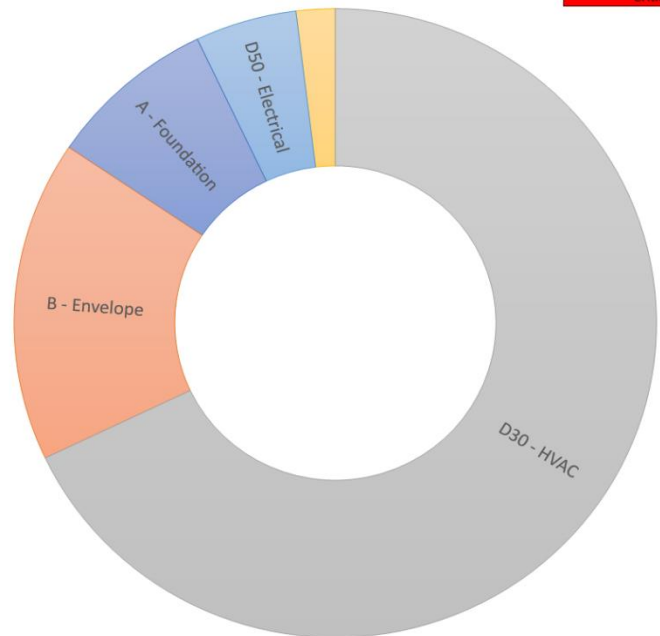


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
27	3.8	3.1	\$1,023,777	\$5,671,300	0.14

10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$80,440
B - Envelope	\$156,200
D10 - Conveying	\$0
D20 - Plumbing	\$0
D30 - HVAC	\$643,370
D40 - Fire Protection	\$18,590
D50 - Electrical	\$48,360
G - Parking	\$0
TOTAL:	\$946,960



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The wet system is installed and routinely tested to maintain its functionality. Additionally, fire extinguishers are strategically positioned throughout the area for immediate access in case of emergencies.

Mechanical & HVAC

The mechanical and HVAC inventory encompasses a variety of units, ranging from air handling units to condensing and rooftop units, with a history spanning several decades. Notable entries include a condensing unit dating back to 1976, boasting a 3-ton rating, alongside multiple units from the 1990s and early 2000s utilizing R22 refrigerant. These include a 1995 1-ton condensing unit, a 1998 3-ton rooftop unit, and a 2002 4-ton condensing unit. Additionally, a rooftop unit from 1993 with a 7.5-ton capacity is documented. All these units have surpassed their expected lifespan and should be prioritized for replacement.

Plumbing

The plumbing system includes a 5-gallon water heater situated in the ceiling above the attic, but unfortunately, access to it is currently unattainable.

Electrical

The electrical power distribution systems presently fulfill the building's requirements adequately. However, they have exceeded their intended lifespan and warrant upgrading.

Lighting Systems

The lighting systems throughout the building exhibit a range of technologies and conditions, with certain fixtures in need of upgrades to bolster energy efficiency and functionality. Although LED lighting is utilized in select areas, others continue to rely on outdated technologies such as CFL and T8 Fluorescent tubes. It is recommended to replace these fixtures with LEDs to optimize efficiency and performance.

ADA

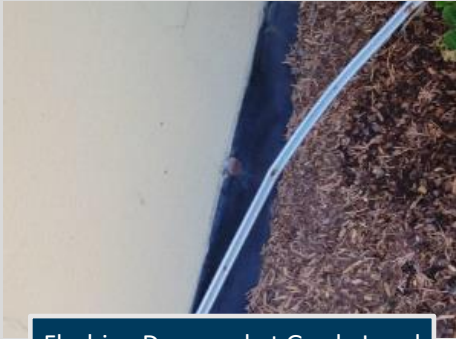
While most areas feature suitable accommodations, the current doorknobs need to be replaced with door levers to ensure accessibility. Furthermore, there is a deficiency in signage at inaccessible entrances, necessitating the installation of signage to direct individuals to accessible entry points.

Parking

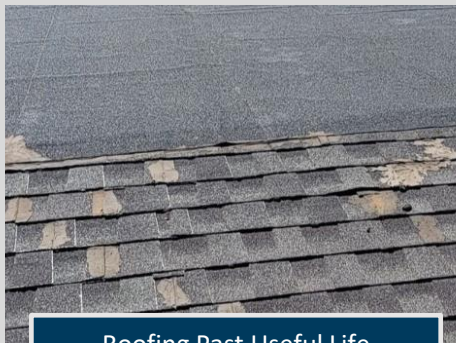
Though street parking is provided for public use, limited accessibility to the building from these spaces poses challenges for visitors. Improvements to parking accessibility are required to better cater to individuals with disabilities and enhance overall convenience.

Building Envelope

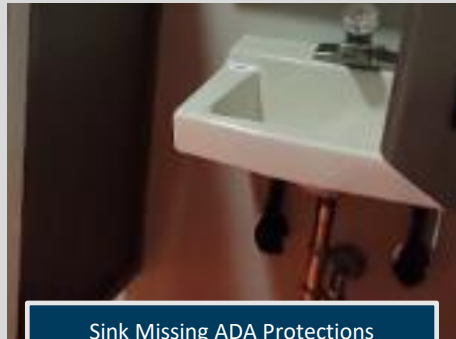
While the building envelope is considered adequate given its age, the windows have surpassed their useful lifespan and should be earmarked for replacement. Furthermore, both the silver-coated roofing and asphalt roofing have exceeded their expected lifespan and should be scheduled for replacement.



Flashing Damaged at Grade Level



Roofing Past Useful Life



Sink Missing ADA Protections



Door KNObs Should be Replaced With Door Levers

Facility Category: Child Development

Facility Age (Yrs): 74

Year Built: 1950

Total Square Footage: 32,289

Date(s) of Assessment: 4/8/2024



Briscoe Elementary
265 N Main St, Ashland, OR 97520

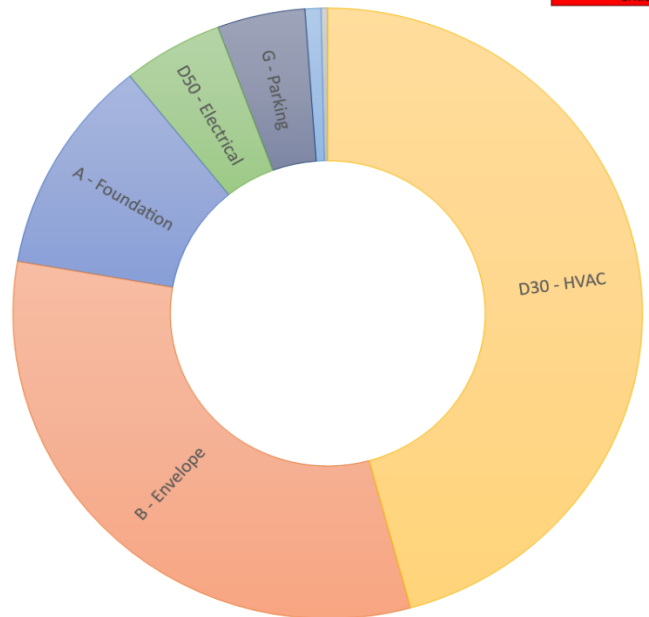


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
85	3.8	3.7	\$3,166,080	\$19,373,400	0.15

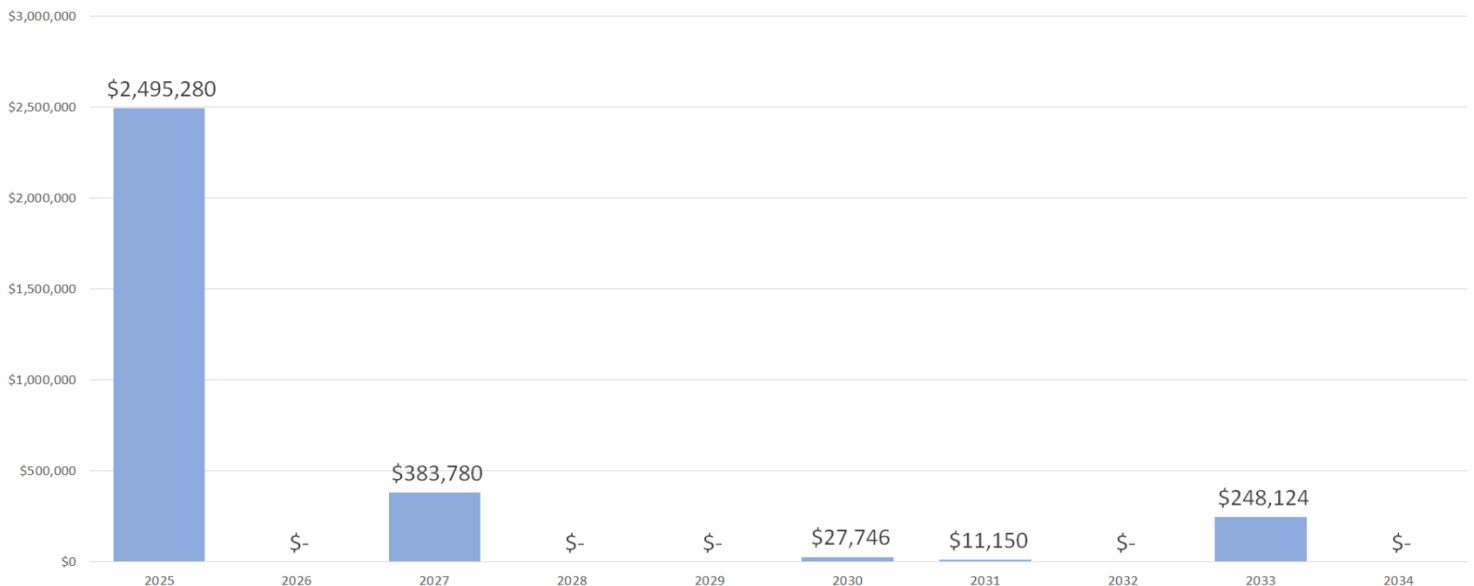
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$348,100
B - Envelope	\$972,360
D10 - Conveying	\$0
D20 - Plumbing	\$10,400
D30 - HVAC	\$1,391,650
D40 - Fire Protection	\$25,000
D50 - Electrical	\$156,500
G - Parking	\$137,370
TOTAL:	\$3,041,380



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system, installed in 1996 is beyond useful life. It is recommended to reprogram or replace the panel.

Mechanical & HVAC

Various mechanical and HVAC components within the building exhibit signs of wear and aging. Most of these systems, such as split system ductless units and energy recovery units, have surpassed their useful service life.

Plumbing

Plumbing systems, including water heaters and pumps, are generally in fair condition. While they function adequately for now, regular maintenance and eventual replacement are expected. However, one of the original gas-fired boilers, have reached the end of their service life and appear to be abandoned in place.

Electrical

The electrical infrastructure of the building, including panel boards and lighting systems, requires close monitoring and maintenance. While some components are still in good condition (score 2), the majority are original to the 1950s construction, and should be scheduled for replacement.

Lighting Systems

The lighting systems in the building are a mix of technologies. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. Overall, the condition of the lighting systems varies, with most rated at 4, indicating the need for maintenance or replacement soon to ensure optimal illumination and energy savings.

ADA

The ADA assessment reveals significant deficiencies, including the presence of doorknobs instead of levers, inaccessible main entrance, and missing signage. Recommendations include replacing doorknobs with levers, providing accessibility to the main entrance, and installing compliant signage to ensure equitable access for all occupants and visitors.

Parking

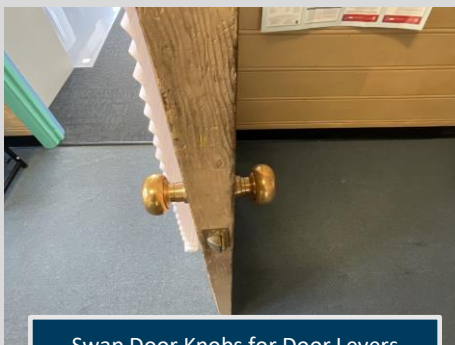
While street parking is available for the public, there are limitations, notably the lack of on-site parking and the absence of van accessible spaces. Enhancing parking facilities to align more closely with ADA standards will be essential to fostering an inclusive environment and meeting the diverse needs of building occupants and visitors.

Building Envelope

Original doors and windows dating back to the 1950s exhibit significant deterioration. Additionally, the northeast exterior wall of the gymnasium displays masonry failure, posing safety hazards and structural integrity concerns. Furthermore, the roofing system has surpassed its useful life, leading to pervasive leaks and moisture intrusion throughout the building.



Dead Front Cover Missing



Swap Door Knobs for Door Levers



Combustible Material in Radiators



Building Envelope Failing

Facility Category: Public Works

Facility Age (Yrs): 54

Year Built: 1970

Total Square Footage: 1,342

Date(s) of Assessment: 4/11/2024



Calle Guanajuato Restrooms
51 Winburn Wy



# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
13	3.4	8.1	\$96,509	\$805,200	0.05

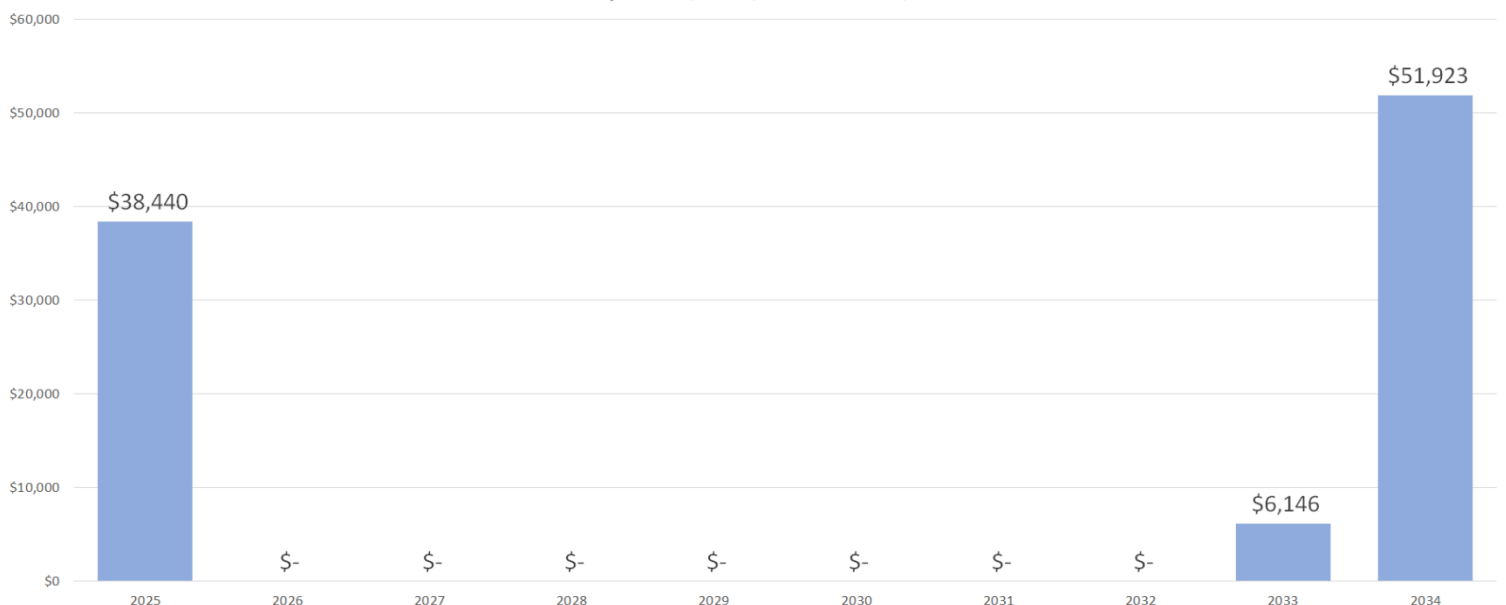
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$28,470
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$4,700
D40 - Fire Protection	\$0
D50 - Electrical	\$8,210
G - Parking	\$30,530
TOTAL:	\$76,070



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

No fire suppression or alarm system is present. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations.

Mechanical & HVAC

Ventilation and heating within the building may meet the immediate needs. However, ongoing evaluation and maintenance are necessary to ensure optimal functionality and efficiency of the heating system, thereby promoting comfort and safety for users of the facility.

Plumbing

While the plumbing systems are deemed adequate, attention should be directed towards planning the replacement of the hot water heater with a tankless unit once it exceeds its useful life. This proactive approach will ensure continuous access to hot water and minimize disruptions to restroom facilities.

Electrical

The current Panelboard remains. However, it is lacking terminal protection. Instead of proper shielding, duct tape has been used to conceal the missing breaker, creating significant electrical hazards. Additionally, Junction Boxes have been forcibly opened, leaving wires exposed. Immediate intervention is imperative to address these issues and ensure the safety of restroom facility users.

Lighting Systems

T-18 tubes are the primary source of illumination. Recommending the installation of LED lighting fixtures will not only enhance energy efficiency but also improve illumination levels and longevity, contributing to a safer and more sustainable environment.

ADA

The building satisfies ADA requirements, demonstrating its dedication to ADA compliance and fostering an inclusive environment where everyone can engage fully and autonomously.

Parking

ADA parking is available. However, only one space is accessible. Improving accessibility and ensuring adequate provisions for accessible parking, will enhance convenience and safety for all visitors utilizing the restroom facility. The parking area is showing signs of wear and should be scheduled for re-sealing.

Building Envelope

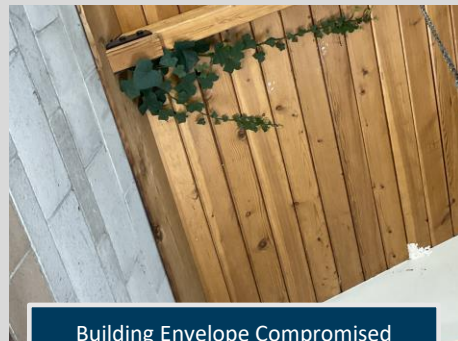
The building's CMU construction and metal roofing provide durability; however, the presence of plant life penetrating the roofline and entering the building signifies potential vulnerabilities in the building envelope. Remedial action is recommended to address roof maintenance and prevent further ingress of plant life, thereby preserving the integrity and safety of the restroom facility.



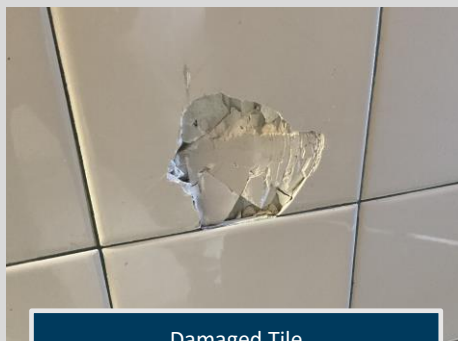
Terminals Exposed



J-box Open Exposed Wires in Both Rest Rooms



Building Envelope Compromised



Damaged Tile

Facility Category: Public Services
Facility Age (Yrs): 135
Year Built: 1889
Total Square Footage: 4,451
Date(s) of Assessment: 4/9/2024

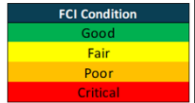


City Hall
 20 E Main St, Ashland, OR 97520

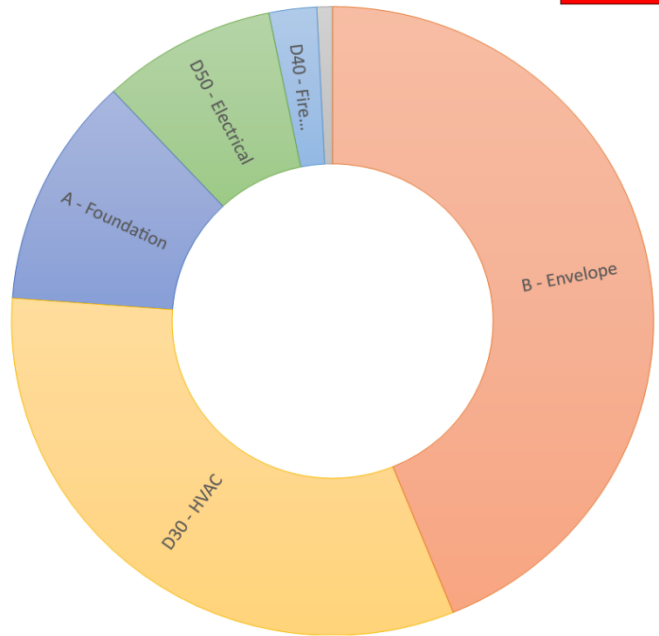


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
22	3.7	5.2	\$409,172	\$2,670,600	0.14

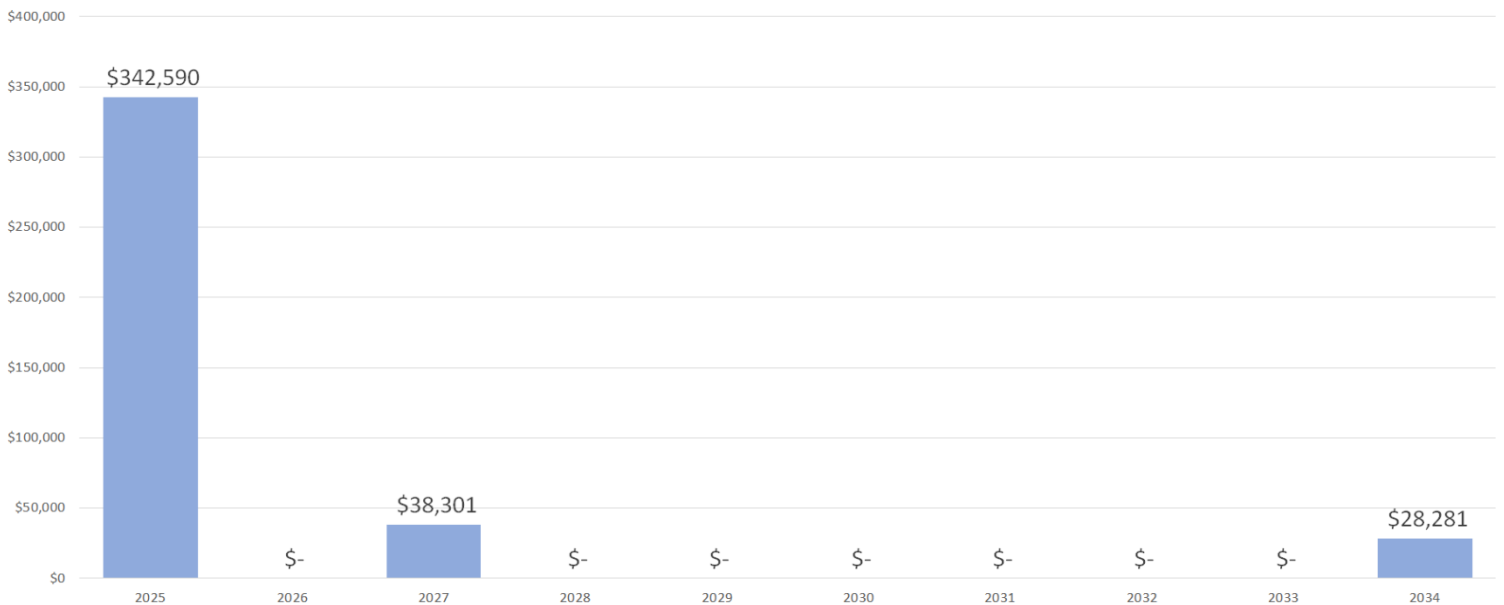
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$46,950
B - Envelope	\$173,510
D10 - Conveying	\$0
D20 - Plumbing	\$3,120
D30 - HVAC	\$127,750
D40 - Fire Protection	\$9,490
D50 - Electrical	\$34,740
G - Parking	\$0
TOTAL:	\$395,560



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

Although a fire sprinkler system was installed in 1997 and is regularly inspected, the absence of a fire alarm system poses a significant concern. However, fire extinguishers are appropriately placed throughout the building, ensuring immediate response capabilities.

Mechanical & HVAC

All HVAC equipment has surpassed its useful life expectancy, and the use of R22 refrigerant presents environmental and efficiency issues. Urgent upgrades or replacements are necessary to ensure optimal functionality and compliance with modern standards.

Plumbing

The water heater installed in 2010 is past useful life. We strongly advise replacing it with a tankless unit and relocating it to the janitor's closet to improve efficiency and safety.

Electrical

The panelboards are acceptable. However, the generator installed in 1997 exhibiting deterioration. Additionally, the accumulation of leaves around the generator enclosure poses a potential fire hazard. Immediate action is imperative to address these issues to prevent any catastrophic incidents.

Lighting Systems

The lighting systems within the building vary in technology and condition, with some fixtures requiring upgrades for enhanced energy efficiency and performance. While LED lighting is present in certain areas, others still rely on outdated technologies like CFL and halogen. Maintenance or replacement is advised to ensure consistent illumination and energy conservation.

ADA

Ada requirements are met for accessibility.

Parking

While street parking is available for the public, limited access to the building from these spaces presents challenges for visitors. Improvements to parking accessibility are necessary to accommodate individuals with disabilities and enhance overall convenience.

Building Envelope

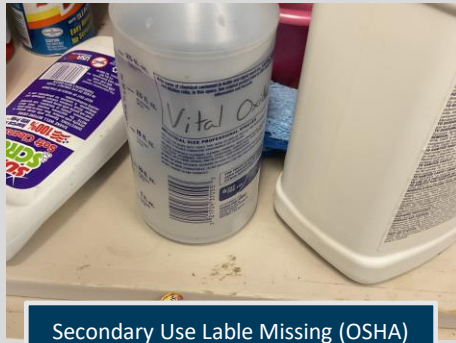
The building envelope exhibits significant structural deficiencies, including failures in the brickwork and mortar. Additionally, the roofing has exceeded its useful life, and windows installed across different decades require attention. Comprehensive repairs and replacements are essential to maintain the integrity and functionality of the building envelope.



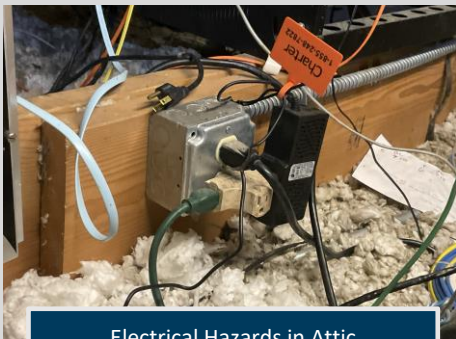
Brickwork & Mortar Deteriorated



2nd Floor Windows Leak



Secondary Use Label Missing (OSHA)



Electrical Hazards in Attic

Facility Category: Public Works

Facility Age (Yrs): 102

Year Built: 1922

Total Square Footage: 4,289

Date(s) of Assessment: 4/11/2024



Community Center
51 Winburn Way, Ashland, OR 97520

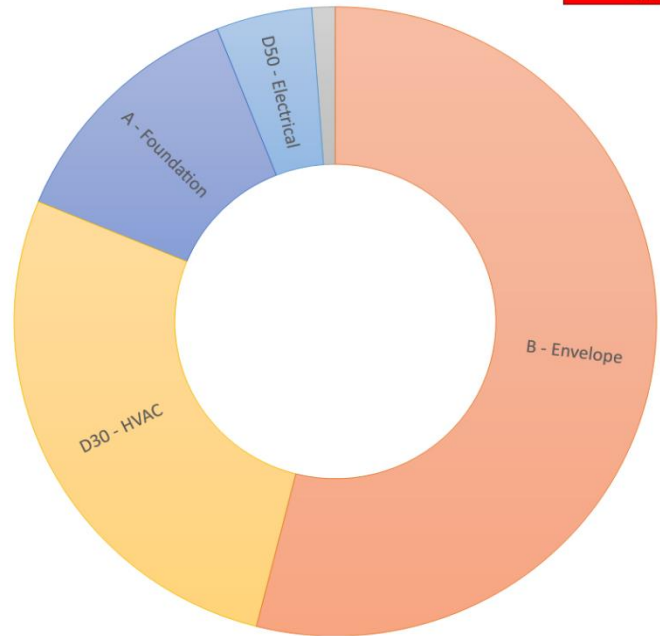


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
15	4.0	2.0	\$399,664	\$2,573,400	0.11

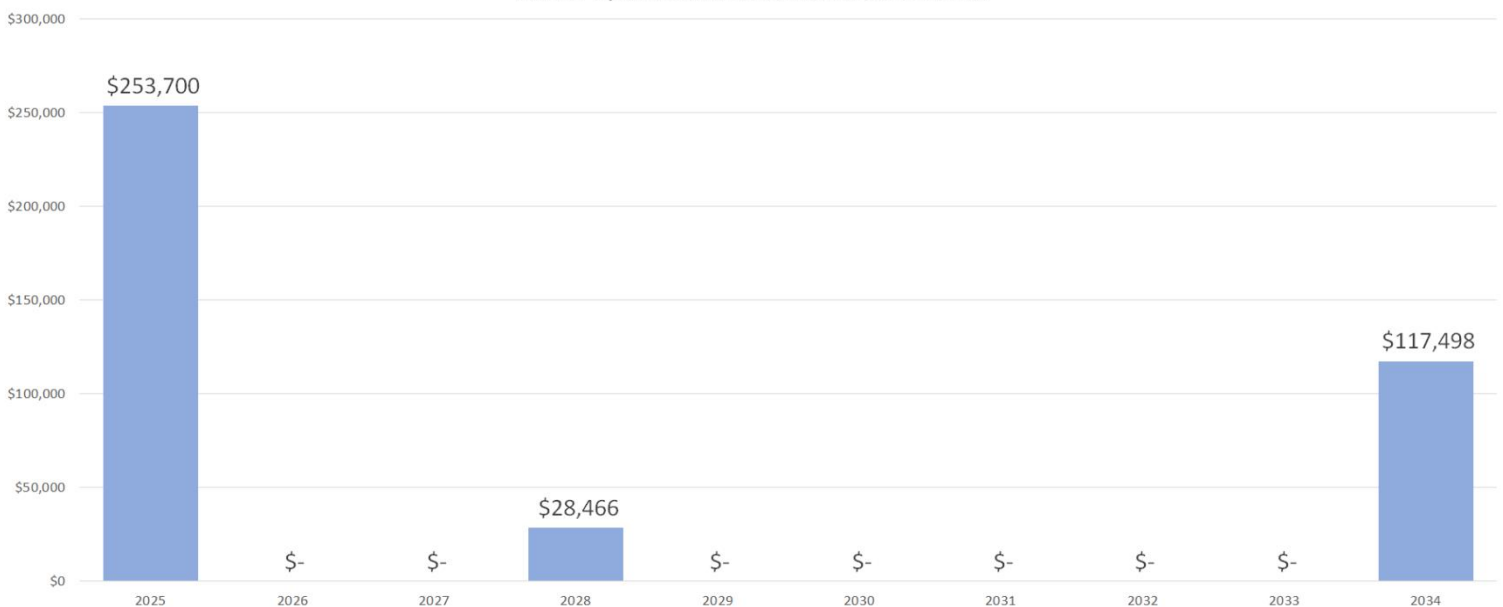
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$45,240
B - Envelope	\$190,990
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$96,570
D40 - Fire Protection	\$0
D50 - Electrical	\$17,070
G - Parking	\$0
TOTAL:	\$354,030



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

Upon inspection, it has been noted that the building lacks essential fire alarm and fire sprinkler systems, which are crucial components for ensuring the safety of occupants in case of a fire emergency. Immediate installation of these systems is recommended to comply with fire safety regulations and to protect the lives of individuals within the premises.

Mechanical & HVAC

The building's mechanical and HVAC systems exhibit signs of aging and inefficiency. Original radiators are still present, presumably abandoned in place. Additionally, the split systems have surpassed their useful life and need replacement to ensure optimal performance and energy conservation.

Plumbing

The hot water heater has exceeded its useful life expectancy. It is imperative to replace the hot water heater promptly to prevent potential disruptions to the building's plumbing system and to maintain adequate hot water supply for occupants.

Electrical

The electrical system in the building is outdated and requires replacement to meet current safety standards and to mitigate the risk of electrical hazards. Upgrading the electrical system is essential to ensure reliable power distribution and to minimize the likelihood of electrical fires or accidents.

Lighting Systems

The lighting systems within the building are a mixture of outdated technologies, resulting in suboptimal energy efficiency and performance. Upgrades to lighting fixtures are recommended to improve energy efficiency, enhance illumination levels, and reduce operating costs over time.

ADA

Several deficiencies in ADA compliance have been identified, including inadequate restroom signage, lack of proper protections under sinks, and the presence of doorknobs instead of door levers. Addressing these issues is essential to ensure accessibility for individuals with disabilities and to comply with ADA regulations.

Parking

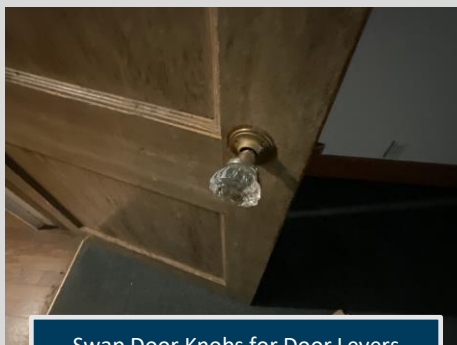
While street parking is available for the public, limitations exist regarding the accessibility path to the building. Improvements to the access path should be implemented to enhance convenience and safety for visitors and occupants requiring parking facilities.

Building Envelope

The building's envelope is predominantly original construction (1920), with subsequent installation of the roof in 1996. The windows are in a deteriorated state, with some boarded up and damaged. Repairing or replacing the windows and roof is recommended to enhance energy efficiency, aesthetics, and structural integrity.



Single Pane Windows Damaged



Swap Door Knobs for Door Levers



Missing ADA Signage



HVAC Equipment Past Useful Life

Facility Category: Public Works

Facility Age (Yrs): 44

Year Built: 1980

Total Square Footage: 20,748

Date(s) of Assessment: 4/11/2024



Community Development
51 Winburn Way, Ashland, OR 97520

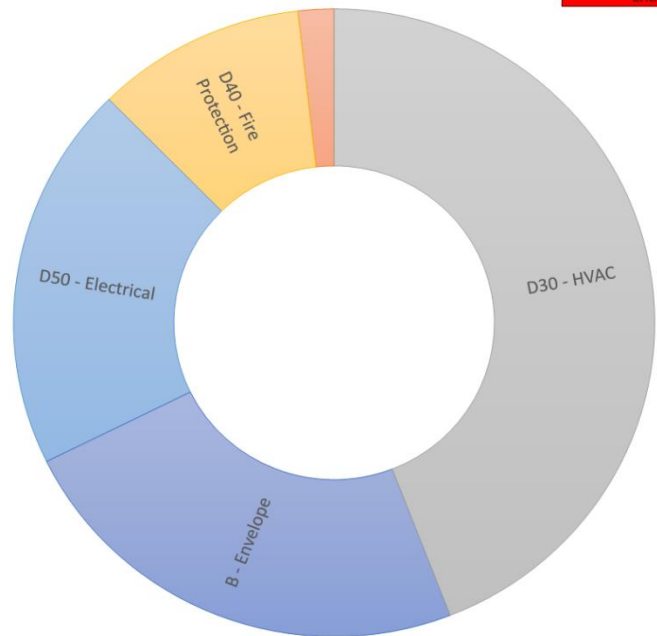


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
33	3.5	11.8	\$778,048	\$12,448,800	0.04

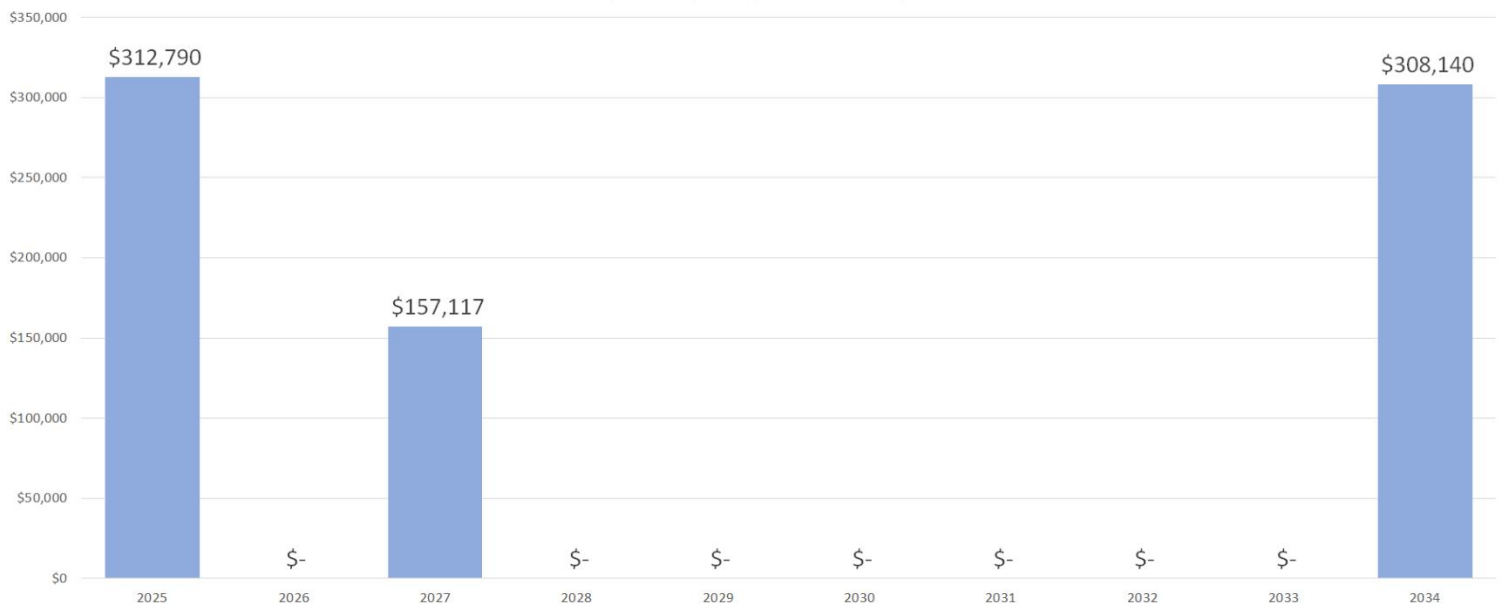
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$154,410
D10 - Conveying	\$0
D20 - Plumbing	\$11,860
D30 - HVAC	\$288,390
D40 - Fire Protection	\$69,220
D50 - Electrical	\$130,050
G - Parking	\$0
TOTAL:	\$653,930



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

Tie-offs and safety barriers are notably absent on the roof, posing a significant risk to individuals accessing this area. Additionally, a sprinkler head in the file room exhibits evidence of a past leak, warranting immediate attention to prevent potential water damage or malfunction. Tripping hazards are prevalent throughout the facility, primarily due to deteriorating carpeting that requires either replacement or stretching. Furthermore, duct detectors and the fire alarm panel need replacement or reprogramming to ensure the effectiveness of the fire detection and alarm systems. Moreover, fire sprinkler gauges have expired, necessitating prompt replacement to maintain regulatory compliance.

Mechanical & HVAC

The hot water boiler safety relief valve exhibits signs of leakage, indicating potential pressure regulation problems that may compromise system integrity and safety. Additionally, circulation pumps are leaking. Furthermore, gate valves for the air handler should be upgraded to ball valves to enhance operational efficiency and ease of maintenance.

Plumbing

The plumbing systems within the facility are generally functional, albeit showing signs of aging. Regular maintenance and eventual replacement are recommended to ensure continued functionality.

Electrical

The electrical systems are still operating within their useful life. Infrared scan and arch flash analysis are recommended to assess potential hazards and ensure safety compliance. Additionally, the backup generator is past its useful life and requires replacement, with a spare key to be made available on-site for emergency access.

Lighting Systems

The lighting systems in the building display a mix of technologies, with some areas requiring upgrades for improved energy efficiency and performance. Maintenance or replacement of fixtures with LEDs is recommended to ensure optimal illumination and energy savings throughout the facility.

ADA

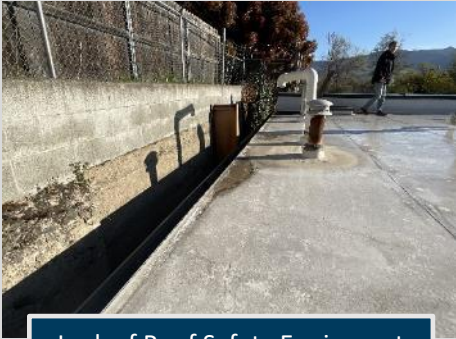
ADA Inaccessible entrances lack signs with the International Symbol of Accessibility, neglecting to guide individuals to the nearest accessible entrance. However, Adequate signage is present within the facility as well as adequate hardware for doors and plumbing fixtures.

Parking

While street parking is available for public access, further provisions for accessible parking and egress should be investigated.

Building Envelope

The roofing, windows, and siding are in good condition overall. However, failed seals around windows and efflorescence on the main sign obelisk require attention. For the sign, a muriatic acid wash and seal coating are recommended to mitigate further seepage and ensure structural integrity.



Lack of Roof Safety Equipment



Gate Valves Should Be Replaced With Ball Valves



Sprinkler Head In File Room Leaks



Joint Sealant Has Failed

Facility Category: Court House
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 5,568
Date(s) of Assessment: 4/9/2024

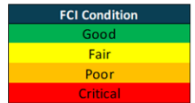


Council Chambers/ Courts
 1174 E Main St

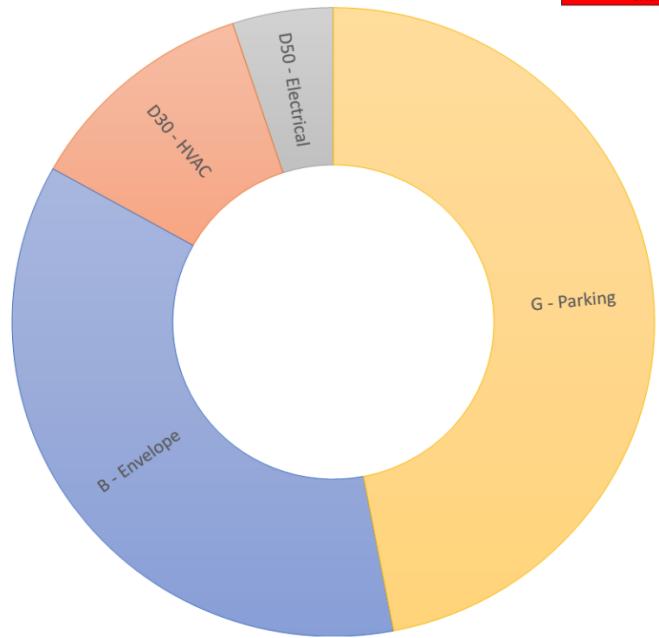


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
16	3.4	6.3	\$612,299	\$3,340,800	0.12

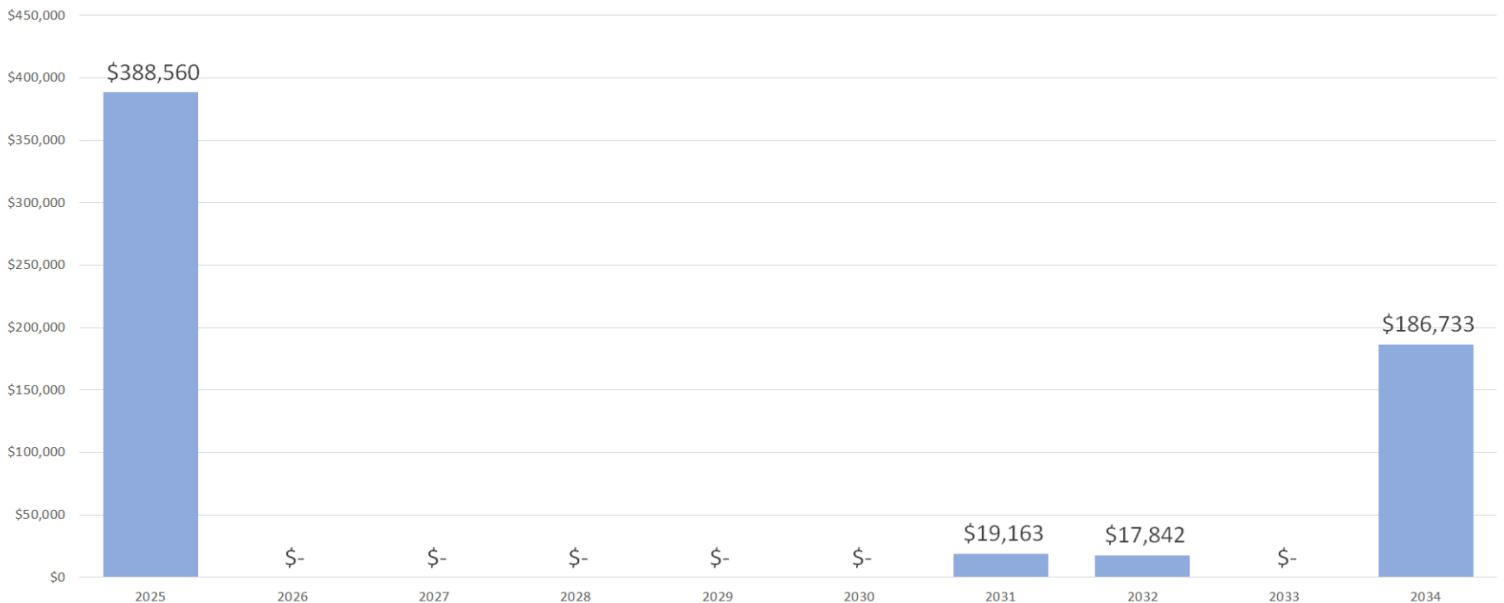
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$193,530
D10 - Conveying	\$0
D20 - Plumbing	\$0
D30 - HVAC	\$63,320
D40 - Fire Protection	\$0
D50 - Electrical	\$27,220
G - Parking	\$251,840
TOTAL:	\$535,910



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

It is recommended to replace the batteries in access control systems as they have expired. Installation of door latch or door jamb guards would be prudent to enhance security measures and prevent unauthorized access.

Mechanical & HVAC

While most HVAC equipment falls within acceptable age tolerances, one 2.5-ton condensing unit has surpassed its useful life and requires replacement to maintain optimal performance and prevent potential failures. Additionally, sharp points around equipment in the condensing unit enclosure pose safety risks and should be addressed promptly to mitigate potential hazards.

Plumbing

The recent replacement of the water heater in 2023 ensures adequate hot water supply for minimal usage. No immediate concerns are identified in this area.

Electrical

Original panelboards are functional; however, it's advisable to conduct an Infrared (IR) scanning and arc flash analysis to identify any potential issues and ensure electrical safety within the facility.

Lighting Systems

The lighting systems exhibit a mix of technologies, with some areas utilizing energy-efficient LED lighting while others rely on older technologies such as CFL and halogen. There is a need for maintenance or replacement soon to optimize energy efficiency, performance, and illumination levels throughout the facility.

ADA

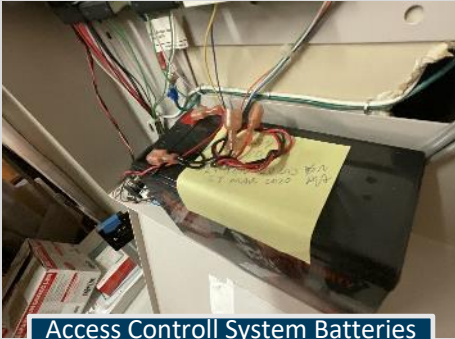
Door hardware replacement is recommended to ensure compliance with ADA standards and enhance accessibility for all building occupants.

Parking

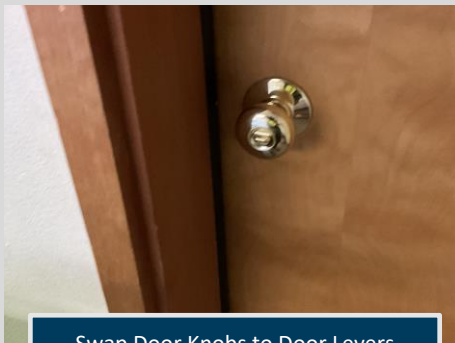
ADA parking facilities meet regulatory requirements, but resurfacing is needed to maintain safety and usability within parking areas.

Building Envelope

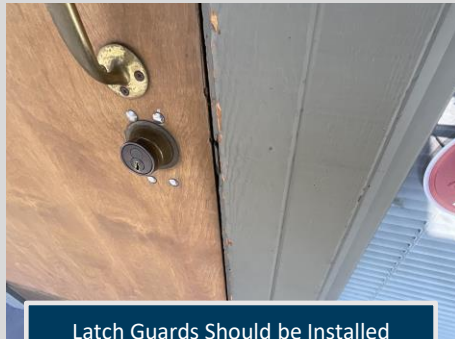
Original windows from the 1980s and the need for roof replacement indicate areas for improvement to enhance energy efficiency, weather resistance, and overall building integrity. Additionally, replacing door hardware will contribute to improved functionality.



Access Control System Batteries Should be Replaced.



Swap Door Knobs to Door Levers



Latch Guards Should be Installed



Parking Lot Needs Resurfacing

Facility Category: Fire Station

Facility Age (Yrs): 21

Year Built: 2003

Total Square Footage: 12,964

Date(s) of Assessment: 4/9/2024



Fire Station #1
455 Siskiyou Blvd, Ashland, OR 97520

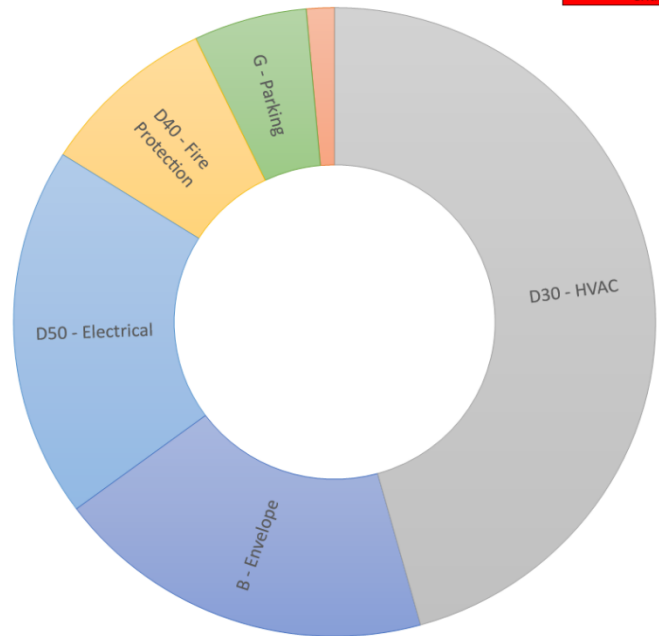


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
38	3.5	10.4	\$621,951	\$7,778,400	0.06

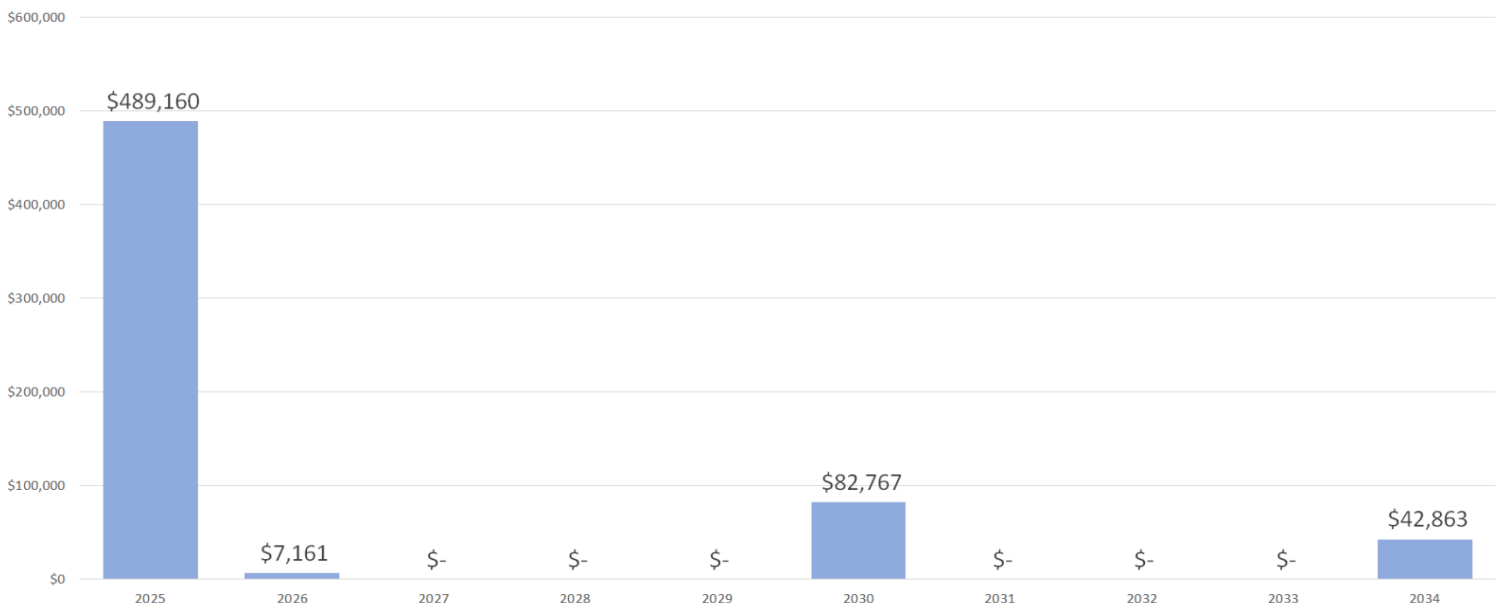
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$112,920
D10 - Conveying	\$0
D20 - Plumbing	\$8,320
D30 - HVAC	\$268,820
D40 - Fire Protection	\$52,630
D50 - Electrical	\$112,190
G - Parking	\$33,580
TOTAL:	\$588,460



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system, installed in 2003, requires attention due to the need for software/firmware updates or potential replacement to ensure compatibility with current standards and protocols. Additionally, multiple obstructions to sprinkler heads have been identified.

Mechanical & HVAC

HVAC equipment has exceeded its useful life expectancy and should be prioritized for replacement to prevent operational inefficiencies and potential system failures.

Plumbing

While the water heater remains functional, its age indicates that it is beyond its useful life. Planning for replacement to avoid disruptions in service and mitigate the risk of unexpected failures.

Electrical

The electrical systems are deemed adequate and are supported by a reliable backup generator, ensuring uninterrupted power supply during outages or emergencies, thus safeguarding building occupants and critical operations.

Lighting Systems

Efforts should be made to replace any remaining CFLs with energy-efficient LED lighting to enhance illumination levels, reduce energy consumption, and lower maintenance costs over time.

Conveyance

The hydraulic elevator is currently deemed adequate; however, it is imperative to ensure that all required category 10 tests have been conducted to verify its operational integrity and compliance with safety regulations.

ADA

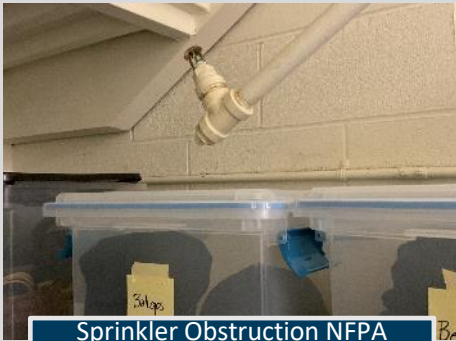
While ADA standards regarding height, hardware, and signage requirements are met within the facility, attention is needed to address accessibility issues at the main entrance, which is difficult to open, potentially hindering access for individuals with disabilities.

Parking

The ADA parking facilities meet regulatory requirements; however, the general parking lot requires resurfacing to ensure safety, accessibility, and overall usability for all visitors.

Building Envelope

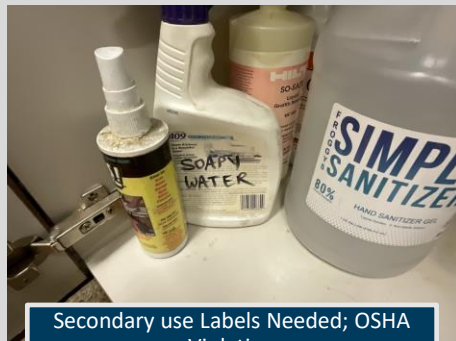
Apart from the failing joint sealant, the building envelope is adequate. Nonetheless, plans should be made to replace the TPO roofing system to maintain structural integrity and weather resistance.



Sprinkler Obstruction NFPA Violation



Gas Cylinders Not Labeled Full/Empty



Secondary use Labels Needed; OSHA Violation



Expansion Joint Sealant Failed Exposing Backer Rod

Facility Category: Fire Station

Facility Age (Yrs): 4

Year Built: 2020

Total Square Footage: 7,120

Date(s) of Assessment: 4/9/2024



Fire Station #2
1860 Ashland St, Ashland, OR 97520

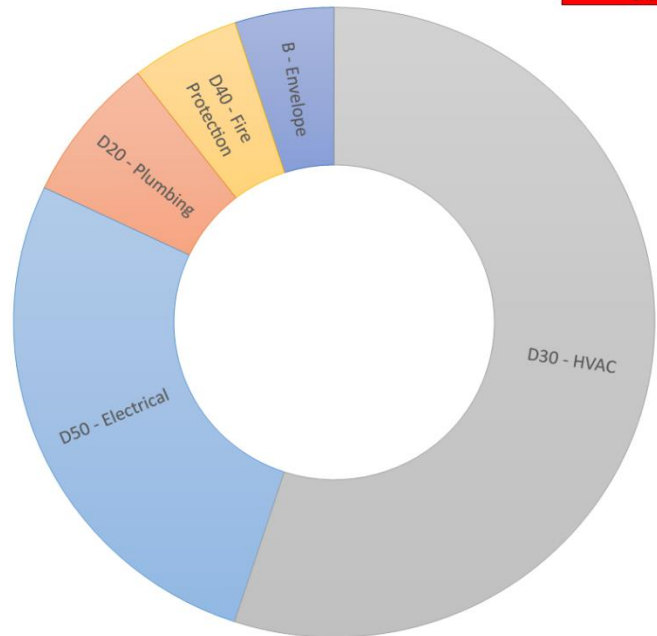


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
31	2.6	19.0	\$353,817	\$4,272,000	0.04

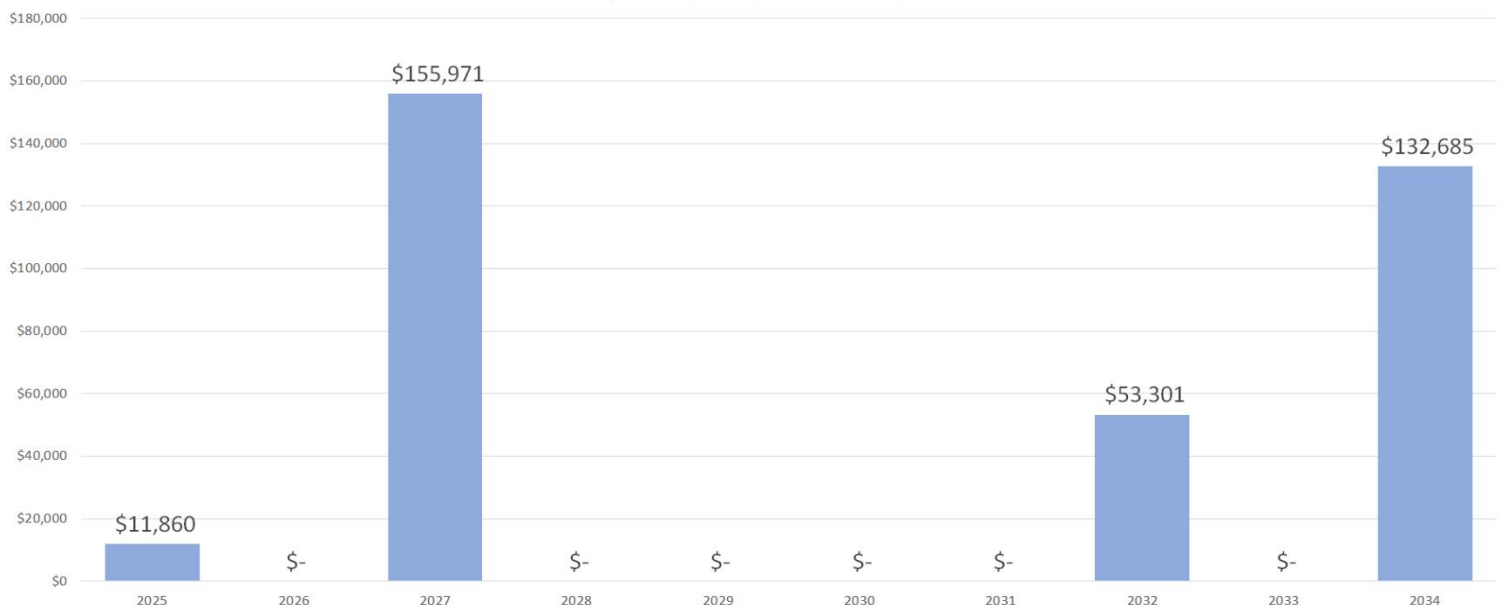
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$13,870
D10 - Conveying	\$0
D20 - Plumbing	\$20,700
D30 - HVAC	\$152,290
D40 - Fire Protection	\$15,170
D50 - Electrical	\$74,710
G - Parking	\$0
TOTAL:	\$276,740



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system is functioning optimally without any reported issues. However, it's noted that the fire sprinkler gauges, and NAC (Notification Appliance Circuit) batteries are expired, requiring immediate attention to ensure compliance and operational readiness.

Mechanical & HVAC

The Rooftop Units (RTUs) within the facilities have surpassed their useful life expectancy. Although other HVAC equipment is currently functioning normally, proactive measures should be taken to address the aging RTUs to prevent operational disruptions and ensure occupant comfort.

Plumbing

The hot water system is supplemented with solar technology, reflecting a commitment to sustainability. However, there are concerns regarding a leaking solar water tank, necessitating repairs or replacement to optimize system efficiency and prevent water damage.

Electrical

The electrical systems are deemed to be in good condition overall. However, it's recommended to conduct an Infrared (IR) scan and arc flash analysis to identify any potential issues proactively. The generator, serving as a reliable backup power source, is in good working order, providing additional assurance during power outages.

Lighting Systems

The lighting systems within the buildings have been upgraded to energy-efficient LED technology, promoting sustainability and cost savings while ensuring adequate illumination levels for occupants.

ADA

Accessibility features such as door levers, interior signage, and accessibility heights are in place, demonstrating compliance with ADA regulations. However, it's noted that not all inaccessible entrances have signage indicating the location of the nearest accessible entrance, highlighting an area for improvement to enhance accessibility for all individuals.

Parking

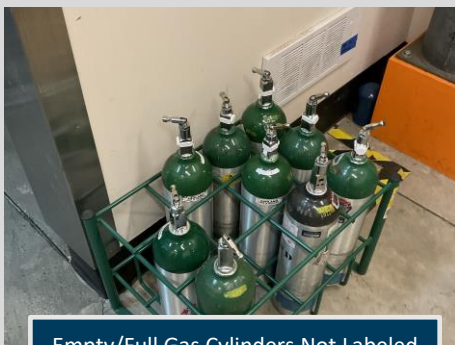
While accessibility provisions are in place, it's observed that not all inaccessible entrances are adequately marked with signs bearing the International Symbol of Accessibility. Addressing this discrepancy will improve wayfinding for individuals with disabilities, enhancing overall accessibility within parking facilities.

Building Envelope

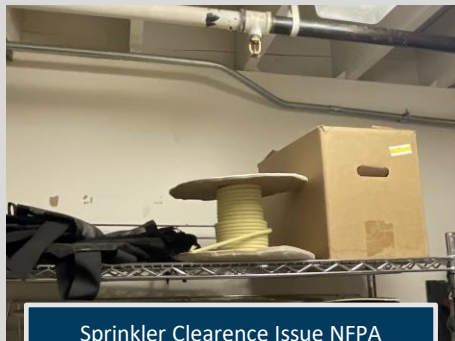
The roofing, doors, and windows are deemed adequate, providing structural integrity and weather protection. However, there are concerns regarding the condition of structural silicone and expansion joints, which are showing signs of deterioration. Timely maintenance and repairs are recommended to prevent further deterioration and ensure the longevity of the building envelope.



Solar Water Heater Leaks



Empty/Full Gas Cylinders Not Labeled



Sprinkler Clearance Issue NFPA



Scupper Drains Blocked

Facility Category: Public Works

Facility Age (Yrs): 54

Year Built: 1970

Total Square Footage: 1,270

Date(s) of Assessment: 4/11/2024



Parks Storage
130 Winburn Way, Ashland, OR 97520

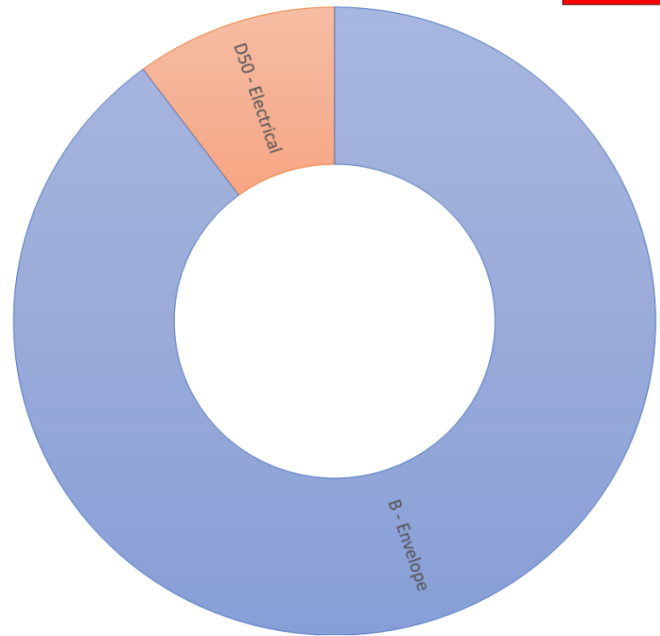


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
8	4.0	6.0	\$96,892	\$508,000	0.09

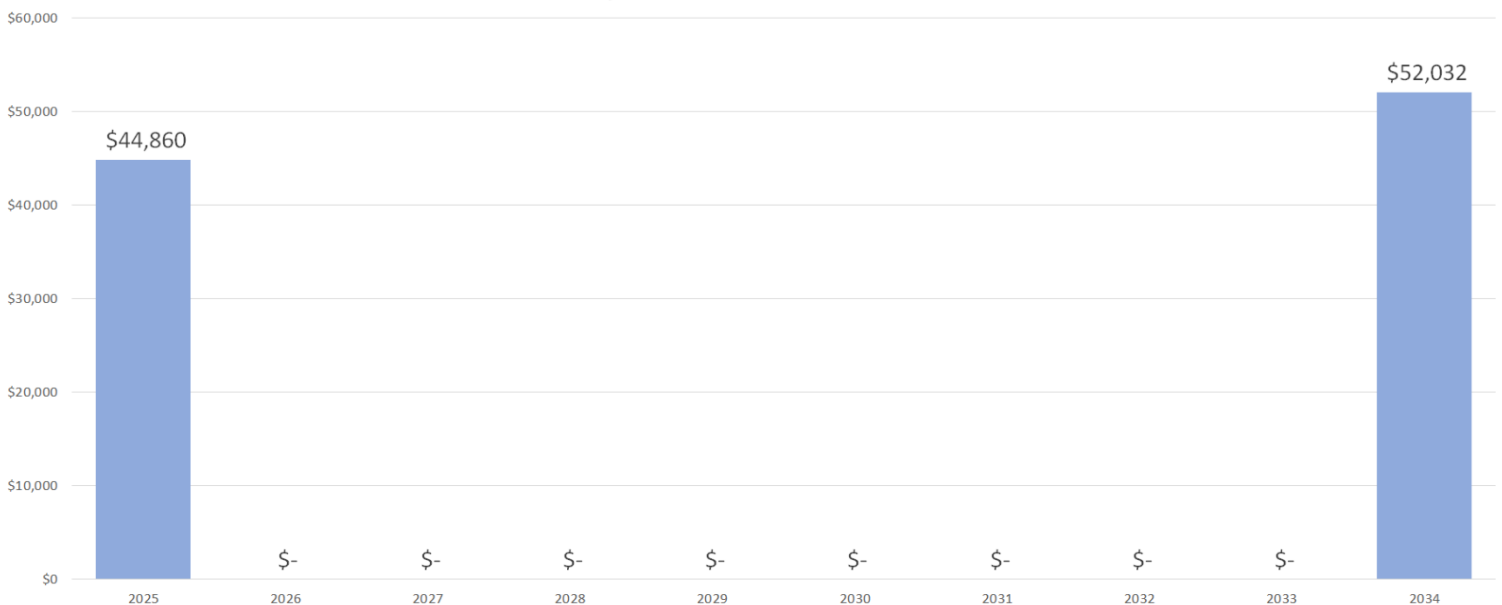
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$70,420
D10 - Conveying	\$0
D20 - Plumbing	\$0
D30 - HVAC	\$0
D40 - Fire Protection	\$0
D50 - Electrical	\$7,980
G - Parking	\$0
TOTAL:	\$78,400



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The absence of fire alarm and suppression systems is a glaring concern, leaving the building vulnerable to rapid fire spread and endangering lives. Additionally, the improper storage of fire extinguishers on the ground not only violates safety standards but also increases the likelihood of damage to the extinguishers, rendering them ineffective in the event of a fire emergency. Urgent action is imperative to address these deficiencies and ensure compliance with fire safety regulations to safeguard occupants and property.

Mechanical & HVAC

The absence of mechanical systems, particularly the lack of an exhaust system, poses challenges to maintaining indoor air quality and regulating temperature within the building. Installation of an exhaust system is strongly recommended to mitigate potential health hazards and enhance comfort for occupants.

Plumbing

The absence of plumbing systems signifies a lack of basic amenities crucial for the functionality and habitability of the building. The installation of plumbing infrastructure is necessary to provide essential services such as water supply and sanitation, thereby improving the overall usability of the facility.

Electrical

The outdated electrical panel poses significant risks of electrical hazards due to exposed bus bars and deteriorated wire insulation. Immediate attention is warranted to upgrade the electrical system to ensure the safety of occupants and prevent potential fire incidents.

Lighting Systems

The utilization of outdated lighting technologies, such as CFL and incandescent bulbs, not only contributes to higher energy consumption but also compromises lighting quality and efficiency. Recommending the installation of LED lighting fixtures would not only reduce energy costs but also enhance illumination levels and longevity.

ADA

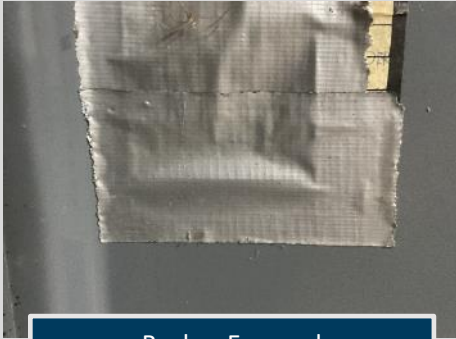
Non-compliance with ADA standards impedes accessibility and inclusivity within the building, particularly for individuals with disabilities. Although the primary function of the building is storage, it remains imperative to ensure that the facility accommodates diverse needs and promotes equal access for all users, including those with disabilities.

Parking

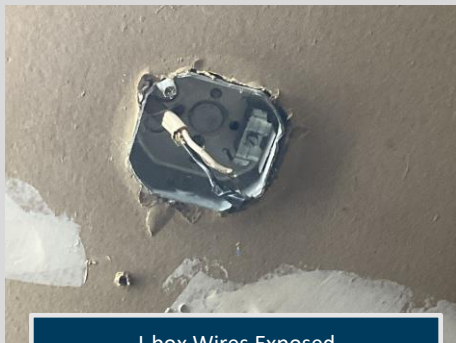
Limited ADA egress due to unpaved hardscapes and uneven ground impedes accessibility for individuals with disabilities, posing challenges for ingress and egress to the facility. Improving parking infrastructure and addressing accessibility issues is essential to facilitate safe and convenient access for all users.

Building Envelope

The deteriorated condition of the building envelope, characterized by damaged siding, joints, and roofing, compromises structural integrity and weather resistance. Urgent repairs and replacement of exterior components are necessary to prevent further deterioration and maintain the building's functionality and aesthetics.



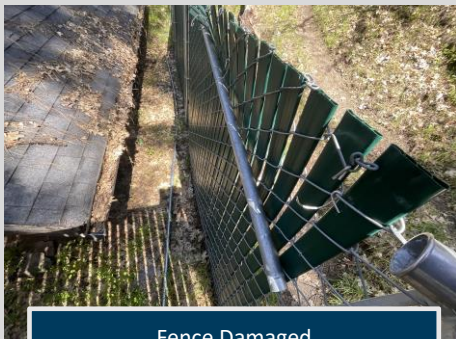
Busbar Exposed



J-box Wires Exposed



Combustibles Not Stored in Fire Cabinet



Fence Damaged

Facility Category: Public Works

Facility Age (Yrs): 124

Year Built: 1900

Total Square Footage: 2,860

Date(s) of Assessment: 4/11/2024



Pioneer Hall
Pioneer Hall, 73 Winburn Way, Ashland, OR 97520

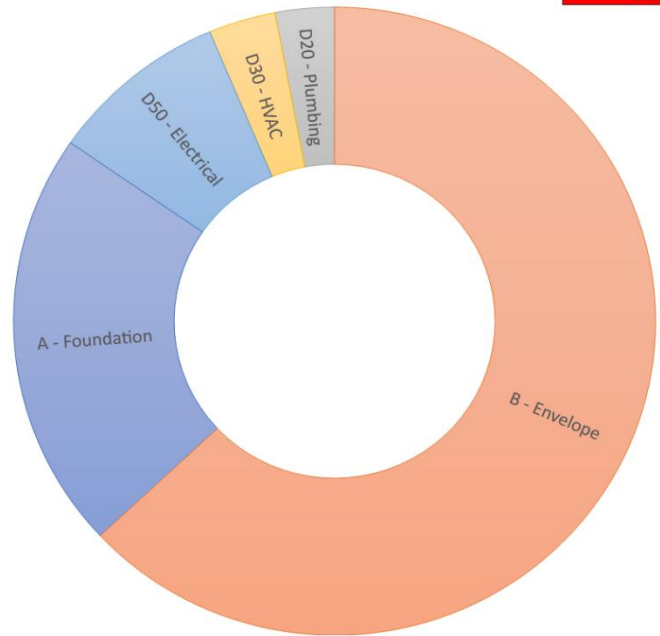


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
9	3.4	6.7	\$179,676	\$1,716,000	0.03

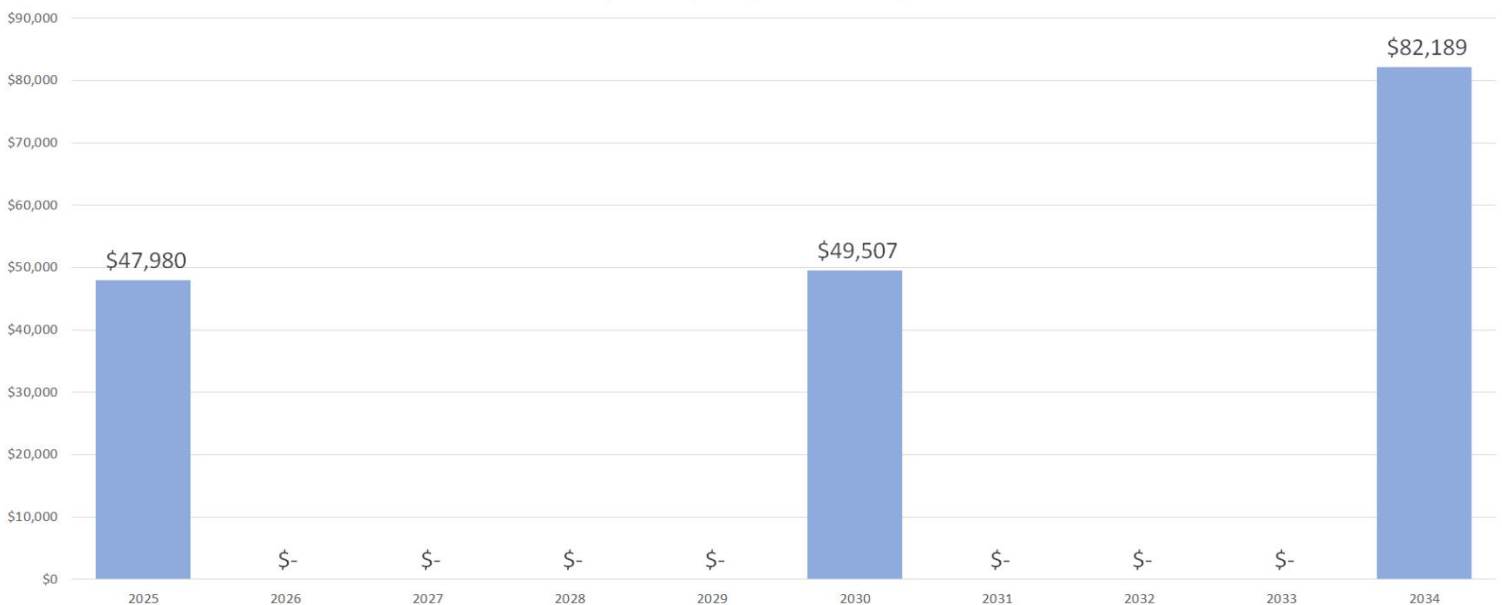
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$30,170
B - Envelope	\$88,080
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$4,730
D40 - Fire Protection	\$0
D50 - Electrical	\$12,610
G - Parking	\$0
TOTAL:	\$139,750



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The building is equipped with a battery-operated smoke detector system, meeting the basic requirements for fire safety. However, it's essential to note that carbon monoxide (CO) detectors must be replaced every seven years for optimal functionality. Inspection and replacement of CO detectors should be scheduled to ensure continued protection against CO poisoning.

Mechanical & HVAC

The HVAC systems have surpassed their useful life expectancy. An outdated HVAC system can lead to inefficiencies, poor air quality, and increased operating costs. Upgrading to modern, energy-efficient HVAC systems will improve comfort levels for occupants while reducing energy consumption and maintenance expenses.

Plumbing

The hot water heater has exceeded its useful life. Replacement of the hot water heater is recommended to prevent potential disruptions to hot water supply and to avoid costly repairs associated with system failures.

Electrical

Although the electrical systems were upgraded in 1988, it is prudent to conduct an infrared (IR) scan and an arc flash analysis to assess the current condition and safety of the electrical infrastructure. These assessments will help identify potential hazards and inform necessary upgrades or maintenance measures to ensure electrical safety within the building.

Lighting Systems

The lighting systems within the building feature a mix of technologies, including LED and CFL fixtures. While LED lighting is known for its energy efficiency and longevity, areas still relying on older technologies may experience higher energy consumption and maintenance requirements. Upgrading all lighting fixtures to LED will enhance energy efficiency, reduce operating costs, and improve lighting quality throughout the building.

ADA

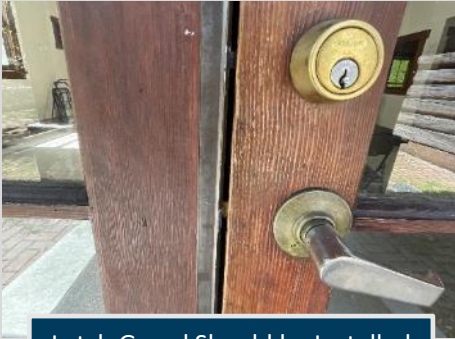
The building meets ADA standards for door hardware and accessible restroom facilities. However, ADA signage directing occupants to accessible entrances is notably absent. Installing proper ADA signage will facilitate navigation for individuals with disabilities and ensure compliance with accessibility regulations.

Parking

Although street parking is available for the public, limitations exist regarding the pathway from public parking to building entrances. Improving accessibility pathways will enhance convenience and safety for visitors and occupants requiring parking facilities.

Building Envelope

Most of the building features an original log cabin exterior wall, contributing to its historical significance. However, the roofing has surpassed its useful life and should be replaced to prevent water infiltration and structural damage. While most windows were replaced in 2009, further evaluation may be necessary to identify any structural issues and prioritize replacements or repairs as needed.



Latch Guard Should be Installed



Some Windows Past Useful Life



ADA Signage not Present at Main Entrance



Improper Key Storage on Exterior of Building

Facility Category: Police Station
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 9,770
Date(s) of Assessment: 4/9/2024

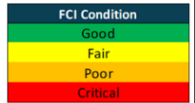


Police Department
 1175 E Main St, Ashland, OR 97520

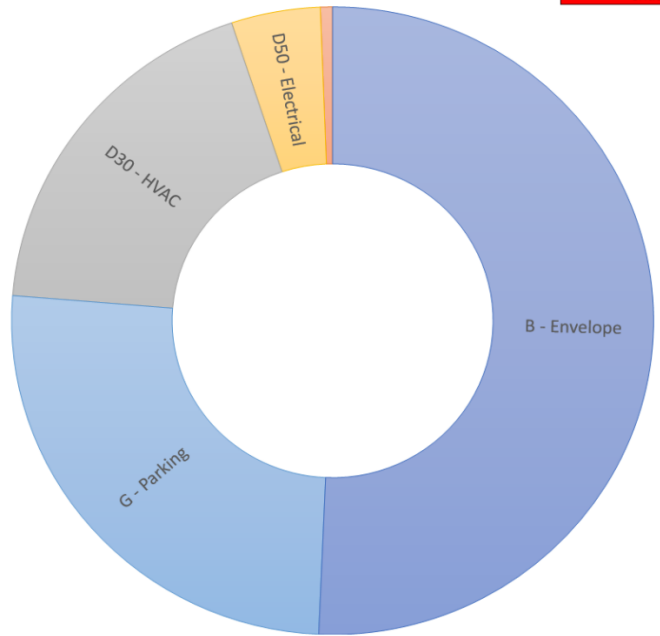


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
28	3.3	11.8	\$833,564	\$5,862,000	0.07

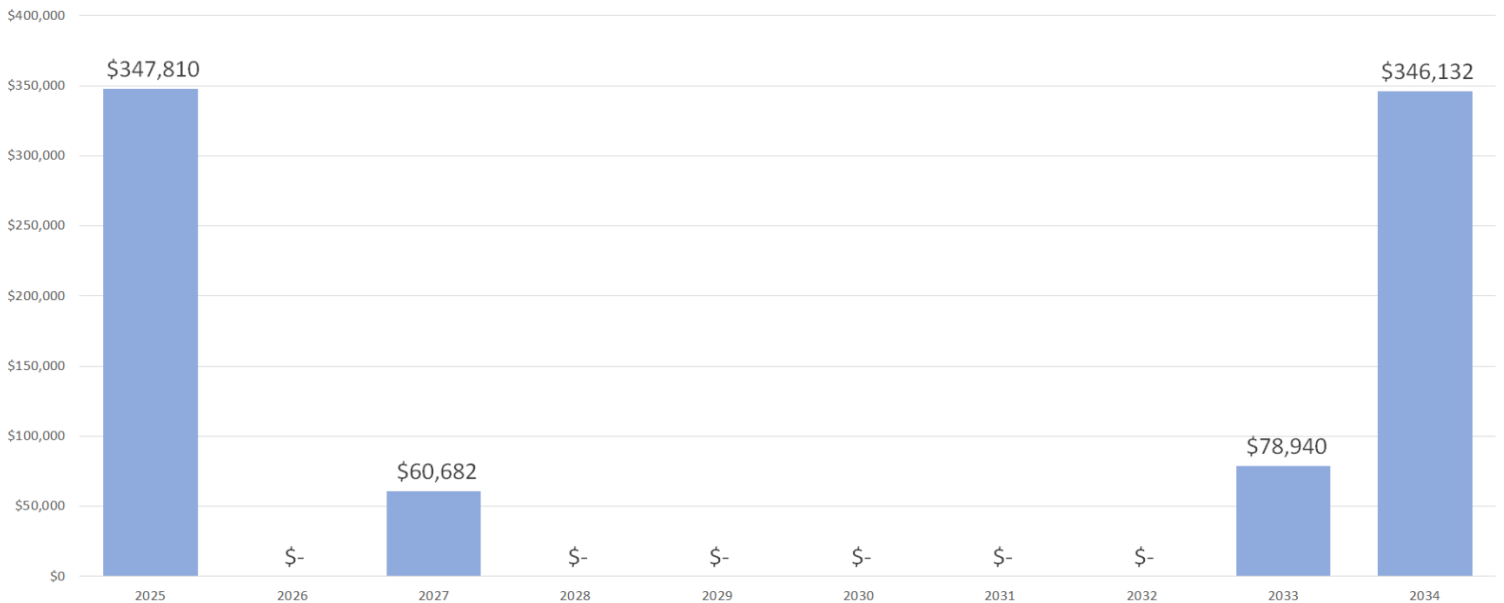
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$344,380
D10 - Conveying	\$0
D20 - Plumbing	\$4,160
D30 - HVAC	\$126,530
D40 - Fire Protection	\$0
D50 - Electrical	\$30,480
G - Parking	\$173,850
TOTAL:	\$679,400



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

While fire extinguishers are in place there is no sprinkler systems or notable fire alarms present, posing a significant risk in the event of a fire emergency. Additionally, a camera is missing from the South Entrance, potentially compromising security measures. Finally, access to the roof from low points on the east side allows individuals to circumnavigate the fence.

Mechanical & HVAC

The HVAC components within the building were deemed adequate overall. However, it was observed that the mini split in the MDF and some exterior condensing units are past their useful life and should be replaced.

Plumbing

The plumbing system in the building is generally adequate, but it was observed that one water heater has exceeded its useful life and requires replacement. Prompt action is necessary. Additionally, the supply valve to the 2nd floor water heater is leaking and should be repaired or replaced.

Electrical

While the electrical systems are sufficient, it was noted that the solar panels have failed. Additionally, it is recommended to conduct an infrared (IR) scan and arch flash analysis to identify any potential electrical hazards and ensure the safety of the building occupants and equipment.

Lighting Systems

The lighting systems within the building consist of a mix of technologies, with some fixtures requiring upgrades for improved energy efficiency and performance. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. A complete LED install should be planned.

ADA

The building is lacking signage indicating the location of the nearest accessible entrance, posing challenges for individuals with disabilities. However, the existing door hardware allows for automatic egress. It is recommended to install appropriate signage with the International Symbol of Accessibility to clearly designate accessible entrances.

Parking

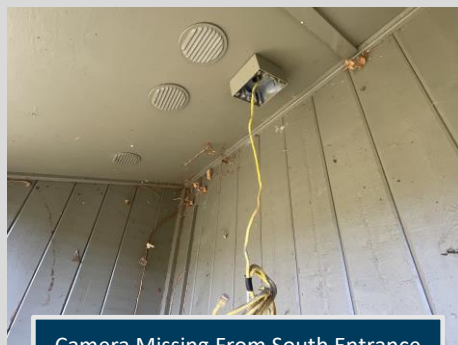
The officer parking lot requires resurfacing to address wear and tear. The public parking lot provides ADA access, ensuring accessibility for individuals with disabilities.

Building Envelope

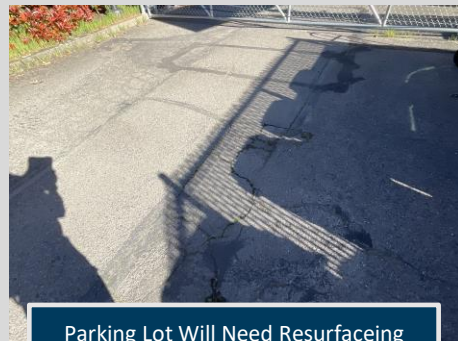
Multiple windows of varying ages were observed, with some being original and others newer. The older door hardware should be replaced to enhance security measures, and latch guards should be installed to prevent unauthorized entry. Additionally, it is recommended to install new roofing to address any existing issues and ensure the integrity of the building envelope.



Items Blocking Panel Boards on 2nd Floor



Camera Missing From South Entrance



Parking Lot Will Need Resurfacing



Water Heater Supply Valve Leaks

Facility Category: Public Works

Facility Age (Yrs): 40

Year Built: 1984

Total Square Footage: 20,426

Date(s) of Assessment: 4/10/2024



Service Center, Water Distribution
90 N Mountain Ave

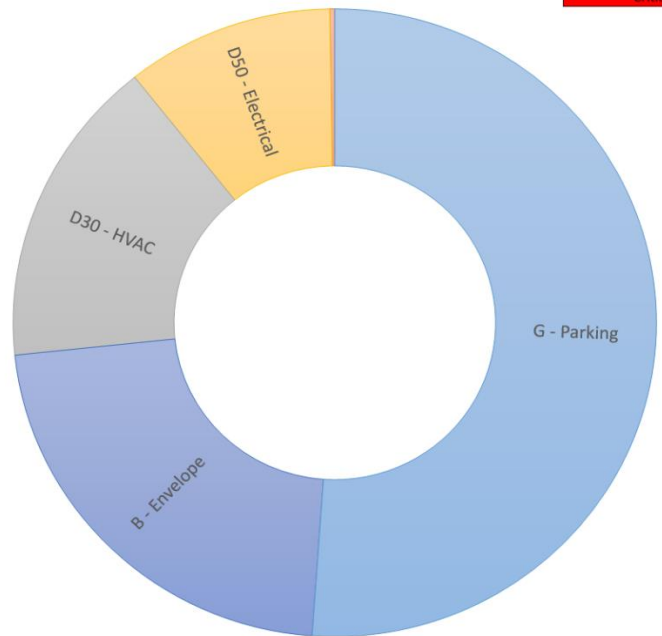


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
63	3.7	4.8	\$2,371,539	\$12,255,600	0.13

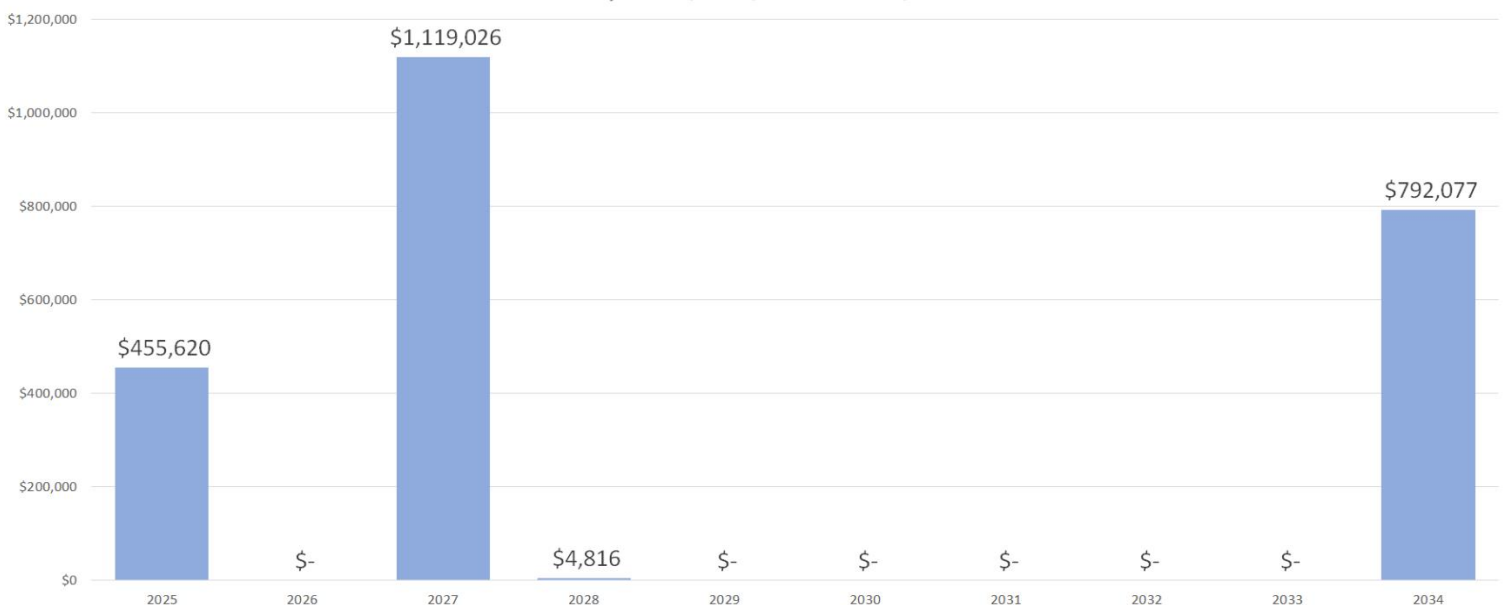
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$441,280
D10 - Conveying	\$0
D20 - Plumbing	\$4,990
D30 - HVAC	\$316,760
D40 - Fire Protection	\$0
D50 - Electrical	\$207,330
G - Parking	\$1,014,990
TOTAL:	\$1,985,350



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The facility lacks a fire alarm and fire suppression system. However, fire extinguishers are present. At a minimum, it is crucial to install a comprehensive fire alarm system to ensure the safety of occupants.

Mechanical & HVAC

Much of the equipment, particularly the units for the "Head End Room" are past useful life. Additionally, several R-22 units remain. Transitioning to more energy-efficient HVAC systems and phasing out R-22 units is advisable to reduce operational costs and environmental impact.

Plumbing

Both water heaters have surpassed their useful life and should be replaced. Consideration should be given to installing a tankless water heating system for improved efficiency. Replacement of water heaters is essential to prevent potential disruptions and ensure consistent hot water supply. Installing a tankless system can offer long-term benefits in terms of energy efficiency and space utilization.

Electrical

Most panelboards are original and in need of replacement. The existing generator meets the building's needs adequately. An arch flash analysis and IR scan are. Conducting an arch flash analysis and IR scan will help identify any underlying issues and ensure compliance with safety standards.

Lighting Systems

The lighting systems feature a mix of installations including CFL, T18, and halogen bulbs. Consideration should be given to replacing them with energy-efficient LEDs for long-term cost savings and environmental benefits. Plan for the gradual replacement of existing lighting fixtures with LED alternatives to improve energy efficiency and enhance lighting quality.

ADA

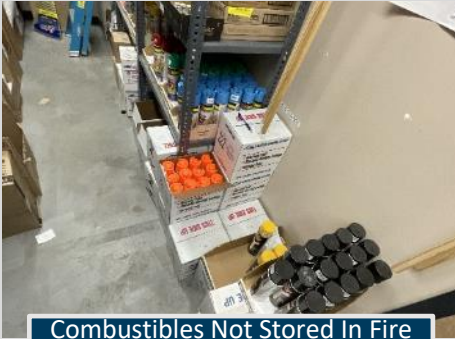
The International Symbol of Accessibility is not present in some areas, particularly at inaccessible toilet rooms. Additionally, certain doorknobs are still present, necessitating replacement with door levers for improved accessibility. Install appropriate signage to ensure clarity and compliance with ADA requirements. Replace existing doorknobs with door levers to enhance accessibility for all occupants.

Parking

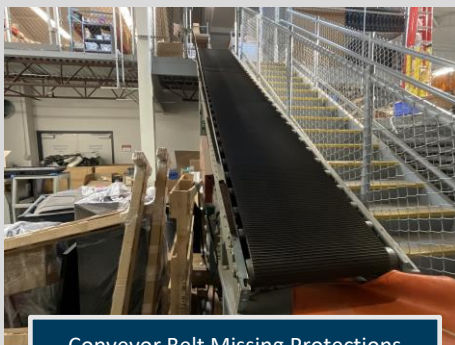
The parking lot requires resurfacing to address wear and tear and maintain a safe and functional parking area. ADA parking requirements are currently met, ensuring accessibility for individuals with disabilities.

Building Envelope

Original doors and windows from 1980 are still in use, with door hardware showing signs of wear. The building roof and siding are metal. Due to their age we recommend inspection for leaks. Anchor points are not present on the roof and should be installed for safety. Plan for the replacement of doors and windows to improve energy efficiency and enhance security. Conduct a thorough inspection of the roof for any signs of leaks and install anchor points to reinforce structural integrity.



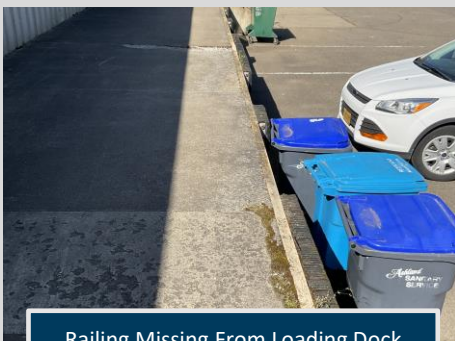
Combustibles Not Stored In Fire Cabinet



Conveyor Belt Missing Protections



Parking Lot Will Need Resurfacing



Railing Missing From Loading Dock

Facility Category: Arts
Facility Age (Yrs): 115
Year Built: 1909
Total Square Footage: 5,980
Date(s) of Assessment: 6/5/2024

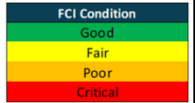


Shakespeare Admin Building
 76 E Main St, Ashland, OR 97520

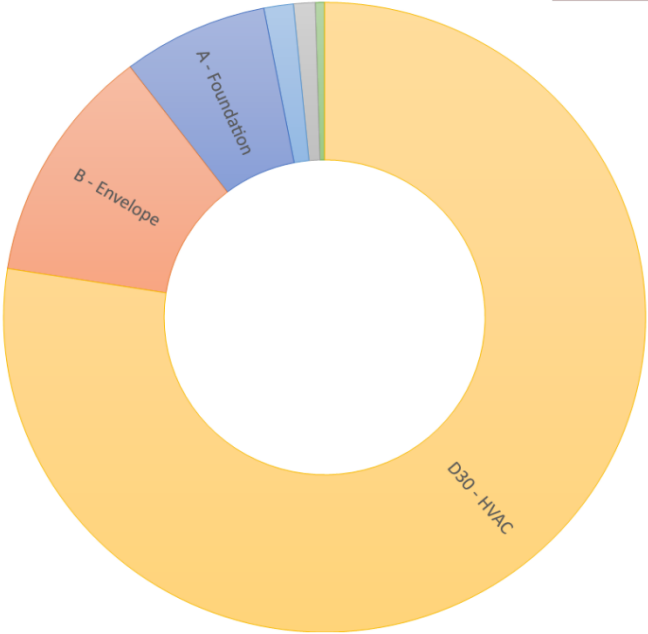


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
36	3.4	8.3	\$1,050,555	\$3,887,000	0.08

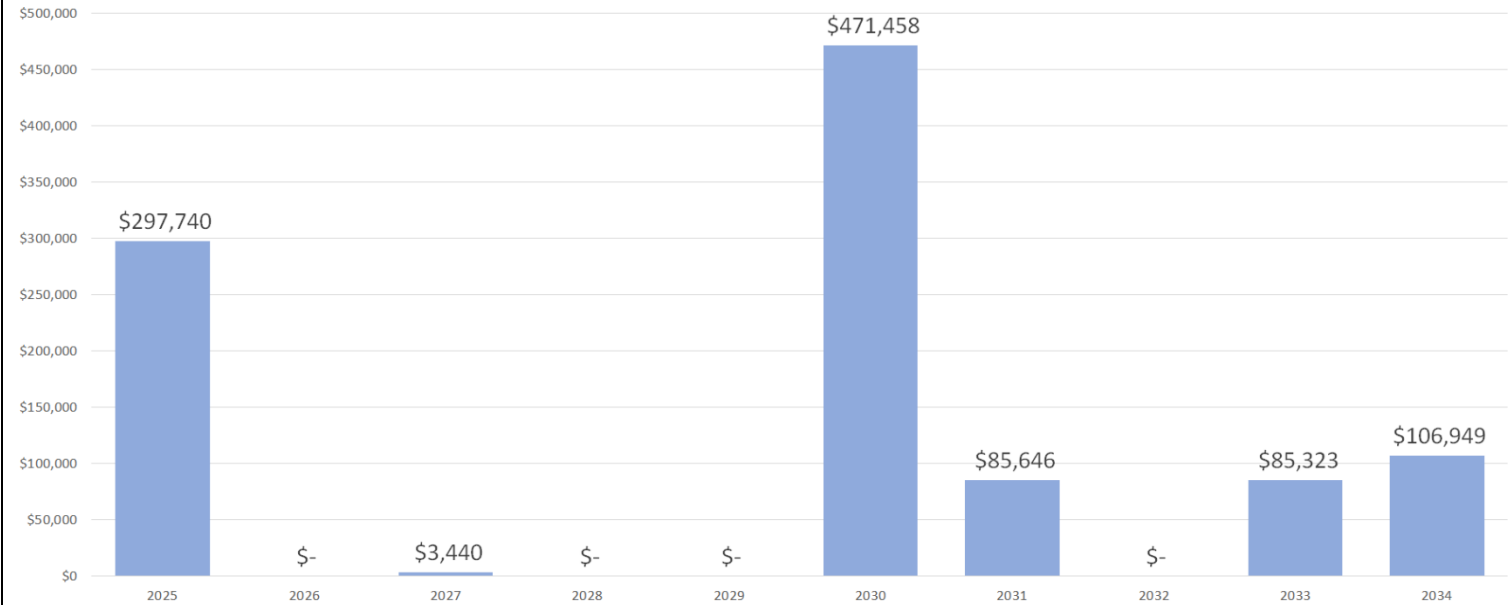
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$63,080
B - Envelope	\$104,640
D10 - Conveying	\$0
D20 - Plumbing	\$9,360
D30 - HVAC	\$667,000
D40 - Fire Protection	\$12,760
D50 - Electrical	\$4,020
G - Parking	\$0
TOTAL:	\$860,860



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The fire alarm system, installed in 1998, has exceeded its useful life and should be replaced or reprogrammed. In contrast, the wet suppression system is found to be adequate, with up-to-date testing and maintenance.

Mechanical & HVAC

The inspection of HVAC systems reveals a mix of units installed between 1973 and 2015. Most older units still using R-22 refrigerant and are past useful life. Overall, while the systems are operational, the older units will need replacement.

Plumbing

The building has 3 electric hot water heaters. All of which are past useful life and need to be replaced.

Electrical

Most of the power distribution systems are adequate for the buildings needs. One panelboard installed in 1988 is reaching it end of useful life and should be considered for replacement.

Lighting Systems

The lighting systems throughout the building exhibit differences in technology and condition, with certain fixtures needing upgrades to improve energy efficiency and performance. Although LED lighting is utilized in some areas, others continue to rely on outdated technologies such as CFL and T8 Fluorescent tubes. It is recommended to replace these fixtures LEDs.

ADA

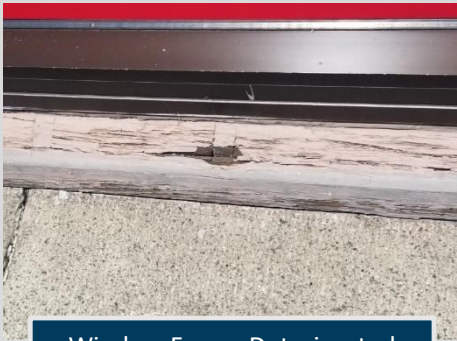
The ADA inspection reveals several compliance issues: all sinks lack proper plumbing protections, doorknobs need to be replaced with door levers, ADA signage is missing from accessible entrances, and directional signage is absent from inaccessible entrances to guide individuals to accessible entrances.

Parking

While street parking is available for the public, limited access to the building from these spaces creates challenges for visitors. Enhancements to parking accessibility are necessary to better accommodate individuals with disabilities and improve overall convenience.

Building Envelope

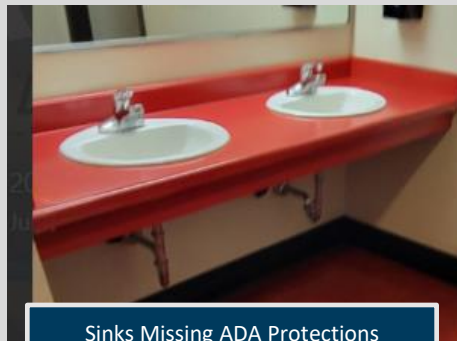
The building envelope is in adequate condition for its age, it is noted that the windows are far past useful life and should be scheduled for replacement.



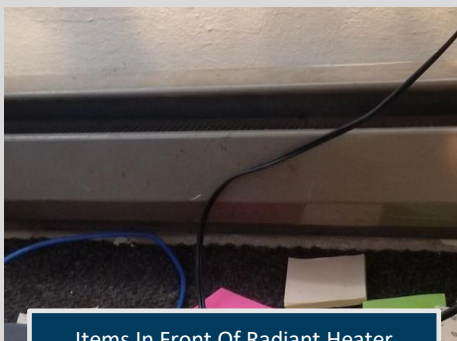
Window Frame Deteriorated



FACP past Useful Life 15 Years



Sinks Missing ADA Protections



Items In Front Of Radiant Heater

Facility Category: Public Works
Facility Age (Yrs): 44
Year Built: 1980
Total Square Footage: 6,380
Date(s) of Assessment: 4/10/2024



Street/Shop; Street Operations, Fleet, Facilities
 90 N Mountain Ave, Ashland, OR 97520

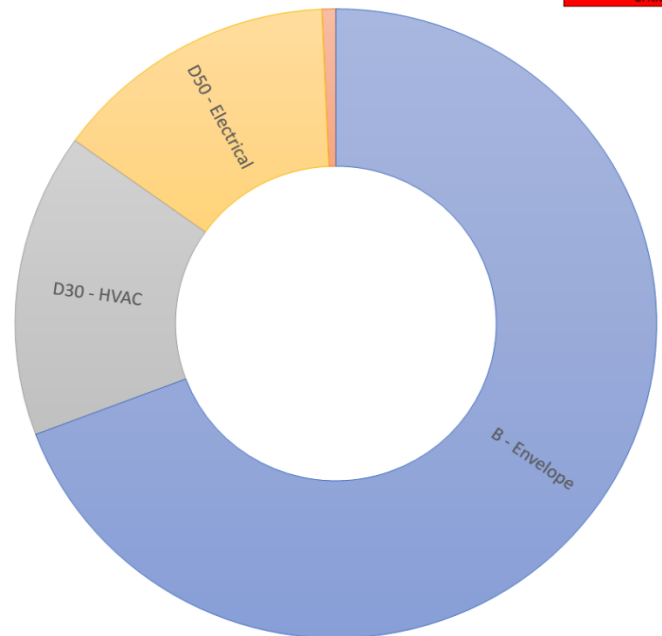


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
29	3.4	6.0	\$373,061	\$3,509,000	0.04

10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$206,270
D10 - Conveying	\$0
D20 - Plumbing	\$2,080
D30 - HVAC	\$46,500
D40 - Fire Protection	\$0
D50 - Electrical	\$42,970
G - Parking	\$0
TOTAL:	\$297,820



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

While type ABC fire extinguishers are present, specific hazards in the welding shop require installation of a Type D extinguisher, alongside hazard signage for welding gas storage areas. Notably, a sufficient fire alarm system is lacking, highlighting a significant gap in fire detection and evacuation capabilities. Addressing these shortcomings by installing appropriate extinguishers, signage, and a comprehensive fire alarm system is imperative to mitigate fire risks and ensure the safety of occupants and visitors within the building.

Mechanical & HVAC

While the wall AC units are currently functional, they have surpassed their useful life and require replacement. Notably, commendable proactive maintenance efforts are underway for the scheduled replacement of unit heaters in the service bay and the split system in the parts room.

Plumbing

While the water heater is still within its useful life, its small size may pose limitations on hot water supply, especially during peak demand periods. Considering the benefits of tankless systems, replacement with a tankless water heater when appropriate is recommended to enhance hot water availability and energy efficiency.

Electrical

The electrical infrastructure of the building is adequate but due to the load requirements close monitoring and maintenance should be employed. The possible need for upgrading the electrical system should be considered based on the future needs of the service shop.

Lighting Systems

The building's lighting systems comprise a mix of technologies, with some fixtures needing upgrades for improved energy efficiency and performance. While LED lighting is beneficial for energy savings and longevity, areas still relying on older technologies like CFL should be considered for upgrades to enhance overall lighting quality and efficiency.

ADA

The building lacks signage at all inaccessible entrances, hindering navigation for individuals with disabilities. Installing signs with the International Symbol of Accessibility to indicate the location of the nearest accessible entrance is crucial for ensuring accessibility and compliance with ADA standards.

Parking

While parking is adequate for ADA needs, the resurfacing of the parking lot is necessary to maintain safety and usability. Addressing pavement deterioration will enhance the overall accessibility and aesthetics of the parking area.

Building Envelope

While the metal roof and siding remain in good condition, providing durability and structural integrity, the windows from the original construction have surpassed their useful life. Therefore, it is advisable to schedule replacement of the windows to enhance energy efficiency and ensure proper climate control within the building.



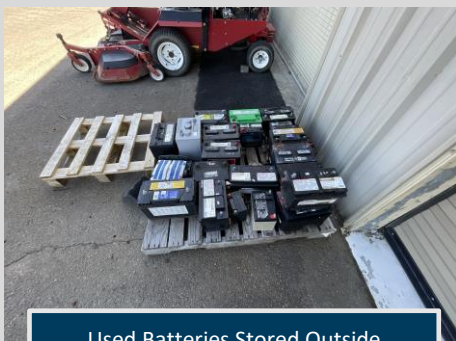
Biohazard Signage Not Present at Welding Shop



Parking Lot Will Need Resurfacing



Combustibles Not Stored in Fire Cabinet



Used Batteries Stored Outside

Facility Category: Public Works
Facility Age (Yrs): 26
Year Built: 1998
Total Square Footage: 9,745
Date(s) of Assessment: 4/10/2024



The Grove, Parks & Rec, Utility Billing
 90 N Mountain Ave

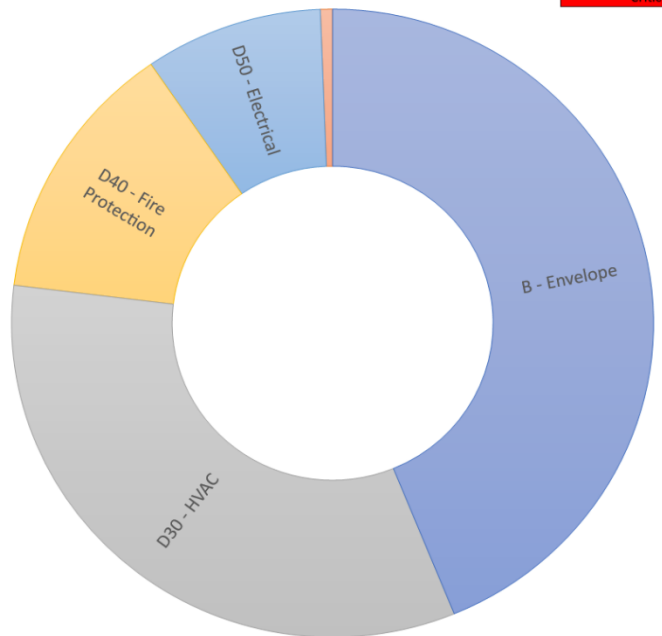


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI
26	3.3	12.5	\$419,659	\$5,359,800	0.03

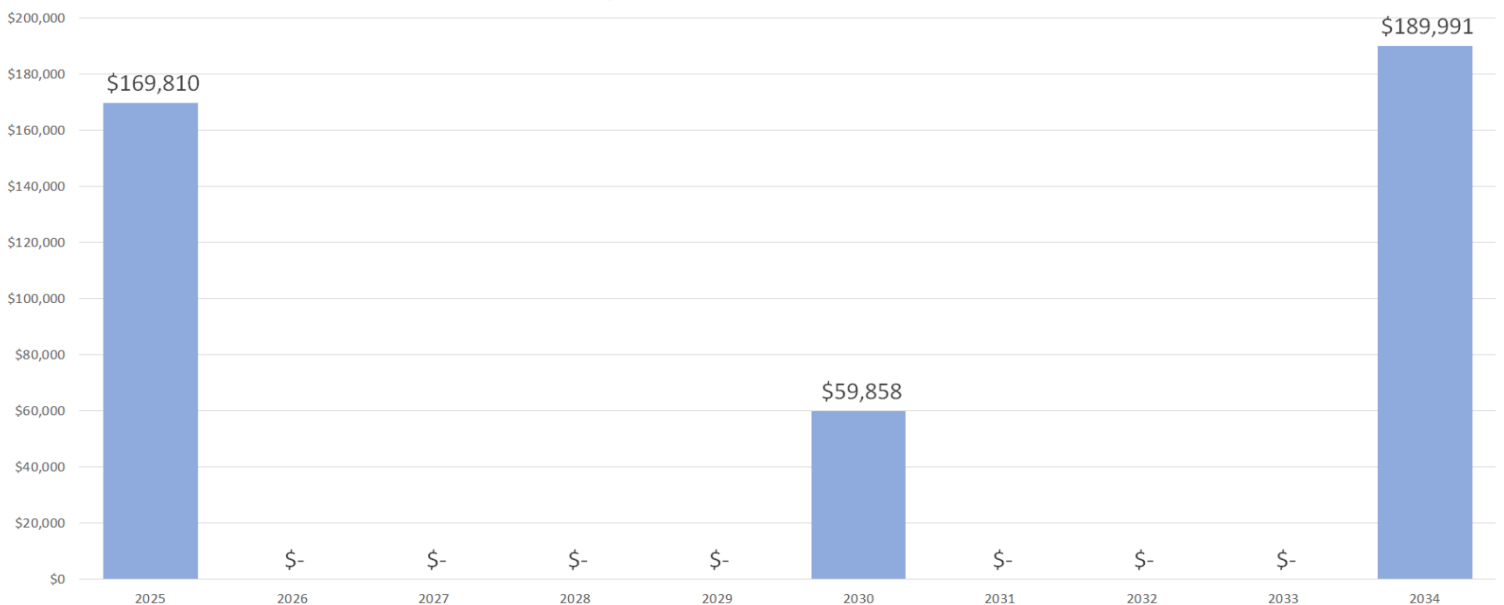
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundation	\$0
B - Envelope	\$148,600
D10 - Conveying	\$0
D20 - Plumbing	\$2,080
D30 - HVAC	\$112,330
D40 - Fire Protection	\$45,770
D50 - Electrical	\$30,400
G - Parking	\$0
TOTAL:	\$339,180



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work Summary

Fire, Life, Safety

The fire alarm system, installed in 1998 is past useful life. Additionally, the pressure gauges are expired. It is recommended to either reprogram or replace the panel and replace expired gauges. Upgrading or modernizing the system is crucial to ensure it meets current safety standards and effectively alerts occupants in the event of a fire emergency.

Mechanical & HVAC

The mechanical and HVAC equipment in the building has exceeded its useful life and needs replacement. Failure to address this issue could lead to inefficient operation, increased energy costs, and potential breakdowns, compromising the comfort and safety of occupants. Scheduling replacement for these systems is vital to maintain optimal functionality and indoor air quality within the building.

Plumbing

The water heater in the building has surpassed its useful life. It is recommended to install a tankless unit. This upgrade not only ensures reliable hot water supply but also improves energy efficiency, reducing operational costs and environmental impact. Addressing plumbing concerns promptly enhances the overall safety and functionality of the building's infrastructure.

Electrical

While the electrical systems are deemed adequate, the recent installation of a large generator further enhances safety measures, allowing the building to serve as an emergency response office when needed. This addition ensures continuity of operations during power outages or emergencies, bolstering the building's resilience and capacity to protect occupants and critical assets.

Lighting Systems

The lighting systems in the building encompass a mix of technologies, with some fixtures requiring upgrades for improved energy efficiency and performance. While certain areas benefit from LED lighting, others still rely on older technologies like CFL and halogen. Updating lighting fixtures throughout the building enhances energy efficiency, visibility, contributing to a safer and more sustainable environment.

ADA

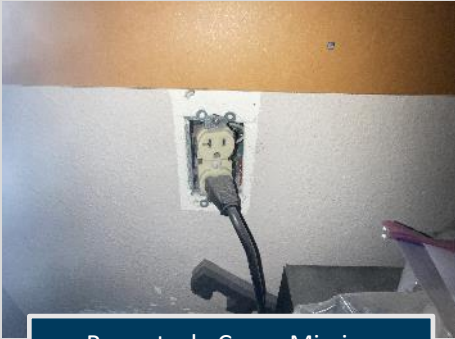
Inaccessible entrances lacking signs with the International Symbol of Accessibility. This poses a significant barrier to individuals with disabilities, hindering their ability to navigate the building safely and independently. Installing proper signage indicating the location of the nearest accessible entrance is essential to ensuring compliance with ADA regulations and promoting inclusivity within the building.

Parking

Although parking availability meets the building's current needs, resurfacing is necessary to maintain safety and functionality. Addressing the condition of the parking lot enhances accessibility, prevents accidents, and improves the overall aesthetic appeal of the property, contributing to a positive experience for occupants and visitors.

Building Envelope

Despite damage to the CMU joint at the south entrance, the metal roof and siding remain well within their useful life. Prioritizing repairs to the damaged joint preserves the structural integrity of the building and prevents further deterioration. Maintaining the building envelope is essential to safeguarding occupants, protecting against weather elements, and prolonging the lifespan of the property.



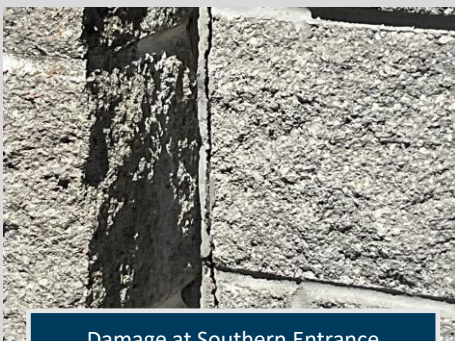
Receptacle Cover Missing



Install Latch Guards



Flashing Needs Replacement



Damage at Southern Entrance

Facility Category: Golf Buildings

Facility Age (Yrs): 31

Year Built: 1990 to 1999

Total Square Footage: 13,028

Date(s) of Assessment: 4/10/2024



Golf Pro Shop, Maintenance Shop and Golf Cart Barn
City of Ashland

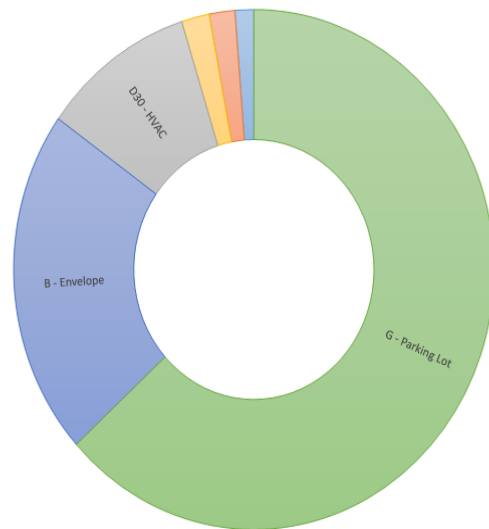


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
42	3.4	15.0	\$790,824	\$5,758,250	0.05

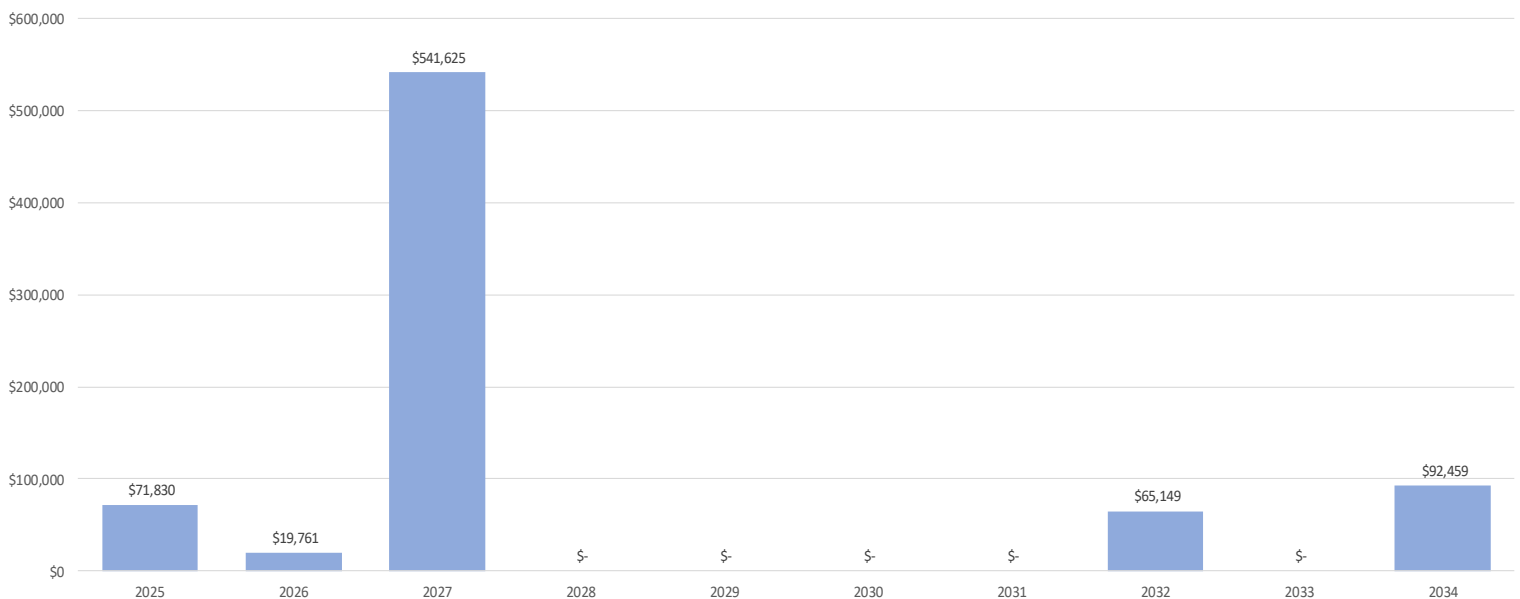
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$148,580
D20 - Plumbing	\$11,860
D30 - HVAC	\$70,810
D40 - Fire Protection	\$12,860
D50 - Electrical	\$8,710
G - Parking Lot	\$435,000
TOTAL:	\$687,820



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

Fire alarm and suppression systems were observed in the Golf Pro Shop, but not in the Maintenance Shop. Considering the occupancy of the shop and the office spaces within, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems. Additionally, the kitchen hood fire suppression system within the Golf Pro Shop has exceeded its industry expected life, and replacement is recommended.

Mechanical & HVAC

The majority of HVAC systems across this property found in the Maintenance Shop and the Golf Pro Shop were given a poor condition score due to their age. The exhaust fans have all surpassed their useful life expectancy and necessitate replacement. Both condensing units and gas furnaces within the Golf Pro shop have also exceeded their industry expected life and require replacement to continue to provide optimal comfort for occupants.

Plumbing

Plumbing systems were minimal throughout the buildings, although the natural gas water heater within the Maintenance Shop has exceeded its useful industry life and requires replacement.

Electrical

The panel boards within the buildings, located in the Maintenance Shop and Gold Pro Shop, are functional and remain within their useful expected life.

Lighting Systems

The lighting systems in the buildings are primarily LED, but also contain older technologies such as CFL, sodium halide and T12 fixtures. It's recommended to transition to LED lighting throughout to maximize energy savings and address the upcoming difficulty of older technologies such as the T12 fixtures becoming unavailable.

ADA

The existing ADA accommodations for restrooms, entrances, and fixtures such as door hardware are considered satisfactory throughout these buildings.

Parking

There is an adequate amount of ADA spaces available where parking is available to the public, including van accessible spots with access aisles and appropriate signage. The Maintenance Shop lacked marked ADA spaces and signage, which would increase accessibility at this site if desired and added. Furthermore, resurfacing of the parking lot is recommended as it approaches the end of its industry expected life and in poor condition.

Building Envelope

Most envelope components of the building are original, with minimal wear issues observed. However, the wood fascia and soffit of the roofs on the Golf Pro Shop and the Golf Cart Barn both display signs of weathering that necessitates attention and repainting to prevent dry rot. The golf cart barn additionally was observed with minimal debris in its gutters and some moss growing on its roof. The installation of gutter guards could extend the life of the gutters and therefore the building while also cutting costs associated with cleaning them. Minimal rust was observed on the metal frame of the doors to the exterior storage closet of the Maintenance shop, warranting attention.



Condensing Unit at Golf Pro Shop
Beyond Useful Life Expectancy.



Gas Water Heater in Maintenance Shop
Beyond Useful Life Expectancy



Wood Fascia of Golf Pro Shop Roof
Requiring Repainting



Wood Soffit of Golf Cart Barn Requiring
Repair

Facility Category: Hunter Park-Daniel Meyer Pool Locker Rooms

Facility Age (Yrs): 40

Year Built: 1984

Total Square Footage: 5,506

Date(s) of Assessment: 4/9/2024



Hunter Park - Daniel Meyer Pool Locker Rooms
City of Ashland

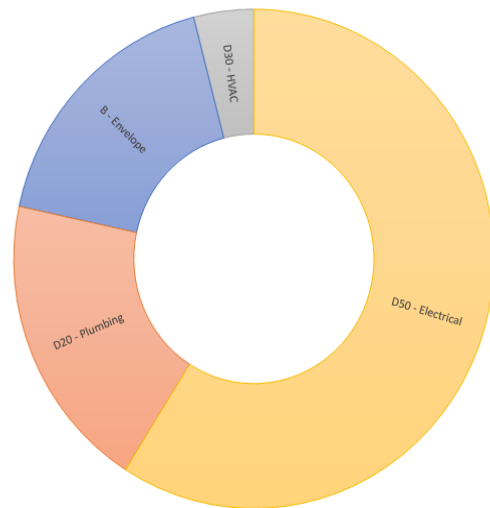


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
13	3.5	12.8	\$64,018	\$3,028,300	0.02

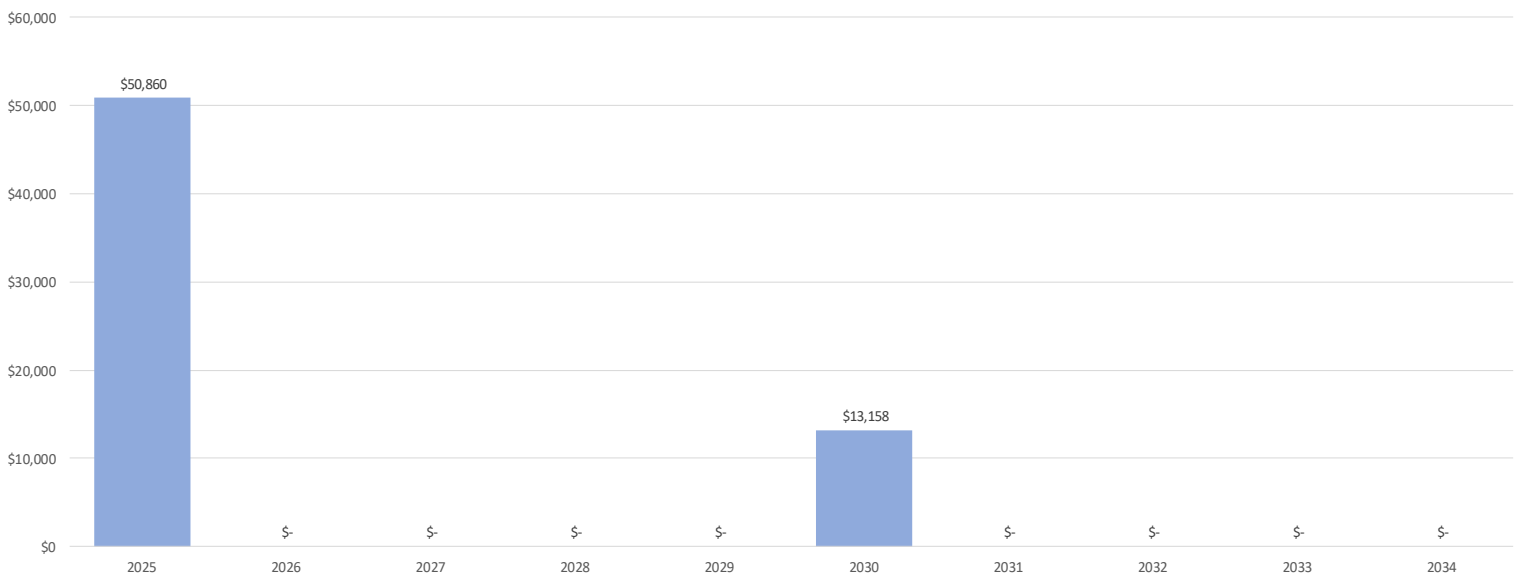
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$10,760
D20 - Plumbing	\$11,860
D30 - HVAC	\$2,470
D40 - Fire Protection	\$0
D50 - Electrical	\$36,080
G - Parking Lot	\$0
TOTAL:	\$61,170



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There were not fire alarm or sprinkler systems found in the building. Considering the occupancy, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The electric unit heater in the mechanical basement of the pool locker rooms has surpassed its useful life expectancy, recommend replacement. The natural gas boiler and furnace are both in fair condition and within their industry expected life.

Plumbing

The gas water heater in the mechanical basement has significantly surpassed its useful life expectancy and is recommended for replacement.

Electrical

The electrical systems within the building are in fair condition and within their industry expected life.

Lighting Systems

Throughout the building there is a combination of CFL, T8 and sodium halide lighting fixtures, which were given poor scores for being older technologies that are becoming more unavailable for replacement. It is recommended to upgrade to LED lighting throughout the building to maximize energy savings.

ADA

The building is compliant with ADA standards, noting the benches in the locker rooms and showers and compliant hardware and fixtures, and accessible entrances.

Parking

While there is an adequate amount of ADA compliant spaces, including van accessible spaces and adjoining access aisles, the signage does not specify the van accessible spaces. Recommend updating signage.

Building Envelope

The building envelope is primarily in fair condition, with most assets within their industry expected life. However, the metal doors are beyond their useful expected life with some visible wear due to age and outdated hardware. Replacement recommended. Within the mechanical basement, there is exposed insulation on near the vaulted ceiling one on side, and a hole in the drywall ceiling above the doors that both necessitate attention.



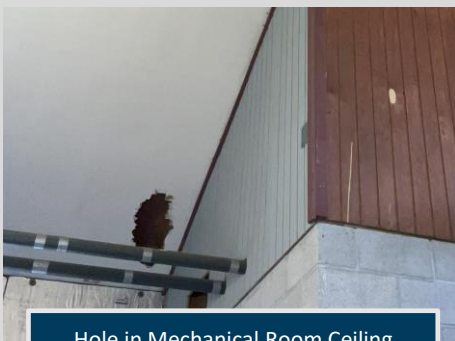
Unit Heater Surpassed Useful Life Expectancy



Water Heater Surpassed Useful Life Expectancy



Exposed insulation in Mechanical Room



Hole in Mechanical Room Ceiling

Facility Category: Lift and Pump Stations
AVG Facility Age (Yrs): 22
Year Built: N/A
Total Square Footage: N/A
Date(s) of Assessment: 4/11/2024

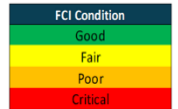


Lift and Pump Stations
City of Ashland

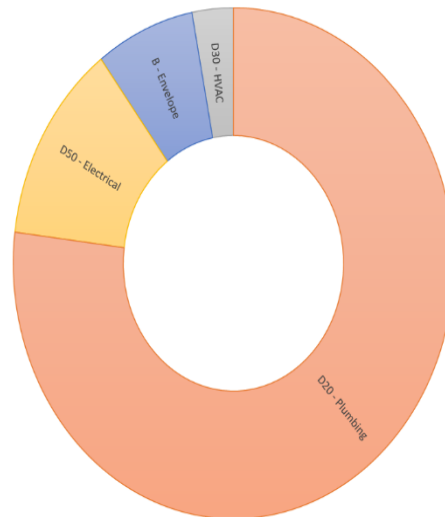


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
32	3.2	11.0	\$248,480	N/A	N/A

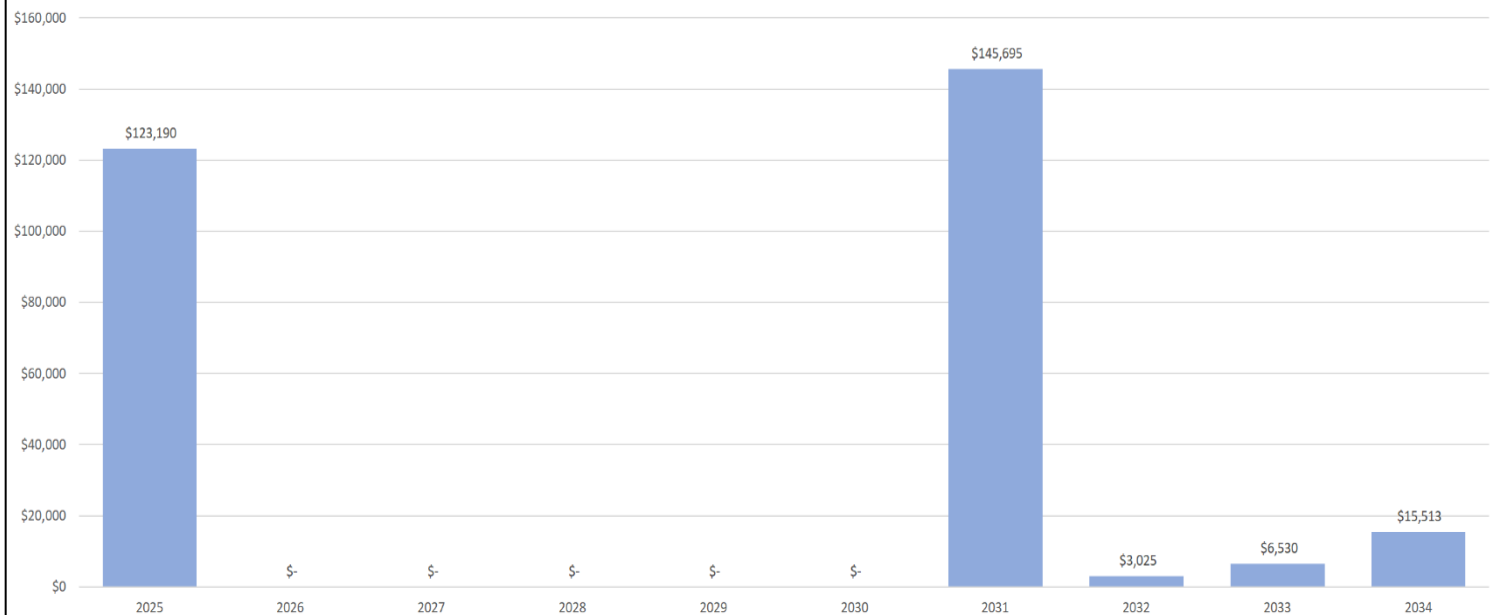
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	\$0
B - Envelope	\$18,000
D20 - Plumbing	\$191,190
D30 - HVAC	\$7,520
D40 - Fire Protection	\$0
D50 - Electrical	\$31,770
G - Parking Lot	\$0
TOTAL:	\$248,480



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The fire alarm system, installed in 1996. It is recommended to reprogram or replace the panel due to its past useful life. Upgrading or modernizing the system is crucial to ensure it meets current safety standards and effectively alerts occupants in the event of a fire emergency.

Mechanical & HVAC

Various mechanical and HVAC components within the building exhibit signs of wear and aging. Most of these systems, such as split system ductless units and energy recovery units, have surpassed their useful service life. The impact of failure for these systems varies but generally falls within the moderate to severe range, depending on their criticality and backup availability.

Plumbing

Plumbing systems, including water heaters and pumps, are generally in fair condition (score 3). While they function adequately for now, regular maintenance and eventual replacement are expected due to their age. However, certain components, like the gas-fired boiler, have reached the end of their service life and require immediate attention.

Electrical

The electrical infrastructure of the building, including panel boards and lighting systems, requires close monitoring and maintenance. While some components are still in good condition (score 2), others, particularly the panel boards, exhibit signs of wear and aging, warranting a condition rating of 4.

Lighting Systems

The lighting systems in the building are a mix of technologies, with some fixtures needing upgrades for improved energy efficiency and performance. While certain areas have LED lighting, others still rely on older technologies like CFL and halogen. Overall, the condition of the lighting systems varies, with most rated at 4, indicating the need for maintenance or replacement soon to ensure optimal illumination and energy savings.

ADA

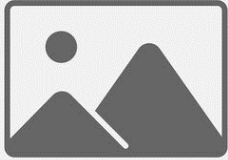
ADA standards, such as door hardware, and accessible restroom facilities, there are notable deficiencies, particularly concerning alternative accessible entrances and the limited provision of accessible parking spaces.

Parking

While street parking is available for the public, there are limitations, notably the lack of on-site parking and the absence of van accessible spaces. There remains room for improvement, particularly in expanding the number of accessible spaces and ensuring equitable access for individuals with disabilities. Enhancing parking facilities to align more closely with ADA standards will be essential to fostering an inclusive environment and meeting the diverse needs of building occupants and visitors.

Building Envelope

Original window frames from 1950, rated as a 5 on the condition scale, highlight a critical need for repair or replacement to prevent further deterioration and maintain energy efficiency. Additionally, exterior doors from the same era exhibit wear and tear, with hardware replacement recommended to enhance security and functionality. A joint failure in the masonry of the exterior wall, coupled with identified issues in the roofing from 2003, underscores the importance of addressing potential water ingress points to mitigate the risk of moisture damage and structural compromise.



No image

Dead Front Cover Missing



No image

Swap Door Knobs to Door Levers



No image

Combustible Material in Radiators



No image

Building Envelope Failing

Facility Category: Lithia Park Buildings

Facility Age (Yrs): 31

Year Built: 1990 to 1998

Total Square Footage: 6,643

Date(s) of Assessment: 4/8/2024



Lithia Park Shop and Storage Buildings
City of Ashland

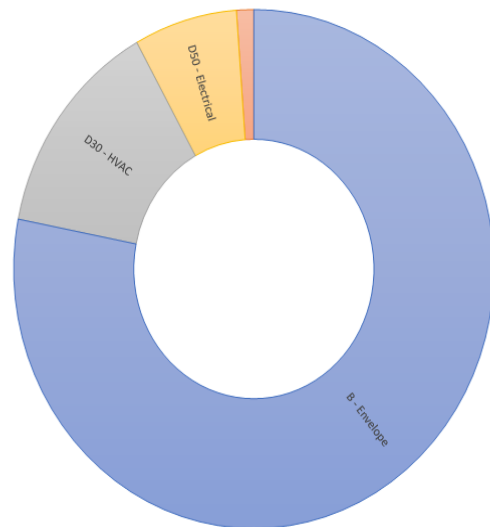


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
29	3.5	11.0	\$304,284	\$2,681,650	0.13

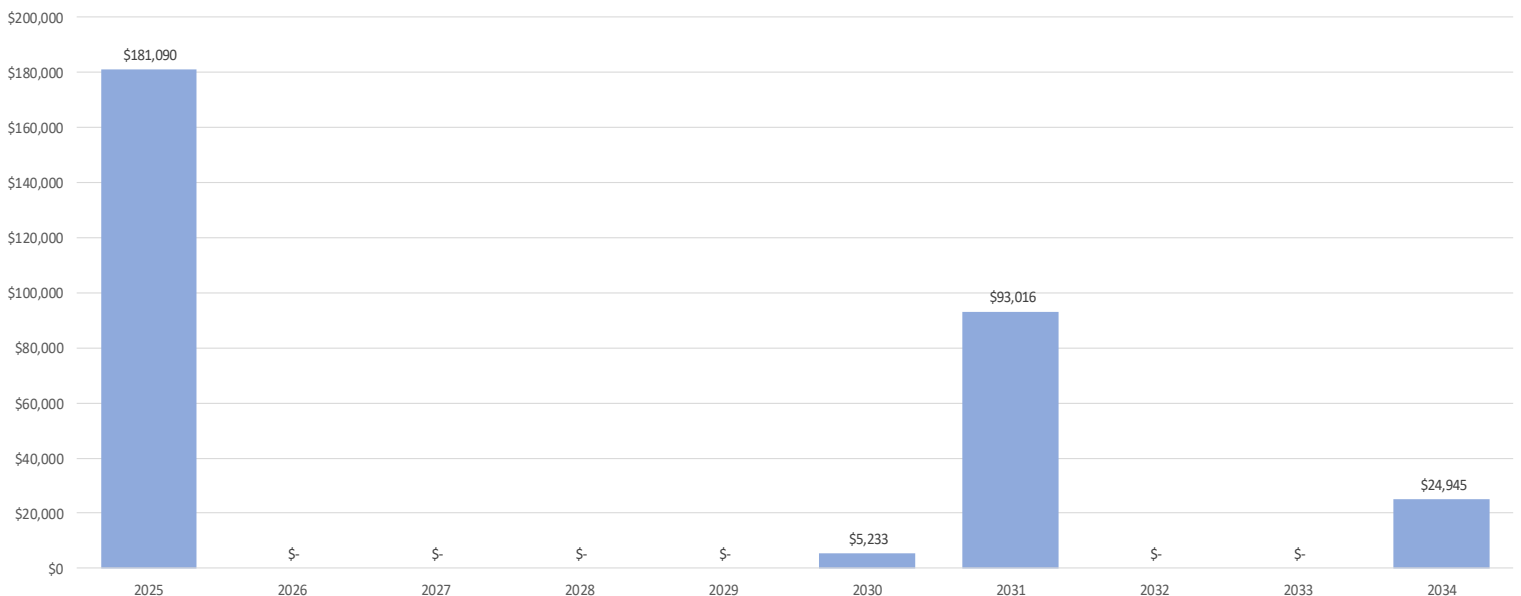
10-Year Capital Replacement and Repair Needs by Asset Category



Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	\$0
B - Envelope	\$208,150
D20 - Plumbing	\$3,100
D30 - HVAC	\$36,820
D40 - Fire Protection	\$0
D50 - Electrical	\$18,510
G - Parking Lot	\$0
TOTAL:	\$266,580



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There were no fire alarm systems found in the Lithia Park Shop, Lithia Park Storage or Lithia Park Material and Equipment Storage buildings. Considering the occupancy of the Lithia Park Material and Equipment Storage Building, it is important to address any safety deficiencies to ensure the well-being of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The HVAC systems across all the buildings have surpassed their useful life expectancy. The Lithia Parks Materials and Equipment Storage building is heated with both a gas unit heater and an electric air handling unit located in the attic space.

Plumbing

The electric water heater located in the Lithia Park Material and Equipment Storage building is beyond its useful life expectancy, replacement recommended.

Electrical

All the panelboards within the buildings are functional and remain within their useful service life.

Lighting Systems

The lighting systems within the buildings are a mix of LED, sodium halide, T8 and CFL fixtures. It is recommended to transition all lighting to LED to maximize energy savings and address the upcoming difficulty of older technologies such as the T8 fixtures becoming unavailable.

ADA

The Lithia Park Shop and Lithia Park Storage buildings are largely inaccessible due to the lack of accessible routes to main entrances and surrounding unpaved areas. Lithia Park Material and Equipment Storage lacks ADA accommodation in its restroom, but other ADA accommodations such as entrances and door hardware were satisfactory.

Parking

Where parking is available, there are no ADA compliant spots.

Building Envelope

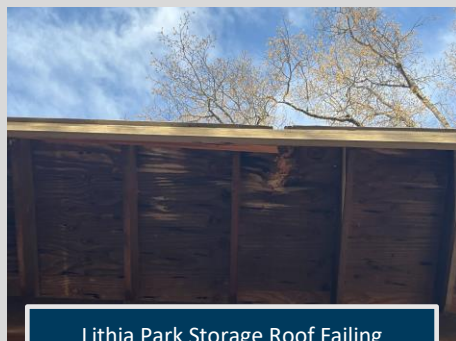
Most envelope components are in fair condition and within their industry useful life, but both the Lithia Park Shop and the Lithia Park Storage building roofs are in poor condition and due for replacement, Lithia Storage especially due to damage, dry rot, moss growth and asset age. Gutters were observed full of tree debris, indicating that gutter guards could be necessary to allow gutters to perform as designed. The exterior wood siding of the Lithia Park Storage building has also exceeded its industry expected life. Additionally, it is recommended to remove vining plants and moss on or near the exterior wood siding and foundation of the Lithia Park Material and Equipment Storage building to extend asset life.



Vining Plants and Full Gutters at Lithia Park Material and Equipment Storage



Lithia Park Storage Roof in Poor Condition



Lithia Park Storage Roof Failing



Unit Heater Past Industry Expected Life at Lithia Park Material and Equipment Storage

Facility Category: Office
Facility Age (Yrs): 34
Year Built: 1990
Total Square Footage: 2,384
Date(s) of Assessment: 4/9/2024



Nature Center Office
 City of Ashland

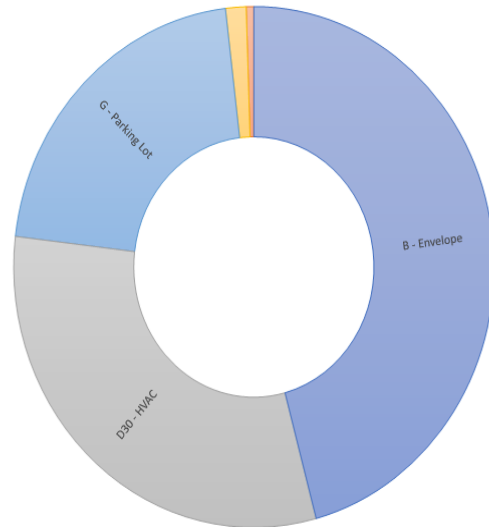


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
18	3.7	6.7	\$186,336	\$1,311,200	0.12

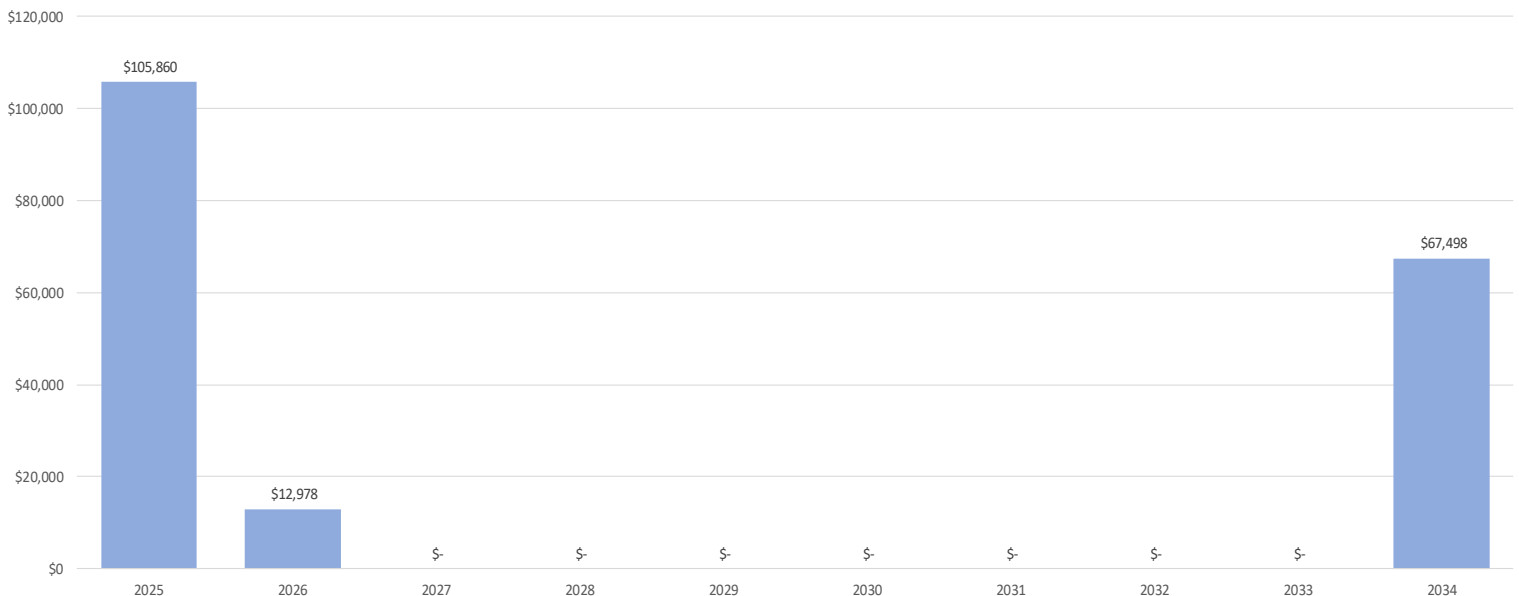
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	\$0
B - Envelope	\$74,110
D20 - Plumbing	\$830
D30 - HVAC	\$50,220
D40 - Fire Protection	\$0
D50 - Electrical	\$2,230
G - Parking Lot	\$34,340
TOTAL:	\$161,730



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The Nature Center Office has a fire alarm system as well as some emergency lighting on site. To further improve occupant safety, a fire sprinkler system could be added if desired.

Mechanical & HVAC

All the HVAC systems in the building have surpassed their industry useful life and require replacement. Electric split system air handling units are used to condition this space.

Plumbing

The electric water heater in the upstairs restroom that serves the building has reached the end of the expected industry life and requires replacement.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

The lighting systems in the building are split between LED and CFL fixtures. It is recommended to transition to LED lighting throughout to maximize energy savings.

ADA

The existing ADA accommodations for the building including door hardware, fixtures heights and restroom accessibility are satisfactory. However, the route from the parking lot to the main entrance requires attention, as there is a drop between the ramp and the porch of the building greater than one inch and does not meet accessibility standards.

Parking

There is a sufficient amount of ADA spaces within the lot including van accessible spots and access aisles, but there are notable deficiencies considering signage. Signs identifying ADA spots that include the International Symbol of Accessibility and read "van accessible" where relevant are recommended. Additionally, the parking lot has reached the end of its industry expected life, necessitating replacement.

Building Envelope

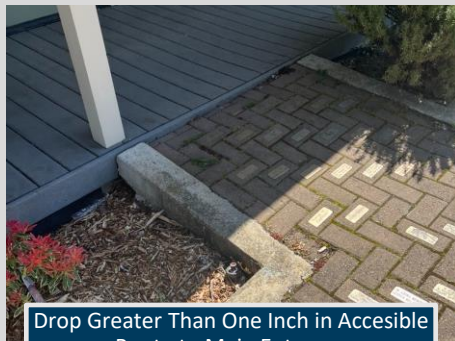
Most envelope components of the building are in fair condition with minimal wear issues observed. However, both the asphalt shingle and modified bituminous flat roof have reached the end of their useful industry life and require replacement to protect building integrity. The windows were notably newer than the building and in fair condition.



Outdoor Condensing Unit Beyond Industry Expected Life



Upstairs Water Heater Beyond Industry Expected Life



Drop Greater Than One Inch in Accessible Route to Main Entrance



Modified Bituminous Roof Beyond Industry Expected Life.

Facility Category: N Mountain Park Nature Center Barn

Facility Age (Yrs): 34

Year Built: 1990

Total Square Footage: 1,010

Date(s) of Assessment: 4/9/2024



N Mountain Park Nature Center Barn
City of Ashland

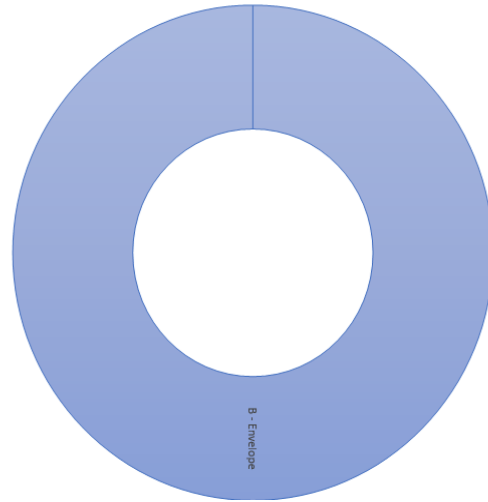


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
4	3.0	24.5	\$41,607	\$328,300	0.13

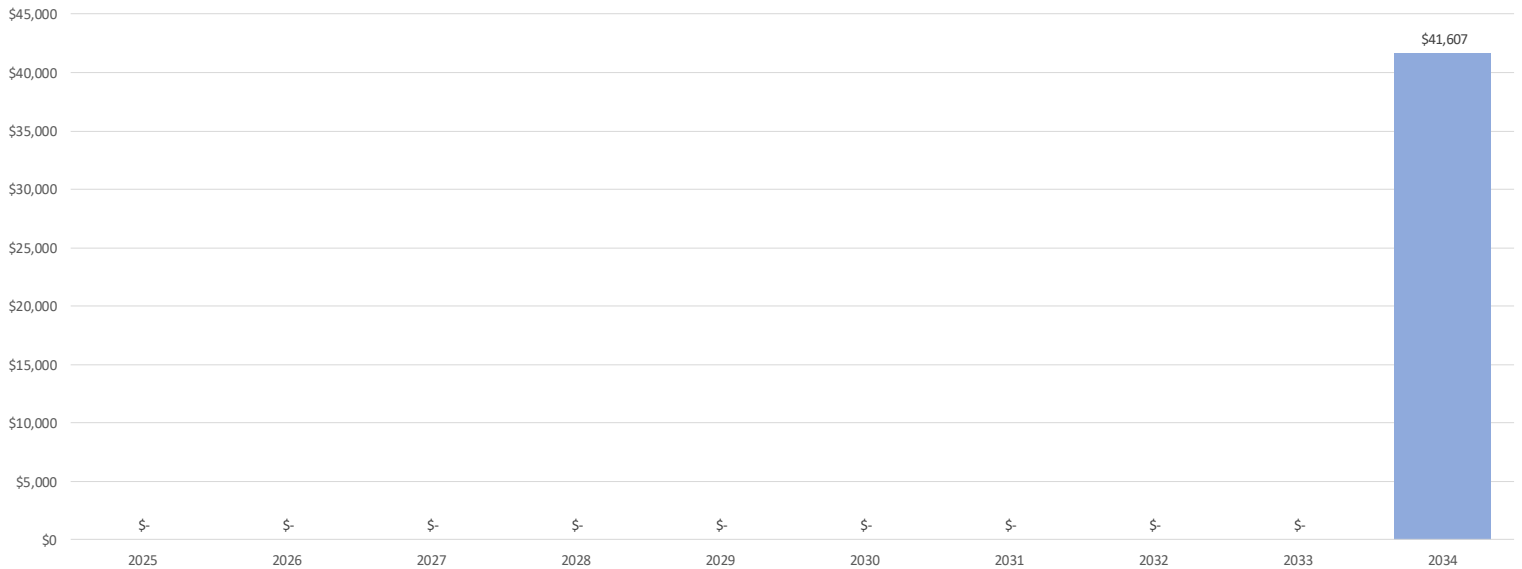
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs-Present Value
A - Foundations	\$0
B - Envelope	\$26,820
D20 - Plumbing	\$0
D30 - HVAC	\$0
D40 - Fire Protection	\$0
D50 - Electrical	\$0
G - Parking Lot	\$0
TOTAL:	\$26,820



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

The Nature Center Barn is an unoccupied space used for storage, and therefore not equipped with fire safety systems.

Mechanical & HVAC

There are no mechanical or HVAC systems at this site.

Plumbing

There are no plumbing systems at this site.

Electrical

There are no electrical systems at this site.

Lighting Systems

There are no lighting systems at this site.

ADA

This building is largely inaccessible due to the lack of paved pathways from the road or other nearby accessible sites. A comprehensive assessment of the pathways leading to the site is advised to guarantee adequate accessibility for individuals with disabilities. There are also notable deficiencies at the main entrance which includes a ramp that is too steep, as well as door hardware at an inaccessible height.

Parking

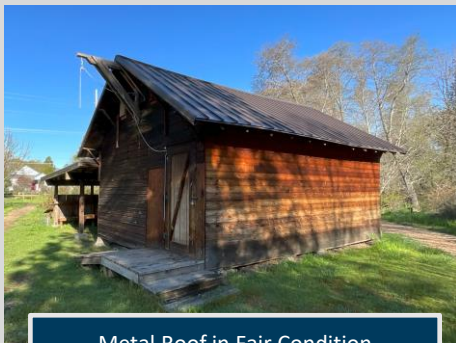
The closest available parking would be that of the Nature Center Office by an unpaved path.

Building Envelope

All envelope components appear to be in fair condition with minimal wear issues. The exterior walls and doors are made up of wood, and there is a metal roofing system.



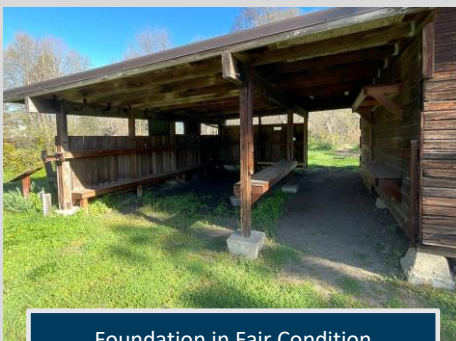
Ramp Too Steep to Meet ADA Requirements



Metal Roof in Fair Condition



Wood Siding in Fair Condition



Foundation in Fair Condition

Facility Category: North Mountain Park Buildings

Facility Age (Yrs): 31

Year Built: 1990-1994

Total Square Footage: 12,474

Date(s) of Assessment: 4/9/2024



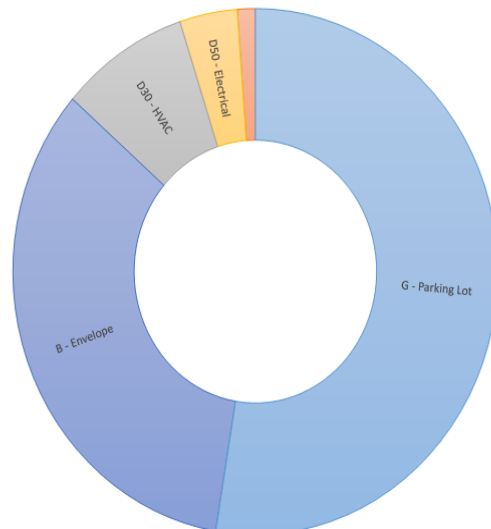
North Mountain Park Buildings
City of Ashland



# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
55	3.6	7.0	\$948,993	\$6,327,300	0.08

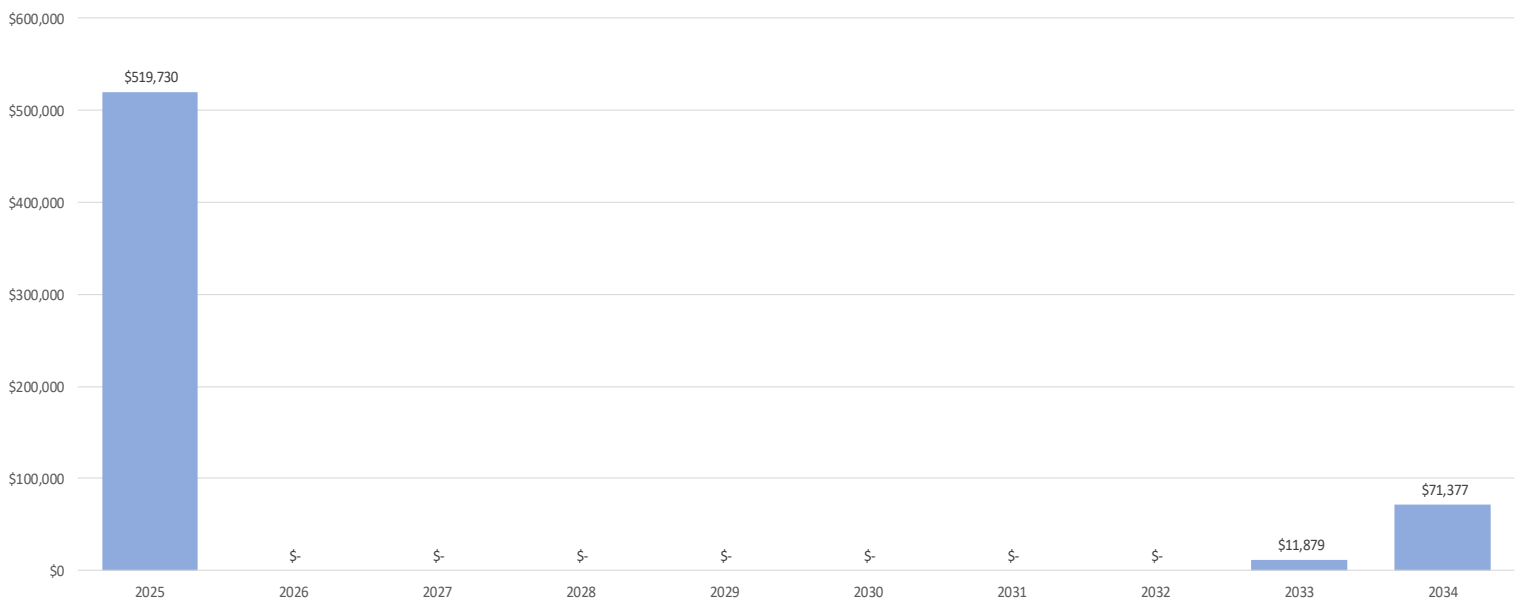
10-Year Capital Replacement and Repair Needs by Asset Category

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	\$0
B - Envelope	\$293,950
D20 - Plumbing	\$10,400
D30 - HVAC	\$74,590
D40 - Fire Protection	\$0
D50 - Electrical	\$33,470
G - Parking Lot	\$457,890
TOTAL:	\$870,300



FCI Condition
Good
Fair
Poor
Critical

Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

Currently, none of the North Mountain Park buildings were equipped with fire alarm systems. Considering the use of the buildings by students and the around the year use of the Softball Material and Equipment Storage building offices spaces, the installation of fire alarm systems is recommended.

Mechanical & HVAC

The HVAC systems across all buildings have surpassed their useful life expectancy and require replacement to provide optimal environments for building occupants. While electric unit heaters are used to heat the Baseball and Softball restrooms, concession stands, and clubhouses, ductless split systems are used to condition the Softball Material and Equipment Storage building.

Plumbing

All the electrical water heaters within the buildings have exceeded their useful life expectancy, warranting attention for replacement.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

The lighting systems in the buildings are primarily LED, but also contain older technologies such as CFL and T8 fixtures. It's recommended to transition to LED lighting throughout to maximize energy savings and address the upcoming difficulty of older technologies such as the T8 fixtures becoming unavailable.

ADA

ADA standards, such as door hardware, and accessible restroom facilities, there are notable deficiencies, particularly concerning alternative accessible entrances and the limited provision of accessible parking spaces.

The existing ADA accommodations at these sites are primarily satisfactory, with the exception of one building. The Baseball Batting Cages and Storage building does not have an accessible entrance or acceptable door hardware within accessible heights. A comprehensive assessment and reconfiguring of the pathway, entrances and door hardware at the batting cages would be needed to guarantee adequate accessibility for individuals with disabilities. Another issue was signage at parking spaces.

Parking

Where parking is available, the number of parking spaces for ADA requirements are considered sufficient, and all include van accessible spaces with adjoining access aisles. However, the paint in all lots is in poor condition, and all spots lack appropriate signage.

Building Envelope

The roofs of all buildings are due for replacement due to age, and the roof fascia of all buildings except the Baseball Batting Cages and Storage is rotting in some corners, necessitating repair or replacement to protect the structural integrity of the buildings. Additionally, the windows of the Softball Material and Equipment Storage building have exceeded their industry expected life.



Baseball Concession Stand, Restroom and Clubhouse Roof Fascia Rotting



Softball Concession Stand, Restroom and Clubhouse Unit Heaters Exceeding Useful Life



Softball Material and Equipment Storage Water Heater Exceeding Useful Life



Baseball Concession Stand, Restroom and Clubhouse ADA Parking Lacks Signage

Facility Category: Office

Facility Age (Yrs): 40

Year Built: 1984

Total Square Footage: 1,568

Date(s) of Assessment: 4/9/2024



Parks Administrative Office - The Cabin
City of Ashland

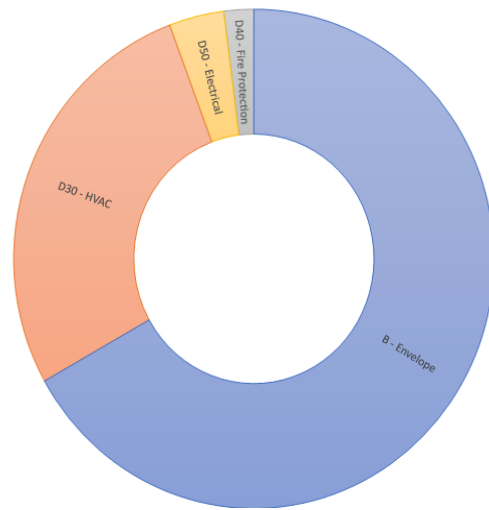


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
13	3.6	6.8	\$121,617	\$1,254,400	0.10

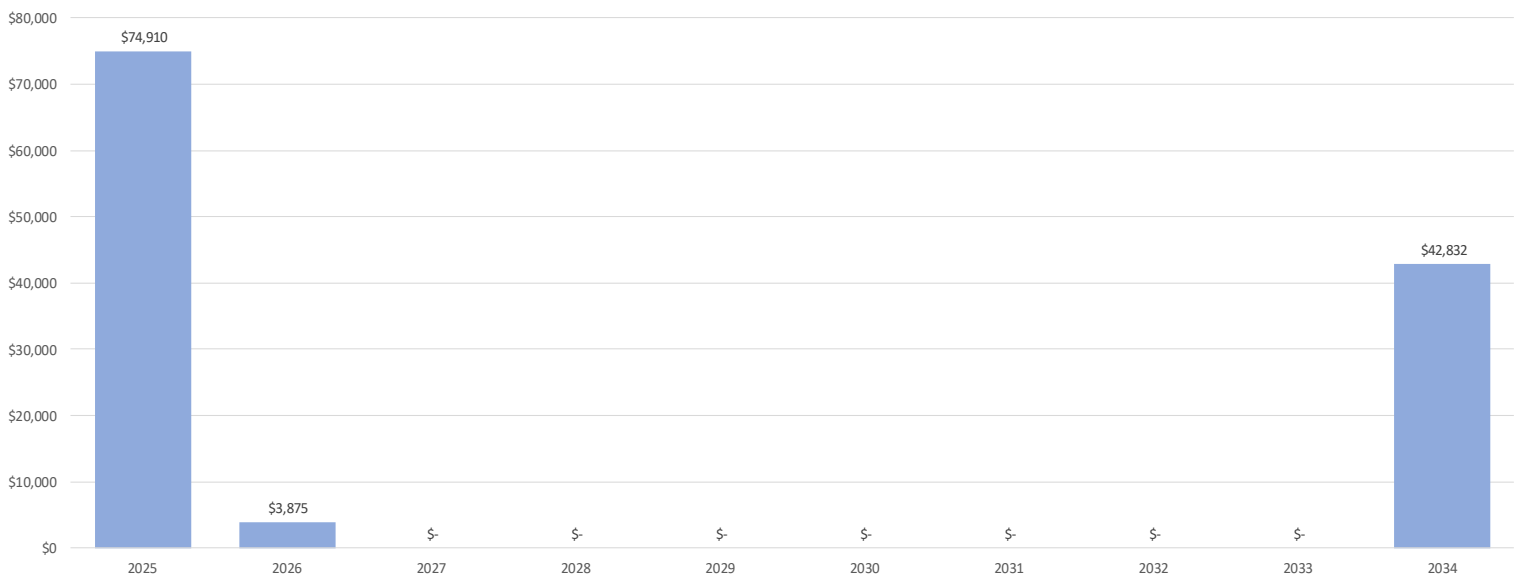
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$71,010
D20 - Plumbing	\$0
D30 - HVAC	\$29,140
D40 - Fire Protection	\$2,130
D50 - Electrical	\$3,930
G - Parking Lot	\$0
TOTAL:	\$106,210



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

This building is served by the dry sprinkler system located in the Administrative Annex building next door, enhancing fire safety measures.

Mechanical & HVAC

The electric condensing units, air handling units and radiant base board heaters have all exceeded their industry expected life and require replacement.

Plumbing

There are no plumbing assets within the building.

Electrical

The panelboard located in the building has reached the end of its useful industry life and requires replacement.

Lighting Systems

The lighting systems in the building are a mix LED and T8 fixtures. It is recommended to transition to LED throughout the building to maximize energy savings and address the issue of T8 fixtures becoming unavailable.

ADA

The existing ADA accommodations at the site are considered satisfactory, including the entrance, door hardware and appropriate signage.

Parking

The parking lot, and ADA spots especially, exhibits extreme moss growth covering the asphalt in shady areas and is in poor condition. Large nearby trees have also cracked the surface in places, necessitating attention and repair.

Building Envelope

Most envelope components are in fair condition and exhibit minimal wear. However, the windows and asphalt shingle roof both require replacement due to exceeding their useful industry life.



Glass Broken On Lower Level
Storefront Exterior Doors



Indoor Air Handling Unit Beyond
Industry Expected Life



Outdoor Condensing Unit Beyond
Industry Expected Life



Asphalt Shingle Roof Beyond Industry
Expected Life

Facility Category: Parks Rest Rooms
Facility Avg Age (Yrs): 33
Year Built: 1973 to 2017
Total Square Footage: 16,782
Date(s) of Assessment: 4/8-10/2024



Parks Rest Rooms
 City of Ashland

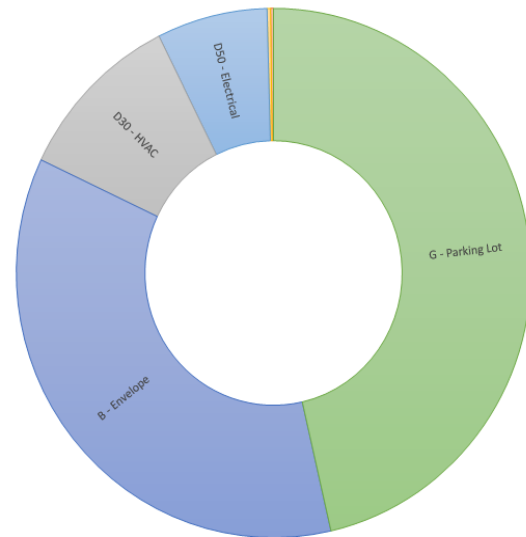


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	Average FCI Rating
164	3.4	12	\$1,049,931	\$9,230,100	0.10

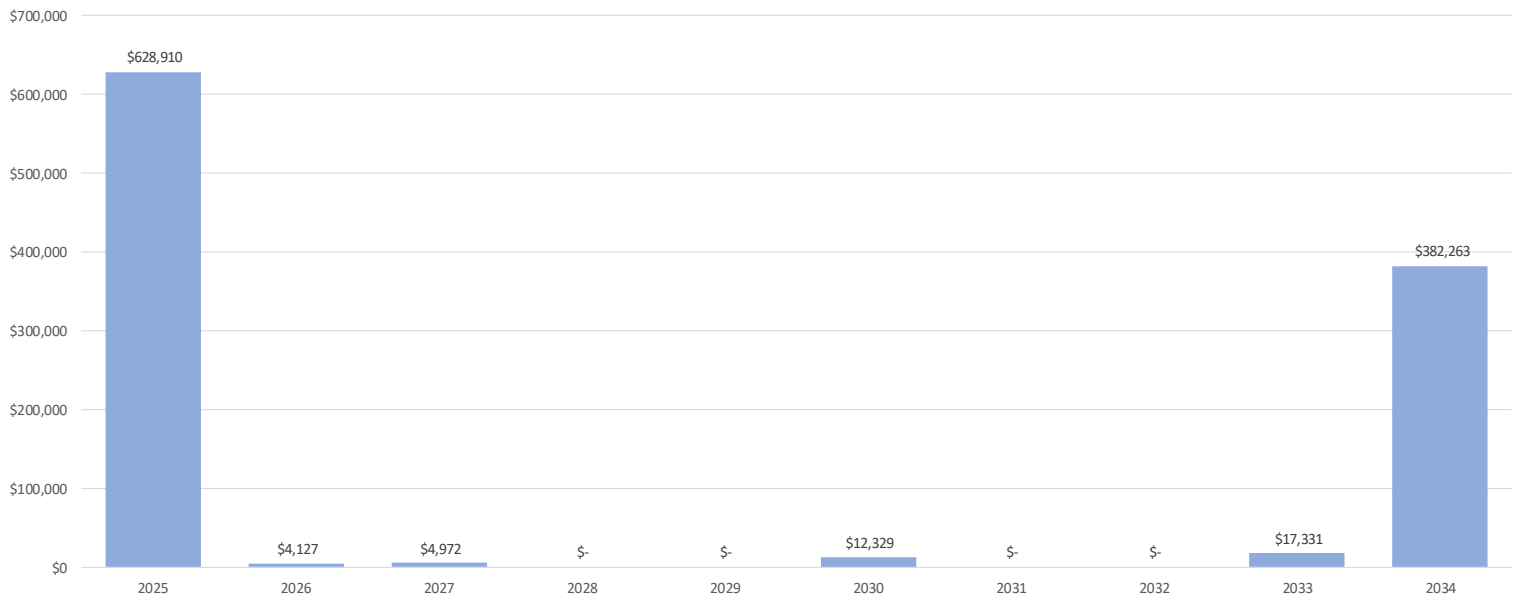
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs- Present Value
A - Foundations	\$0
B - Envelope	\$316,240
D20 - Plumbing	\$1,660
D30 - HVAC	\$94,310
D40 - Fire Protection	\$1,930
D50 - Electrical	\$61,660
G - Parking Lot	\$412,100
TOTAL:	\$887,900



Annual Projected Capital Replacement and Repair Needs



Fire, Life, Safety

Currently, none of the restrooms within the city parks of Ashland are equipped with fire alarm systems. While the focus on fire safety may not be as prominent in a public restroom compared to larger buildings, it's still important to address any safety deficiencies to ensure the well-being of occupants and visitors. This may include measures such as proper ventilation, emergency lighting, and compliance with relevant building codes and regulations. However, it's noteworthy that the Public Rest Room associated with the Parks Annex does have a dry system in place, enhancing fire safety measures.

Mechanical & HVAC

The HVAC systems across all restrooms have surpassed their useful life expectancy. While most restrooms utilize small unit heaters, gas-fired furnaces are installed at Hunter and Lithia Park Cotton Memorial Restrooms.

Plumbing

Water heaters and sump pumps within the restrooms have also exceeded their useful life expectancy, warranting attention for replacement or upgrade.

Electrical

Although minimal, the electrical systems are functional and remain within their useful service life.

Lighting Systems

Lighting systems within the restrooms vary, primarily consisting of fluorescent fixtures with some LED lighting. It's recommended to transition to LED lighting throughout and integrate PIR sensors for energy efficiency.

ADA

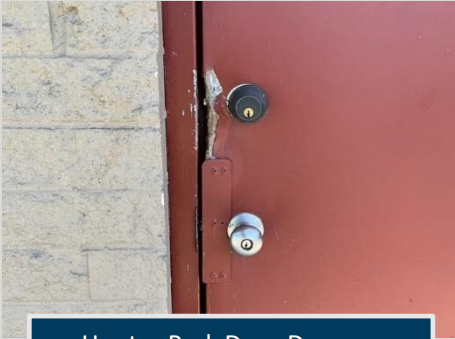
The existing ADA accommodations in the restrooms are considered satisfactory. However, a comprehensive assessment of the pathways leading to the restrooms is advised to guarantee adequate accessibility for individuals with disabilities. Some metered faucets are in place. While they meet ADA standards, ensure that water flows for a minimum of 10 seconds.

Parking

If available, parking spaces for ADA requirements are considered sufficient. Furthermore, resurfacing of the parking lot at Hunter Park is necessary to uphold accessibility standards.

Building Envelope

Most envelope components of the restrooms are original, with minimal wear issues observed. However, the door at Hunter Park has sustained forced entry damage and necessitates replacement. Other doors may require hardware replacements. Siding is generally adequate with moderate wear, although the swim reservoir restroom's metal siding shows signs of rust and deterioration. Roofing systems across several buildings, including The Dog Park, Garden Way, Garfield, Lithia Playground, Parks Admin Public Rest Room, Railroad, and the Skate Park, require replacement due to aging. Considering minimal usage, the recommendation is to install metal roofing systems for longevity and durability.



Hunter Park Door Damage



Swim Reservoir Siding Rust



Dirty Coils Parks Annex



Metered Faucet ADA Requirements

Facility Category: Senior Center

Facility Age (Yrs): 26

Year Built: 1998

Total Square Footage: 4,396

Date(s) of Assessment: 4/10/2024



Senior Center
City of Ashland

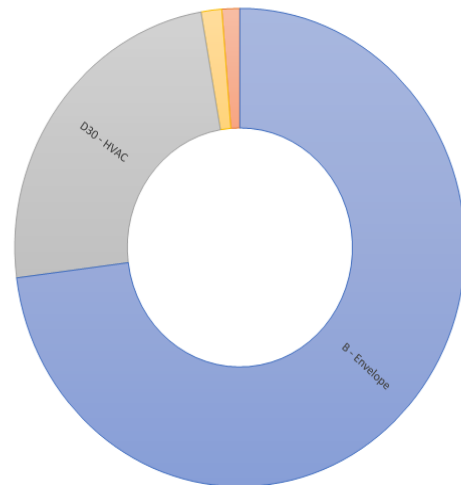


# Assets Evaluated	Average Asset Condition Score (1-5)	Average Asset Observed Remaining Life	10-Year Projected Capital Needs	Building Replacement Value	FCI Rating
24	3.6	7.1	\$391,246	\$1,033,100	0.38

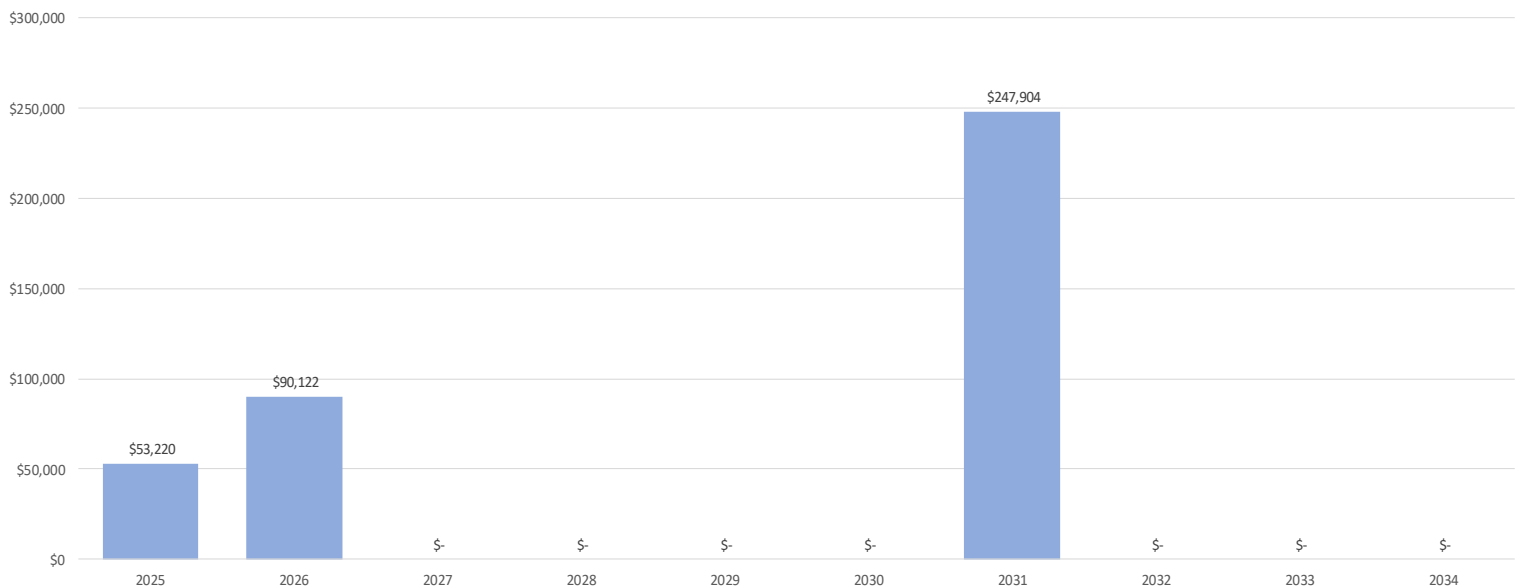
10-Year Capital Replacement and Repair Needs by Asset Category

FCI Condition
Good
Fair
Poor
Critical

Uniformat Asset Category	10-Year Projected Capital Needs
A - Foundations	\$0
B - Envelope	\$236,430
D20 - Plumbing	\$4,160
D30 - HVAC	\$78,650
D40 - Fire Protection	\$0
D50 - Electrical	\$4,800
G - Parking Lot	\$0
TOTAL:	\$324,040



Annual Projected Capital Replacement and Repair Needs



FCA Scope of Work in Summary

Fire, Life, Safety

There was not a fire alarm or sprinkler system found in the building, however there were fire extinguishers throughout. Considering the occupancy, it is important to address any safety deficiencies to ensure the wellbeing of occupants and visitors. Recommend installation of fire alarm systems.

Mechanical & HVAC

The HVAC systems within the Senior Center have all surpassed their industry expected life save for the air handler in the closet of office #105. Replacement of all other exhaust fans, split system condensing, and air handling units recommended.

Plumbing

The electric water heater that serves the kitchen is in fair condition, whereas the electric water heater in the foyer is at the end of its useful life expectancy.

Electrical

The panelboards in the building are functional, in fair condition, and remain within their industry expected life.

Lighting Systems

Lighting systems within the building are split between primarily LED lighting with some CFL fixtures. It is recommended to transition to LED lighting throughout to maximize energy savings.

ADA

All restrooms were ADA compliant, although there was not proper signage on the restrooms adjoining the dining room. Besides parking all other ADA accommodations were satisfactory.

Parking

While there was a sufficient amount of ADA spots reserved for the building with appropriate signage, there were no van accessible spot or access aisles among the spaces. Additionally, only half the accessible spots had an accessible curb ramp.

Building Envelope

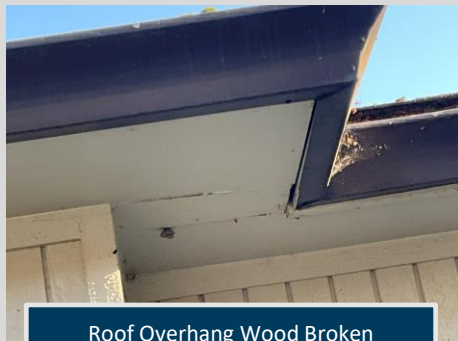
Overall, the envelope of the building is in fair condition, with the wood siding around the front windows and under the roof overhang only needing minimal attention to prevent entry of pests or further weathering. The roof has reached the end of its industry expected life, replacement recommended within the next 2 years.



Condensing Unit Past Industry Expected Life



Window Frames Experiencing Weathering



Roof Overhang Wood Broken



Roof at end of Industry Expected Life

CITY OF ASHLAND PARKS REPORT FCI RATING

Table 2-3: City of Ashland Parks Report FCI Rating

Facility Name	Report	FCI Rating (1 - 10 Yr Selection)
Golf Pro Shop and Driving Range	Golf Buildings	0.10
Golf Maintenance Shop	Golf Buildings	0.04
Golf Cart Barn	Golf Buildings	0.00
Lithia Parks Materials & Equipment Storage	Lithia Park Buildings	0.11
Lithia Park Storage	Lithia Park Buildings	0.11
Lithia Park Shops	Lithia Park Buildings	0.19
N Mountain Park Softball material and equipment storage	North Mountain Park Buildings	0.10
N Mountain Park Shop & Softball concession stand, RR, clubhouse	North Mountain Park Buildings	0.09
N Mountain Park Baseball concession stand, RR, clubhouse	North Mountain Park Buildings	0.08
N Mountain Park Baseball batting cage & storage	North Mountain Park Buildings	0.04
Swim Reservoir RR	Parks Rest Room	0.13
Skate Park RR	Parks Rest Room	0.15
RR South Lithia Bandshell	Parks Rest Room	0.04
Railroad Park RR	Parks Rest Room	0.12
Parks Admin, aka parks annex and public RR	Parks Rest Room	0.13
Lithia Park Tennis Court RR	Parks Rest Room	0.10
Lithia Park Root Memorial RR	Parks Rest Room	0.07
Lithia Park Playground RR	Parks Rest Room	0.15
Lithia Park Cotton Memorial RR	Parks Rest Room	0.05
Hunter Park RR	Parks Rest Room	0.03
Golf Maintenance & RR	Parks Rest Room	0.07
Garfield Park RR	Parks Rest Room	0.07
Garden Way Park RR	Parks Rest Room	0.14
Dog Park RR	Parks Rest Room	0.16
Ashland Creek Park RR	Parks Rest Room	0.02

Capital Planning

Capital Planning

The 30-year present value in today's dollars, including 2nd and 3rd replacement costs, of replacing equipment reviewed in this study for The City of Ashland assessed in this report is \$72,045,025. This equals \$ 2,401,500 per year for the next 30 years in today's dollars.

These costs are estimates for what it will take to replace the existing assets with like-in-kind systems when they reach their end of life. It does not consider potential technology upgrades, changes in demand at the facilities, or alternative sources of funding such as capital levies, bonds, or financing.

The **estimated** average remaining life of assets, systems, and components *found within the inventory workbook* for Ashland is approximately **6.3 years**. This does not necessarily mean that there will be a failure at that time, but the probability of failure increases each year past the expected life date. Planned replacements always cost less than unplanned emergency replacements.

The term "expected useful life" is relevant because as equipment approaches or passes its expected useful life, the probability of failure dramatically increases. The bathtub curve is a widely used analogy that reliability engineers use to demonstrate equipment failure rates over time.

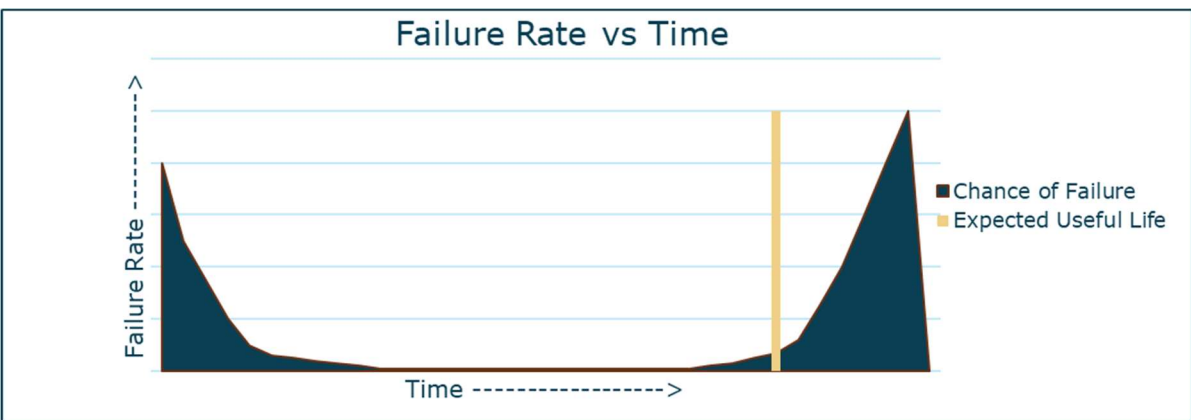
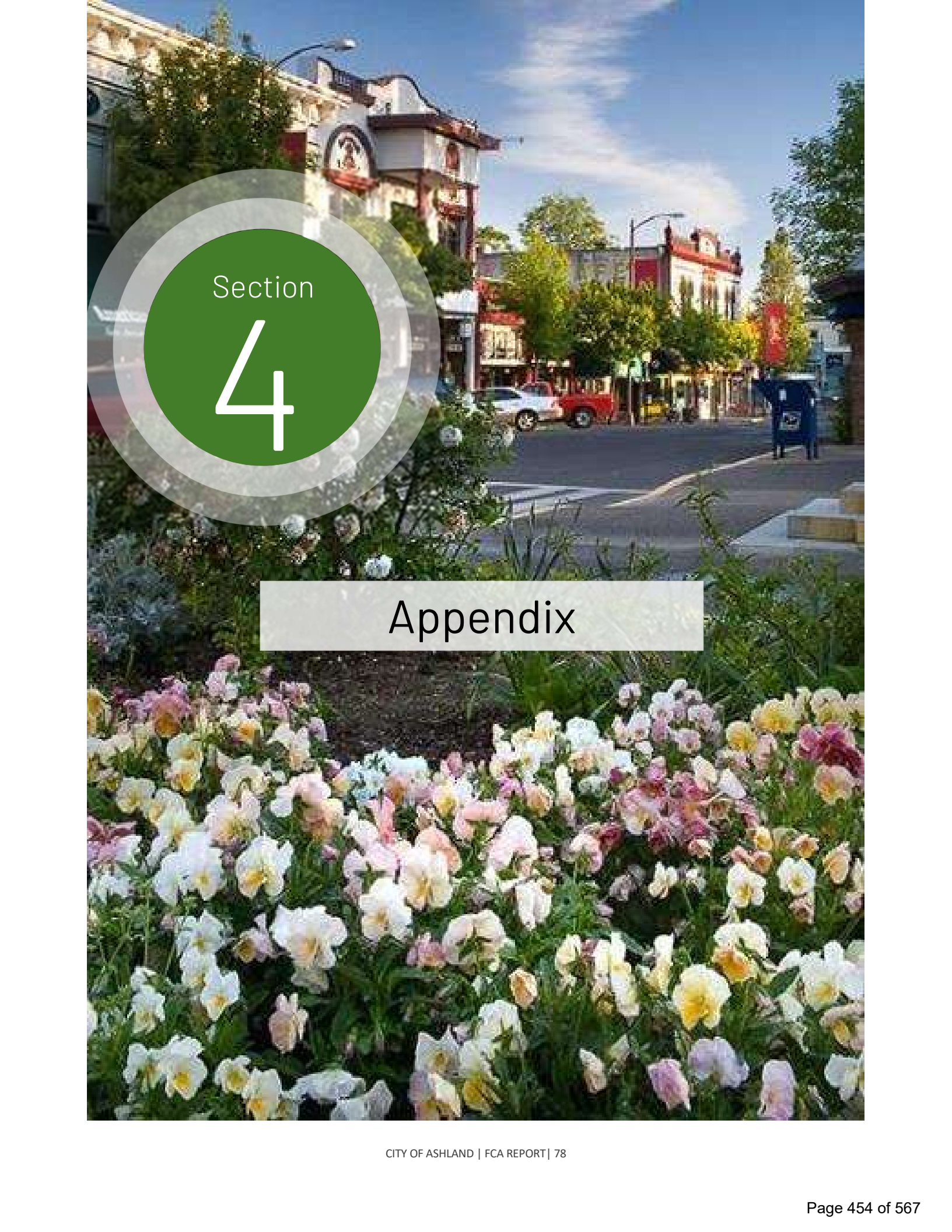


Figure 2-5: Bathtub curve.

The background image is a composite. The top half shows a street scene in Ashland, Oregon, with historic buildings, trees, and a clear blue sky. A semi-transparent green circle is overlaid on the left side of this image. The bottom half of the page is a close-up photograph of a dense bed of colorful flowers, primarily white and yellow pansies with pink and purple accents.

Section

4

Appendix

Appendix A

Appendix A: ADA Survey

The inspection appendix delineates the regulatory framework surrounding “path of travel” requirements outlined in the Americans with Disabilities Act (ADA). With a particular emphasis on alterations made to public accommodations and commercial facilities. This Accessibility Review serves as an evaluation of a property's adherence to pertinent federal, state, and local accessibility regulations. The ADA, enacted in 1990, lacks a "grandfathering" provision for older facilities, meaning that all establishments, ****regardless of age,*** are subject to compliance. Additionally, state, and local building accessibility codes must also be followed.

The primary standards for ADA compliance are established in the 2010 ADA Standards for Accessible Design (Standards), which outline minimum requirements for newly designed, constructed, or altered state and local government facilities, public accommodations, and commercial establishments. These standards are enforced to ensure that these facilities are readily accessible and usable by individuals with disabilities. Moreover, other regulations, such as the Fair Housing Amendments Act and the Uniform Federal Accessibility Standards, supplement the ADA in governing accessibility standards.

Accessibility Reviews were completed for existing facilities. The accessibility review includes an evaluation of the paths of travel throughout the exterior and interior portions of a property, as well as the accessible design of parking spaces, ramps, stairs, public spaces, restrooms, signage, guestrooms, residential dwelling units, and other special uses.

*Architectural Barriers Act (ABA) Standards

The ABA stands as the first measure by Congress to ensure access to the built environment for people with disabilities. The law requires that buildings or facilities that were designed, built, or altered with federal dollars or leased by federal agencies after August 12, 1968, be accessible. Facilities that predate the law generally are not covered, but alterations or leases undertaken after the law took effect can trigger coverage.

The law covers a wide range of facilities, including U.S. post offices, Veterans Affairs medical facilities, national parks, Social Security Administration offices, federal office buildings, U.S. courthouses, and federal prisons. It also applies to non-government facilities that have received federal funding, such as certain schools, public housing, and mass transit systems.

The ABA is enforced through standards for accessible design. Four Federal agencies are responsible for these standards: the Department of Defense, the Department of Housing and Urban Development, the General Services Administration, and the U.S. Postal Service. The standards indicate where access is required and provide detailed specifications for ramps, parking, doors, elevators, restrooms, assistive listening systems, fire alarms, signs, and other accessible building elements. Facilities covered by the ABA must meet these standards.

Appendix A

ADA Reports by Building

Ashland Creek Park Restroom

ADA ASSESSMENT - Ashland Creek Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Dog Park Restroom

ADA ASSESSMENT - Dog Park Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Garden Way Park Restroom

ADA ASSESSMENT - Garden Way Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Garfield Park Restrooms

ADA ASSESSMENT - Garfield Park Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Maintenance and Covered Area

ADA ASSESSMENT - Golf Maintenance Covered Area and Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Maintenance Shop

ADA ASSESSMENT - Golf Maintenance Shop				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Hunter Park – Daniel Meyer Pool

ADA ASSESSMENT - Hunter Park: Daniel Meyer Pool House				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Hunter Park

ADA ASSESSMENT - Hunter Park Daniel Meyer Pool and Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.	X			
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Lithia Park Cotton Memorial Restroom

ADA ASSESSMENT - Lithia Park Cotton Memorial Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.		X		
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		Not ADA compliant, recommended to add paving
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Material and Equipment Storage

ADA ASSESSMENT - Lithia Park Material and Equipment Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).		X		
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Playground Restroom

ADA ASSESSMENT - Lithia Park Playground Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		Not all spots have signs
There are signs reading "van accessible" at van accessible spaces.		X		Not all spots have signs
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Root Memorial Restroom

ADA ASSESSMENT - Lithia Park Root Memorial Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Lithia Park Restroom South of Bandshell

ADA ASSESSMENT - Lithia Park Restroom South of Bandshell				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.		X		Paved route to main entrance uneven slope with an inch drop
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Storage

ADA ASSESSMENT - Lithia Parks Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.			X	
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.			X	
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).			X	
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.			X	

Appendix A

Lithia Park Tennis Court Restroom

ADA ASSESSMENT - Lithia Park Tennis Court Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		Path to main entrance is not ADA compliant, recommend paving paths to restrooms
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Lithia Park Shops

ADA ASSESSMENT - Lithia Park Shops				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.			X	
The main entrance is accessible.		X		
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.	X			
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	No toilets
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

North Mountain Park Baseball Batting Cage and Storage

ADA ASSESSMENT - North Mountain Park Baseball Batting Cage and Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			North Mountain Parking lot is accessible and connected to a paved path leading to the batting cages.
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.		X		Although there is a paved path, the paving does not extend to the main entrance of the batting cages, where there is a door frame that is a few inches above the ground with no ramp
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.		X		
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	No bathrooms
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Baseball Concession Stand, Clubhouse, and Restroom

ADA ASSESSMENT - North Mountain Park Baseball Concession Stand, Clubhouse and Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.		X		
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Softball Concession Stand, Clubhouse, and Restroom

ADA ASSESSMENT - North Mountain Park Softball Concession Stand, Clubhouse and Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Nature Center Barn

ADA ASSESSMENT - North Mountain Park Nature Center Barn				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.		X		The barn is greatly inaccessible
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.		X		While there is a ramp to the
If the main entrance is not accessible, there is an alternative accessible entrance.		X		
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.		X		
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.		X		
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).			X	
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.			X	
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.			X	

Appendix A

North Mountain Park Nature Center Office

ADA ASSESSMENT - North Mountain Park Nature Center Office				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.		X		Accessible route from parking spaces to door has a one inch drop from the porch to the ramp.
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

North Mountain Park Softball Material and Equipment Storage

ADA ASSESSMENT - North Mountain Park Softball Material and Equipment Storage				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			The access aisles aren't directly connected to the accessible route , but there is an accessible way to get to the route.
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.		X		
There are signs reading "van accessible" at van accessible spaces.		X		
If the accessible route crosses a curb, there is a curb ramp.			X	Ramp unnecessary, as route is the same level as the parking lot
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.	X			
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Admin Office, Annex, and Public Restrooms

ADA ASSESSMENT - Admin Office, Annex and Public Restrooms				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			

Appendix A

Railroad Park Restroom

ADA ASSESSMENT - Railroad Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.			X	
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Senior Center

ADA ASSESSMENT - Senior Center				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.		X		
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.		X		No access aisles from accessible parking spots
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.		X		Half of the accessible parking spots do not have curbs ramps near them
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			No accessibility signage on half of the restrooms
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Skate Park Restroom

ADA ASSESSMENT - Skate Park Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).			X	
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Swim Reservoir Restroom

ADA ASSESSMENT - Lithia Parks Swim Reservoir Restroom				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).		X		
There is at least 1 van accessible parking space among the accessible spaces.			X	
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.			X	
The access aisles adjoin an accessible route.			X	
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.			X	
There are signs reading "van accessible" at van accessible spaces.			X	
If the accessible route crosses a curb, there is a curb ramp.				
Ramps are sloped no greater than 1:12.		X		
The main entrance is accessible.		X		The ramp from the unpaved parking lot is too steep, and the paving is sinking in front of the bathroom entrance, causing a inch or greater curb.
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			Stall lacks appropriate signage
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.		X		
There is a route to the accessible toilet room(s) that does not include stairs.			X	
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Appendix A

Golf Pro Shop and Driving Range

ADA ASSESSMENT - Golf Pro Shop and Driving Range				
	YES	NO	N/A	COMMENTS
There is at least 1 route from site arrival points that does not require the use of stairs.	X			
If parking is provided for the public, there are adequate number of accessible spaces provide (1 per 25).	X			
There is at least 1 van accessible parking space among the accessible spaces.	X			
The slope of the accessible parking spaces and access aisles is no steeper than 1:48 in all directions.	X			
The access aisles adjoin an accessible route.	X			
Accessible spaces are identified with a sign that includes the International Symbol of Accessibility.	X			
There are signs reading "van accessible" at van accessible spaces.	X			
If the accessible route crosses a curb, there is a curb ramp.	X			
Ramps are sloped no greater than 1:12.	X			
The main entrance is accessible.	X			
If the main entrance is not accessible, there is an alternative accessible entrance.			X	
The alternative accessible entrance can be used independently and during the same hours as the main entrance.			X	
All inaccessible entrances have signs with the International Symbol of Accessibility indicating the location of the nearest accessible entrance.			X	
The door is equipped with hardware, including locks, that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist.	X			
The operable parts of the door hardware are no less than 34" and no greater than 48" above the floor or ground surface.	X			
In locker rooms, there is at least one room with a bench.			X	
At least one toilet room is accessible (either one for each sex or one unisex).	X			
There are signs with the International Symbol of Accessibility at inaccessible toilet rooms that give directions to accessible toilet rooms.			X	
There is a route to the accessible toilet room(s) that does not include stairs.	X			
The door can be opened easily (5 lbs. maximum force).	X			
Lighting controls are operable with one hand and without tight grasping, pinching, or twisting of the wrist.	X			
Mounted switches are no less than 34" and no greater than 48" above the floor or ground surface.	X			

Department Interview Notes

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CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon
PROJECT: Facility Planning Optimization and Management Plan
LOCATION: Siskiyou Conference Room, 51 Winburn Way
JOB #: 2317
DATE: December 17, 2024

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED



ATTENDEES:

David Sommer – ORW
Lindsey Maguire – ORW

9:10:30 AM	Sabrina Cotta – City Manager Scott Fleury, PE – Public Works Director
10:45-11:15 AM	Tighe O'Meara – Police Chief Ralph Sartain – Fire Chief (not in attendance) Scott Fleury, PE – Public Works Director
11:15-11:45 AM	Mike Morrison – Deputy Public Works Director Chad Sobotka – AFN Operation Manager (not in attendance) Thomas McBartlett – Director of Electric Utility Scott Fleury, PE – Public Works Director
11:45 AM-12:15 PM	Brandon Goldman – Community Development Director (meeting did not occur)
1:30-3:45 PM [Tours]	City Hall, Community Development & Public Works, The Grove, Civic Center & The Yard, Pioneer Hall, Community Center
4-5 PM	Rocky Houston – Parks Director Kevin Caldwell – Parks Superintendent Rachel Dials – Parks Deputy Director

References:

See "Facilities Master Plan" from 2008 at [Public Works Master Plans](#)
See "City of Ashland_Facility Condition Assessment" from June 2024 at [City of Ashland FCA](#)
See "2317_Ashland Facility Planning_Review of 2008 Feedback" at [2008 Comments](#) for staff feedback to the early facilities planning study

AGENDA

I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties.

ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement process* which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
 - Develop a comprehensive plan that establishes the appropriate number of facilities.
 - Ensure services effectively meet the needs of the public.
 - Provide a safe and efficient workspace for staff.
2. In your view, the main objective of this process is to...
 - Encourage City Council to make informed decisions that address key issues.
3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
 - "Efficient" should emphasize having the correct number of facilities and optimizing building operations to maximize the use of taxpayer dollars.
 - "Safe" should encompass safety for both staff and the community.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
 - Increased opportunities for remote and hybrid work, including a "4x10" schedule.
 - Shift to digital operations with less reliance on paper, facilitated by software like Laserfiche.
 - Records storage is decentralized, with some stored in the cemetery building; digitization efforts are behind schedule.
 - Public interactions now often require appointments, though some accessibility improvements have been piloted, including "office hours" for 90 minutes a week but only one community member has shown up.
 - Current City Hall usage includes City Manager, HR, Legal, and a police substation, with approximately 15–16 people in the building at any given time.

5. What are the three biggest *challenges* your department is currently facing or may face in the future?
 - **City Hall Facility Issues:**
 - 1) Uncomfortable working environment due to pests and HVAC challenges.
 - 2) Space limitations require the City to lease a separate building for Finance at \$80,000 per year.
 - **Public Accessibility Perception:**
 - 1) City Hall is seen as not open or accessible; current pilot hours (90 minutes per week) have drawn minimal public interaction.
 - **Staffing and Workspace Needs:**
 - 1) HR, Legal, and the City Manager require on-site workspaces due to frequent staff interactions and limited community-facing responsibilities.
 - 2) City Hall is functional as a police substation but inadequate for public service.
6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
 - Current staffing includes six FTEs in the department, with no significant growth anticipated.
 - HR and Legal each have three staff members, and the addition of the Conservation Division could add approximately five more.
 - Staffing levels are holding steady or potentially declining, with Finance reporting an 8% turnover rate.
7. How *collaborative* is your department internally, interdepartmentally, and with the community?
 - **Internal Collaboration:** Frequent and ongoing.
 - **Interdepartmental Collaboration:** Weekly leadership meetings, with City Manager engaging regularly in person. Emergency management and HR/Legal maintain consistent interdepartmental connections.
 - **Community Engagement:** Limited, primarily through emergency management efforts. Kelly Burns, the emergency manager interfaces with the public often and has an office in FS #2.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
 - City Hall
9. Are programs spread across multiple locations? What is working well and what is just not working?
 - Reference other responses.
10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
 - **Emergency Preparedness Facility:** A dedicated emergency preparedness and operations center (EOC) is critical. The City currently relies on SOU to host the EOC, creating vulnerabilities. A flexible facility, such as the one in Phoenix, could serve both emergency preparedness and public meeting purposes.
 - **Training and Conference Rooms:** The City lacks sufficient conference room space. The Siskiyou Room is heavily utilized, highlighting the need for more gathering and training spaces.

- **Public Meeting Spaces:** There is growing community demand for public meeting spaces. The ability for residents to walk into City Hall and easily request a meeting with the City Manager would enhance public accessibility and transparency.
11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
- Legal and HR require secure, private workspaces.
 - The City Manager's office should balance public access with private workspace needs.
 - Current security measures, including panic buttons and lockdown protocols, need enhancement.
 - Transitioning from traditional keys to ID-based access control is underway but requires completion.
12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
- Facilities should reflect a historic and civic aesthetic, consistent with community expectations and the surrounding context.
 - The community deserves high-quality, functional spaces. Examples of desirable civic center complexes include facilities in Talent, Phoenix, and Central Point.
 - The current layout, spread across 14 buildings and six miles, creates inefficiencies that should be addressed.

Final Remarks

I. Current Challenges & Observations

- A. Multiple Facilities with High Maintenance Needs:
1. The City has many facilities, many of which are underused or in poor condition, creating high maintenance demands.
 2. There are concerns about keeping dilapidated buildings that are not intended for reuse. There are emotional connections to some of the buildings by the community.
 3. Lack of investment in infrastructure by the City Council, despite public interest in preserving and updating these facilities.
- B. City Hall Issues:
1. City Hall is not 'seen' as open to the public, causing confusion about where residents can access services. Confusion about where residents can access any services is an ongoing issue.
 2. City staff parking downtown takes up spots that could be used by visitors, creating a strain on the business community.
 3. Resistance to change, with some community members very vocal in their attachment to City Hall. Hellman Trust owns CH and the plaza and the City is trying to get the deed.
 4. A bond failed to pass meaning that the much needed City Hall seismic upgrades cannot occur.
- C. Building Conditions and Concerns:
1. Winburn Way is located in a flood plain and was supposed to have a second level.
- D. Former Briscoe Elementary Building:
1. There's significant emotional attachment to the building but concerns over its safety and condition.

II. Strategic Planning and Development Focus

- A. City Council Challenges:

1. Change is difficult at the council level, and decisions are often delayed.
2. Strategic planning process begins late summer, with a focus on the development and economic opportunities analysis.
- B. Recommendations for the Future:
 1. Focus on affordable, long-term investments in infrastructure rather than temporary fixes.
 2. Prioritize keeping well-maintained buildings in good condition, as poorly maintained facilities lead to staff retention issues.
 3. Consider buildings and sites going offline to transform to workforce and affordable housing sites.
- C. Climate and Energy Action Plan:
 1. Difficulty in upgrading existing buildings to meet climate action goals.
 2. Emphasize the importance of investing in infrastructure, as avoiding these projects could lead to long-term negative consequences for the community.

III. Emergency Recovery Planning

- A. Emergency Management Needs:
 1. The City needs to invest in emergency response teams, such as the Public Information Officer and Emergency Manager roles.
 2. There's a need to protect staff to ensure recovery efforts can continue after events like wildfires and floods.
- B. Community Advocacy:
 1. One-on-one advocacy may be an effective way to gain support for infrastructure projects.
 2. Council members not running again in two years represent a "sweet spot" for pushing through more controversial projects.
 3. Engage with council members individually to understand their perspectives.

IV. Building and Facility Conditions

- A. Building Updates and Concerns:
 1. Service Center: Roof is in good condition.
 2. Briscoe Building: Requires updates.
 3. City Hall: Roof leaks, requiring attention. Seismic upgrades are essential.
 4. Winburn Building: Roof is still under warranty, but overall condition is poor.
- B. New Construction vs. Renovation Costs:
 1. Need to evaluate whether new construction is more cost-effective than renovating existing buildings, considering both cost per square foot and long-term benefits.
- C. Needed Facilities and Infrastructure:
 1. Emergency Operations Center (EOC): Needed for improved crisis management.
 2. Continuous data backup and server storage capacity need attention.
 3. Standardization of workstations and better layout for increased efficiency.
 4. There is underutilized office space, especially with project managers working from home two days per week.

V. Redevelopment of Surplus Properties

- A. Potential for Surplus Property Redevelopment:
 1. Designate surplus properties for redevelopment through a council vote.
 2. Redevelopment could support economic drivers like low-income and workforce housing, which could have political sway.
- B. Community Engagement:

1. Present to Council and staff first, with community engagement planned for 80% of the project timeline.
2. Communication with community members is vital for transparency and support of city infrastructure projects.

VI. City Council Goals and Interests

A. Key Priorities:

1. Save the Climate: Sustainability and energy efficiency.
2. Resiliency: Preparing the city for emergency events like wildfires.
3. Fiscal Responsibility: Prioritize budget savings without sacrificing key services.
4. Budget Priorities: Focus on cost-effective solutions that align with long-term goals.

VII. Additional Recommendations for City Hall and Winburn

A. Layout and circulation:

1. Need to improve overall layout and circulation within City Hall for better efficiency and accessibility.
2. Upgrades to the front door to create a welcoming presence.
3. Continuous cloud backup is essential.

B. Rico Scanning and Cloud Storage:

1. Move toward more digital systems with Rico scanning and cloud storage availability to streamline records management.

C. Standardization of Workspaces:

1. Standardize workstation sizes and improve layout without the need for increased space.
2. Address underutilized office space, especially for project managers working remotely.

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.
2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon

PROJECT: Facility Planning Optimization and Management Plan

LOCATION: Siskiyou Conference Room, 51 Winburn Way

JOB #: 2317

DATE: December 17, 2024

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- | | |
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| 4-5 PM | Rocky Houston – Parks Director
Kevin Caldwell – Parks Superintendent
Rachel Dials – Parks Deputy Director |

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II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
 - Expand facilities to meet current and future needs:
 - Current facilities are undersized and do not adequately serve the department.
 - Add more bathrooms, including those tailored to women's needs, with separate locker rooms and showers.
 - Improve The Yard:
 - Enhance security measures.
 - Increase parking capacity for vehicles and equipment.
 - Address overutilization of the B Street Yard, which serves as storage for street sweepers, refuse transfer, material piles, and surplus vehicles.
 - Upgrade fleet maintenance capabilities:
 - The current facility is too small; the golf course location could be repurposed if a larger fleet maintenance facility is provided.
 - Add two more bays to the fleet maintenance shop.
 - Relocate the 'street division' from the Service Center and B Street Yard to free up office space.
 - Proposed Facility Projects:
 - Construct a new metal building at the Harvesty Building site:
 - The design has been approved, but funding is an issue (\$4 million needed).
 - Incorporate full build-out plans to replace the B Street Yard and repurpose the golf course building for Parks and Recreation.

- Geothermal and renewable energy initiatives:
 - Explore a 1-megawatt solar facility with backup storage at the airport to support electrical infrastructure.
- 2. In your view, the main objective of this process is to...
 - Not Applicable (N/A)
- 3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
 - Feedback:
 - Approved.
 - Additional Notes on Resiliency:
 - The water supply is secure, with established water rights and a tap connection to Medford to bolster resiliency.

Culture

- 4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
 - Current Workforce:
 - All staff have returned to in-person work.
 - Space Consolidation:
 - Electrical storage is spread across three locations (e.g., 90 North, airport).
 - A new consolidated storage facility is required.
 - If Public Works (PW) constructs a new building, the freed-up storage space could be repurposed for Electrical.
 - Service Yard Challenges:
 - Public Works has lost significant office and storage space.
 - The 40-year-old service yard is outdated and undersized.
 - The facility has undergone numerous incremental expansions ("add-on-itus"), resulting in inefficiencies.
 - Shared space issues:
 - Fiber and data center facilities lack proper hardening and have AC and infrastructure challenges.
 - The complex also houses ESCO communications, the school district, and the city's data hub.
- 5. What are the three biggest *challenges* your department is currently facing or may face in the future?
 - Infrastructure and Climate Control:
 - Inadequate heating and cooling systems, especially for data servers.
 - Increased cooling capacity is critical for the data center.
 - Emergency alert systems (e.g., fire alarm system) need upgrades.

- Power and Energy Resiliency:
 - Generator capacity requires enhancements to ensure a 72-hour runtime for the data center during outages.
 - Consider solar and battery solutions for backup power.
 - Fueling capacity for service center operations is currently adequate:
 - 10,000 gallons unleaded.
 - 5,000 gallons diesel.
 - Electrification Goals:
 - Transition to electrical passenger vehicles to meet the City's Climate and Energy Plan (CEP).
 - Financial backing is lacking for CEP-related goals.
 - Challenges with replacing natural gas systems nearing the end of their lifecycle due to electrification requirements.
6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
- PW current staff: 67 total, with 40 based at the Service Center.
 - Projected growth: One additional staff member over the next 5–10 years.
 - Administrative side is limited and would benefit from additional positions.
 - Electrical Department consists of 17 staff members:
 - 3 office staff, with the remainder working in the field.
 - Existing crew room with shared terminals meets current needs for group meetings.
 - IT/AFM has 15 FTEs
7. How *collaborative* is your department internally, interdepartmentally, and with the community?
- Collaborative Dynamics:
 - Water and wastewater treatment plants are not part of this study and operate independently.
 - Co-location has some benefits but is not essential for all functions.
 - Administrative Structure:
 - Admin staff are based at Winburn, handling permitting, project management, and technical inquiries.
 - The service center supports day-to-day operations.
 - Supervisors from the service yard travel to Winburn for monthly team meetings.
 - Shared Resources:
 - Lunchroom at the service center accommodates up to 40 people but could use a renovation to improve look and feel.
 - Parks Department handles landscaping and irrigation maintenance for all city facilities.
 - Janitorial services are managed by a team of three.

- Parks and Recreation Department:
 - Most removed from other City departments, with minimal daily interaction.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
 - The Service Yard, B Street, Winburn Way
 - There are three buildings at the Service Yard.
 - The main building or warehouse contains a mezzanine in the warehouse, office spaces, IT rooms, server rooms (w/ cooling challenges), a break room, and water distribution storage.
 - The fleet and street department should move to a new location. Confirm locations that are being considered or if Harvesty property is the location.
 - Ideally, all electrical department staff and storage would have one consolidated location.
9. Are programs spread across multiple locations? What is working well and what is just not working?
 - Programs are spread across the above-listed locations.
 - Challenges:
 - Many office spaces lack daylight and outdoor views, impacting staff comfort.
10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
 - Touchdown Spaces:
 - Needed for Public Works staff in multiple divisions, including Water Street, Fleet, and Facilities.
 - Public Meeting Spaces:
 - Data on the use and needs for these spaces is required to better assess requirements.
11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
 - Current Security Concerns:
 - Security gates and card readers are not functioning effectively.
 - Security cameras are inoperable.
 - Fence at the Service Yard is frequently cut and repaired due to theft issues.
 - Improvements Made:
 - Additional security lighting has been installed along the greenway as an initial deterrent.
12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
 - Aesthetic and Functional Features:
 - Prioritize natural light and outdoor views.

- Durable finishes for longevity.
 - Functional layouts tailored to departmental needs.
- Specific Spaces Required:
 - Mudroom for staff use.
 - Lunchroom with expanded offerings to support larger teams.
- Vehicle Storage:
 - Enclosed parking for large vehicles (e.g., jet vac trucks) to protect them from freezing temperatures.
 - Enclosures should include high-bay access (14 feet clearance) for seven large vehicles.

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.
2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon

PROJECT: Facility Planning Optimization and Management Plan

LOCATION: Teams (Remote)

JOB #: 2317

DATE: January 31, 2025

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED



ATTENDEES:

Kelly Burns – Emergency Manager

Lindsey Maguire – ORW

Scott Fleury – Public Works Director

References:

See "Facilities Master Plan" from 2008 at [Public Works Master Plans](#)

See "City of Ashland_Facility Condition Assessment" from June 2024 at [City of Ashland FCA](#)

See "2317_Ashland Facility Planning_Review of 2008 Feedback" at [2008 Comments](#) for staff feedback to the early facilities planning study

AGENDA

I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement* process which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
 - Identify the specific facilities that are working or not working and determine the next steps.
 - Quantify the cost of upgrades or improvements needed to optimize facilities and document findings for the City Council.
 - Plan for Ashland's future facility needs over the next decade, incorporating resilience and sustainability.
 - Ensure city facilities align with community values, fostering civic pride and engagement.
 - Improve emergency preparedness by identifying key facilities that need reinforcement or relocation.
 - The water treatment plant is susceptible to flooding and was located in the 1940s. Provide a more stable site.
 - Establish clear guidelines for construction, accessibility, and disaster resiliency in city buildings.
 - Evaluate options for a centralized civic center to enhance government operations and public interaction.
2. In your view, the main objective of this process is to...
 - Guide the next 20 years of investment in sustaining local government infrastructure.
 - Ensure well-organized and secure office spaces that support staff productivity and emergency preparedness.
 - Assess and plan to relocate critical infrastructure, such as the Water Treatment Plant, to a more stable location.
3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?

- These values are important but should include a financial metric to ensure reasonable maintenance costs and return on investment (ROI). Efficient often means projects go to the low bidder or the lowest cost solution wins the day. You get what you pay for.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
 - The department has evolved significantly. Initially, there was a period of political toxicity, with frequent turnover and highly contentious city council sessions. However, since Sabrina's arrival, she has revamped the team, leading to significant cultural improvements. The department is now focused on building plans for long-term success, despite Ashland being a small city with big aspirations. However, maintaining momentum on projects has been challenging due to short attention spans. After plan adoption recommend setting up periodic engagement with a steering committee to keep them involved twice a year and ensure the plan is implemented.
5. What are the three biggest *challenges* your department is currently facing or may face in the future?
 - **Cultural Integration:** Communication between departments remains a significant challenge. Many departments operate in silos, with limited coordination or collaboration. Efforts are being made to foster more interdepartmental communication, such as monthly joint emergency operations center meetings.
 - **Engagement:** The department is struggling with community engagement. Ashland residents are eager for personalized interaction, but there is limited capacity to meet these demands.
 - **Staffing:** PD, FD, and EMS are understaffed, particularly with the single-role medic program, which is facing high turnover and burnout.
6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
 - Currently, the department operates with a small team. The emergency management role is a single-person position, and the department collaborates with various city teams. Given the demands and risks, it's crucial to plan for expanding the team and adding capacity. Key events like the 2020 Alameda Fire have shown the need for more robust staffing to handle emergencies effectively.
7. How *collaborative* is your department internally, interdepartmentally, and with the community?
 - While the department has a public-facing role, collaboration with other departments (such as IT, Public Works, FD, EMS, and SOU) is a work in progress. Monthly meetings with the Joint Emergency Operations Center are a step in the right direction, but engagement remains a challenge. The community's expectation of direct interaction is high, but limited resources make it difficult to meet every need.
 - 1) The messaging to the community is that they have to do the work to ensure their safety.
 - 2) Ashland partnered with the County to delineate workable Evacuation Zones

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
 - Currently, the department is based at City Hall, which is vulnerable to seismic risk. In the event of an emergency, the Fire Department (Station No. 1) is used as a satellite location.
9. Are programs spread across multiple locations? What is working well and what is just not working?
 - Some programs, such as the emergency operations center and the training center, are effective, but there is room for improvement. The City of Phoenix's Alameda Fire experience highlighted the importance of resilient facilities, and plans are in place to ensure buildings can withstand disasters, including creating multi-use spaces.
 - 1) Add a permanent facility with 15 beds
 - 2) Designate a temporary evacuation center with up to 200 beds (temporary)
 - 3) Resiliency hub includes shelter, insurance paperwork, resources
 - 4) The Emergency Operations Center (EOC) should be near but separate from the "resiliency hub". The EOC is for staff.
10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
 - The City needs a secure, multi-functional emergency operations center (EOC), an adequate shelter for evacuation purposes, and a resiliency hub that can serve as both a shelter and a resource center for disaster recovery.
11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
 - Current facilities, including City Hall, are not optimally secure. While there are keypads at entrances, the building is located downtown, and multiple points of access can create security challenges.
 - Adequate security measures are needed to address "disruptions" and ensure staff safety.
12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
 - Future buildings should prioritize security, flexibility, and resilience, with multi-use spaces that can accommodate various needs. The design should reflect the City's commitment to both safety and sustainability.
 - 1) Seoul City Hall

Final Remarks

- The community's success depends on creating valuable, sustainable plans and sticking to them over time. The focus should be on long-term engagement, building capacity, and ensuring that the city's resources are used efficiently to meet the growing demands of its residents.

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.

PROJECT: Facility Planning Optimization and Management Plan
DATE: January 31, 2025

2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon

PROJECT: Facility Planning Optimization and Management Plan

LOCATION: Teams (Remote)

JOB #: 2317

DATE: January 31, 2025

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED



ATTENDEES:

Mariane Berry — Finance Director

Lindsey Maguire — ORW

Scott Fleury — Public Works Director

References:

See "Facilities Master Plan" from 2008 at [Public Works Master Plans](#)

See "City of Ashland_Facility Condition Assessment" from June 2024 at [City of Ashland FCA](#)

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AGENDA

PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement process* which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
 - Identify specific facilities that are working or not working and determine next steps.
 - Quantify costs for upgrades or improvements to optimize facilities.
 - Document findings and recommendations for City Council, considering Ashland's future facility needs in the coming decade.
2. In your view, the main objective of this process is to...
N/A
3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
 - These values are important, but a financial metric should be included to ensure that facilities have reasonable maintenance costs.
 - High deferred maintenance costs for City Hall are not effective; the return on investment (ROI) for each facility should be evaluated.
 - City Hall is not the best use of space and should be sold.
 - The Service Center houses IT but is not in the best location for servers; Ashland Fiber Network needs a dedicated space.
 - Ashland, as a cultural hub, would benefit from a civic-centric development at Pioneer.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?

- Over the past four years, the department has been split into three locations, which has made managing staff support and morale difficult.
 - The department now enjoys its rented space and does not foresee purchasing another location.
 - A presence on the south side of town provides better accessibility to the community, particularly for utility billing services.
 - The current building at 2245 Ashland Street has parking and is not in the tourism hub; check the size for long-term suitability.
5. What are the three biggest *challenges* your department is currently facing or may face in the future?
- **Centralization of administrative departments:** Keeping them together streamlines work and enhances efficiency.
 - **Space constraints for the utility billing division:** Employees share cubicles with competing calls; doubling the space to accommodate another person would improve workflow.
 - **Workstation configuration:** Open-plan seating close to computers and printers is essential; private offices are unnecessary. Laptops may introduce unnecessary complexity.
6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
- **Current staff:** 17 employees, potentially growing to 23 in the same space.
 - **Future planning:** The leased space does not require significant investment but needs improvements.
 - **Additional needs:** Temporary staff, such as auditors, require side offices for short-term use.
 - **Customer service division:** It needs to remain in a bullpen layout with improved acoustics for better call management.
7. How *collaborative* is your department internally, interdepartmentally, and with the community?
- **Internal collaboration:** Previously limited due to multiple locations but greatly improved since the department was consolidated.
 - **Community engagement:** The department has a customer service lobby.
 - **Interdepartmental collaboration:** Remote meetings are common. The meeting space within the rented building can accommodate a dozen attendees, enhancing functionality. It has all the necessary AV capabilities.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
- **Current facility conditions:**
 - 1) The move to the current space was a significant improvement over the previous setup.
 - 2) The space is better tailored to meet operational needs.
 - **Long-term vision:**
 - 1) Ashland would benefit from a civic center to create better cohesion between government and the community.
 - 2) Other cities offer competitive facilities, whereas Ashland's are significantly lacking despite a thriving community.
 - Location of a Civic Center:

- 1) East Main Street is a thoroughfare connecting South Ashland.
 - 2) The Service Center is already on East Main.
 - 3) The National Guard Armory, located on the other side of East Main, offers significant land and accessibility without being directly downtown.
9. Are programs spread across multiple locations? What is working well and what is just not working?
N/A
10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?
N/A
11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
- Security is generally acceptable, and there is currently a separate employee entrance and controlled zones between staff and customers.
 - Our customer service lobby includes an ADA-accessible table, a conference room with frosted glass, and a kiosk with a sliding window.
12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
- The design should reflect Southern Oregon's identity rather than the Pacific Northwest's style (e.g., beams and brick should be considered).

Final Remarks

- Leadership is prepared to move forward with maximizing or sunsetting existing facilities.
- A civic center vision for Ashland feels right and feasible.
- Consolidating facilities into a single entity would reduce deferred maintenance costs and enhance efficiency.

NEXT STEPS & REPORTING

ORW will:

Provide a summary of key insights from the meetings held today.

An outline of the next immediate steps and deadlines for any follow-up information.

Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon

PROJECT: Facility Planning Optimization and Management Plan

LOCATION: Siskiyou Conference Room, 51 Winburn Way

JOB #: 2317

DATE: December 17, 2024

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED



ATTENDEES:

David Sommer – ORW

Lindsey Maguire – ORW

9-10:30 AM Sabrina Cotta – City Manager
Scott Fleury, PE – Public Works Director

10:45-11:15 AM Tighe O’Meara – Police Chief
Ralph Sartain – Fire Chief (not in attendance)
Scott Fleury, PE – Public Works Director

11:15-11:45 AM Mike Morrison – Deputy Public Works Director
Chad Sobotka – AFN Operation Manager (not in attendance)
Thomas McBartlett – Director of Electric Utility
Scott Fleury, PE – Public Works Director

11:45 AM-12:15 PM Brandon Goldman – Community Development Director (meeting did not occur)

1:30-3:45 PM [Tours] City Hall, Community Development & Public Works, The Grove, Civic Center & The Yard, Pioneer Hall, Community Center

4-5 PM Rocky Houston – Parks Director
Kevin Caldwell – Parks Superintendent
Rachel Dials – Parks Deputy Director

References:

See “Facilities Master Plan” from 2008 at [Public Works Master Plans](#)

See “City of Ashland_Facility Condition Assessment” from June 2024 at [City of Ashland FCA](#)

See “2317_Ashland Facility Planning_Review of 2008 Feedback” at [2008 Comments](#) for staff feedback to the early facilities planning study

AGENDA

I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement process* which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
 - Establish a Dedicated Emergency Operations Center (EOC): The current EOC is a makeshift room in the basement of a university building, lacking proper communications infrastructure. A purpose-built facility is needed, exclusively for City staff, to effectively support emergency response efforts.
 - Improve Recruitment and Retention of Staff: Modern facilities are essential to attract and retain employees, especially considering competition from other agencies, such as the Sheriff's Department.
 - Modernize Aging Infrastructure: The current building, at 40 years old, is outdated and ill-suited for today's needs. A modernized facility, similar to Medford's headquarters with its Prescott Center training area, would better support staff and operations.
2. In your view, the main objective of this process is to...
 - NA
3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
 - The lack of adequate space undermines efficiency, highlighting the need for purpose-designed facilities.
 - Additional needs include:

- Garage Space: Adequate storage and workspace for the Police Department (PD).
- Dedicated Training Facilities: Spaces for defensive tactics and other specialized training, which currently occur in various community locations.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
 - Increased equipment requirements, necessitating more storage space to accommodate devices and tools effectively.
 - Additional infrastructure needs, such as outlets, mounts, charging stations, and devices for radios and other equipment.
5. What are the three biggest *challenges* your department is currently facing or may face in the future?
 - Parking Limitations: Insufficient parking spaces, particularly for the Fire Department (FD). Shift trades require an additional 10 spaces to meet demand.
 - Customer Service Efficiency: Permit services and other customer-facing functions operate out of Station No. 1, which may not be ideal for accessibility and service delivery.
 - Response Times: Current response times exceed 10 minutes in large coverage areas. Expanding staff and resources is critical to improving these metrics. A response-time overlay map is recommended for visualization and planning.
6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
 - Police Department: 39 officers, with no immediate plans for growth.
 - Fire Department (FD): 75 staff members, with plans for expansion to enhance response times.
 - Ambulance Services: The department serves as an ambulance provider for southern Jackson County.
 - Roles: Firefighters and EMS providers currently operate in single-role positions.
7. How *collaborative* is your department internally, interdepartmentally, and with the community?
 - Internal Collaboration: Highly collaborative, with strong camaraderie among team members.
 - Interdepartmental Collaboration: Exceptional cooperation, with quarterly meetings involving all departments. However, meetings are currently held in a cramped briefing room with standing room only.
 - Community Engagement: Outstanding public-facing efforts, emphasizing exceptional customer service and community relations.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
 - Two substations: one located behind an existing laundromat and another at City Hall.
 - Both substations are functional with no current need for expansion.
 - Each substation has two desks.
 - Two fire stations:
 - Require a combined storage and training facility, including the integration of a training tower.
 - Current police department facility issues:
 - The new facility was undersized from the day it was occupied.
 - Plans for an Emergency Operations Center (EOC) build-out remain a priority.
 - Gender-specific infrastructure needs include coat hooks, additional lockers, locker rooms, and women's restrooms.
 - Space constraints are critical:
 1. Original facility built in the 1980s.
 2. 2011 plans for an EOC and training facility were approved but never executed.
 3. Storage is inadequate for training materials, defensive tactics mats, and general operations.
 4. Parking is insufficient for both staff and community members.
 5. Homeless encampments in front of the facility present ongoing challenges.
 - Acoustic privacy is lacking, making confidential conversations difficult.
 - Evidence and armory spaces are fire-protected but undersized.
 - Report-writing areas use bullpen-style offices, creating noise issues from simultaneous phone calls.
9. Are programs spread across multiple locations? What is working well and what is just not working?
 - Fire Department Feedback (Chief Sartain was unavailable; these points are from staff):
 - Space issues persist:
 1. Reliance on portable Conex boxes and rented storage sheds for logistics and training materials.
 - No dedicated training facility for fire department crews.
 1. A training ground with a fire hydrant is highly desired.
 - Staff growth has outpaced office capacity, requiring shared doors and offices.
 - Parking challenges:
 1. Staff must park down the road and wait for crew changes.

2. No parking available for community members.

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?

- Emergency Operations Center (EOC):
 - Relocate ham radio from council chambers to a dedicated space with emergency generator connections.
 - Explore use of Lythia Pavilion with significant upgrades for connectivity and infrastructure.
 - Requirements: power, Ethernet, wireless capabilities, Starlink (or updated technology), large-scale TVs, and breakout spaces.
 - Incorporate red generator-connected plugs and seismic upgrades.
 - Include community meeting spaces and department-specific meeting rooms.
- Public Safety Communications within the police department facility:
 - Re-establish the ham radio station.
 - Upgrade IT infrastructure with dedicated fiber and enhanced security measures.
- Shared Training Facility:
 - Serve both police and fire departments with state-of-the-art resources.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.

- Homeless encampment adjacent to the police department poses safety and logistical challenges.
 - Complex discussions ongoing to address issues without attracting additional encampments.
 - Designated camping areas, such as Rogue Retreat, are being considered.
 - Facility at 2200 Ashland:
 - Temporarily unused due to occupancy requirements (Category B to R).
 - Needs sprinkler system installation to qualify for permanent use.
 - Grant requirements stipulate repayment of \$1.4 million to the state if the property is sold.
- Security considerations:
 - Dedicated law enforcement fiber.
 - Potential need for additional facility hardening.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?

- Resolve severe acoustical issues to enhance privacy and reduce noise.
- Office spaces:
 - Redesign the report-writing room to balance collaboration and individual needs.
 - Avoid island layouts for improved functionality.
- Facility improvements:

- Provide a comfortable break area for officers working 12-hour shifts.
 - Address the lack of a large, functional break room.
- Shared training facility for police and fire departments to foster collaboration and efficiency.

Final Remarks

- Not Applicable NA

III. NEXT STEPS & REPORTING

ORW will:

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2. An outline of the next immediate steps and deadlines for any follow-up information.
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CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon

PROJECT: Facility Planning Optimization and Management Plan

LOCATION: Siskiyou Conference Room, 51 Winburn Way

JOB #: 2317

DATE: December 17, 2024

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED



ATTENDEES:

David Sommer – ORW

Lindsey Maguire – ORW

9-10:30 AM	Sabrina Cotta – City Manager Scott Fleury, PE – Public Works Director
10:45-11:15 AM	Tighe O’Meara – Police Chief Ralph Sartain – Fire Chief (not in attendance) Scott Fleury, PE – Public Works Director
11:15-11:45 AM	Mike Morrison – Deputy Public Works Director Chad Sobotka – AFN Operation Manager (not in attendance) Thomas McBartlett – Director of Electric Utility Scott Fleury, PE – Public Works Director
11:45 AM-12:15 PM	Brandon Goldman – Community Development Director (meeting did not occur)
1:30-3:45 PM [Tours]	City Hall, Community Development & Public Works, The Grove, Civic Center & The Yard, Pioneer Hall, Community Center
4-5 PM	Rocky Houston – Parks Director Kevin Caldwell – Parks Superintendent Rachel Dials – Parks Deputy Director

References:

See “Facilities Master Plan” from 2008 at [Public Works Master Plans](#)

See “City of Ashland_Facility Condition Assessment” from June 2024 at [City of Ashland FCA](#)

See “2317_Ashland Facility Planning_Review of 2008 Feedback” at [2008 Comments](#) for staff feedback to the early facilities planning study

AGENDA

I. PURPOSE OF MEETING

The intent of the Facility Planning Optimization and Management Plan is to guide the City in the effective use of its properties and to provide a strategic vision for the development of current and proposed properties. ORW aims to organize a robust engagement process with City Staff to gain their valuable insight to develop a Master Plan that will serve the Ashland well into the future. These sessions are a series of kick-off meetings with department representatives to start the conversation about the current Vision, Culture, and Facility Experience.

Team Introductions

Timeline

- Phase I: Facility Condition Assessment was completed by McKinstry last summer.
- Phase II: Kick off the *engagement process* which will run through January of 2025 with a programming effort to follow.
- Phase III: Final Plan Development and Adoption in April 2025.

II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
 - Lithia Park Master Plan:
 - Focus on revitalizing and maintaining the park with sustainable goals.
 - This study should report the approved master plan.
 - Relocation of Shop Buildings:
 - Move shop buildings out of the floodplain to ensure safety and resilience.
 - Centralization of Operations:
 - Consolidate all team members into one facility to improve operational efficiency and customer service.
 - Additional Considerations:
 - Property Management:
 - The City is attempting to vacate the B-Street property; explore the possibility of relocating the Parks and Recreation (P&R) fleet to this location.
 - Facility Needs:
 - Ashland Senior Center @ Hunter Park, Nature Center, The Grove, Lithia Cabin, Golf Course, Community Center, and Pioneer Hall need additional funding
 - \$2M is needed to complete the Community Center project.
 - Facility Types:
 - There are two approaches to facilities:
 - a. One new building is required to accommodate growing needs.

- b. Preserve the historic assets, despite their high cost and underperformance.
 - Need adequate space for 60+ full-time employees (FTE); workspaces should be standardized.
 - Include touchdown spaces (cubbies and shared computers).
 - Safety and Privacy:
 - Separate public spaces from staff access areas for safety.
 - The Grove has a challenging circulation pattern that isolates individuals in unsafe spaces.
 - Storage and Consolidation Needs:
 - Significant storage shortages across all facilities.
 - Consider creating a consolidated operations center with a warehouse.
 - Connectivity Issues:
 - The North Mountain site has ongoing connectivity issues (e.g., phones, internet)
 - Floodplain Considerations:
 - The Barn is in the floodplain and cannot be used.
 - The Cabin is at full capacity, limiting functionality.
 - Open Space Maintenance:
 - This department manages 19 developed properties and 500 acres of open space, much of which is in urban interface fire zones and requires maintenance.
 - Efforts should be made to preserve the acreage as part of the watershed and viewshed. Development of this land is not desired.
- 2. In your view, the main objective of this process is to...
 - Not Applicable (N/A)
- 3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
 - Sustainability – Ensure long-term sustainability in facilities and operations.
 - Access and Location – Improve access to facilities and prioritize strategic locations.

Culture

- 4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?
 - Increased Land Management:
 - The department now manages more acreage than ever before but with fewer staff.
 - Higher Maintenance Standards:
 - Maintenance standards have significantly increased, requiring more resources and attention.

- Shift to Mobile and Remote Work:
 - The pandemic led to a more mobile work environment, with increased use of mobile meetings and Teams.
 - While this increased efficiency, there was a loss of personal connection, making it harder to build relationships and culture. There is a desire to co-locate staff and bring them together in one facility.
 - Full remote work is challenging for creating a strong departmental culture and connection to the place and people.
 - Transition to Online Reservation Center:
 - The department is moving to a new online reservation system, impacting workflows and processes.
5. What are the three biggest *challenges* your department is currently facing or may face in the future?
- Centralization of Operations:
 - The need to centralize operations for greater efficiency and resource management.
 - Budget and Funding Scarcity:
 - Limited funding and the need to do more with fewer resources, leading to reduced morale and staff fatigue.
 - Staffing Levels and Morale:
 - Staff cuts during the pandemic, including six layoffs in April 2020.
 - Challenges in bringing back former employees and maintaining staffing at adequate levels.
 - Record utilization rates at the Senior Center and over-programming at Hunter Park.
 - Trail Maintenance and Usage:
 - Managing 53 miles of trails with increased usage and higher maintenance needs.
6. What is the current number of staff and projected growth in your department? How do we build in extra capacity for future staff members?
- Current Staffing:
 - 6 administrative staff
 - 5 recreation staff
 - 28 park staff
 - 36 total operations staff supporting the department though 67 FTE desired based on parks and acreage under management.
 - Future Staffing Considerations:
 - Evaluate future growth needs and ensure space capacity for additional staff members as required.

7. How *collaborative* is your department internally, interdepartmentally, and with the community?
- Internal Collaboration:
 - The entire department is highly collaborative, with coordination on various projects and tasks.
 - Remote Work Challenges:
 - The shift to remote work with tools like Teams has led to more efficient communication but less effectiveness in fostering personal connections.
 - In-person interactions are needed to maintain strong relationships and create a cohesive team culture.
 - Connection to People and Nature:
 - The department emphasizes the importance of connecting with people and the natural environment. This connection is vital for staff engagement and successful program implementation.
 - Interdepartmental Collaboration:
 - Collaboration with Public Works, Planning, Community Development, and grounds maintenance.
 - Regular meetings and travel for coordination.
 - Community Engagement:
 - Strong community involvement with customer service and event coordination.
 - High-quality service for special events, classes, and sports.
 - Transition to New Online Reservation System:
 - The department is transitioning to a new online reservation center for its facilities to improve efficiency and customer experience.
 - Shared Resources:
 - Shared admin assistance between the Nature Center and The Grove, managing facility bookings and customer service.
 - Fleet operations are shared with Public Works, with some friction over space allocation, but overall functioning well.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
- See above.
 - The current community center is concerning as there are issues with accessibility for seniors, parking and access are challenging.
9. Are programs spread across multiple locations? What is working well and what is just not working?
- Nature Center, The Grove, and The Cabin, etc.
 - A centralized recreation center with admin staff would improve efficiency. Co-location is desirable for better coordination and service delivery.

10. What are the three *most needed* facilities, spaces, or programs on campus? What is the City's take on the need for public meeting spaces?

- East Main Park:
 - 6.5-acre park with Phase I completion by 2028 (between Clay and Crocker streets).
 - Features planned: pump track, dog park, and bike skills area.
- Golf Course:
 - Could be reconfigured to include pickleball courts and a skate park.
- Public Meeting Spaces:
 - Currently occupied by the Finance Department, creating a shortage for community and departmental use.
- Senior Center Improvements:
 - The cafeteria, activity room, and office spaces need enlargement.
- Aquatic Facility:
 - 25-yard by 50-meter pool (40 years old), recently relined.
 - Consideration to add a retractable roof.

11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.

- The Grove:
 - Location next to the Yard, Police Department, and urban encampment presents security challenges.
- Capital Improvement Plan (CIP):
 - Review and improve security measures across facilities.
- Public Facility Locking:
 - Current locking system is manual. Standardizing access control across all facilities would improve security.
- Urban Campers:
 - Campers, once removed from public spaces, often relocate to nearby parks.

12. If new buildings or renovations occur, what should the ideal look, feel, and function be?

- Character of Ashland:
 - The city should maintain its unique character. Concerns about overdevelopment and the spread of low-income housing.
 - Ashland is not like Portland or LA.
- Facility Design:
 - Preference for a welcoming and community-focused facility, like the new library.
 - Avoid generic office designs like Herman Miller cubicles.
- Inspiration from Bend Parks & Recreation:
 - Strive for a world-class, top-tier facility that meets community needs.
 - However, there is some mistrust in the city's government regarding project execution.

III. NEXT STEPS & REPORTING

ORW will:

1. Provide a summary of key insights from the meetings held today.
2. An outline of the next immediate steps and deadlines for any follow-up information.
3. Early 2025: Issue a staff survey to gain additional feedback. The information will be consolidated into a report and shared with department representatives.

CONFERENCE AGENDA

CLIENT: The City of Ashland, Oregon

PROJECT: Facility Planning Optimization and Management Plan

LOCATION: Teams (Remote)

JOB #: 2317

DATE: January 31, 2025

UNLESS THE WRITTEN OBJECTION IS RECEIVED WITHIN SEVEN DAYS, WE ASSUME THE STATEMENTS CONTAINED HEREIN ARE ACCEPTED



ATTENDEES:

Chad Sobotka – AFN

Lindsey Maguire – ORW

Scott Fleury – Public Works Director

References:

See "Facilities Master Plan" from 2008 at [Public Works Master Plans](#)

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II. THOUGHT STARTERS

Vision

1. List three goals or aspirations for this study.
 - Improve the functionality and working conditions of the facility for staff.
 - Plan for future needs and ensure adequate space and resources.
 - Address inefficiencies in a building originally designed in the 1980s for non-office use (Chad has been employed with the city for 19 years).
2. In your view, the main objective of this process is to...
 - Improve the current workspace, which is overcrowded and inefficient.
 - Enhance staff comfort and accessibility, including the addition of a dedicated women's restroom.
 - Provide more space and better-defined workstations to improve productivity.
3. Review the established values for this study: The City will offer a (1) resilient, (2) safe, (3) healthy, (4) productive and (5) an efficient place to work. Do you agree or disagree with these values? Is anything missing?
 - These values are important, but some may be difficult to achieve in the current facility (Service Center). The Service Center was originally a warehouse and not intended for office use.
 - Access to natural light should be prioritized.
 - Security improvements, including automatic exterior door locks, are necessary to prevent unauthorized access. Doors are often propped open.
 - Efficiency is impacted by overcrowding and the need for better co-location of departments.

Culture

4. What are the three biggest *changes* that have occurred in this department over time? How have your space needs changed after the global pandemic?

- The Department of Innovation and Technology (DOIT) merged with finance and technology department.
 - During the pandemic, a skeleton crew worked on-site while most staff operated remotely; post-pandemic, staffing has increased significantly.
 - Staff has grown to 15, with an anticipated expansion to 20 within two years, necessitating additional workspace.
 - 1) Help desk staff
 - 2) Senior network engineer
 - 3) Office assistant
 - 4) Two (2) junior network engineers
 - 5) Recently added a fourth field tech
5. What are the three biggest *challenges* your department is currently facing or may face in the future?
- **Space limitations:** The facility is overcrowded, impacting efficiency and comfort.
 - **Infrastructure concerns:** The head-end server room is aging, with outdated AC units and inadequate cooling and power capacity. The building's structural integrity poses a risk in a seismic event.
 - 1) Every cell tower in Ashland is connected fiber-wise through the Service Center facility (University, hospital, and other critical facilities – 300 strands)
 - 2) There is no fire suppression system in the headend room
 - **Storage and facilities:**
 - 1) Removal of satellite dishes will free up parking, but significant additional storage is needed for fiber equipment. Some storage needs to be protected from the elements, not climate controlled.
 - 2) Women's restroom facilities are inadequate, with seven or more employees sharing a single restroom. Additional locker storage for staff is needed.
 - 3) Field technicians require more indoor and outdoor storage.
 - 4) HVAC issues cause discomfort due to inconsistent temperature control. The mini-splits produce inadequate heat during colder months.
6. What is the current number of staff and projected growth in your department? How do we build extra capacity for future staff members?
- **Current staff:**
 - 1) Internal IT: Includes AFN Manager and Interim Deputy Director of IT (oversees GIS and IT)
 - 2) AFN, IT, and GIS divisions occupy separate, but crowded, spaces.
 - 3) Field technicians work in separate offices but frequently visit the facility at the start and close of the workday.
 - 4) GIS staff are split across multiple rooms, with one employee working remotely. GIS staff often work and meet with members of other city departments.
 - **Projected growth:**
 - 1) Expected increase to 20 employees within two years.
 - 2) Future space planning must accommodate expansion while improving current inefficiencies.
7. How *collaborative* is your department internally, interdepartmentally, and with the community?

- Internal collaboration is strong, though limited by a lack of private spaces. The open-office concept results in acoustic issues where there are competing phone calls; but it is good for collaboration.
- Most staff use desktops and laptops with multiple monitors, requiring substantial desk space.
- The primary meeting room ("Grizzly Room") doubles as a supply closet, limiting its usability.
- The facility's layout hinders community engagement; improvements could include a more welcoming public-facing entrance and better access for service drop-offs. The public entrance has limited parking, is difficult to locate, and the experience for visitors is a locked door. Staff members must give out phone numbers for visitors to access the facility.
- Linking AFN and Electric Departments, physically, is critical.

Facility Experience

8. Confirm the facilities/buildings your department inhabits.
 - Service Center
9. Are programs spread across multiple locations? What is working well and what is just not working?
 - Multiple divisions are housed within the building, creating spatial challenges.
 - Some areas, such as the "murder death hallway," are notably inefficient. This windowless hallway is narrow and runs the length of the Service Center building for access to all offices.
10. What are the three *most needed* facilities, spaces, or programs at the Service Center? What is the City's take on the need for public meeting spaces?
 - A purpose-built server room, next to the current footprint of the 40'x25' head-end to reduce costs associated with rerouting fiber lines.
 - A dedicated public-facing entrance with improved signage and parking.
 - Additional storage and expanded office space.
 - A dedicated meeting space.
 - HVAC improvements for consistent climate control.
11. Discuss facility security: Does the current setup enhance or hinder staff safety? Consider lighting, access control, and delineation of public and private workspaces.
 - Security improvements are needed, including better lighting and controlled access.
 - Exterior doors remain unlocked after hours, raising safety concerns.
12. If new buildings or renovations occur, what should the ideal look, feel, and function be?
 - A modernized layout with a central work area surrounded by management offices. Cubicles in Community Development space are too tall.
 - Adequate office space and dedicated storage to prevent overcrowding.
 - The redevelopment of the Service Yard site will create a functional and efficient workspace.
 - A dream scenario would be to construct a new data center within close proximity to the current head-end server room.
 - Repurposing the existing head-end room for additional storage following the cable TV plant shutdown.

PROJECT: Facility Planning Optimization and Management Plan
DATE: January 31, 2025

- Add shipping container storage units.
- Generally, re-organization effort of the facility is greatly needed and desired.

Final Remarks

N/A

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FACILITY PLANNING OPTIMIZATION & MANAGEMENT PLAN 2025

GUIDING PRINCIPLES

Long-term Cost Efficiency		Prioritize projects that reduce long-term operational and reduce maintenance costs .
Revenue Generation & Economic Development		Maximize opportunities for public-private partnerships, commercial use, or revenue-generating functions. Divestment of a current facility may yield opportunities for economic development or increased tourism in commercial corridors.
Operational Efficiency		Improve work-flow, interdepartmental collaboration , and excellent public service delivery through strategic facility placement, design, and the consolidation of city departments.
Sustainability & Resilience		Incorporate energy efficiency, renewable energy, and climate resilience strategies in all facility upgrades and new developments. Follow Climate Energy Action Plan (CEAP) recommendations.
Community Accessibility & Equity		Ensure facilities are inclusive, ADA-compliant , and equitably located within the City.
Flexible & Future-ready Design		Incorporate adaptable spaces that accommodate future change, evolving technology, and changing city needs.
Historical & Cultural Preservation		Consider the lasting impact when historic buildings, landmarks, and cultural assets are used as city facilities.
Public Safety & Emergency Preparedness		Enhance facilities to support emergency response capabilities and community safety. Establish a purpose-built Emergency Operations Center (EOC) to serve the community in an emergency.

GENERAL FACILITY OVERVIEW

Original Construction Year	Address	Facility Name	Department Association	Facility Type / Usage	Size (SF)
1909	76 E Main Street	Shakespeare Admin Building	Arts	Office, Assembly	5,980
1910	15 S Pioneer Street	Black Swan Theater /Chamber of Commerce	Arts	Office, Assembly	8,725
1967	403 Dead Indian Memorial Road	Airport/FBO Terminal Building	DPW	Other	6,700
1980	90 N Mountain Avenue	Street Operations, Fleet, Facilities	DPW	Shop, Storage	6,380
1984	90 N Mountain Avenue	Service Center, Water Distribution	DPW	Office, Storage	20,426
Unknown	1099 B Street	Street Operations, Fleet, Facilities	DPW	Shop, Storage	3,465
1900	73 Winburn Way	Pioneer Hall	P&R	Assembly	2,860
1922	51 Winburn Way	Community Center	P&R	Assembly	4,289
1970	130 Winburn Way	Parks Storage	P&R	Shop, Storage	1,270
1998	90 N Mountain Avenue	The Grove	P&R	Office, Assembly, Recreation	9,745
2003	455 Siskiyou Boulevard	Fire Station #1	Fire Station	First Responders	12,964
2020	1860 Ashland Street	Fire Station #2	Fire Station	First Responders	7,120
1970	Varies	Public Restrooms	P&R	Restroom	16,782
1984	1705 Homes Avenue	Hunter Park-Daniel Meyer Pool Locker Rooms	P&R	Other	5,506
1984	340 S Pioneer Street	The Cabin (Parks Administration Office)	P&R	Office	1,568
1990	620 N Mountain Avenue	N Mountain Park Nature Center Barn	P&R	Storage	1,010
1990	620 N Mountain Avenue	N Mountain Park Nature Center Office	P&R	Office	2,384
1990	Winburn Way	Lithia Park Shop & Storage	P&R	Shop, Storage	6,643
1998	1699 Homes Avenue	Senior Center	P&R	Office, Assembly, Recreation	4,396
1990-1993	3070 Hwy 66	Oak Knoll Golf Course Buildings	P&R	Recreation, Storage, Shop, Offices	13,028
1990-1994	620 N Mountain Avenue	North Mountain Park Buildings	P&R	Recreation, Shop, Storage	12,474
1980	1175 E Main Street	Police Department	Police Station	First Responders	9,770
1889	20 E Main Street	City Hall	Public Services	Administration, Office	4,451
1950	265 N Main Street	Briscoe Elementary	Public Services	Education, Office	32,289
1970	51 Winburn Way	Calle Guanajuato Restrooms	Public Services	Restroom	1,342
1980	1174 E Main Street	Council Chambers/ Courts	Public Services	Administration, Office, Assembly	5,568
2013	2200 Ashland Street	Severe Weather Shelter	Public Services	Residential	4,000
2024	1174 E Main Street	Dusk-to-Dawn Lawn	Public Services	Residential (Camping Site)	-
1980	51 Winburn Way	Community Development	Public Services, DPW, Building, Planning	Office, Storage	20,748

FACILITY CONDITION ASSESSMENT SUMMARY

Facility Name	Department Association	Facility Type / Use	Size (SF)	Critical Fire, Life, Safety Concerns	Average Asset Observed Remaining Life	Asset Condition Rating (1-5)	Current Building Replacement Cost	Capital Replacement Costs (5 Year)	FCI Rating (5 Year)	Capital Replacement Costs (10 Year)	FCI Rating (10 Year)
Shakespeare Admin Building	Arts	Office, Assembly	5,980		8.3	3.4	\$3,887,000	\$301,180	0.08	\$1,050,555	0.27
Black Swan /Chamber of Commerce	Arts	Office, Assembly	8,725		3.1	3.8	\$5,671,250	\$807,630	0.14	\$1,023,777	0.18
Airport Terminal Building	DPW	Other	6,700		10.1	3.4	\$4,020,000	\$164,270	0.04	\$266,925	0.07
Street Operations, Fleet, Facilities	DPW	Shop, Storage	6,380		6.0	3.4	\$3,509,000	\$150,980	0.04	\$373,061	0.11
Service Center, Water Distribution	DPW	Office, Storage	20,426		4.8	3.7	\$12,255,600	\$1,579,462	0.13	\$2,371,539	0.19
Pioneer Hall*	DPW, P&R	Assembly	2,860		6.7	3.4	\$1,716,000	\$47,980	0.03	\$179,676	0.10
Community Center*	DPW, P&R	Assembly	4,289		2.0	4.0	\$2,573,400	\$282,166	0.11	\$399,664	0.16
The Grove	DPW, P&R	Office, Assembly, Rec.	9,745		12.5	3.3	\$5,359,750	\$169,810	0.03	\$419,659	0.08
Parks Storage	DPW, P&R	Shop, Storage	1,270		6.0	4.0	\$508,000	\$44,860	0.09	\$96,892	0.19
Fire Station #2	Fire Station	First Responders	7,120		19.0	2.6	\$4,272,000	\$167,831	0.04	\$353,817	0.08
Fire Station #1	Fire Station	First Responders	12,964		10.4	3.5	\$7,778,400	\$496,321	0.06	\$621,951	0.08
Oak Knoll Golf Course Buildings	P&R	Rec., Stor., Shop, Offices	13,028		15.0	3.4	\$5,758,250	\$633,216	0.11	\$790,824	0.14
Daniel Meyer Pool Locker Rooms	P&R	Other	5,506		12.8	3.5	\$3,028,300	\$50,860	0.02	\$64,018	0.02
Lithia Park Shop & Stor.	P&R	Shop, Storage	6,643		11.0	3.5	\$2,681,650	\$181,090	0.07	\$304,284	0.11
The Cabin	P&R	Office	1,568		6.8	3.6	\$1,254,400	\$78,785	0.06	\$121,617	0.10
North Mtn Park Buildings	P&R	Recreation, Shop, Stor.	12,474		7.0	3.6	\$6,327,300	\$494,103	0.08	\$948,993	0.15
Senior Center	P&R	Office, Assembly, Rec.	4,396		7.1	3.6	\$1,033,100	\$143,342	0.14	\$391,246	0.38
N Mountain Park Nature Center	P&R	Office	2,384		6.7	3.7	\$1,311,200	\$151,996	0.12	\$186,336	0.14
Police Department	Police Station	First Responders	9,770		11.8	3.3	\$5,862,000	\$408,492	0.07	\$833,564	0.14
Calle Guanajuato RR	Public Services	Restroom	1,342		8.1	3.4	\$805,200	\$38,440	0.05	\$96,509	0.12
Council Chambers/ Courts	Public Services	Admin., Office, Assembly	5,568		6.3	3.4	\$3,340,800	\$388,560	0.12	\$612,299	0.18
City Hall	Public Services	Administration, Office	4,451		5.2	3.7	\$2,670,600	\$380,891	0.14	\$409,172	0.15
Briscoe Elementary	Public Services	Education, Office	32,289		3.7	3.8	\$19,373,400	\$2,879,060	0.15	\$3,166,080	0.16
Community Development	Public Services (mixed)	Office, Storage	20,748		11.8	3.5	\$12,448,800	\$469,907	0.04	\$778,048	0.06
Dusk-to-Dawn Lawn	Public Services	Residential (Camping Site)	-		Not included in FAC scope						
B Street Operations, Fleet, Facilities	DPW	Shop, Storage	3,465								
2200 Ashland Severe Weather Shelter*	Public Services	Residential	4,000								

* These facilities are currently under renovation or design.*

 Remaining
life < 6 years

VISUAL INSPECTION SCORE:

- 1 = GREAT CONDITION
- 2 = GOOD CONDITION
- 3 = REQUIRES REGULAR MAINTENANCE
- 4 = POOR CONDITION
- 5 = CRITICAL CONDITION

**FACILITY CONDITION INDEX
(RATIO OF COST TO REPAIR TO
BUILDING REPLACEMENT VALUE)**

- 0.00 - 0.05 GOOD
- 0.06 - 0.10 FAIR
- 0.11 - 0.30 POOR
- 0.31+ CRITICAL

FACILITY PLANNING RECOMMENDATIONS

			Facility Condition Assessment			Programming		Master Planning		
No.	Facility Name	Option to Divest of Property	Address Life Safety Concerns	Initiate ADA Improvements	Initiate FAC Improvements	Minor Modifications (Finishes, FFE)	Major Modifications (Renovation and/or Addition)	Opportunity to Change Use to Achieve "Highest and Best Use"	"Highest and Best Use" Description	Site Consolidation Opportunity
1	Shakespeare Admin Building	☐	☒	☒	☒	☐	☒	☐		☐
2	Black Swan /Chamber of Commerce	☐	☒	☒	☒	☐	☒	☐		☐
3	Airport Terminal Building	☐	☒	☒	☒	☒	☐	☐		☐
4	Street Operations, Fleet, Facilities	☐	☒	☒	☒	☐	☒	☐		☒
5	Service Center, Water Distribution	☐	☒	☒	☒	☐	☒	☐		☒
6	Pioneer Hall*	☐	☒	☒	☒	☐	☐	☐		☐
7	Community Center*	☒	☒	☒	☒	☐	☐	☒	Commercial, mercantile, food service	☐
8	The Grove	☐	☒	☒	☒	☒	☐	☐		☒
9	Parks Storage	☐	☒	☐	☒	☐	☐	☐		☒
10	Fire Station #2	☐	☐	☒	☒	☐	☐	☐		☐
11	Fire Station #1	☐	☒	☒	☒	☐	☐	☐		☐
14	Oak Knoll Golf Course Buildings	☐	☒	☒	☒	☐	☐	☐		☐
15	Daniel Meyer Pool Locker Rooms	☐	☐	☒	☒	☒	☐	☐		☐
16	Lithia Park Shop & Stor.	☒	☒	☐	☐	☐	☐	☐	Return to Lithia Park open space	☐
17	The Cabin	☐	☐	☒	☒	☒	☐	☒	Community House per Lithia Park MP	☐
18	North Mtn Park Buildings	☐	☒	☒	☒	☐	☐	☐		☐
19	Senior Center	☒	☒	☒	☒	☐	☐	☐	Return to open space or building site	☒
20	N Mountain Park Nature Center	☐	☒	☒	☒	☐	☐	☐		☐
21	Police Department	☐	☒	☒	☒	☒	☒	☐	Multi-purpose EOC and public safety training	☒
22	Calle Guanajuato RR	☐	☒	☐	☒	☒	☐	☐		☐
23	Council Chambers/ Courts	☐	☐	☒	☒	☒	☒	☒	(EOC)	☒
24	City Hall	☒	☒	☐	☐	☐	☐	☒	Commercial mixed-use	☐
25	Briscoe Elementary	☒	☒	☐	☐	☐	☐	☒	Civic Center, commercial/res mixed-use	☒
26	Community Development	☒	☒	☒	☒	☒	☐	☒	Commercial, mercantile, food service	☐
27	Dusk-to-Dawn Lawn	☐	☐	☐	☐	☐	☐	☐		☒
28	B Street Operations, Fleet, Facilities	☒	☐	☐	☐	☐	☐	☒	Residential mixed-use, high-density residential	☒
29	2200 Ashland Severe Weather Shelter*	☐	☒	☐	☐	☐	☒	☒	Change of use / occupancy required	☐

REFERENCE RECOMMENDATIONS ON NEXT PAGE

* These facilities are currently under renovation or design.



FACILITY PLANNING RECOMMENDATIONS

GUIDING PRINCIPLES

Long-term Cost Efficiency

Revenue Generation & Economic Development

Operational Efficiency

Sustainability & Resilience

Community Accessibility & Equity

Flexible & Future-ready Design

Historical & Cultural Preservation

Public Safety & Emergency Preparedness

Nos. 4-5 90 North Mountain (Service Center, Street, Fleet, & Facilities)
Renovate facilities to increase staff comfort and usability in the short-term. Fortify the "head-end" room, remodel and expand restroom and locker room facilities, upgrade HVAC systems.

Programs will relocate once the Hardesty Master Plan is completed. Recommend including the "future addition" in Phase 1 of the master plan. Relocate the Streets Division, Water Distribution, some fleet Storage, and shop space to this location.

If the Service Center site is selected as the "Ashland Civic Center," site improvements and an addition is proposed to the west end of the existing building.



No. 6 Pioneer Hall
The renovation of a significant historical structure into a community event facility is underway and anticipated to open in the summer of 2025.



No. 7 Community Center
The renovation of a significant historical structure into a community event facility is underway and anticipated to open in the fall of 2025. In the long-term, consider economic development opportunity for the city to divest of this property and for its transition to a commercial asset in the downtown core.



No. 8 The Grove
In the short-term, complete minor renovation to improve access and safety to the Grove for the P&R department. Consider using the Grove as *swing space* during the build-out of the "Ashland Civic Center."



No. 11 Fire Station #1
Staff have identified a parking shortage at staff change. City to dedicate additional parking for staff within a 5-or-10-minute walk of station (2nd St. city-owned lot is an option). In the Hardesty Master Plan, include the build-out of an outdoor training center for first responders.



No. 16 Lithia Park Shop & Storage
This facility is in critical condition and located in the flood plain. Divest in facility and relocate storage to the Service Center, Hardesty site, or a new recreation center. This recommendation was adopted in the Lithia Park Master Plan.



No. 17 The Cabin
Convert the Cabin into a Community House as recommended in the adopted Lithia Park Master Plan.



No. 19 The Senior Center
In the long-term, replace this well-loved facility on the same site or within a new, purpose-built recreation center. The current facility has a *poor-to-critical* facility condition index within the next ten years. Senior center programs can easily mix within a community or recreation center.



No. 21 Police Department
Provide a minor renovation to the facility that includes an improved radio room and addresses acoustic issues in the short-term. If a major renovation is approved, follow the former Phase 2 addition design to include multipurpose conference room, and training room. Combined, these added programs could support an EOC. Should the "Ashland Civic Center" site be pursued, move police to the Grove and replace the police department headquarters on its current site.



No. 23 Council Chambers & Municipal Court
This facility is undersized and staff amenities like a break-room are lacking. Consider relocating all uses to a new civic center campus. If relocated, the existing building may be renovated to house the multipurpose emergency operations center (EOC).



No. 24 City Hall
This facility is in *critical* condition and divestment is recommended so the building may be renovated to commercial mixed-use in the downtown core. This building is in a prime location to maximize economic development downtown and is a coveted structure and landmark for the community.



No. 25 Briscoe Elementary
This facility is in *critical* condition and divestment or redevelopment of the site is recommended. In the short-term, the existing building may be used as swing space or through redevelopment in the long-term, the site could host a permanent civic center, allowing the site to reach its "highest and best use."



No. 26 Community Development
In the short-term, complete a minor modification to standardize work stations and gain new capacity to include staff working in City Hall. Parking availability is an ongoing issue for visitors to the facility.

In the long-term, divestment is recommended so the property can contribute additional commercial space to the downtown.



No. 28 B-Street
There are two options to divest of this site or redevelop it once the Hardesty Master Plan is completed and current programs relocate. Divestment of the property could provide funding other building and maintenance projects for the City. If 90 North Mountain is redeveloped into the "Ashland Civic Center," the B-Street site can play a critical role as an additional building site for city departments.

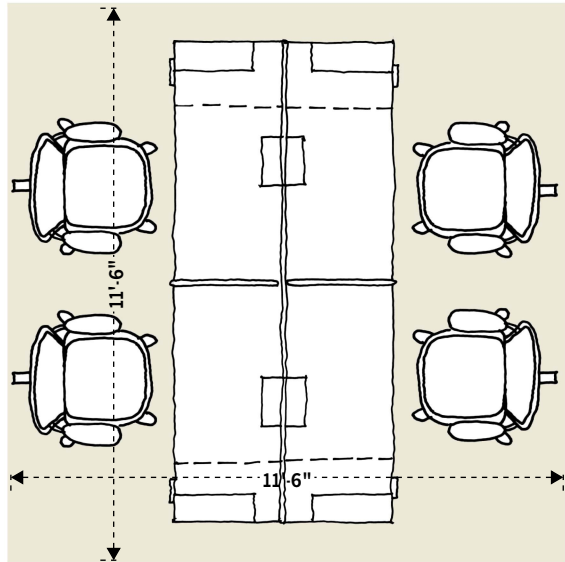


No. 29 2200 Ashland Street
The City is pursuing the conversion of the existing commercial/mercantile building into a severe weather shelter. Renovations will address critical fire, life, safety concerns to accommodate this change to a new occupancy type.

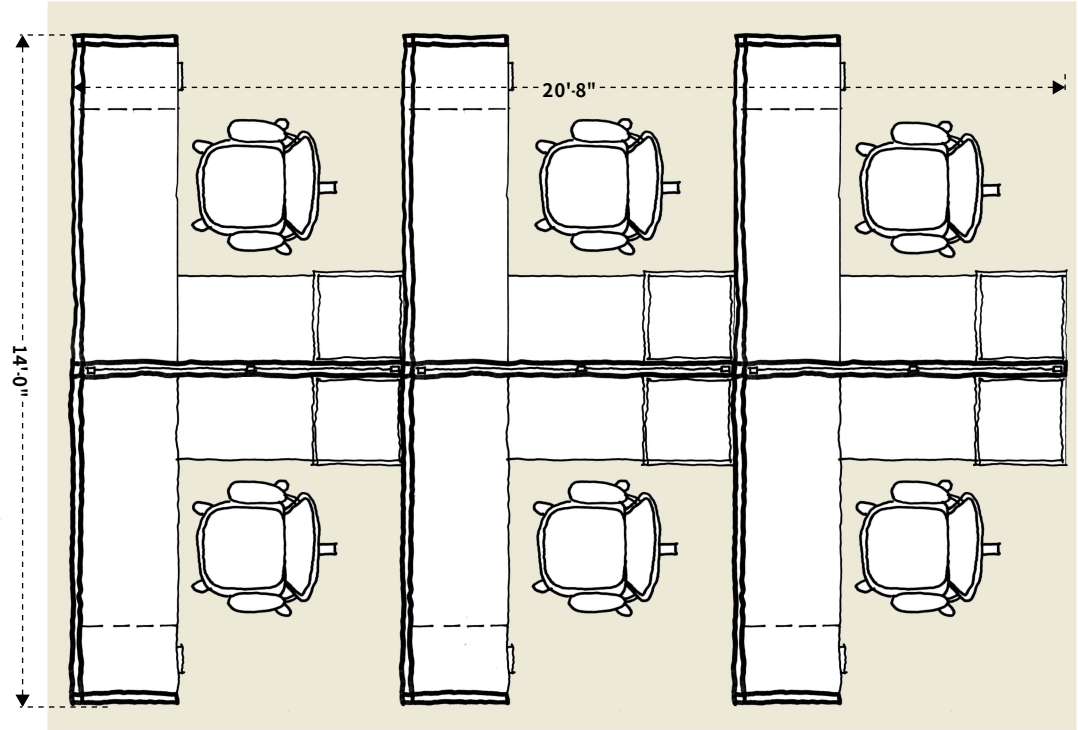
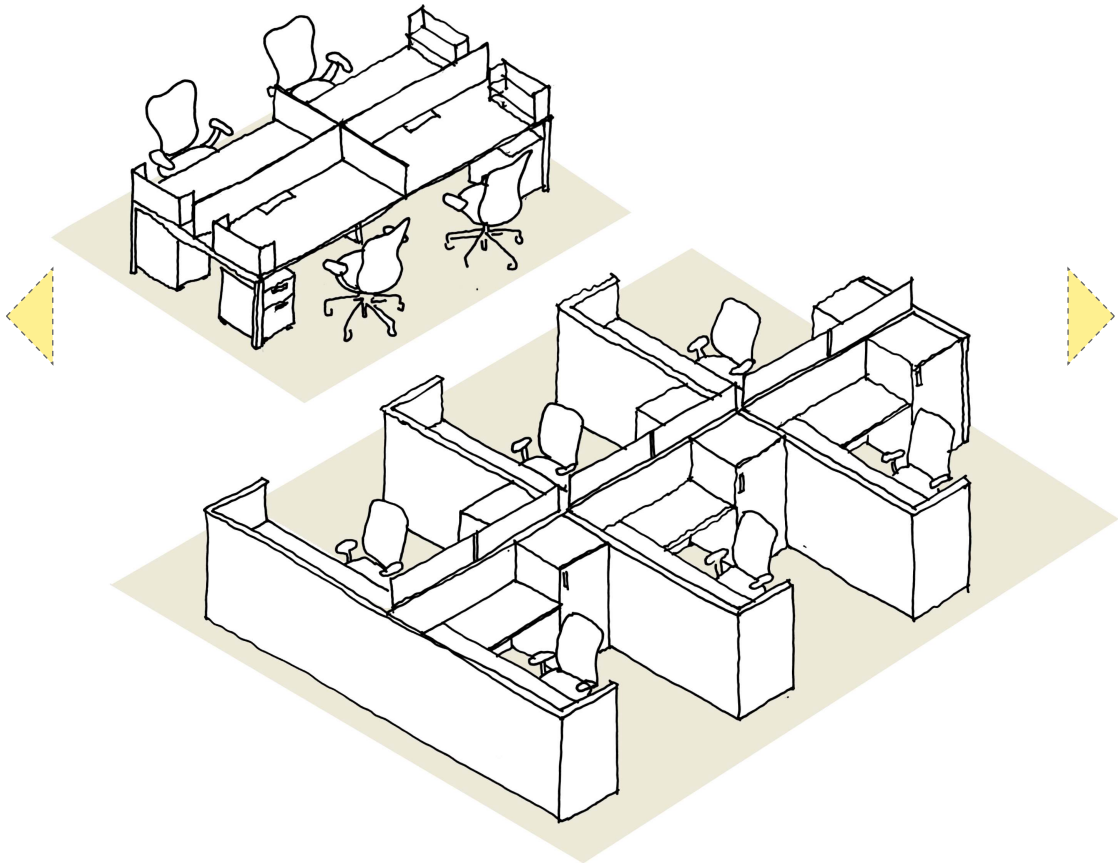


WORKSPACE SIZE & TYPE STANDARDS

WORKSTATION



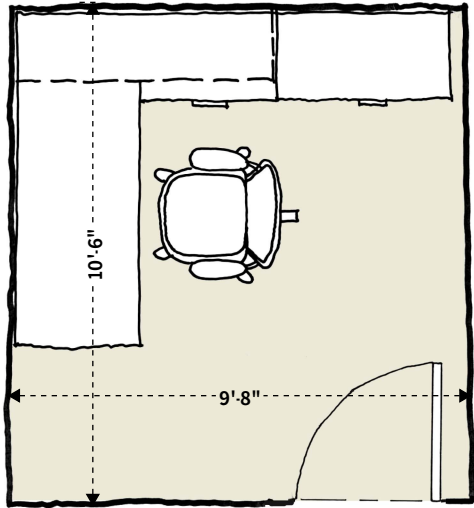
1.1 Capacity: 4 staff members
Size: 120-140 SF (30-35 SF/staff)
Use: Hot desking, hoteling, touch-down
Note: Ideal for hybrid staff, field staff, staff with few phone calls/meetings



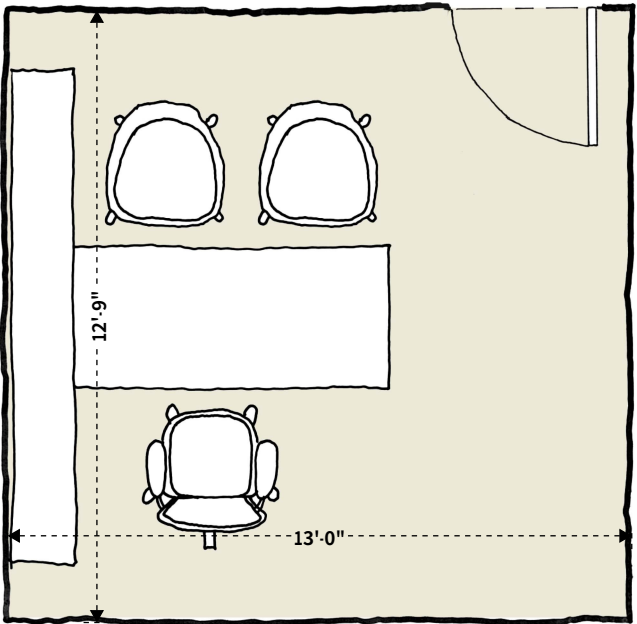
1.2 Capacity: 4 staff members
Size: 200 SF (50 SF/staff)
1.3 Capacity: 6 staff members
Size: 300 SF (50 SF/staff)

Use: Open workstations
Note: Ideal for hybrid staff, field staff, staff with few phone calls/meetings, less privacy, higher collaboration; combine with phone booth and huddle rooms for privacy

PRIVATE OFFICE

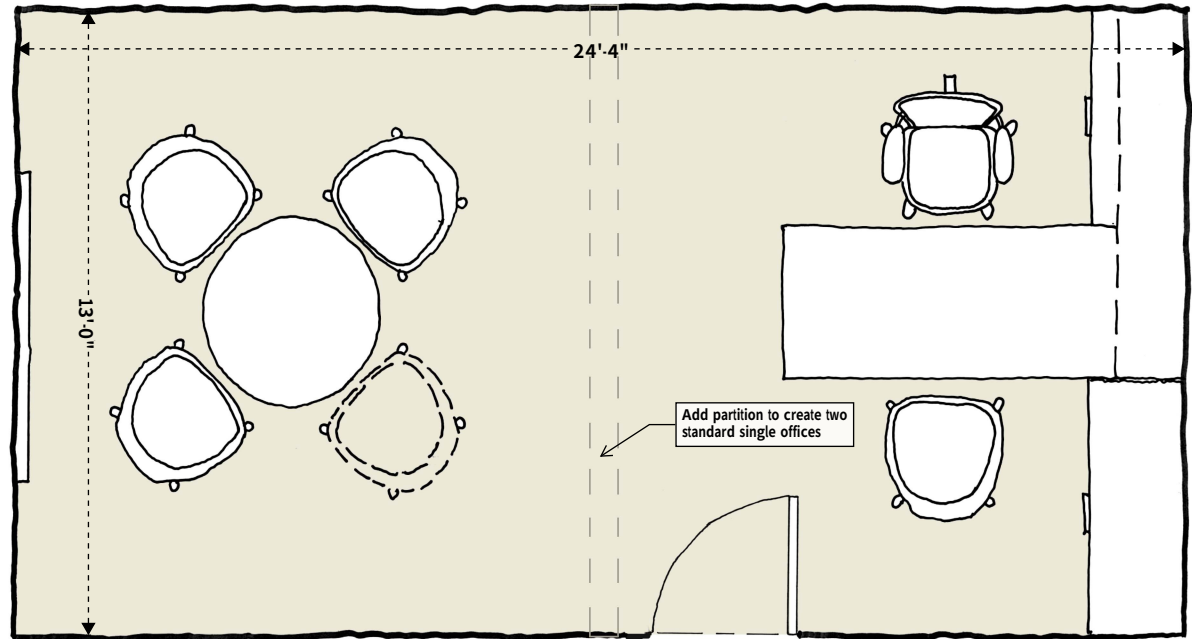


2.1 Capacity: 1 staff member
Size: 90-110 SF

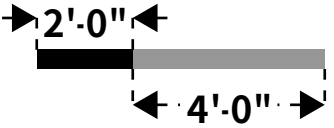


2.2 Capacity: 1 staff member, 1-3 visitors
Size: 100-170 SF

EXECUTIVE OFFICE

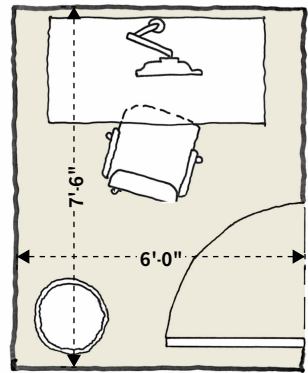


3.1 Capacity: 1 staff member, 4-5 visitors
Size: 200-300 SF
Note: Easy to divide to two private offices

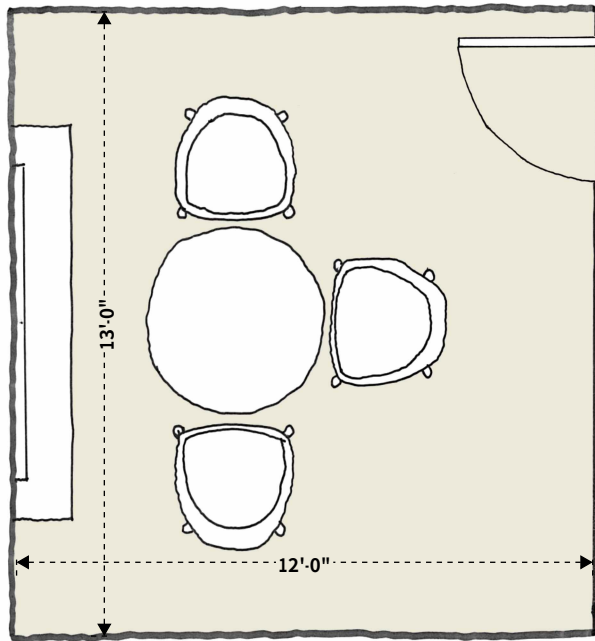


WORKSPACE SIZE & TYPE STANDARDS

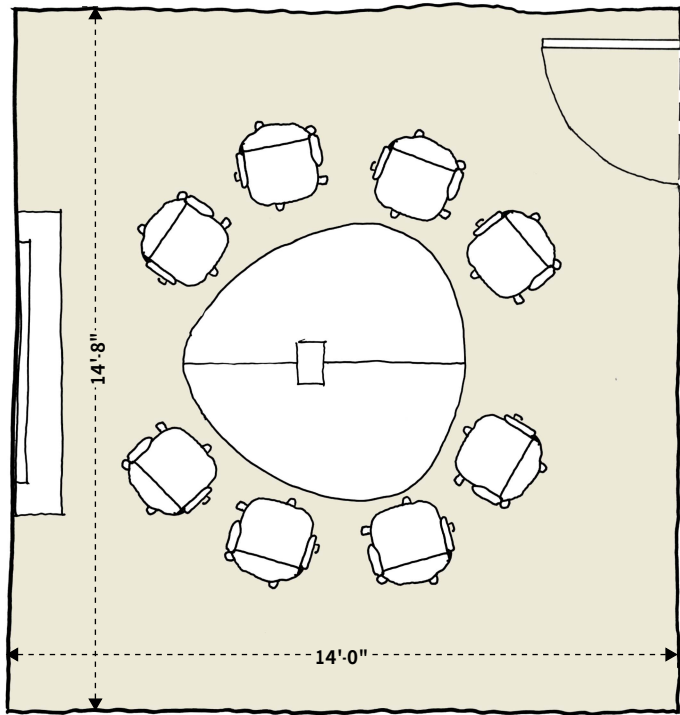
INFORMAL MEETING ROOM



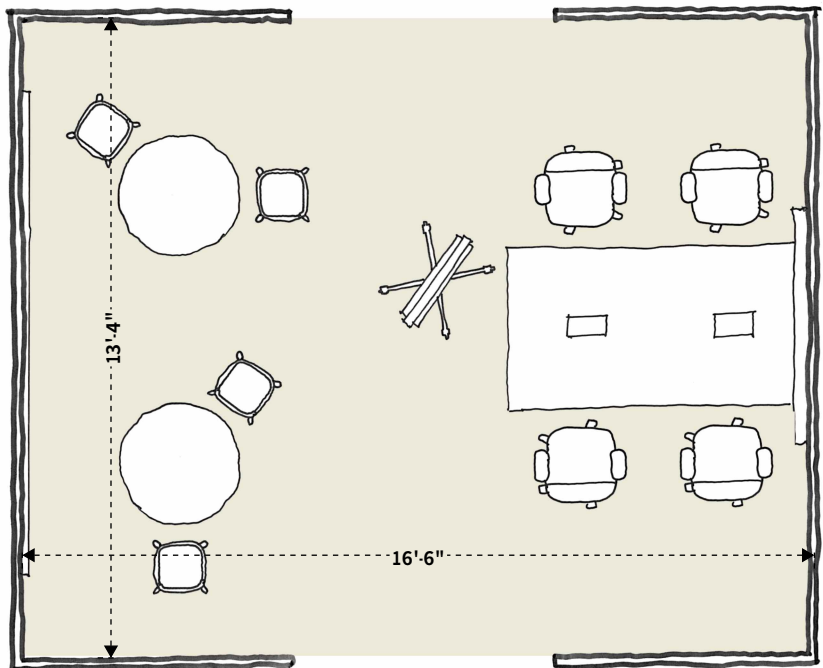
4.1 **Capacity:** 1-2 staff members
Size: 45-80 SF
Use: Private phone booth, remote meetings, quiet and individual contributor work



4.2 **Capacity:** 2-3 staff members
Size: 140-160 SF
Use: Small team meeting room, team remote meetings



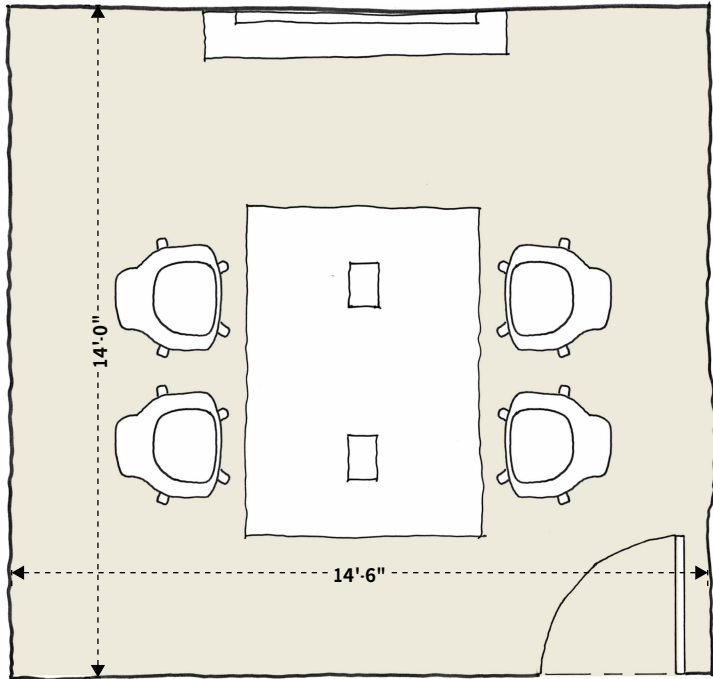
4.3 **Capacity:** 6-8 staff members
Size: 180-200 SF
Use: Medium team huddle room, project room



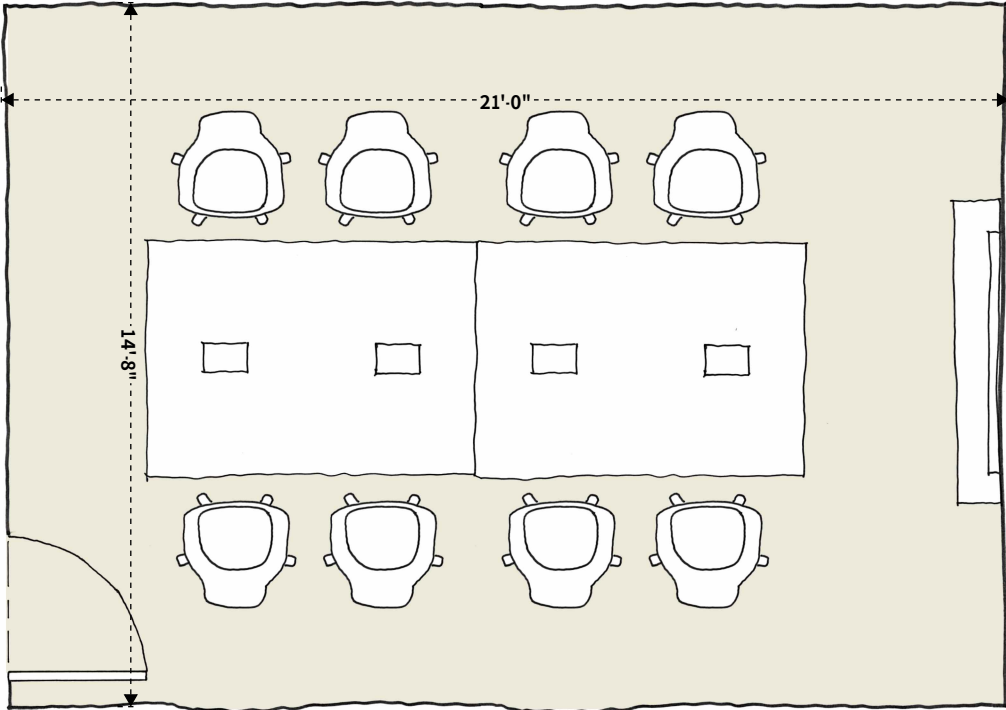
4.4 **Capacity:** 8-10 staff members
Size: 190-225 SF
Use: Large team workroom, project room

WORKSPACE SIZE & TYPE STANDARDS

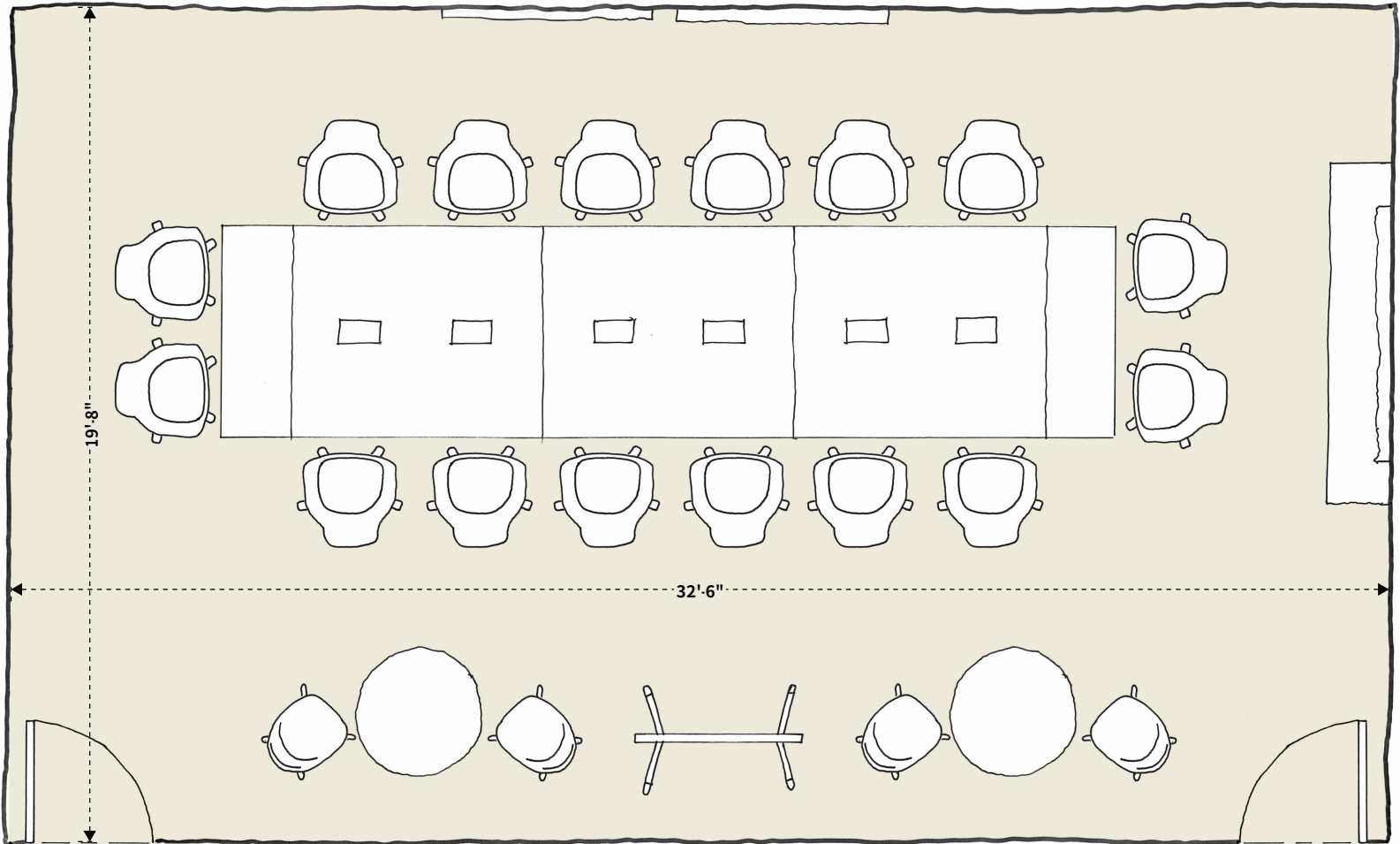
FORMAL MEETING ROOM



5.1 **Capacity:** 4 staff members/visitors
Size: 200 SF
Use: Small conference room

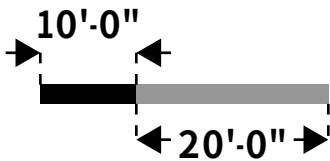
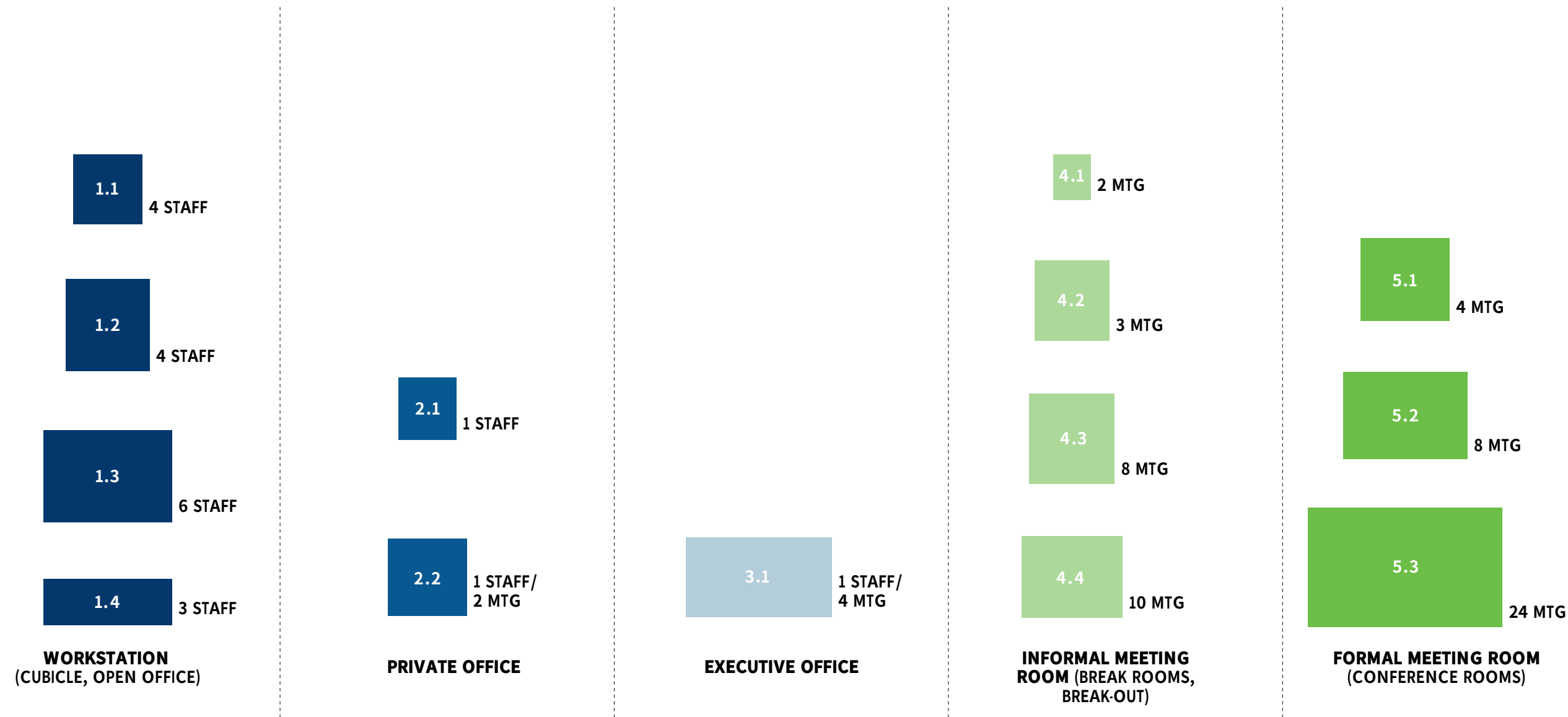


5.2 **Capacity:** 8 staff members/visitors
Size: 315-330 SF
Use: Medium conference room



5.3 **Capacity:** 20-24 staff members/visitors
Size: 600-660 SF
Use: Large conference room

WORKSPACE SIZE & TYPE STANDARDS KEY



PROGRAMMING: **COMMUNITY DEVELOPMENT > SWING SPACE FOR CITY HALL**



EXISTING CONDITIONS
(AREA - 20,748)

3 DIRECTOR OFFICES
2 CONFERENCE ROOMS
5 PRIVATE OFFICES
30 CUBICLES / OPEN WORKSTATIONS

- RECOMMENDATIONS FOR COMMUNITY DEVELOPMENT (51 WINBURN WAY):**
- 1. Digitize archive real estate to open up additional area for staff workstations.
 - 2. Conduct a minor alteration to improve the comfort and functionality of the lobby, break room, and generally update finishes.
 - 3. Standardize workstation sizes through selection of furniture systems and demise plan as required to achieve "proposed" layout of space and add capacity.
 - 4. City to provide assigned parking spaces to city staff at the public lot at 130 N Pioneer Street and the Hargadine parking structure (ea at a 6-7 minute walk). Provide assigned ADA loading and assigned visitor parking spaces at 51 Winburn Way.
 - 5. Utilize the Community Center and Pioneer Hall for additional meeting space when necessary.
 - 6. Relocate all city staff located at the current City Hall and divest of that facility.



PROPOSED
(AREA - NO CHANGE)

3 DIRECTOR OFFICES (DEMISING WALLS COULD BE ADDED TO CREATE A TOTAL OF 6 PRIVATE OFFICES)
3 MEETING ROOMS (1 EXISTING)
4 PRIVATE OFFICES
49 CUBICLES / OPEN WORKSTATIONS
5 PHONE BOOTHS

LEGEND

WORKSTATION (CUBICLE, OPEN OFFICE)	FORMAL MEETING ROOM (CONFERENCE ROOMS)	CIRCULATION (PUBLIC INDICATED WITH ARROW)
PRIVATE OFFICE	INFORMAL MEETING ROOM (BREAK ROOMS, BREAK-OUT)	PUBLIC SPACE (ENTRIES, VESTIBULES, LOBBIES, MEETING, RECREATION)
EXECUTIVE OFFICE	SUPPORT SPACE (OFFICE SUPPLY, STORAGE, MECH/ELEC/DATA)	ENTRANCE

PROGRAMMING: THE GROVE > SWING SPACE FOR MUNICIPAL COURT



EXISTING CONDITIONS
(AREA - 9,745)

- 1 DIRECTOR OFFICE
- 3 PRIVATE OFFICES
- 8 CUBICLES / OPEN WORKSTATIONS
- 2 MULTIPURPOSE ROOMS
- RECORDING STUDIO

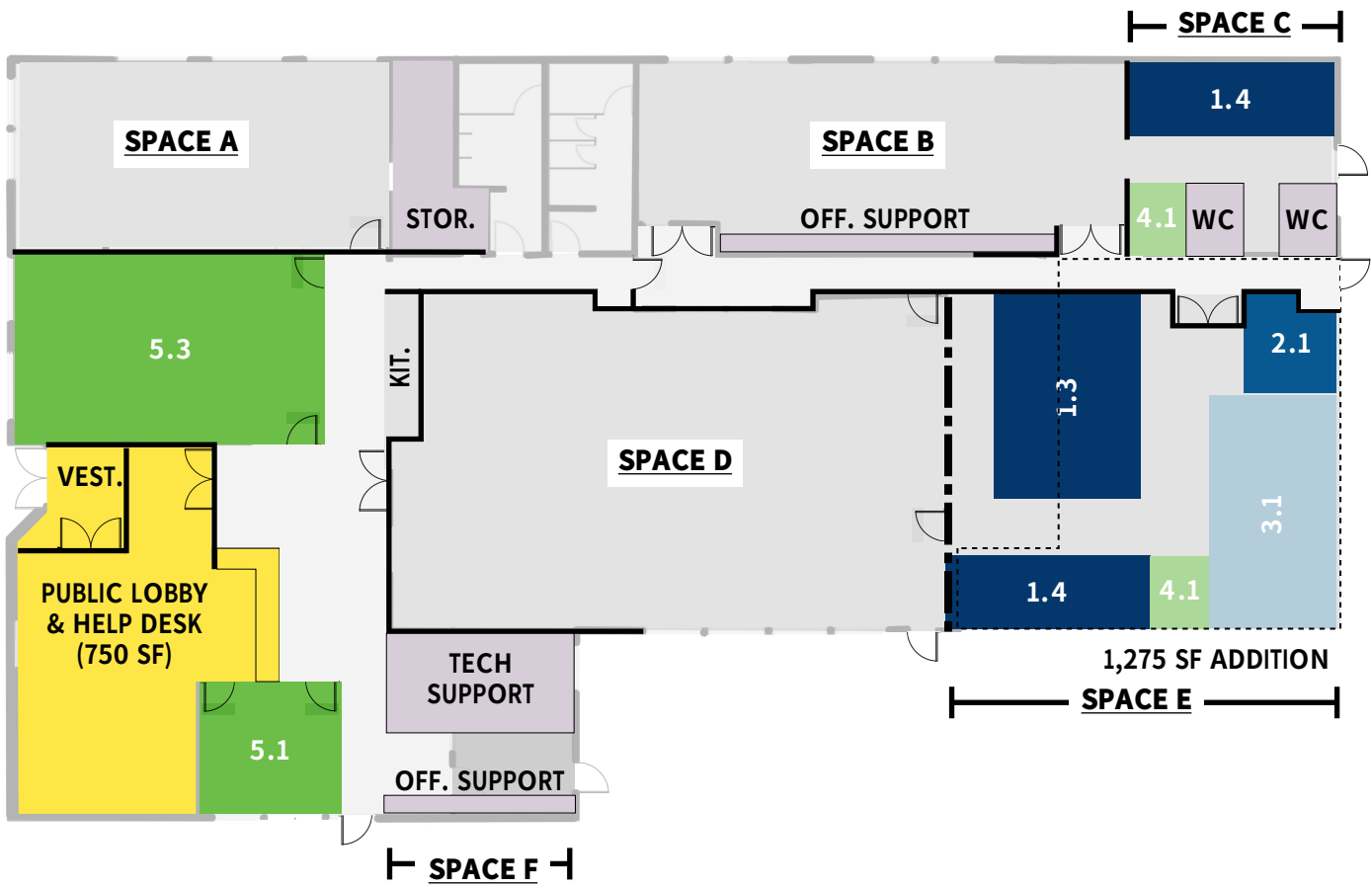
RECOMMENDATIONS FOR THE GROVE (90 N MOUNTAIN):

- 1. The frontage of the Grove along Main St is inaccessible. Remove deemphasize public entry to the Grove from this access point. Reconfigure lobby and convert bike shop to interior office space.
- 2. Complete an addition to add approximately 10% to the overall size of the Grove.

Phase 1: The Grove > Municipal Court and Council Chambers
- Spaces A and B are for jury selection and deliberation, consecutively.
- Space C is staff touchdown space
- Space D is the court/council chambers with Space F as tech support.
- Space E is court administration and the judge's office.

Phase 2: The Grove > Service Center office space
- Standardize workstation sizes through selection of furniture systems and demise plan as required to achieve "proposed" layout of space and add capacity.
- Renovate locker rooms restrooms in the Service Center for continued use.

Phase 3: The Grove > Police Headquarters
- While an addition or re-build occurs on the police headquarters site, move police staff to the Grove during construction.



PROPOSED
(Phase 1 Shown)
(AREA - 11,020 SF)

- 1 DIRECTOR OFFICE (A DEMISING WALL COULD BE ADDED TO CREATE A TOTAL OF 2 PRIVATE OFFICES)
- 2 MEETING ROOMS
- 1 PRIVATE OFFICE
- 9 CUBICLES / OPEN WORKSTATIONS
- 2 PHONE BOOTHS

LEGEND

	WORKSTATION (CUBICLE, OPEN OFFICE)		FORMAL MEETING ROOM (CONFERENCE ROOMS)		CIRCULATION (PUBLIC INDICATED WITH ARROW)
	PRIVATE OFFICE		INFORMAL MEETING ROOM (BREAK ROOMS, BREAK-OUT)		PUBLIC SPACE (ENTRIES, VESTIBULES, LOBBIES, MEETING, RECREATION)
	EXECUTIVE OFFICE		SUPPORT SPACE (OFFICE SUPPLY, STORAGE, MECH/ELEC/DATA)		ENTRANCE

PROGRAMMING: THE GROVE > SWING SPACE FOR SERVICE CENTER AND POLICE HEADQUARTERS



EXISTING CONDITIONS
(AREA - 9,745)

1 DIRECTOR OFFICE
3 PRIVATE OFFICES
8 CUBICLES / OPEN WORKSTATIONS
2 MULTIPURPOSE ROOMS
RECORDING STUDIO



PROPOSED
(Phases 2 & 3 Shown)
(AREA - 11,020 SF)

1 DIRECTOR OFFICE (A DEMISING WALL COULD BE ADDED TO CREATE A TOTAL OF 2 PRIVATE OFFICES)
3 MEETING ROOMS (2 FORMAL, 1 INFORMAL)
5 PRIVATE OFFICES
47 CUBICLES / OPEN WORKSTATIONS
5 PHONE BOOTHS

- RECOMMENDATIONS FOR THE GROVE (90 N MOUNTAIN):**
- 1. The frontage of the Grove along Main St is inaccessible. Remove deemphasize public entry to the Grove from this access point. Reconfigure lobby and convert bike shop to interior office space.
 - 2. Complete an addition to add approximately 10% to the overall size of the Grove.

Phase 1: The Grove > Municipal Court and Council Chambers

- Spaces A and B are for jury selection and deliberation, consecutively.
- Space C is staff touchdown space
- Space D is the court/council chambers with Space F as tech support.
- Space E is court administration and the judge's office.

Phase 2: The Grove > Service Center office space

- Standardize workstation sizes through selection of furniture systems and demise plan as required to achieve "proposed" layout of space and add capacity.
- Renovate locker rooms restrooms in the Service Center for continued use.

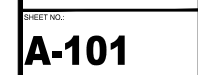
Phase 3: The Grove > Police Headquarters

- While an addition or re-build occurs on the police headquarters site, move police staff to the Grove during construction.

LEGEND

	WORKSTATION (CUBICLE, OPEN OFFICE)		FORMAL MEETING ROOM (CONFERENCE ROOMS)		CIRCULATION (PUBLIC INDICATED WITH ARROW)
	PRIVATE OFFICE		INFORMAL MEETING ROOM (BREAK ROOMS, BREAK-OUT)		PUBLIC SPACE (ENTRIES, VESTIBULES, LOBBIES, MEETING, RECREATION)
	EXECUTIVE OFFICE		SUPPORT SPACE (OFFICE SUPPLY, STORAGE, MECH/ELEC/DATA)		ENTRANCE

MASTER PLANNING: HARDESTY PUBLIC WORKS MAINTENANCE FACILITY



MASTER PLANNING: OPTIONS FOR A CIVIC CENTER AND CONSOLIDATION OF CITY DEPARTMENTS

BRISCOE
ELEMENTARY
>
ASHLAND CIVIC
CENTER

90 NORTH
MOUNTAIN
>
ASHLAND CIVIC
CENTER

OPTION 1

OPTION 2

GENERAL
PROGRAMS

DPW HARDESTY

- 1. STREET DIVISION
- 2. FLEET STORAGE & MAINTENANCE
- 3. WATER DISTRIBUTION
- 4. SHOP SPACE
- 5. PARK AND RECREATION EQUIPMENT STORAGE/MAINTENANCE
- 6. OFFICE SPACE AND STAFF AMENITIES
- 7. FIRST RESPONDER OUTDOOR TRAINING CENTER

SERVICE CENTER

- 1. AFN (W/ HEAD-END)
- 2. ELECTRICAL DEPARTMENT
- 3. DPW OPERATIONS
- 4. REFUELING
- 5. FLEET STORAGE & MAINTENANCE
- 6. EXPANDED RESTROOM, LOCKER & SHOWER ROOMS
- 7. STAFF AMENITY SPACE & MULTI-PURPOSE BREAK ROOM

RECREATION
CENTER

- 1. ADMINISTRATION & STAFF AMENITIES
- 2. INDOOR RECREATION USES
- 3. PROGRAM STORAGE
- 4. COMMUNITY CENTER
- 5. SENIOR CENTER
- 6. COMMUNITY EDUCATION PROGRAMS
- 7. EVENT SPACE
- 8. OUTDOOR RECREATION USES

OTHER

- 1. EMERGENCY OPERATIONS CENTER (EOC)
- 2. POLICE HEADQUARTERS & TRAINING CENTER
- 3. CIVIC CENTER PLAZA AND OTHER OPEN SPACE

CIVIC CENTER

- CITY ADMINISTRATION**
- 1. CITY MANAGER
 - 2. LEGAL DEPARTMENT
 - 3. CITY RECORDER
 - 4. HUMAN RESOURCES
- OTHER**
- 5. FINANCE
 - 6. GIS
 - 7. MUNICIPAL COURT
 - 8. COUNCIL CHAMBERS
 - 9. COMMUNITY DEVELOPMENT

OPTION 1 MASTER PLANNING: **BRISCOE > CIVIC CENTER [L1 + SITE IMPROVEMENTS]**

COMMUNITY DEVELOPMENT
21,000 SF

FINANCE
6,000 SF

CITY MGR + ADMIN
6,000 SF

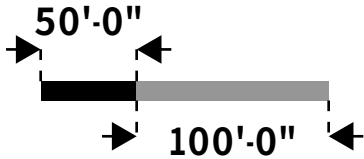
MUNICIPAL COURT
10,000 SF [6,000 SF CURRENT]

PARK & RECREATION
10,000 SF

PARKING DECK
OPTION 1
92 SPACES PER LEVEL
IF TWO LEVELS, 184 SPACES

250'-0" 120'-0"

- OPEN SPACE
- PUBLIC MEETING SPACE
- PUBLIC ENTRY, LOBBY, & CIRCULATION
- VEHICULAR CIRCULATION
- CONTROLLED ACCESS



OPTION 1 MASTER PLANNING: BRISCOE > CIVIC CENTER [L2 ADDITION]

COMMUNITY DEVELOPMENT
21,000 SF

FINANCE
6,000 SF

CONTROLLED
ACCESS

CITY MGR + ADMIN
6,000 SF

MUNICIPAL COURT
10,000 SF [6,000 SF CURRENT]

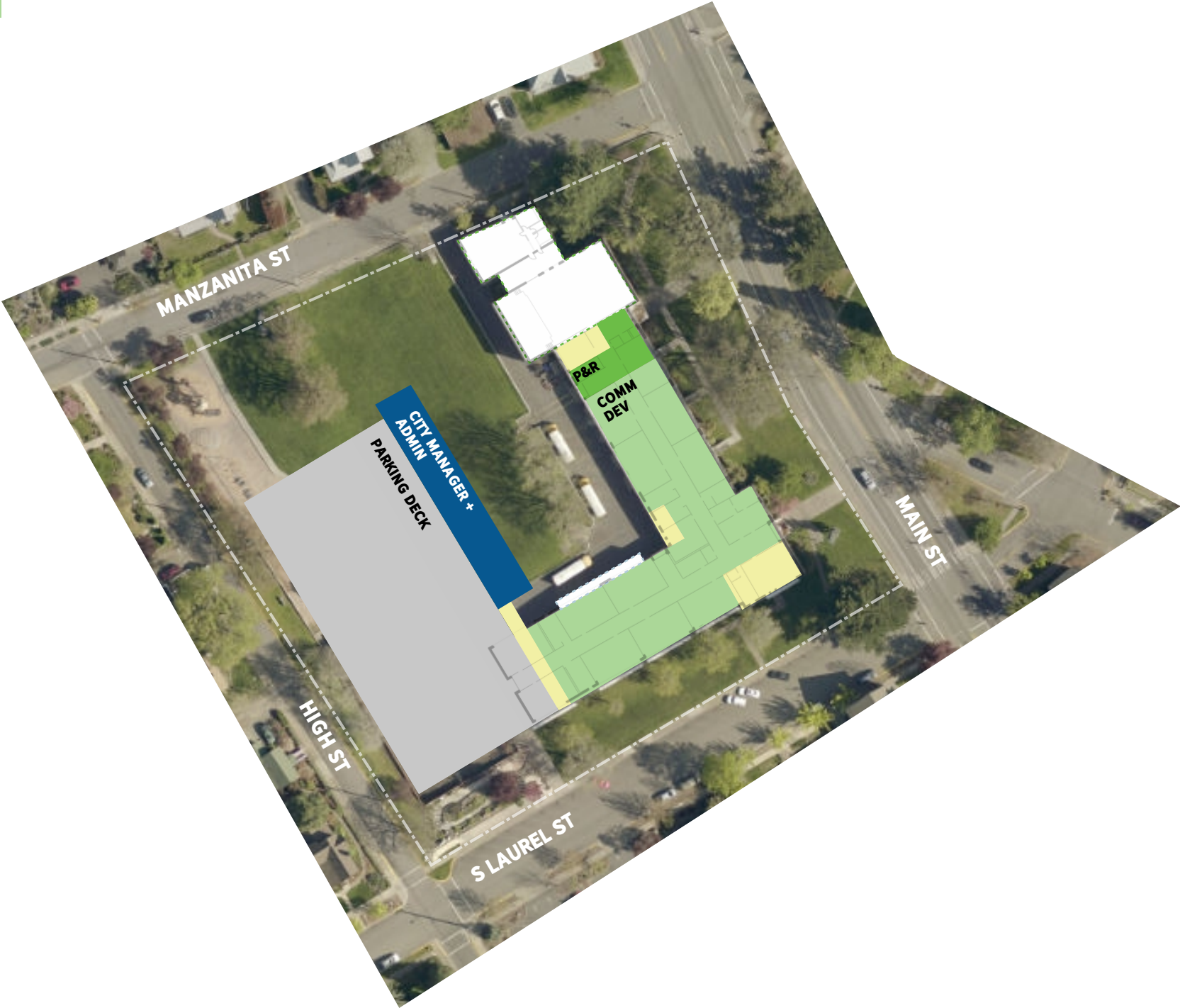
- OPEN SPACE
- PUBLIC MEETING SPACE
- PUBLIC ENTRY, LOBBY, & CIRCULATION

PARK & RECREATION
10,000 SF

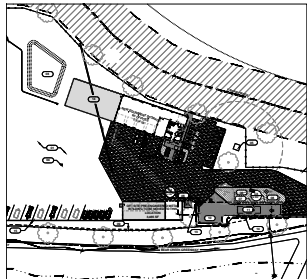
PARKING DECK
OPTION 1
92 SPACES PER LEVEL

250'-0" 120'-0"

50'-0" 100'-0"



OPTION 1 MASTER PLANNING: BRISCOE > CIVIC CENTER PHASING INFORMATION



NO. 1-2

Complete Hardesty Master Plan to achieve full build-out of all phases.

Relocate streets division, water division storage, some fleet maintenance programs, and storage to Hardesty site.



NO. 3

Divest of B-Street site to fund future projects.

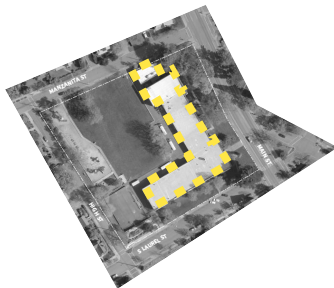


NO. 4-5

Conduct an interior renovation of Comm Dev to standardize and expand office space capacity.

Relocate City Hall staff to Community development.

Divest of City Hall.

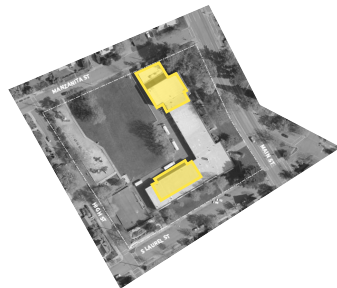


NO. 6

Begin **Phase I** construction at Briscoe Elementary:

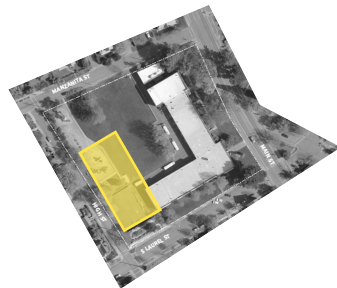
6A - Fortify historic exterior envelope

6B - Provide support structure for a second level and build out shell space to accommodate future uses.



6C - Build-out Park and Recreation headquarters.

6D - Renovate to accommodate municipal court and council chambers on ground floor. Upgrade lobby and entry.



6E - Construct 2-bay parking structure on the site.

6F - Park and Recreation staff from the Grove and the Cabin move to permanent space in Briscoe.

6G - Relocate Municipal Court and Council Chambers to the Grove.

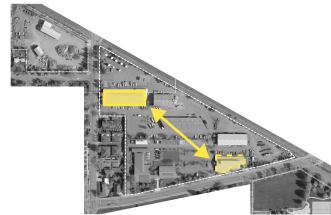
OPTION 1 MASTER PLANNING: BRISCOE > CIVIC CENTER PHASING INFORMATION



NO. 7-8

Divest of the Community Center to fund future projects.

Conduct an interior renovation of The Grove to standardize and expand office space capacity.

**NO. 9-10**

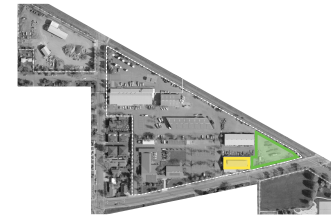
Move Service Center staff to the Grove for swing space.

Renovate Service Center for IT, AFN, Electric, DPW, and GIS staff immediate needs. Address break room, head-end, lobby, locker room, restroom and HVAC issues and standardize office spaces.

**NO. 11-12**

After staff move back into the renovated service center, move Ashland police to the Grove (swing-space).

Construct a new police headquarters in its current site or renovate to address acoustic issues, upgrade finishes, and complete the training room addition.

**NO. 13-14**

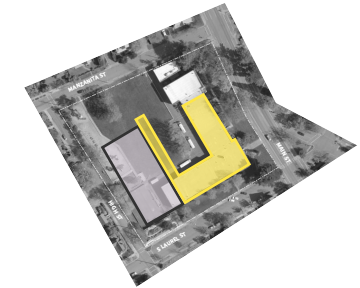
Move Senior Center permanently to the Grove and return original site to open space/park land.

Develop east corner of site to extend Garfield Park to the greenway and provide additional community open space.



NO. 15

Construct the a multipurpose Emergency Operations Center (EOC) in the former Chambers facility.



**NO.
16-17**

**Begin Phase II construction
at Briscoe Elementary:**

16A - Build-out ground floor and level two of Briscoe for Community Development services

16B - Construct parking deck office "wrapper" to include space for city administrators and finance departments.

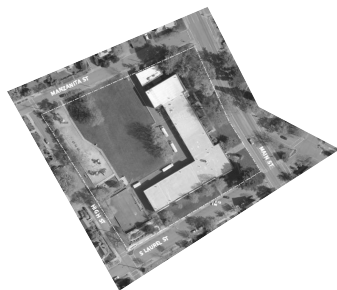
16C - Complete open space improvements.

Divest of former Community Development building.

OPTION 2 MASTER PLANNING: **SERVICE CENTER > CIVIC CENTER**

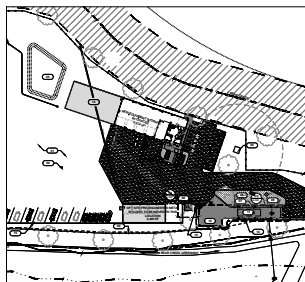


OPTION 2 MASTER PLANNING: **SERVICE CENTER > CIVIC CENTER PHASING INFORMATION**



NO. 1

Divest of Briscoe Elementary site.



NO. 2-3

Complete Hardesty Master Plan to achieve full build-out of all phases.

Relocate streets division, water division storage, some fleet maintenance programs, and storage to Hardesty site.



NO. 4-7

Conduct an interior renovation of Comm Dev to standardize and expand office space capacity.

Relocate City Hall staff to Community development.

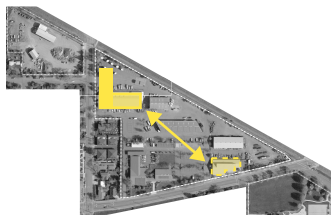
Divest of City Hall.

P&R relocate from the Grove and the Cabin to recently renovated Community Center (swing space).



NO. 8

Conduct an interior renovation of The Grove to standardize and expand office space capacity.

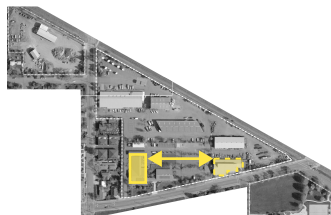


NO. 9-10

Move Service Center staff to the Grove (swing space).

Begin improvements with the construction of a new office front to Service Center.

Locate service center staff in new addition and renovated building.

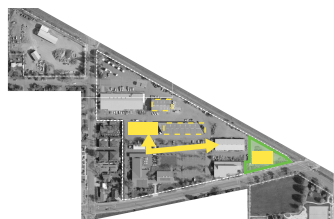


NO. 11-12

Move Ashland police to the Grove (swing-space).

Construct new police headquarters in its current site.

OPTION 2 MASTER PLANNING: **SERVICE CENTER > CIVIC CENTER PHASING INFORMATION**



NO. 13-15

Start construction on new MC/Chambers and City Administrative building (anchor the corner).

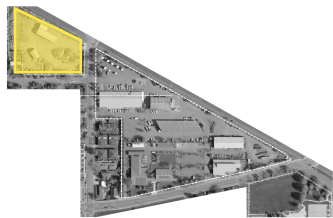
Include the new civic green at the east corner.

Relocate and renovate electrical storage building and fleet storage and shop buildings in the Service Center.



NO. 16

Construct a multipurpose Emergency Operations Center (EOC) at former Chambers facility.



NO. 17-18

Construct a new community development facility at B-Street site with surface parking abutting railroad ROW.

Divest in former Comm Dev facility.



NO. 19-20

Convert the Grove into new Senior Center. Includes the "recreation promenade."

Divest in former senior center and use the site to expand open space or to host a future building project.

Construct a new P&R headquarters (site to be determined)

Divest of the former Community Center.

MASTER PLANNING OPTION REVIEW: EVALUATION

GUIDING PRINCIPLES

Long-term Cost Efficiency

Revenue Generation & Economic Development

Operational Efficiency

Sustainability & Resilience

Community Accessibility & Equity

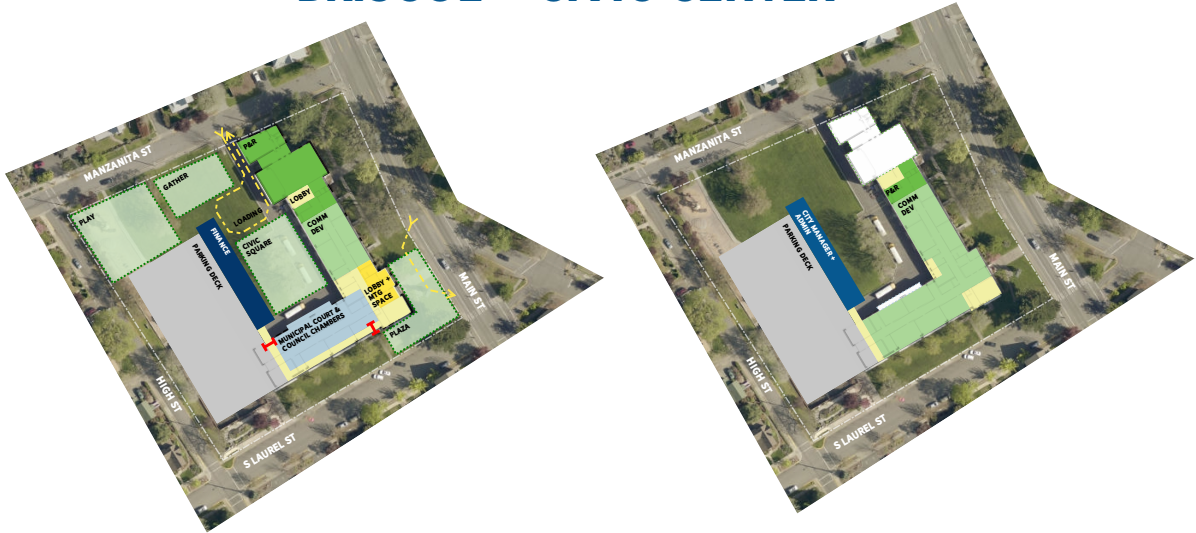
Flexible & Future-ready Design

Historical & Cultural Preservation

Public Safety & Emergency Preparedness



OPTION 1 BRISCOE > CIVIC CENTER



Advantages:

Consolidation at this site would allow for the divestment of five existing buildings: B-Street, City Hall, the Community Center, Community Development, and the Senior Center, releasing three facilities in the downtown core for redevelopment and economic revitalization.

The adaptive reuse of a beloved historic structure may generate community support and preserve civic heritage. Reclaiming Briscoe as a public resource could restore its symbolic importance in the community. Co-location with Parks and Recreation administration and community programs is possible, creating a truly comprehensive Civic Campus.

This scheme maintains the Service Center site in its current form, allowing for continued use by large City vehicles and reducing operational congestion.

The site is walkable from downtown (approximately a 10-minute walk) and fronts Main Street, offering high visibility.

Challenges:

Briscoe is situated in a primarily residential neighborhood, and development could generate concerns about traffic, parking, and construction disruption.

Structured parking would be required, which is more expensive and provides less capacity than surface parking available at other sites.

Significant building upgrades would be necessary due to the deteriorated condition of the facility. To house the departments needed, a second level would likely need to be added, representing a major structural and aesthetic intervention.

This site may have limited ability to expand in the future due to spatial constraints and historic preservation considerations.

OPTION 2 SERVICE CENTER > CIVIC CENTER



Advantages:

This option also enables the divestment of five sites: Briscoe, City Hall, Community Development, the Senior Center, and the Community Center, releasing three properties in the downtown core for economic development.

The scheme consolidates more departments across adjacent parcels (90 North Mountain and B-Street), increasing efficiency and future expansion capacity.

Surface parking is both more affordable and more abundant at this location than structured alternatives.

The site is adjacent to the Central Bike Path and is accessible to cyclists and pedestrians.

Redevelopment here is envisioned with strong attention to urban design, civic character, open space, and landscaping, contributing to a sense of place and community pride.

Challenges:

The site is located farther from downtown, approximately a 20-minute walk, and may feel less connected to Ashland's central activity areas. However, this could be considered a positive attribute due to ease of access and the ability of the campus to extend the downtown core further west.

Many of the existing buildings require substantial upgrades or replacement. For example, the electrical storage building is planned for relocation, and existing shop and vehicle bays will need to be expanded. The police headquarters, municipal court, and the service center are all slated for major renovation, addition, and or replacement to meet the City's current needs.

The fuel island and loading dock must remain operational, requiring thoughtful integration into a re-imagined civic layout.

If this site is selected, a traffic circulation study is recommended to ensure the site can support increased use without operational conflicts.



FACILITY PLANNING OPTIMIZATION & MANAGEMENT PLAN 2025



CITY OF
ASHLAND

Safety Committee Inspection Report

Major Violations 2024-Present

Other common major violations that have spent a lot of time fixing instead of spending time on more important things:

Inadequate emergency lighting, updating AED/emergency supplies, housekeeping/trip hazards, unsecured/improperly placed shelving, unserviced/expired fire extinguishers, unlabeled chemicals, several locations need flammable storage lockers (of various sizes) which are very expensive, fixing ADA non-compliant things (mostly uncovered pipes), lack of exit signs/other required signage, creating and updating evacuation maps, housekeeping and insufficient ceiling clearance due to lack of storage locations,

I'd consider pulling the emails I sent you regarding City Hall's railing and door issues.

FACILITY - Police

Concerns not pictured: the amount of rats/vermin at/near PD (health code and OSHA violations), no flammable storage cabinets in evidence locker (danger of fire from lithium-ion batteries and other confiscated material)

FACILITY - The Grove

Location: Gym storage area

Infraction: Old electrical cover is bent and uneven (trip hazard)

Responsible Department: Parks

Correction Required: Replace cover

Priority: Medium

Sabrina—this has been fixed but is a common type of hazard we find throughout the city.



Location: Bike shop

Infraction: Overhead storage is unstable and a fall hazard.

Responsible Department: Parks

Correction Required: Move items

Priority: High

Sabrina—the shelving itself is (mostly) stable but there's insufficient storage and it gets stacked like this throughout the City. Especially in PW and Parks



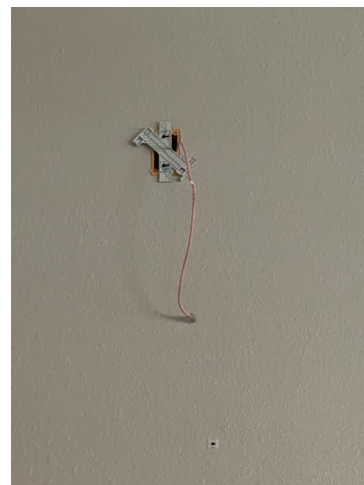
Location: The Grove (big conference room)

Infraction: Wires coming out of wall

Responsible Department: Facilities?

Correction Required: Cover hole/wires

Priority: High



FACILITY - 90 N Mountain

Location: 90 N Mountain Yard

Infraction: Hydrants are unsecure and unstable

Responsible Department: PW—Distribution

Correction Required: Re-stack hydrants on unbroken pallets.

Priority: High



Location: 90 N Mountain Yard

Infraction: Housekeeping, hydrant graveyard needs to be cleaned up.

Responsible Department: PW—Distribution

Correction Required: Remove or clean up hydrants

Priority: Medium



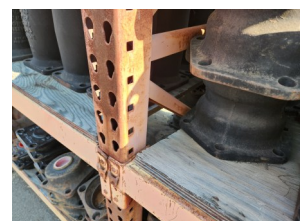
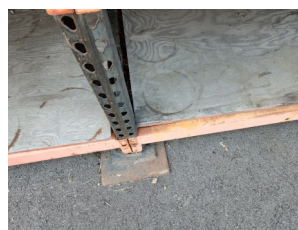
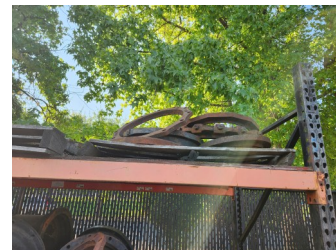
Location: 90 N Mountain Yard

Infraction: Fittings storage racks are missing load capacity and fittings are stored too heavy and bowing or crushing racks.

Responsible Department: PW—Distribution

Correction Required: Label with load capacity and re-organize fittings to lighten loads.

Priority: High



FACILITY - 90 N Mountain

Location: Shop

Infraction: Annual lift inspection last done in 2020

Responsible Department: Fleet

Correction Required: Have lift inspected and updated.

Priority: High

Sabrina—this has been fixed but we saw a LOT of this when we first started. We've addressed most of it, but a lot of things that require inspections are not up to code/had the recently.



Location: Shop—Managers office

Infraction: Power strip is plugged into a UPS—daisy chained (fire hazard)

Responsible Department: Fleet

Correction Required: It needs to re-configure cords.

Priority: High

Sabrina—this is very common throughout the city because buildings do not have enough outlets for electronics, etc. We've seen this/had complaints in just about every building in the city.



Location: Receiving dock

Infraction: Unsecure railing

Responsible Department: Facilities

Correction Required: Weld/secure railing

Priority: High



FACILITY - 90 N Mountain

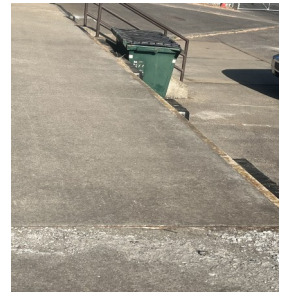
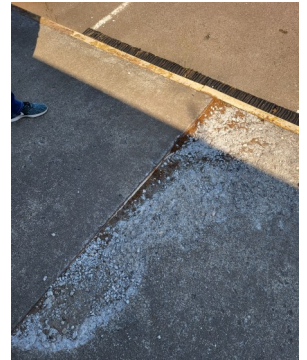
Location: Receiving dock

Infraction: Trip hazard where concrete is broken and falling apart

Responsible Department: Facilities

Correction Required: Repair concrete

Priority: High



FACILITY - B Street Yard

Location: Paint building

Infraction: Blackberries covering electrical box

Responsible Department: Streets

Correction Required: Clear blackberries

Priority: High

Sabrina—this is a recurring problem, we have to address this and similar issues throughout the city regularly



Location: Paint building

Infraction: Building siding is peeling off

Responsible Department: Streets

Correction Required: Repair siding

Priority: Medium



Location: B Street Yard

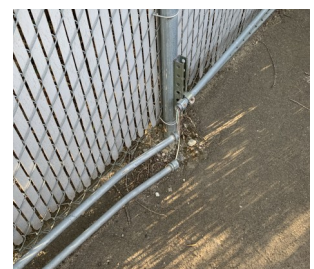
Infraction: Broken conduit with exposed wires

Responsible Department: Streets

Correction Required: Replace conduit or remove wires if gate opener is no longer in use.

Priority: High

Sabrina—this has been fixed but we've also seen a lot of issues like this throughout the city



FACILITY - City Hall

Location: City Hall—2nd floor

Infraction: Railing insecure and rotted

Responsible Department: Facilities

Correction Required: Secure railing

Priority: High

Sabrina—this has been fixed, but is indicative of the structural issues City Hall has



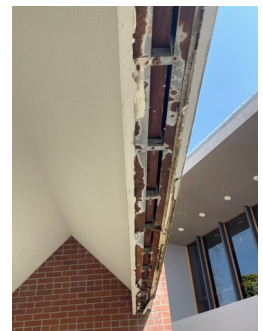
Location: City Hall—2nd floor

Infraction: Soffit is crumbling and rotted

Responsible Department: Administration/Facilities

Correction Required: Install new soffits

Priority: High



Location: Outside upstairs entrance

Infraction: Support beam split

Responsible Department: ?

Correction Required: Replace/reinforce beam

Priority: High



FACILITY - City Hall

Location: City Hall near stairs second floor

Infraction: Uneven Sagging Decking

Responsible Department: Facilities

Correction Required: Repair

Priority: High



Location: City Hall

Infraction: Exit Door by Jail trip hazard

Responsible Department: Facilities

Correction Required: Signage or repair

Priority: High, Repeat marked as done in April report but it was not.

Sabrina—the floor is uneven which is why this is a hazard



Location: City Hall— upstairs breakroom

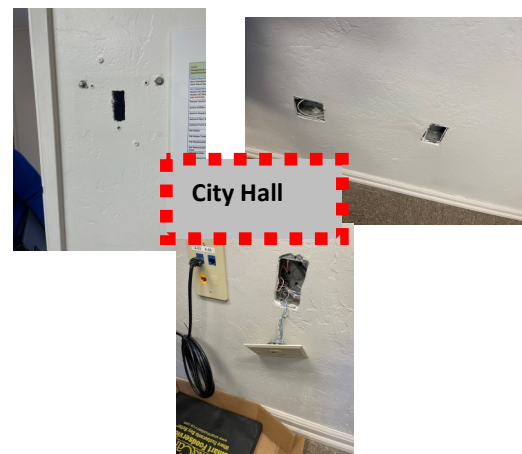
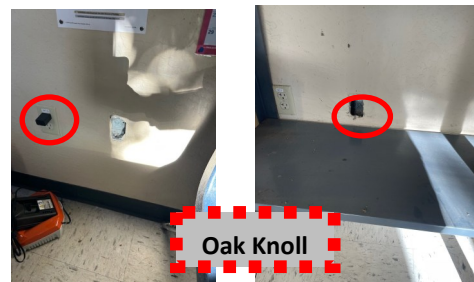
Infraction: Hole in wall—fire hazard

Responsible Department: Administration/Facilities

Correction Required: Cover/patch hole

Priority: High

These have been fixed but we see a lot of this throughout the city—I just picked two locations as a sample to show it's not just one place



FACILITY - City Hall

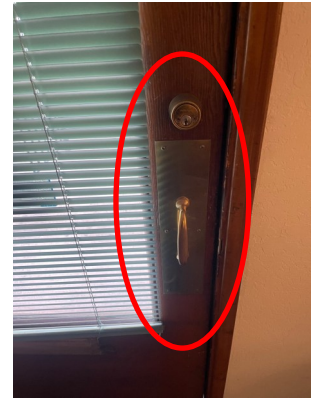
Location: City Hall—downstairs

Infraction: Door labeled “Exit” is locked and unusable (unable to exit through the door)

Responsible Department: Administration

Correction Required: Unlock door or remove “exit” sign

Priority: High



Sabrina— the City Hall ones below weren’t formally reported to you because I knew you couldn’t do anything about them but wanted to include them in this report for you anyway as they are significant safety hazards and open the City up to significant liability from employees and the public.

Location: City Hall—upstairs breakroom

Infraction: Sagging ceiling in breakroom

Responsible Department: Administration

Correction Required: Replace ceiling



Location: Sidewalk outside City Hall

Infraction: Cracked/uneven sidewalk due to trees

Responsible Department: Administration

Correction Required: even out sidewalk



FACILITY - City Hall

Location: City Hall—downstairs door by Shakespeare steps

Infraction: Unsecured pipe/drainage (increased chance of flooding or water damage to building)

Responsible Department: ??

Correction Required: Fix/secure draining to building

Priority: High



Location: City Hall—downstairs door by Shakespeare steps

Infraction: Unsecured conduit

Responsible Department: Electric?

Correction Required: Close conduit



Other concerns noted in City Hall that are not pictured — reports of rats/vermin in the vents/ceiling, bad electrical wiring throughout, City Hall is slanting towards Main St (ask fire about this), uneven flooring throughout both floors, upstairs windows fall open when a heavy truck drives by, bug infestations (ask Molly about the hornet lol), diesel smell by HR when generator outside kicks on

FACILITY - Water Treatment Plant

Location: WTP—Office building

Infraction: Electrical shutoff switches are unreachable and there is no ladder.

Responsible Department: WTP

Correction Required: Get a ladder.

Priority: High

We got a ladder but technically it's supposed to be at normal standing height



Location: WTP—Filtration Building

Infraction: No eye wash station present, need at least one downstairs

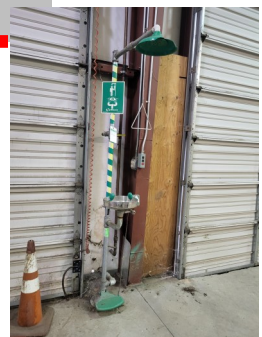
Responsible Department: WTP

Correction Required: Add at least one eyewash station to the building

Priority: High

This needs to be built/added. We've also had issues with eyewash stations throughout the city being broken or missing parts. Picture is of broken one so you can see what they're supposed to look like to get an idea of cost

There are 2 types of eye-wash stations, I think they need the shower



Location: WTP—Storage Building

Infraction: Fire alarm not properly installed

Responsible Department: WTP

Correction Required: Remove or properly mount fire alarm

Priority: High

This has been fixed but again, not the only place in the City where these types of issues have been found



FACILITY - Water Treatment Plant

Location: Electric Power building

Infraction: Broken glass in office

Responsible Department: Electric/Facilities

Correction Required: Replace glass

Priority: High



FACILITY - Cemetery

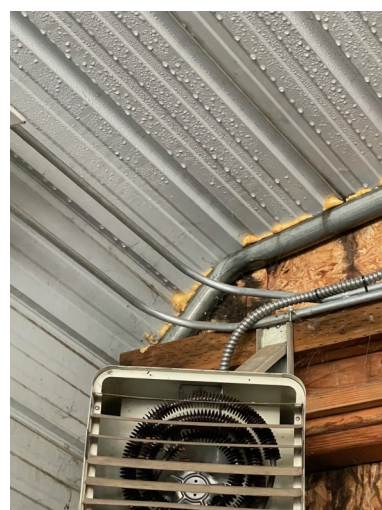
Location: Cemetery metal equipment shed

Infraction: Leaking roof and potential black mold on ceiling/wall

Responsible Department: Facilities

Correction Required: Repair roof

Priority: Medium



FACILITY - Parks

Location: Parks—Shop (310 S. Pioneer)

Infraction: Broken/crumbling steps to storage shed

Responsible Department: Parks

Correction Required: Fix the stairs

Priority: High



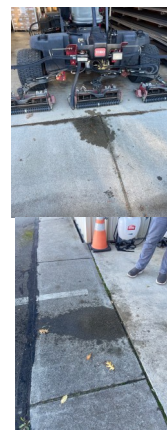
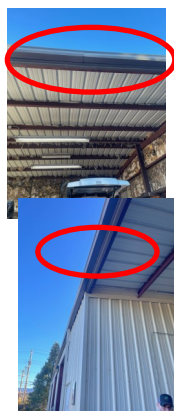
Location: Fleet and Parks Maintenance shops at Oak Knoll

Infraction: Leaking gutter/slip hazard if icy

Responsible Department: Facilities

Correction Required: Fix leak

Priority: High



FACILITY - Parks

Location: Parks—Log Cabin

Infraction: Basement door has broken window

Responsible Department: Parks

Correction Required: Replace glass

Priority: High



Location: Oak Knoll pro shop garage

Infraction: Ice is pulling gutter off building

Responsible Department: Parks/Facilities

Correction Required: Resecure gutter

Priority: High

[This has been fixed](#)



Location: Upper Lithia Maintenance Shed

Infraction: Trip hazard at shed door

Responsible Department: Parks

Correction Required: Fill in trip hazard

Priority: High



FACILITY - Wastewater Treatment Plant

Location: WWTP— near UV room

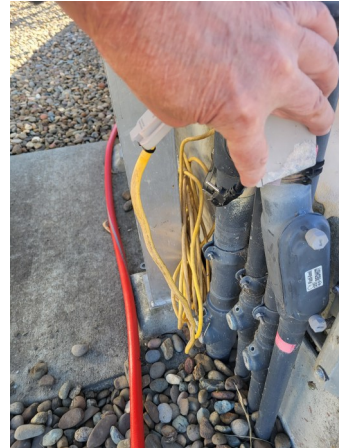
Infraction: Broken conduit outside near UV room

Responsible Department: WWTP

Correction Required: Fix/replace conduit

Priority: High

This has been fixed but another example of amount of serious work needed/hazards around the city



Location: WWTP—RAS building

Infraction: Bolt cut off floor

Responsible Department: WWTP

Correction Required: Secure or remove bolt

Priority: High



FACILITY - Finance/UB Building

Location: Finance Building back entrance

Infraction: Outside stairs need traction tape—slip hazard

Responsible Department: Finance/Facilities

Correction Required: Install traction tape

Priority: High



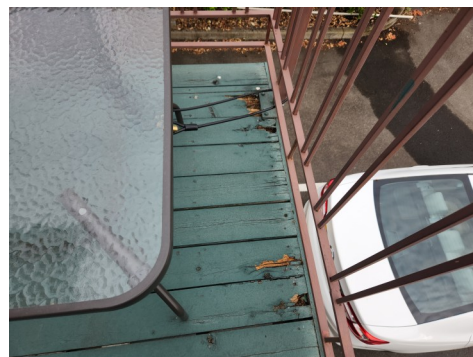
Location: Finance Building—Back Deck

Infraction: Back deck is rotting

Responsible Department: Finance/Facilities

Correction Required: Replace/fix deck

Priority: High



Plus the cost of the flood, although covered by insurance, disrupted business, took employee labor and claim submitted to insurance was almost 14k.

FACILITY— Pioneer Hall

Location: Outside Pioneer Hall

Infraction: Unsecured Electrical Box

Responsible Department: Electric

Correction Required: Secure Box

Priority: High

July 2025 Inspection

