



Council Business Meeting Agenda

ASHLAND CITY COUNCIL BUSINESS MEETING AGENDA

Tuesday, December 16, 2025

Council Chambers, 1175 E Main Street

Live stream via RVTV Prime at rvtv.sou.edu or broadcast on Spectrum 180.

Public comment is welcome on public forum topics and agenda items.

To **speak electronically** during the meeting or to submit **written comments** in advance, please complete the online [Public Comment Form](#) by 10 a.m. the day of the meeting.

6:00 p.m. Regular Business Meeting

I. CALL TO ORDER

- a. Land Acknowledgement**

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL

IV. MAYOR'S / CHAIR OF THE COUNCIL ANNOUNCEMENT

V. APPROVAL OF MINUTES

- a. Minutes of the December 1, 2025 – Retreat
- b. Minutes of the December 2, 2025 - Business Meeting

VI. CONSENT AGENDA

- a. Approval of Annual OLCC License

VII. SPECIAL PRESENTATIONS

VIII. PUBLIC FORUM

IX. PUBLIC HEARING

X. ORDINANCES, RESOLUTIONS AND CONTRACTS

- a. Second Reading – Ordinance Language Change (Set #1)
- b. First Reading of Ordinance 3275: Amending Chapter 10.68 Public Parks to include provisions for special use permitted activity

XI. UNFINISHED BUSINESS

- a. Citywide Strategic Plan

XII. NEW BUSINESS

XIII. CITY MANAGER REPORT

- a. Look Ahead

XIV. OTHER BUSINESS FROM COUNCIL MEMBERS/REPORTS FROM COUNCIL LIAISONS

XV. 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





Council Business Meeting Agenda

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.

* Items on the Agenda not considered due to time constraints are automatically continued to the next regularly scheduled Council meeting [AMC 2.04.030.(D)(3)]

**** LAND ACKNOWLEDGEMENT**

We acknowledge and honor the aboriginal people on whose ancestral homelands we work—the Ikirakutsum Band of the Shasta Nation, as well as the diverse and vibrant Native communities who make their home here today. We honor the first stewards in the Rogue Valley and the lands we love and depend on: Tribes with ancestral lands in and surrounding the geography of the Ashland Watershed include the original past, present and future indigenous inhabitants of the Shasta, Takelma, and Athabaskan people. We also recognize and acknowledge the Shasta village of K'wakhakha - "Where the Crow Lights" - that is now the Ashland City Plaza.

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



**ASHLAND CITY COUNCIL
RETREAT MINUTES
Monday, December 1, 2025**

Mayor Graham called the meeting to order at 1:00 p.m.

Council Present: Mayor Graham, Councilors Bloom, Dahle, DuQuenne, Hansen, Kaplan, and Sherrell.

Council Absent: none

Staff Present:

Sabrina Cotta	City Manager
Alissa Kolodzinski	City Recorder
Bryn Morrison	Interim Finance Director
Molly Taylor	HR Director

I. Call to Order

II. Reports and Presentations

a. City Finance 101

(No discussion. Information in agenda packet.)

b. General Fund Forecasting and Discussion

Morrison provided a presentation (see attached) and data regarding the city's revenue and expenses. Discussion consisted of factors affecting the city's finances including the impact of COVID-19 relief funds, property tax collections, and changes in cost allocation plans for internal services. Questions were raised about the effects of utility delinquency and the historical trends in revenue and expenses. Clarification was provided on the city's financial policies and forecasting, particularly regarding the general fund and internal service charges. The city is working to better align revenues with expenditures by adjusting cost allocation methodologies and fees over time.

A review of the composition of the finance department's staff was conducted, emphasizing the importance of having an accountant, and conducting regular budget reviews to address emerging issues proactively. Revenue and expenditure projections were outlined, including details on grants, capital improvements, and staffing levels.

Revenue projections were analyzed including property taxes and other revenue sources, and worst-case scenarios for the city's financial outlook. The potential formation of a fire district as a cost-saving measure was raised along with a request for further analysis of fire and ambulance data to be presented to the council in early spring. Discussion also included the city's wildfire fund and related planned projects. The city's health insurance history was summarized noting that the City remains fully insured through CIS after prior attempts at self-insurance.

Creation of a separate Building fund was proposed to separate building safety-related services from the general fund, with a minimum fund balance of 15%. Forecasting for the general fund revenues and

expenditures through 2031 was presented, highlighting projected PERS rate changes, equipment replacement, and staffing considerations.

c. Reserve Fund Goal and Discussion

Council discussed the city's reserve fund, currently at \$1.9 million, and staff's recommendation to build up to a three-month operating reserve of \$8.5-9 million in the general fund. Staff proposed allocating funds to reserves in future biennium, which would require reductions in other budget areas. Concerns were expressed about maintaining the current minimum fund balance policy of 16.67% (\$7 million) and the implications of drawing balances down. Council will revisit the reserve policy, including the minimum fund balance target, with a detailed discussion planned for the second quarter of 2026.

Councilors discussed strategies for increasing reserves, such as new revenue sources, service reductions, and policy changes, and asked staff to provide projections illustrating different pathways and timelines for reaching reserve targets.

d. Review of Previous and Current Cost Cutting Measures, Operational Changes & Timeline

Staff detailed recent cost-saving actions, including position eliminations, budget reductions, and transitions to digital services. Updates were provided on the implementation of new payroll and utility billing software, along with the need for ongoing service-level evaluations and monitoring overtime. Staff also presented options for consolidating or divesting city-owned facilities and discussed fire staffing levels and potential adjustments to the ambulance service area.

Questions were raised about the timing of strategic planning relative to budget decisions and explored whether financial planning should inform strategic priorities. Staff noted that the strategic planning process will begin in January, alongside budget conversations, with key decisions needed by September.

Council discussed financial stabilization and expense reduction strategies. Council will review discretionary spending across departments with a focus on whole programs rather than individual line items. Department Heads will identify potential program cuts and cost recovery options. Parks and Recreation Department programming will be discussed at the next joint meeting with the Parks Commission in January.

Potential cost savings across city operations were discussed, including a review of GIS, police, fire, and IT department infrastructure. Staff explained that cloud hosting requires significant upfront costs but is moving in that direction. Staffing levels of the City Manager's Office and Human Resources were reviewed, including whether outsourcing HR functions would be cost-effective. Cemetery Services were reviewed with discussion on cost recovery for basic services. Discussion of customer-facing roles, particularly in Community Development, included exploring alternatives to in-person services while maintaining service quality. Council affirmed the need for a full-cost recovery analysis with staff noting that current fees are subsidized to keep them reasonable.

A dot-voting exercise was conducted to determine which cost-cutting measures Council would like staff to prioritize.

e. Revenue Generation and Additional Cost Cutting Possibilities Discussion

Council considered various revenue generation options including local option levies, special districts, fees for services, and parking initiatives. Interest was expressed in exploring paid parking downtown, with concerns about potential impacts on economic development and tourism. Other considerations included the food and beverage tax, local personal income tax, and development opportunities on city-owned land. The discussion highlighted the need to balance revenue generation with economic development goals and long-term community benefits.

It was agreed to follow up with additional analysis in April or May, of the fiscal impacts of potential revenue and cost-cutting measures. Staff will analyze the council's priorities and bring back recommendations for revenue generation and expenditure reductions. Council acknowledged that addressing the structural deficit is an ongoing process that will need to be revisited regularly.

A dot-voting exercise was conducted to determine which revenue generating measures Council would like staff to prioritize.

f. Facilities Masterplan (if time allows)

Council decided to schedule a special meeting in January to discuss the facilities master plan.

Summary of next steps:

- Begin analysis of items that received 4 or more dots in the voting exercises (starting with highest priority items).
- Prepare a reserve fund analysis showing 2-month and 3-month operating reserve scenarios with contribution requirements and timeframes.
- Schedule special study session in January to discuss Facilities Master Plan.
- Schedule joint meeting with Parks Commission in January to discuss Parks-related discretionary spending cuts.
- Schedule separate study session to review City Council budget line by line.
- Bring back fire department analysis in spring of 2026 including ambulance service area, staffing models, and single role program evaluation.
- Prepare cost recovery analysis for fees and services to be presented with annual fee adoption process.

III. Adjournment of Retreat

The meeting was adjourned at 6:04 p.m.

City Recorder Alissa Kolodzinski

Mayor Tonya Graham

*City Council Study Session
December 1, 2025
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Results of dot voting calculated post retreat:

Expenses		Revenue	
<u>Analyze and Discuss now</u>		<u>Analyze and Discuss now</u>	
Extending life of fleet vehicles	7	Public/private Partnership to leverage public assets	6
Outsource HR	6	Paid Parking	5
Police staffing levels	5	Event Ticket surcharge	5
Fire staffing levels	4	Food & Beverage Tax Renewed	5
City Band	4	Fuel Tax	4
CM Ad hoc & advisory committees	4	Local Option Levy	4
Cemetery Cost Recovery	4	Nightly Service charge on hotel	4
		Tax increment Financing	4
		municipal service fee on non-taxable land	4
<u>Discuss later if needed</u>		<u>Discuss later if needed</u>	
RVGOC Membership	3	TLT Increase	3
IT Infrastructure	3	Tax on short term rentals	3
internal services fund charges	2	Tax on vacant homes	3
HPAC local program	2	Economic Improvement District	2
All Dept cost recovery	2	Destination Training	2
Eliminating front facing customer service	1	Personal Income tax	2
Com Dev- All discretionary	1	Increase franchise fee	0
HR recruitment firms	1		



Council Retreat

12/1/2025

At the 8/4/2025 City Council Business Meeting Council requested a retreat to discuss financial 2 and 5 year financial projections and discuss fiscal sustainability.

Focus: General Fund and Reserve Fund

Goal of retreat:

Council direction for further investigation into additional revenue opportunities and service level priorities.



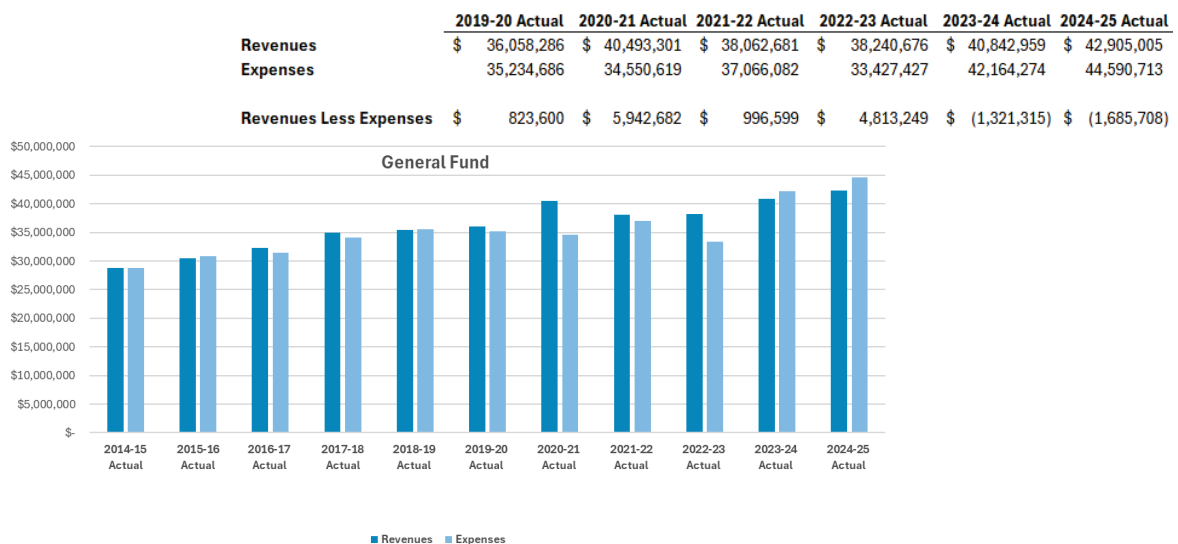
Agenda for today

- Forecasting
 - Goal: understand current and future financial outlook
- Reserve Policy
 - Goal: understand purpose of reserve fund and set goal for operating amount in reserve
- Break 2:30-2:45pm
- Review of actions taken during budget process and on-going
- Facilitated Discussion (Mayor)
 - Revenue Options and Service Levels
- Break 4:30-4:45p.m.
- Facilities Masterplan Overview
- End 6:00pm



General Fund Forecasting

- Process for forecasting
 - Gather and analyze historical averages of revenue and expenditures



General Fund Forecasting

- Process for forecasting
 - Gather and analyze historical averages of revenue and expenditures

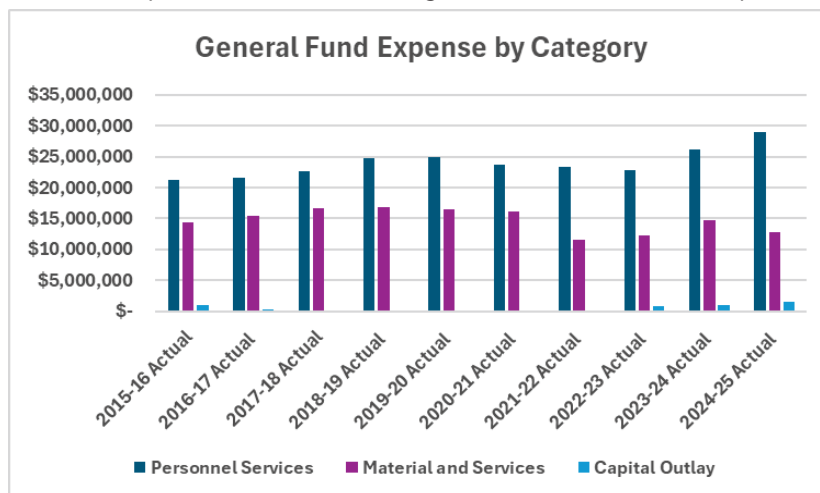
General Fund

	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
Taxes	16,393,610	16,920,418	17,792,584	18,621,315	18,506,893	19,222,381	19,550,084	19,943,844	20,147,540	20,183,671
Franchise Fees	3,035,118	3,156,375	3,475,651	3,588,310	3,618,053	3,699,766	3,826,950	3,359,019	3,959,069	4,240,385
Licenses and Permits	835,278	1,306,346	838,832	859,045	1,095,600	2,411,618	1,539,283	1,068,226	1,591,398	1,101,054
Intergovernmental Revenue	922,038	1,135,131	2,058,394	2,255,966	2,623,763	4,351,738	3,635,684	4,041,870	1,744,883	1,204,430
Charges for Services	13,823,567	14,511,744	14,712,098	14,916,706	15,773,652	16,363,750	10,219,429	9,614,410	10,586,886	11,121,520
Fines and Forfeitures	180,638	365,365	545,835	588,070	418,514	273,630	171,689	220,916	301,364	182,961
Miscellaneous Revenues	259,864	334,376	88,318	104,950	98,056	103,206	97,796	214,022	831,217	169,950
Interest on Investments	41,840	67,266	117,367	172,415	158,214	75,921	83,752	406,806	1,159,506	850,261
Operating Transfers In	725,435	260,003	1,551,103	825,598	404,988	391,847	7,557,807	3,617,822	521,096	3,850,774
Total	\$ 36,217,387	\$ 38,057,024	\$ 41,180,181	\$ 41,932,375	\$ 42,697,733	\$ 46,893,857	\$ 46,682,475	\$ 42,486,934	\$ 40,842,959	\$ 42,905,006



General Fund Forecasting

- Process for forecasting
 - Gather and analyze historical averages of revenue and expenditures



General Fund Forecasting

- Cost Allocation Plans

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 Replacm	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 Replacm	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 Replacm	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 Replacm	-	-	-	-	-	-	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



General Fund Forecasting

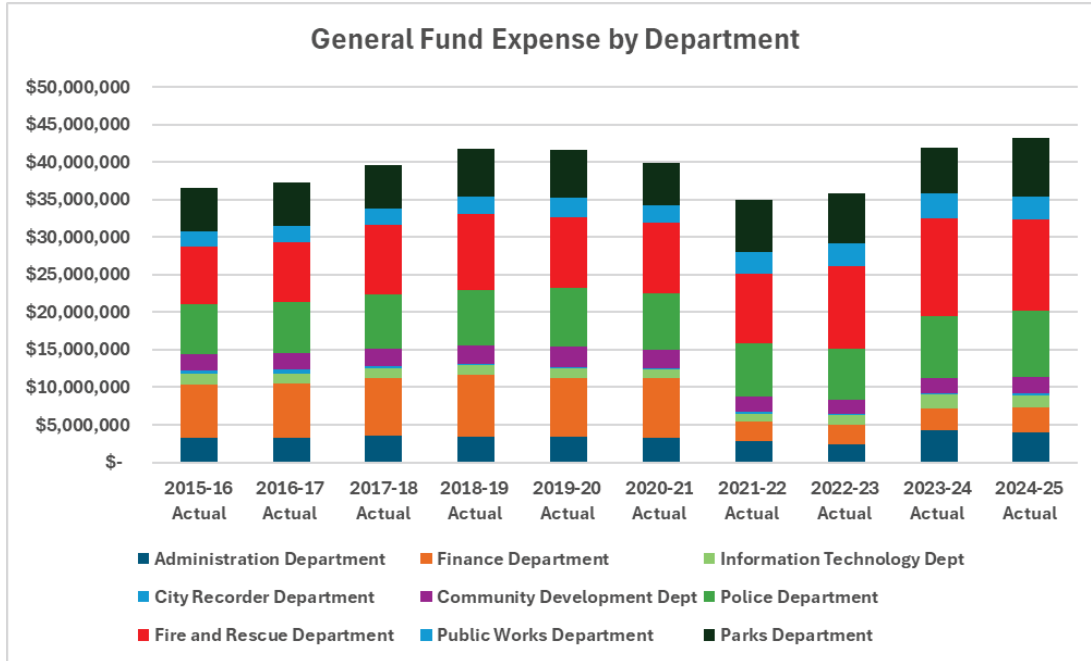
- Cost Allocation Plans

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 Replacm	-	-	-	-	-	-	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 Replacm	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 Replacm	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 Replacm	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 Forecasting



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General Fund Forecasting

- Process for forecasting
 - Gather and analyze historical averages of revenue and expenditures

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



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General Fund Forecasting

- Parameters we use to predict a best and worst case scenario

	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 Rate	10.0%	13.0%
PERS Police & Fire Rate	14.0%	16.0%
PERS UAL Rate	13.0%	15.0%
Materials & Services	3.0%	6.0%
Capital Improvement	0.0%	5.0%



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General Fund Forecasting

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		\$8,459,408	
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												



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General Fund Forecasting–Best Case Scenario

	2024-25 Actual	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Revenues	\$42,905,006	\$42,854,541	\$43,390,862	\$44,332,433	\$45,673,641	\$47,060,247	\$48,459,408
Taxes	20,183,671	22,371,155	23,027,439	23,704,694	24,403,594	25,124,836	25,834,708
Current Property Taxes	13,432,459	14,120,000	14,585,960	15,067,297	15,564,517	16,078,147	16,608,725
Electric Utility User Tax	3,360,709	3,785,000	3,898,550	4,015,507	4,135,972	4,260,051	4,387,852
Lodging TOT Tax	2,114,227	2,177,654	2,242,983	2,310,273	2,379,581	2,450,969	2,524,498
Public Safety Fee	224,833	750,000	750,000	750,000	750,000	750,000	750,000
Parks User Fee		750,000	750,000	750,000	750,000	750,000	750,000
Prior Property Taxes	226,997	280,000	282,800	285,628	288,484	291,369	294,283
Water Surcharge for AFR	395,772	-	-	-	-	-	-
Business License	157,417	225,000	227,250	229,523	231,818	234,136	236,477
Marijuana Tax	184,174	189,699	195,390	201,252	207,289	213,508	219,913
Peg Fees	7,443	13,000	13,000	13,000	13,000	13,000	13,000
Liquor License	8,545	9,000	9,090	9,181	9,273	9,365	9,459
Taxi Cab Certification	10,120	10,500	10,500	10,500	10,500	10,500	10,500
F & B Tax	60,695	61,302	61,915	62,534	63,159	63,791	30,000
Tobacco License	280	-	-	-	-	-	-
Franchise Fees	4,240,385	4,410,000	4,910,000	5,106,400	5,310,656	5,523,083	5,744,006
Charges for Services	11,121,520	11,344,268	11,699,840	12,218,069	12,605,428	13,006,648	13,422,249
Ambulance Transports/GEMT	2,229,861	2,300,000	2,323,000	2,346,230	2,369,692	2,393,389	2,417,323
Internal Charges	5,971,793	6,124,402	6,369,378	6,774,153	7,045,119	7,326,924	7,620,001
Other Charges for Services	2,919,866	2,919,866	3,007,462	3,097,686	3,190,616	3,286,335	3,384,925
Intergovernmental Revenue	584,078	595,760	607,675	619,828	632,225	644,869	657,767
Grants	620,352	250,000	250,000	250,000	250,000	250,000	250,000
Licenses and Permits	1,101,054	1,125,277	1,150,033	664,334	678,949	693,886	709,152
Fines and Forfeitures	182,961	186,620	190,353	194,160	198,043	202,004	206,044
Operating Transfers In	3,850,774	1,532,545	497,545	497,545	497,545	497,545	497,545
Interest on Pooled Investments	850,261	867,266	884,612	902,304	920,350	938,757	957,532
Miscellaneous Revenues	169,950	171,650	173,366	175,100	176,851	178,619	180,405



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General Fund Forecasting–Best Case Scenario

	2024-25 Actual	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Expenses	\$44,590,710	\$44,085,705	\$44,469,683	\$45,147,351	\$46,720,581	\$48,507,388	\$50,350,892
Administration							
Personal Services	2,383,193	2,721,788	2,826,501	2,947,957	3,075,207	3,208,560	3,348,340
Materials & Services	1,889,272	1,646,740	1,520,069	1,559,582	1,600,217	1,642,008	1,684,992
Capital Outlay	32,820	500,000	25,000	25,000	25,000	25,000	25,000
IT							
Personal Services	1,098,363	744,440	757,537	794,143	832,764	873,525	916,559
Materials & Services	489,860	480,204	502,958	523,345	544,622	571,683	594,865
Capital Outlay	23,900	56,000	25,000	25,000	25,000	25,000	25,000
Finance							
Personal Services	1,814,305	1,602,716	1,867,716	1,969,133	2,076,056	2,188,786	2,307,637
Materials & Services	1,391,704	1,320,657	1,286,032	1,324,805	1,357,652	1,391,363	1,425,961
Capital Outlay		-	300,000	100,000	100,000	100,000	100,000
Band	57,423	49,936	50,204	51,710	53,261	54,859	56,505
Police							
Personal Services	6,628,841	6,951,173	7,230,031	7,522,088	7,828,059	8,148,705	8,484,833
Materials & Services	2,215,234	2,085,587	2,154,025	2,211,710	2,304,066	2,366,951	2,436,196
Fire							
Personal Services	8,825,490	8,991,217	9,177,597	9,510,017	9,863,267	10,238,533	10,637,100
Materials & Services	2,403,112	2,780,343	2,727,372	2,815,919	3,059,203	3,163,676	3,242,145
Capital Outlay	20,142	20,142	20,142	20,142	20,142	20,142	20,142
Wildfire	918,286						



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General Fund Forecasting–Best Case Scenario

	2024-25 Actual	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Public Works							
Personal Services	1,547,611	2,307,502	2,405,865	2,511,954	2,623,234	2,739,989	2,862,521
Materials & Services	941,409	985,605	1,023,300	1,053,770	1,085,147	1,117,459	1,150,733
Capital Outlay	619,099	690,000	340,000	100,000	100,000	100,000	100,000
Community Development							
Personal Services	1,216,772	2,088,642	2,163,577	1,445,941	1,509,073	1,575,276	1,644,714
Materials & Services	166,641	158,932	197,696	178,928	182,241	185,652	189,165
Building	748,221						
Parks							
Personal Services	4,230,866	4,428,344	4,621,499	4,824,392	5,037,574	5,261,634	5,497,196
Materials & Services	2,797,661	2,647,238	2,719,063	2,803,316	2,890,293	2,980,086	3,072,789
Capital Outlay	784,242	175,000	175,000	175,000	175,000	175,000	175,000
Transfer out Building Fund				300,000			
Transfer out Housing	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer out CIP	1,064,446	200,000	100,000	100,000	100,000	100,000	100,000
Transfer out Debt Service	181,297	153,000	153,000	153,000	153,000	153,000	153,000
Transfer out Cemetery Trust	500	500	500	500	500	500	500
Contingency Used		200,000					
Revenue Minus Expenses	(\$1,685,704)	(\$1,231,164)	(\$1,078,821)	(\$814,918)	(\$1,046,940)	(\$1,447,141)	(\$1,891,484)
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%)	\$6,962,102.81	\$7,033,250.18	\$7,206,614.54	\$7,342,919.80	\$7,655,187.16	\$7,953,047.89	\$8,260,360.06
Excess/(Deficiency)	\$8,409,916	\$7,107,605	\$5,855,420	\$4,904,197	\$3,544,990	\$1,799,988	(\$398,808)



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General Fund Forecasting

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



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General Fund Forecasting–Worst Case Scenario

	2024-25 Actual	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Revenues	\$42,905,006	\$42,690,310	\$42,758,761	\$43,509,122	\$44,659,829	\$45,854,310	\$47,060,152
Taxes	20,183,671	22,348,171	22,900,111	23,467,269	24,050,075	24,648,972	25,229,988
Current Property Taxes	13,432,459	14,120,000	14,543,600	14,979,908	15,429,305	15,892,184	16,368,950
Electric Utility User Tax	3,360,709	3,785,000	3,860,700	3,937,914	4,016,672	4,097,006	4,178,946
Lodging TOT Tax	2,114,227	2,156,512	2,199,642	2,243,635	2,288,507	2,334,277	2,380,963
Public Safety Fee	224,833	750,000	750,000	750,000	750,000	750,000	750,000
Parks User Fee		750,000	750,000	750,000	750,000	750,000	750,000
Prior Property Taxes	226,997	280,000	282,800	285,628	288,484	291,369	294,283
Water Surcharge for AFR	395,772	-	-	-	-	-	-
Business License	157,417	225,000	227,250	229,523	231,818	234,136	236,477
Marijuana Tax	184,174	187,857	191,615	195,447	199,356	203,343	207,410
Peg Fees	7,443	13,000	13,000	13,000	13,000	13,000	13,000
Liquor License	8,545	9,000	9,090	9,181	9,273	9,365	9,459
Taxi Cab Certification	10,120	10,500	10,500	10,500	10,500	10,500	10,500
F & B Tax	60,695	61,302	61,915	62,534	63,159	63,791	30,000
Tobacco License	280	-	-	-	-	-	-
Franchise Fees	4,240,385	4,325,193	4,455,193	4,544,297	4,635,182	4,727,886	4,822,444
Charges for Services	11,121,520	11,344,268	11,763,931	12,356,163	12,831,294	13,332,270	13,860,615
Ambulance Transports/GEMT	2,229,861	2,300,000	2,323,000	2,346,230	2,369,692	2,393,389	2,417,323
Internal Charges	5,971,793	6,124,402	6,491,866	7,031,378	7,453,261	7,900,456	8,374,484
Other Charges for Services	2,919,866	2,919,866	2,949,065	2,978,555	3,008,341	3,038,424	3,068,809
Intergovernmental Revenue	584,078	584,078	584,078	584,078	584,078	584,078	584,078
Grants	620,352	250,000	250,000	250,000	250,000	250,000	250,000
Licenses and Permits	1,101,054	1,101,054	1,101,054	601,054	601,054	601,054	601,054
Fines and Forfeitures	182,961	184,791	186,639	188,505	190,390	192,294	194,217
Operating Transfers In	3,850,774	1,532,545	497,545	497,545	497,545	497,545	497,545
Interest on Pooled Investments	850,261	850,261	850,261	850,261	850,261	850,261	850,261
Miscellaneous Revenues	169,950	169,950	169,950	169,950	169,950	169,950	169,950



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General Fund Forecasting–Worst Case Scenario

	2024-25 Actual	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Expenses	\$44,590,710	\$46,346,775	\$46,328,343	\$47,610,533	\$49,655,867	\$52,092,130	\$54,673,872
Administration							
Personnel Services	2,383,193	2,825,561	2,955,056	3,106,644	3,269,825	3,445,894	3,636,321
Materials & Services	1,889,272	1,646,740	1,520,069	1,559,582	1,600,217	1,642,008	1,684,992
Capital Outlay	32,820	500,000	25,000	25,000	25,000	25,000	25,000
IT							
Personnel Services	1,098,363	755,229	801,222	854,219	912,569	976,972	1,048,228
Materials & Services	489,860	480,204	502,958	523,345	544,622	571,683	594,865
Capital Outlay	23,900	56,000	25,000	25,000	25,000	25,000	25,000
Finance							
Personnel Services	1,814,305	1,625,509	1,890,509	1,993,163	2,101,392	2,215,498	2,335,799
Materials & Services	1,391,704	1,323,246	1,292,644	1,348,493	1,399,942	1,453,885	1,510,460
Capital Outlay		-	400,000	100,000	100,000	100,000	100,000
Band	57,423	49,936	50,204	53,216	56,409	59,794	63,381
Police							
Personnel Services	6,628,841	7,120,088	7,405,025	7,703,395	8,015,922	8,343,378	8,686,579
Materials & Services	2,215,234	2,085,587	2,180,485	2,276,725	2,411,058	2,519,580	2,638,378
Fire							
Personnel Services	8,825,490	9,372,504	9,709,576	10,174,614	10,678,421	11,225,542	11,821,150
Materials & Services	2,403,112	2,780,343	2,756,967	2,882,572	3,166,197	3,314,521	3,440,595
Capital Outlay	20,142	20,142	20,142	20,142	20,142	20,142	20,142
Wildfire	918,286						



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General Fund Forecasting–Worst Case Scenario

	2024-25 Actual	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
Public Works							
Personnel Services	1,547,611	2,439,971	2,564,788	2,702,464	2,851,222	3,012,341	3,187,280
Materials & Services	941,409	1,001,970	1,061,613	1,117,927	1,177,405	1,240,231	1,306,600
Capital Outlay	619,099	690,000	340,000	200,000	200,000	200,000	200,000
Community Development							
Personnel Services	1,216,772	2,899,703	2,227,201	1,525,041	1,606,637	1,694,800	1,790,286
Materials & Services	166,641	211,749	199,961	183,254	189,023	195,103	201,513
Building	748,221						
Parks							
Personnel Services	4,230,866	4,835,564	5,093,938	5,373,836	5,677,802	6,008,733	6,369,934
Materials & Services	2,797,661	2,648,165	2,727,689	2,886,616	3,054,973	3,233,319	3,422,250
Capital Outlay	784,242	175,000	175,000	175,000	175,000	175,000	175,000
Transfer out Building Fund				400,000			
Transfer out Housing	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer out CIP	1,064,446	200,000	200,000	200,000	200,000	200,000	200,000
Transfer out Debt Service	181,297	153,000	153,000	153,000	153,000	153,000	153,000
Transfer out Cemetery Trust	500	500	500	500	500	500	500
Contingency Used		400,000					
Revenue Minus Expenses	(\$1,685,704)	(\$3,656,465)	(\$3,569,582)	(\$4,101,411)	(\$4,996,038)	(\$6,237,820)	(\$7,613,720)
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%)	\$6,962,102.81	\$7,410,170.62	\$7,483,113.22	\$7,703,522.23	\$8,111,159.47	\$8,517,284.51	\$8,947,660.90
Excess/(Deficiency)	\$8,409,916	\$4,305,383	\$662,859	(\$3,658,961)	(\$9,062,637)	(\$15,706,582)	(\$23,750,679)



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General Fund Forecasting–Food and Beverage and TLT Update

- **Food and Beverage Tax audits**
 - First Quarter returns due to the City November 15 showed \$152,000 in total higher than same quarter previous years to reflect audit.
 - FY 2025 General Fund portion \$60,695. General Fund portion is 2%.

- **Transient Lodging Tax**

• Year over Year - Lodging TLT Tax-October

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
General Fund	\$ 1,158,421	\$ 1,223,943	\$ 1,227,996	\$ 1,297,952	\$ 568,158	\$ 878,374	\$ 544,646	\$ 542,313	\$ 644,455	\$ 716,459
Tourism Fund							244,238	242,193	259,445	321,286
	\$ 1,158,421	\$ 1,223,943	\$ 1,227,996	\$ 1,297,952	\$ 568,158	\$ 878,374	\$ 788,884	\$ 784,506	\$ 903,900	\$ 1,037,745
Percentage Change		5.7%	0.3%	5.7%	-56.2%	54.6%	-10.2%	-0.6%	15.2%	14.8%
Total										
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
General Fund	2,818,165	2,909,529	3,134,108	2,236,782	2,072,823	1,868,282	1,941,153	1,904,994	2,114,227	
Tourism Fund	-	-	-	-	-	-	870,482	853,267	922,661	
	\$ 2,818,165	\$ 2,909,529	\$ 3,134,108	\$ 2,236,782	\$ 2,072,823	\$ 1,868,282	\$ 2,811,635	\$ 2,758,261	\$ 3,036,888	
Percentage Change		3.2%	7.7%	-28.6%	-7.3%	-9.9%	50.5%	-1.9%	10.1%	



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City of Ashland Healthcare History

	Average EE Count	Average Monthly Cost	Average Monthly Cost per EE	Claims Over \$100,000	% of Paid Med/Rx Claims	Plans Offered
Fully Insured (PacificSource)						
4/1/11 - 3/31/12	264	\$ 279,095	\$ 1,056	1	11%	\$200 Deductible (Grandfathered)
4/1/12 - 3/31/13	272	\$ 303,853	\$ 1,116	2	15%	\$200 Deductible (Grandfathered)
4/1/13 - 6/30/13	270	\$ 304,843	\$ 1,129	-	0%	\$200 Deductible (Grandfathered)
Self-Insurance (PacificSource)						
7/1/13 - 6/30/14	270	\$ 336,635	\$ 1,246	4	35%	\$200 Deductible (Grandfathered)
7/1/14 - 6/30/15	265	\$ 312,407	\$ 1,179	4	42%	\$200 Deductible (Grandfathered)
7/1/15 - 6/30/16	274	\$ 401,085	\$ 1,464	4	13%	\$200 Deductible (Grandfathered)
7/1/16 - 6/30/17	274	\$ 396,330	\$ 1,446	4	17%	\$200 Deductible (Grandfathered)
7/1/17 - 6/30/18*	274	\$ 489,481	\$ 1,786	10	26%	\$300 Deductible (Grandfathered)
<i>*18 months</i>						
Fully Insured (CIS-Regence)						
7/1/18 - 12/31/19	276	\$ 483,377	\$ 1,751	8	17%	\$300 Deductible (Grandfathered)
1/1/20 - 12/31/20	265	\$ 399,009	\$ 1,506	8	27%	\$500 Deductible (\$300 Grandfathered - Fire)
1/1/21 - 12/31/21	256	\$ 412,376	\$ 1,611	7	34%	\$500 Deductible (\$300 Grandfathered - Fire)
1/1/22 - 12/31/22	243	\$ 385,956	\$ 1,588	4	16%	\$500 Deductible (\$300 Grandfathered - Fire)
1/1/23 - 12/31/23	235	\$ 358,604	\$ 1,526	8	32%	\$1,500 Deductible + \$500 Deductible Buy-Up (Police No Buy-Up)
1/1/24 - 12/31/24	246	\$ 403,249	\$ 1,639	11	38%	\$1,500 Deductible + \$500 Deductible Buy-Up (Police No Buy-Up)
1/1/25 - 9/30/25*	249	\$ 444,826	\$ 1,784	6	32%	\$1,500 Deductible + \$500 Deductible Buy-Up (Police No Buy-Up)
<i>*Partial Year</i>						



21

General Healthcare Info

FULLY INSURED VS. SELF INSURED		REASONS FOR COST INCREASES
PROS	CONS	FACTORS
Access to experience data (helpful in identifying trends to help manage the program)	Must be in a financial position to weather "bad" experience years	Increased demand for service
Only fund claims when they happen	Unfavorable demographics i.e. aging population, known risks	Shortage of medical professionals / Increased wages & recruiting costs of such professionals resulting in increased costs
Purchase stop-loss coverage to protect from large claims or unexpected utilization	Requires more internal administration	Increase in high cost of illnesses - large claims used to be defined as over \$50,000, now it is defined as over \$100,000
Flexibility in plan design vs. off-the-shelf plans	Should be large enough to spread risk over a stable population <i>*Large employers = 200-300 employees with a <u>high level of risk tolerance and continues to grow</u></i>	Aging population: • Increase in cardiac / cancer treatments • Increase in orthopedic treatments • Over age 65 - Medicare reduces reimbursements, provider cost shift to non-Medicare covered patients
Lower administration fees	Stable industry i.e. not subject to downsizing due to economic influences (layoffs)	Increase in prescription costs: • In the last 3 years, 45 new approved drugs exceed \$50,000 per year • Cell/gene therapies exceed \$1M per year • Extended utilization (cancer medications/treatments continued past remission as "preventative" therapy)



22

Reserve Fund

- Goal
 - Three months of operating expenditures \$8.7 Million
 - Current balance \$2 Million

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



Reserve Fund

- Roadmap to get there
 - Adhere to Policy
 - Additional direction from Council

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.



Previous/ Current Cost Cutting and Operational Changes

Expenditure Reductions	Operational Changes
Staffing changes: elimination of IT director, elimination of finance manager, PD records clerk, Fire training officer, 1.5 IT user support, Nature center position	Payroll/ HR software implementation- estimated implementation completed summer 2026
~3-5% reduction in all GF budgets	Utility Billing Software upgrade- estimated implementation completed fall/winter 2026
Reduction in Council training \$	Cross training and position review prior to hire
Transition to digital guides citywide	Insured Paid Leave Oregon Plan
Reduction in parks services (pool, rink, splashpad, nature center, neighborhood park maintenance, restroom hours)	Transition to cloud-based services
	Review of service levels within department
	Review of OT usage



25

Financial Stabilization

- Appropriate utility rates (on-going)
 - Forthcoming- Electric, Wastewater & Stormwater.
- Right size staffing (on-going)
 - Balance of technology and manual processes
 - Payroll software, utility billing software, AML, pesticides
- Ratio of manager to front line staff (on-going)
 - Finance and Parks department adjusting
- Fleet Evaluation (complete- building consolidation needed to reduce cost)
- Contract evaluation (complete & on-going)
- Building Department Fund (on-going- need infusion from GF to transition- consideration for next BN)
- Consideration of contractual services (on-going)
- **Building Consolidation and Divestment** (need Council direction)
- **Single Role Program/Fire staffing levels/ Reginal Fire Study** (will come to Council Spring /Summer 2026)
- **Long-term financial planning** (post strategic planning process)
 - Essential versus non-essential/ community service level desire/ sufficient reserves



26

Option	Authority	Impact: Revenue Generation	Impact Residents	Effort	Next Steps:
Fuel Tax	Elector approval	Minimal	Medium	High	Draft resolution for ballot
TLT increase	Elector Approval	Medium	Minimal	High	Draft resolution for ballot
Local Option Levy	Elector Approval	High	High (non-regressive)	High	Draft resolution for ballot
Special District Creation	Elector Approval	High	High (non-regressive)	High	More research and engagement
Increase franchise fees	Council	Low	High	Low	Staff prepare necessary agreements
Municipal Service Fees	Council	Medium	High (regressive)	Low	Draft resolution
Fees for Service	Council	Minimal	Medium	Low	Update fee book
Paid Parking	Council	Medium	Medium	High	RFP for partners

QUESTIONS?



**ASHLAND CITY COUNCIL
BUSINESS MEETING MINUTES
Tuesday, December 2, 2025**

EXECUTIVE SESSION 5:00 PM

- a. To Executive Session: To review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing pursuant to ORS 192.660 (2)(i).

Mayor Graham and Councilors DuQuenne, Dahle, Kaplan, Hansen and Sherrell were present. Staff present were Johan Pietila and from the media Emma Maple from the Daily Courier.

6:00 PM Business Meeting

Council Present: Mayor Graham, Councilors Bloom, Dahle, DuQuenne, Hansen, Kaplan, and Sherrell.

Council Absent: None

Staff Present:

Sabrina Cotta	City Manager
Johan Pietila	City Attorney
Alissa Kolodzinski	City Recorder
Brandon Goldman	Community Development Director
Scott Fleury	Director of Public Works
Jordan Rooklyn	Deputy City Manager
Chad Sobotka	AFN Manager
Linda Reid	Housing Program Manager

Graham called the meeting to order at 6:08 p.m.

- a. Land Acknowledgement**

Kaplan read the land acknowledgement.

II. PLEDGE OF ALLEGIANCE

Graham led the pledge of allegiance.

III. ROLL CALL

IV. MAYOR'S/ CHAIR OF THE COUNCIL ANNOUNCEMENT

Graham announced a Sviatohirsk Aid Benefit Concert and Film for Ukraine scheduled for December 14th from 2:00-4:30 PM at Ashland High School Theater. Tickets can be purchased at ASAPAshland.org.

V. APPROVAL OF MINUTES

- a. Minutes of the November 17, 2025 – Study Session Meeting
b. Minutes of the November 18, 2025 – Business Meeting

Bloom moved to approve the minutes as listed in the packet. Kaplan seconded the motion.

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

VI. CONSENT AGENDA

- a. Resolution 2025-30 Extending the Pilot Program for Portable Signs in Commercial Areas
- b. Contract for Ashland Fiber Network DOCSIS 3.1 Upgrade Project

Request to pull both items from the consent agenda – to be discussed under Unfinished Business.

VII. SPECIAL PRESENTATIONS

VIII. PUBLIC FORUM –

Residents spoke during the public forum, with most expressing concerns about the city's use of glyphosate on the medians along Main Street/Highway 99. Several speakers expressed concern about the impact on pollinators, noting that Ashland is designated as a Bee City. Other public forum topics included concerns about budget amendments.

IX. PUBLIC HEARING

- a. *First Reading – Ordinance Language Change (Set #1)*

Pietila presented a series of administrative code changes that were previously discussed at a study session. He explained that these were primarily housekeeping changes that did not involve substantive policy matters.

- b. *Ordinance 3260 Removing Section 2.29.020(P) to Reduce Redundancy*

Pietila noted changes for Ordinance 3260 removed section 2.29.020(P) to reduce redundancy, as it contained identical language to section 2.29.020(F).

Public Hearing Open

No speakers

Public Hearing Closed

Bloom moved to approve first reading of Ordinance 3260 removing section 2.29.020(P) to reduce redundancy. Dahle seconded the motion

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

- c. *Ordinance 3262 Updating 2.54.070 to Allow for Electronic Payments of Surplus Property*

Pietila noted changes for Ordinance 3262 updated section 2.54.070 to allow for electronic payments for surplus property, bringing practices in line with government auction websites.

Public Hearing Open

No speakers

Public Hearing Closed

Hansen moved to approve first reading of Ordinance 3262 updating 2.54.070 to allow for electronic payments of surplus property and schedule second reading on December 16, 2025. DuQuenne second to motion.

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

- d. *Ordinance 3266 Updating 6.04.105, 6.04.120, 6.04.130 so that Business License Fees are Set by Resolution*

Pietila noted changes to Ordinance 3266 updated Chapter 6.04 so that business license fees are set by resolution rather than being listed directly in the code.

Public Hearing Open

No speakers

Public Hearing Closed

Dahle moved to approve first reading of Ordinance 3266 updating Chapter 6.04 so that business license fees are set by resolution and schedule second reading on December 16, 2025. Sherrell second the motion.

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

- e. *Ordinance 3274 Updating AMC Chapter 6.42 Tobacco Control, to reflect State Changes in Tobacco Retail Licensing and Administer Fees by Resolution*

Pietila noted changes to Ordinance 3274 updated AMC Chapter 6.42 regarding tobacco control to reflect state changes in tobacco retail licensing and to administer fees by resolution.

Public Hearing Open

No speakers

Public Hearing Closed

Kaplan moved to approve first reading of Ordinance 3274 updating AMC Chapter 6.42 Tobacco Control to reflect state changes in tobacco retail licensing and to administer fees by resolution and schedule second reading on December 16, 2025. Bloom seconded the motion.

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

- f. *Ordinance 3277 Updating 14.12.020 so Fees are Set by Resolution*

Pietila noted changes to Ordinance 3277 updated section 14.12.020 so electric fees are set by resolution, consolidating all fees into the city's miscellaneous fee book rather than having them listed in multiple places.

Public Hearing Open

No speakers

Public Hearing Closed

Hansen moved to approve first reading of Ordinance 3277 updating 14.12.020 so fees are set by resolution and schedule second reading on December 16, 2025. Bloom second the motion.

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

- g. *Ordinance 3278 Updating 14.12.050(D) to Correct for the Proper Federal Agency Name*

Pietila noted changes to Ordinance 3278 updated section 14.20.050(D) to correct a federal agency name, replacing "Federal Power Commission" with "Federal Energy Regulation Commission."

Public Hearing Open

No speakers

Public Hearing Closed

Bloom moved to approve first reading of Ordinance 3278 updating 14.050(D) to correct the proper agency name. Dahle second the motion.

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

h. Ordinance 3279 Updating 14.12.060(B)(1) so Fees are Set by Resolution
Pietila noted changes to Ordinance 3279 updated section 14.20.060(B)(1) so fees are set by resolution, continuing the consolidation of all fees into the city's miscellaneous fee book.

Public Hearing Open

No speakers

Public Hearing Closed

Dahle moved to approve first reading of Ordinance 3279 updating 14.12.060(B)(1) so fees are set by resolution and schedule second reading on December 16, 2025. Hansen seconded the motion.

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

i. Ordinance 3280 Updating 14.12.080 to Correct for the Proper ORS Reference
Pietila noted changes to Ordinance 3280 updated section 14.12.080 to correct a reference to state law, replacing ORS 456.763 with ORS 455.420.

Public Hearing Open

No speakers

Public Hearing Closed

Sherrell moved to approve first reading of Ordinance 3280 updating 14.12.080 to correct for the proper ORS reference and schedule second reading on December 16, 2025. Bloom second the motion.

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

j. Ordinance 3281 Updating 14.16.020 to Align with State ORS
Pietila noted changes to Ordinance 3281 updated section 14.60.020 to align with state law by directly citing ORS Chapter 225 rather than copying language from the ORS.

Public Hearing Open

No speakers

Public Hearing Closed

Hansen moved to approve first reading of Ordinance 3281 updating 14.60.020 to align with state ORS and schedule second reading on December 16, 2025. Bloom second the motion.

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

X. ORDINANCES, RESOLUTIONS AND CONTRACTS

- a. *Second Reading of Ordinance 3255: An Ordinance Relating to Liquor License Review; Repealing and Replacing AMC Chapter 6.32*

Cotta introduced the item, which had no changes.

Hansen moved to approve Ordinance 3255: An Ordinance Relating to Liquor License Review; Repealing and Replacing AMC Chapter 6.32. DuQuenne seconded the motion.

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

The Council discussed the potential for changing the term 'marijuana' to 'cannabis' when used in city documents while State law still refers to the term 'marijuana tax' in legal contexts.

Direction was given to staff to investigate the legal implications for changing the term 'marijuana' to 'cannabis' when used in city documents and bring back to council.

- b. *Second Reading of Ordinance 3272: "An ordinance annexing property and withdrawing an annexed area from Jackson County Fire District no. 5 and also repealing ordinances 3215 and 3194 which were the previous annexation approvals in Casita 1 and Casita 2." (1511 Highway 99 – Planning Action #PA-T3–2024-00011)*

Cotta introduced the topic. Goldman noted a scrivener's error in the ordinance indicating the first reading was approved on August 19, 2025, when it was approved on November 4, 2025.

Bloom moved to approve the second Reading of Ordinance No. 3272, an ordinance annexing property and withdrawing the annexed area from Jackson County Fire District No. 5, and repealing Ordinances 3215 and 3194, which were the previous annexation approvals for Casita 1 and Casita 2. He further move to approve the findings for Planning Action #PA-T3-2024-00011, including the exception to the affordable housing phasing standard in AMC 18.5.8.050.G.4, that the dates be amended as stated by staff, and to adopt the Planning Commission's findings by reference as the Council's own. Dahle seconded the motion.

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

XI. UNFINISHED BUSINESS

- a. *Request to Begin the Surplus Property Process for the Imperatrice Property*

Cotta introduced the topic and Fleury provided a presentation (see agenda packet).

Fleury explained that the Imperatrice property was purchased in 1996 to support wastewater treatment plant operations, specifically to spray effluent on the hill and create sludge ponds. However, the city later chose a different approach, upgrading the treatment plant to a tertiary system. After years of wastewater treatment planning, staff have determined the property is no longer needed for wastewater applications.

Several options for the property were outlined, including:

- Partitioning the property along the Talent Irrigation Ditch line, selling the lower portion, and retaining the upper portion
- Selling all 846 acres outright
- Releasing interest in the upper portion to the Southern Oregon Land Conservancy
- Doing nothing and continuing minimal fire management

Fleury also discussed a potential land swap with a Parks Department property adjacent to the wastewater treatment plant, which would allow for future plant expansion. Fleury noted that Parks is coordinating with the state to determine if such a swap is possible, as the Parks property was purchased with conservation funds that place restrictions on its use.

Steve Wise, Executive Director of Southern Oregon Land Conservancy (SOLC), addressed the Council about the organization's interest in the property. While the area above the ditch has the highest conservation value, the SOLC sees conservation value in the entire property. He noted that the lower portion has value for migratory animal connectivity, and conservation easements could still apply to

working agricultural lands. SOLC would prefer to acquire the entire property but is open to other arrangements.

Council discussion focused on:

- The appraised value of the property (approximately \$2.4 million for the lower section and \$1.4 million for the upper section)
- Requirements that proceeds from any sale go back to the wastewater fund since the property was purchased with food and beverage tax money dedicated to the wastewater plant
- Potential recreational uses and access points
- Options for conservation and agricultural uses
- Potential housing development opportunities on the property adjacent to the treatment plant if restrictions allow

The significance of the decision was discussed in reference to other historic land decisions that have made Ashland special. Support for selling the lower portion to help the wastewater treatment plant financially while potentially reducing the burden on ratepayers was also expressed.

Bloom moved to direct staff to begin the surplus property process for the property known as the Imperatrice Property. Kaplan seconded the motion.

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

Direction given to staff to work with SOLC for potential lease/lease-to-own options, continue to coordinate with Parks on land swap opportunities, and obtain appraisals for the upper and lower portions with steps needed for land bid/sale, to be brought back to council at a spring study session.

Ten-minute recess taken

Items from the Consent agenda

a. Resolution 2025-30 Extending the Pilot Program for Portable Signs in Commercial Areas

Councilors noted this was a good example of the City's ability to adapt to requests of the business community and asked when this might become permanent. Rooklyn clarified this would come before the Planning Commission with her recommendation from council to go through the process of adopting the appropriate ordinance changes.

Hansen moved to approve the Resolution Extending the Pilot Program and to allow it to remain in place while the Planning Commission reviews recommended code changes for permanent adoption. DuQuenne second the motion.

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

b. Contract for Ashland Fiber Network DOCSIS 3.1 Upgrade Project

Sobotka clarified the goal to have a signed contract for DOCSIS 3.1 upgrade by December 22nd, and that the project is estimated to take about six weeks. With current long lead times, the bulk of the work for upgrading the nodes will be from roughly the middle of April until June.

Dahle moved to award a Goods and Services contract to ePlus for the DOCSIS 3.1 Upgrade with a not-to-exceed amount of \$1,179,589. Bloom seconded the motion.

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

XII. NEW BUSINESS

a. Request to Begin the Surplus Property Process for 380 Clay Street

Rooklyn presented information about the property at 380 Clay Street, which is approximately 14,000 square feet with a dilapidated home. The property was recently appraised at \$250,000 "as is" and noted that a local developer has submitted a proposal to purchase the property to build housing. Several challenges with the property were discussed, including a very large cottonwood tree that takes up a significant portion of the lot. The city has twice applied for permits to remove the tree to increase development potential but was denied both times. There is also an abandoned well on the property that needs to be filled in.

Council discussed that the property could potentially accommodate 5-8 housing units, depending on how the tree issue is resolved. Goldman confirmed that with density bonuses and smaller units, up to 8 units could fit on the property. Discussion also included challenges of site development and whether to place deed restrictions for affordable housing on the property with some preferring to allow for market-rate housing to be built quickly, while others expressed a desire for requiring affordable options. Several councilors noted that given the property's constraints, particularly the tree, a market-rate approach might be more practical.

Sherrell moved to surplus 380 Clay Street and direct staff to initiate negotiations with the developer for the sale of the property. Hansen seconded the motion.

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

b. Discussion of Use of Affordable Housing Trust Fund

Graham and Sherrell presented a proposal regarding the use of the city's Affordable Housing Trust Fund. The fund's RFP paused last year to reconsider strategy, particularly whether funds should be focused more on building new affordable units rather than supporting emergency housing.

Reid explained that since 2018, approximately 46% of the fund (just over \$1 million total) has supported new housing development, 11% has gone to capacity building, and 38% funded shelter services with a significant portion of shelter funding occurring during the pandemic. Goldman noted that even small amounts from the trust fund can help affordable housing developers demonstrate local support when applying for state or federal funding.

Community members spoke in support of the process, highlighting the importance of the Community Land Trust (CLT) model, the Council's recent decision to accept Trusted Homes CLT proposal to develop six affordable homes, and how the fund can advance affordable housing projects with childcare components.

Council discussion included support for a targeted RFP limited to funding new affordable housing development and capacity building for nonprofit housing developers. It was also discussed that proceeds from property sales may be allocated to infrastructure or facilities funds to support housing development, and if no suitable housing applications arise funds may be carried over to future cycles without harm. Alternative housing types and innovative strategies to maximize impact will be explored in future work.

After discussion and amendment, the following motion was adopted:

Sherrell moved to direct staff to move forward with issuing the Request for Proposals for the use of Affordable Housing Trust Funds, and to target the Request for Proposals for Construction and Capacity Building. Hansen seconded the motion.

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

Councilors expressed interest in exploring alternative housing types such as recreational vehicles and tiny houses as legal dwellings, noting that other Oregon communities have adopted codes allowing these options. However, due to time constraints, the Council agreed to address this topic at a future meeting when the Housing and Human Services Advisory Committee presents its work plan.

Kaplan moved to direct staff to assist the city council in investigating potential structures for focused investment of the Affordable Housing Trust Fund beyond the current biennium. Dahle seconded the motion.

Roll Call Vote: Bloom, Dahle, DuQuenne, Kaplan, Hansen and Sherrell – Yes. Motion passed.

XIII. CITY MANAGER REPORT –

a. Look Ahead

None – due to time constraints, the meeting was adjourned.

XIV. OTHER BUSINESS FROM COUNCIL MEMBERS/REPORTS FROM COUNCIL LIAISONS

XV. ADJOURNMENT

Bloom moved to adjourn. Seconded by DuQuenne

All Ayes. Motion passed.

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

City Recorder Alissa Kolodzinski

Mayor Tonya Graham



Outlook

Online Form Submittal: City Council Public Comment Form

From noreply@civicplus.com <noreply@civicplus.com>**Date** Sun 11/30/2025 5:12 AM**To** Ashland City Recorder <recorder@ashland.or.us>

[EXTERNAL SENDER]

City Council Public Comment Form

Public Comment

Use this form to submit public comment for City Council meetings. This form must be submitted by **10 a.m.** the day of the meeting to be on the record.

If you wish to speak to the Council in person at a meeting, you must fill out a Speaker Request form available on-site. Do not use this form.

Full Name	Rich Rohde
-----------	------------

Meeting Date	Dec 2 2025
--------------	------------

Email Address	[REDACTED]
---------------	------------

Are you a City of Ashland resident?	Yes
-------------------------------------	-----

Indicate if you want to provide written testimony, or if you want to speak via Zoom.	Written
--	---------

Which agenda item would you like to address?	XIII New Business a.Request to Begin the Surplus Property foro 380 Clay St
--	--

Comments (Leave this section blank if you are requesting to speak electronically.)	Dear Mayor and Council. I am very opposed to the sale of this property at 380 Clay St to Allen Sandler. First I do not believe he is the right person to develop this valuable property. And he requests that that development not have income restriction that would make the development affordable according to Ashland goals and standard. Our city goals outlined in several place such as the Housing Production Strategies are designed to encourage housing affordable income families. The developer requesting that there by no income restrictions goes against the housing goals we
--	---

have outlined for several years. With new non-profits growing in Ashland we will soon have the appropriate developers available for income restricted homes. That neighborhood on Clay St is such an interesting and vital space you should be very thoughtful for how that property is developed. Sandler is not the right person or plan for us.

Upload a file or image

Field not completed.

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [Ashland City Recorder](#)
Subject: Online Form Submittal: City Council Public Comment Form
Date: Monday, December 01, 2025 3:07:17 PM

[EXTERNAL SENDER]

City Council Public Comment Form

Public Comment

Use this form to submit public comment for City Council meetings. This form must be submitted by **10 a.m.** the day of the meeting to be on the record.

If you wish to speak to the Council in person at a meeting, you must fill out a Speaker Request form available on-site. Do not use this form.

Full Name	Geoff Lowry
Meeting Date	12/2/1025
Email Address	
Are you a City of Ashland resident?	Yes
Indicate if you want to provide written testimony, or if you want to speak via Zoom.	Written
Which agenda item would you like to address?	Discussion of Use of Affordable Housing Trust Fund-City Manager's Office
Comments (Leave this section blank if you are requesting to speak electronically.)	I am writing to request that OCDC, as a partner with Sunstone and a trusted community service provider, submit public comment in support of releasing the Ashland Housing Trust Fund RFP for 2026. This will provide gap and capacity funding for the Ashland affordable housing development. This is an opportunity for the city to reinforce its stated values and goals around cohesive community development, specifically addressing two of our greatest needs: housing for families and childcare. The Affordable Housing Trust Fund is designed to support the creation and preservation of affordable housing for low- and moderate-income families, with eligible uses including

predevelopment, construction, capacity building, and direct benefits to households. The City's continued investment in this fund and the release of the 2026 RFP will help ensure that Ashland's families have access to stable housing and essential services.

Thank you!

Upload a file or image *Field not completed.*

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [Ashland City Recorder](#)
Subject: Online Form Submittal: City Council Public Comment Form
Date: Tuesday, December 02, 2025 10:00:22 AM

[EXTERNAL SENDER]

City Council Public Comment Form

Public Comment

Use this form to submit public comment for City Council meetings. This form must be submitted by **10 a.m.** the day of the meeting to be on the record.

If you wish to speak to the Council in person at a meeting, you must fill out a Speaker Request form available on-site. Do not use this form.

Full Name	Matthew Havnear
Meeting Date	12/2/2025
Email Address	
Are you a City of Ashland resident?	No
Indicate if you want to provide written testimony, or if you want to speak via Zoom.	Written
Which agenda item would you like to address?	Affordable Housing Fund
Comments (Leave this section blank if you are requesting to speak electronically.)	I support directing the Affordable Housing Fund toward permanent housing construction and capacity-building for nonprofit developers as a necessary step to address the ongoing housing needs following the 2020 wildfires. This approach directly aligns with the recovery goals outlined in Rogue Reimagined, the Regional Long-Term Recovery Plan, and will strengthen Ashland's ability to respond to future housing disruptions. Investing in local development capacity and exploring flexible options like occupied RVs will enhance regional resilience and help protect against future disaster-related housing loss.

Thank you for prioritizing permanent recovery and forward-looking housing strategies.

Matthew Havnear
Executive Director
JCC LTRG / RV COAD

Upload a file or image *Field not completed.*

Email not displaying correctly? [View it in your browser.](#)

From: noreply@civicplus.com
To: [Ashland City Recorder](#)
Subject: Online Form Submittal: City Council Public Comment Form
Date: Tuesday, December 02, 2025 10:07:44 AM

[EXTERNAL SENDER]

City Council Public Comment Form

Public Comment

Use this form to submit public comment for City Council meetings. This form must be submitted by **10 a.m.** the day of the meeting to be on the record.

If you wish to speak to the Council in person at a meeting, you must fill out a Speaker Request form available on-site. Do not use this form.

Full Name	Jill Franko
Meeting Date	12/02/2025
Email Address	
Are you a City of Ashland resident?	No
Indicate if you want to provide written testimony, or if you want to speak via Zoom.	Written
Which agenda item would you like to address?	The Ashland Housing Trust Fund
Comments (Leave this section blank if you are requesting to speak electronically.)	Hello Council and Mayor, As co-founder of Sunstone Housing Collaborative, and a former School Board Director, I understand the important role that institutions play in building and sustaining a healthy, vibrant community. The Ashland Housing Trust Fund has been essential in addressing Ashland's greatest challenge: the shortage of affordable housing. By providing seed funding for innovative projects like ours, Institutions can help ease the burden for those working to solve these problems. Please continue supporting the AHTF and release the next RFP

for the upcoming biennium budget. Trust the committee to designate funds to initiatives with a real chance to improve the lives of those most in need. In the end, the community benefits when its people are well cared for. What a gift you all have to be in a position to do such a thing. Thank you and thank you for your service.

With appreciation,

Jill Franko

Upload a file or image

Field not completed.

Email not displaying correctly? [View it in your browser.](#)



SPEAKER REQUEST FORM

Submit this form to the meeting Secretary
prior to the discussion item.

- 1) You will be called forward when it is your turn to speak
- 2) State your name and speak clearly into the microphone
- 3) Limit your comments to the time allotted
- 4) Provide any written materials to the meeting Secretary
- 5) Speakers are solely responsible for the content of their statement

Date:

12/2/25

Name: (Please Print)

Tyler Hawkins

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum

Public Forum Topic (Non-agenda Item):

Glyphosate application in median

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

Disclaimer: By submitting this request to address the Public Body, I agree that I will refrain from the use of any obscene, vulgar, or profane language. I understand that if I do not follow procedure my speaking time may be terminated, and I may be requested to sit down or leave the building.



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Date:

12/2/25

Name: (Please Print)

William J. Zentner Jr

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Round

Public Forum Topic (Non-agenda Item):

GLYPHOSATE

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

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Date:

12/2/2025

Name: (Please Print)

Alex SOL

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

RD

Public Forum Topic (Non-agenda Item):

ROUND UP APPLICATION

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

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Date:

12/2/2025

Name: (Please Print)

Angelina mcClean

Ashland Resident:

☒ YES ☐ NO City: Ashland

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):

Herbicide Application

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

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Date:

12/2/25

Name: (Please Print)

Karen Polt

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):

✓

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Date:

12-2-25

Name: (Please Print)

Vince Doyle

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):

SPRAYING GLYPHOSATE

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

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Better Together

SPEAKER REQUEST FORM

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Date:

Michelle Thelen

Name: (Please Print)

12-2-25

Ashland Resident:

☒ YES ☐ NO City: *Ashland*

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):

Michelle Thelen

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

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Date: 12/2/25

Name: (Please Print)

SHARON BRYSON

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):

Poison

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Date:

Name: (Please Print)

STEVE WISE

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

12 - IMPERATRICE

Public Forum Topic (Non-agenda Item):

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

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SPEAKER REQUEST FORM

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Date:

12/2/25

Name: (Please Print)

LINDA ADAMS

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

XIII B Hsg. Trust Fund

Public Forum Topic (Non-agenda Item):

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Date:

December 2, 2025

Name: (Please Print)

Krista Palmer

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Affordable housing trust fund

Public Forum Topic (Non-agenda Item):

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SPEAKER REQUEST FORM

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Date:

December 2, 2025

Name: (Please Print)

PAUL MOZINA

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):

2025-2027 Budget

Please respect the order of proceedings and strictly follow the directions of the presiding officer. Behavior or actions which are loud or disruptive are disrespectful and offenders will be requested to leave.

Disclaimer: By submitting this request to address the Public Body, I agree that I will refrain from the use of any obscene, vulgar, or profane language. I understand that if I do not follow procedure my speaking time may be terminated, and I may be requested to sit down or leave the building.

Oregon Budget Law allows the Council to make changes to the budget that was approved by the citizens budget committee, **AFTER** a public hearing has been held on the budget as approved. The Council doesn't need to go back to the citizens budget committee for their approval if the changes are less than 10% of the fund. Call this the 10% rule. See ORS 294.456

https://oregon.public.law/statutes/ors_294.456)

This Council may think it was OK to amend the 2025-2027 budget at a study session without making a motion, because the 10% rule allows you change the budget. The 10% rule does not nullify the Ashland Charter, which requires a public motion and vote on ANY decision made by the Council, nor does it nullify ORS 294.453, which requires a public hearing on the budget document as approved by the budget committee.

https://oregon.public.law/statutes/ors_294.453

Deputy City Administrator, Jordan Rooklyn's, introduction to the public hearing on the 2025-2027 budget at the June 3 business meeting declared your intention to violate ORS 294.453: "I do want to highlight for you all, the changes to this version of the budget, compared to what was passed and recommended by the citizens budget committee, and that is the source of the childcare grant funds, that was supported by Council via motion. And, so that is the budget before you all for adoption..."

Rooklyn claimed that the change to the funding for the childcare grant program "...WAS SUPPORTED BY COUNCIL VIA MOTION". There was no motion made on the amendments at the study session. This Council should have brought forward the budget amendments after the public hearing with a motion and vote.

This Council blatantly violated the ORS by amending the budget before the public hearing, and flagrantly violated the Ashland Charter by not having a public motion and vote on the action to amend the 2025-2027 budget.



Council Business Meeting

Date: December 16, 2025

Agenda Item	Approval of Annual OLCC License
Department	City Recorder
From	

TIME ESTIMATE

1 minute

CATEGORY

Action Needed - Motion to approve an action

SUMMARY

This is a request for approval of a liquor license application for Next Level Salsa located at 33 N. 3rd St.

POLICIES, PLANS & GOALS SUPPORTED

AMC Chapter 6.32 Liquor License Review. AMC Chapter 6.32 has been updated and will take effect on January 1, 2026, eliminating the need for this step in the process.

BACKGROUND AND ADDITIONAL INFORMATION

The application is for a New License – Limited On-Premises Sales

The Planning, Police, and Fire departments have reviewed the applications and recommended approval of the liquor licenses. The businesses comply with the City's land use requirements and have a Business License.

FISCAL IMPACTS

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

I move to approve the OLCC application for Next Level Salsa.

REFERENCES & ATTACHMENTS

1. OLCC New License - Next Level Salsa_Redacted





Local Government Recommendation – Liquor License

Annual Liquor License Types

Off-Premises Sales	Brewery-Public House
Limited On-Premises Sales	Brewery
Full On-Premises, Caterer	Distillery
Full On-Premises, Commercial	Grower Sales Privilege
Full On-Premises, For Profit Private Club	Winery
Full On-Premises, Non Profit Private Club	Wholesale Malt Beverage & Wine
Full On-Premises, Other Public Location	Warehouse
Full On-Premises, Public Passenger Carrier	

Section 1 – Submission – To be completed by Applicant:

License Information

Legal Entity/Individual Applicant Name(s): MATT WINSTEAD / KATIE WINSTEADProposed Trade Name: NEXT LEVEL SALSAPremises Address: 33 N 3rd STUnit: 3City: ASHLANDCounty: JACKSONZip: 97520Application Type: ☒ New License Application ☐ Change of Ownership ☐ Change of LocationLicense Type: LIMITED ON PREMISES SALES ☐ Additional Location for an Existing License

Application Contact Information

Contact Name: MATT WINSTEAD

Phone: [REDACTED]

Mailing Address: [REDACTED]

City: ASHLANDState: ORZip: 97520

Email Address: [REDACTED]

Business Details

Please check all that apply to your proposed business operations at this location:

☐ Manufacturing/Production☐ Retail Off-Premises Sales☒ Retail On-Premises Sales & Consumption

If there will be On-Premises Consumption at this location:

☐ Outdoor Consumption☒ Indoor Consumption☐ Proposing to Allow Minors

 OREGON LIQUOR & CANNABIS COMMISSION
Local Government Recommendation – Liquor License

Section 1 Continued – Submission - To be completed by Applicant:

Legal Entity/Individual Applicant Name(s): MATT WINSTEAD / KATIE WINSTEAD
Proposed Trade Name: NEXT LEVEL SALSA

IMPORTANT: You MUST submit this form to the local government PRIOR to submitting to OLCC.
Section 2 must be completed **by the local government** for this form to be accepted with your CAMP application.

Section 2 – Acceptance - To be completed by Local Government:

Local Government Recommendation Proof of Acceptance

After accepting this form, please return a copy to the applicant with received and accepted information

City or County Name: Ashland

Optional Date Received Stamp

Date Application Received: 10.27.2025

Received by: Kerrick Gooden

Section 3 – Recommendation - To be completed by Local Government:

- ☐ Recommend this license be granted
- ☐ Recommend this license be denied (Please include documentation that meets OAR 845-005-0308)
- ☐ No Recommendation/Neutral

Name of Reviewing Official:

Title:

Date:

Signature:



Council Business Meeting

Date: December 16, 2025

Agenda Item	Second Reading – Ordinance Language Change (Set #1)
Department	Legal
From	Johan Pietila, City Attorney, Carmel Zahran, Assistant City Attorney, Jordan Rooklyn

TIME ESTIMATE

15 minutes

CATEGORY

Ordinance/Resolution - a motion is needed to adopt the ORD. or RESO.

SUMMARY

This is the second reading of nine ordinances to update the Ashland Municipal Code. In the first reading of these ordinances, held on December 2, 2025, no changes were made at that meeting. As a reminder, improvements largely fall into three categories (1) updating references to the proper authority, (2) making it so that fees are by resolution, and (3) correcting for stylistic clarifications.

POLICIES, PLANS & GOALS SUPPORTED

It is a good practice to update Code to align with current changes that occur in state and federal contexts. Additionally, these update will promote transparency and ease of access for both the citizens of Ashland as well as staff.

BACKGROUND AND ADDITIONAL INFORMATION

These code updates were first introduced to Council in the November 17th Study Session and Council approved First Reading during the December 2, 2025 business meeting.

FISCAL IMPACTS

There will be no fiscal impact to the City outside of staff time. In some instances, such as the recent removal of the Alarm Systems Ordinance, these updates may save the City costs.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

I move to approve Second Reading of the following ordinances:

- 3260 An Ordinance Removing 2.29.020(p) to Reduce Redundancy
- 3262 An Ordinance Updating 2.54.070 to allow for Electronic Payments of Surplus Property
- 3266 An Ordinance Updating Chapter 6.04 so that Business License Fees are Set by Resolution
- 3274 An Ordinance Updating 6.42.030-050 to Reflect Current Tobacco Licensure Standards
- 3277 An Ordinance Updating 14.12.020 So Fees are Set by Resolution
- 3278 An Ordinance Updating 14.12.050.d. to Correct for the Proper Agency Name
- 3279 An Ordinance Updating 14.12.060.B.1 so Fees are Set by Resolution
- 3280 An Ordinance Updating 14.12.080 to Correct for the Proper ORS Reference
- 3281 An Ordinance Updating 14.16.020 to Align with State ORS

REFERENCES & ATTACHMENTS

1. 3260 An Ordinance Removing 2.29.020(p) to Reduce Redundancy
2. 3262 An Ordinance Updating 2.54.070 to allow for Electronic Payments of Surplus Property
3. 3266 An Ordinance Updating Chapter 6.04 so that Business License Fees are Set by Resolution
4. 3274 An Ordinance Updating 6.42.030-050 to Reflect Current Tobacco Licensure Standards_V2
5. 3277 An Ordinance Updating 14.12.020 So Fees are Set by Resolution





Council Business Meeting

6. 3278 An Ordinance Updating 14.12.050.d. to Correct for the Proper Agency Name
7. 3279 An Ordinance Updating 14.12.060.B.1 so Fees are Set by Resolution
8. 3280 An Ordinance Updating 14.12.080 to Correct for the Proper ORS Reference
9. 3281 An Ordinance Updating 14.16.020 to Align with State ORS



ORDINANCE NO. 3260

AN ORDINANCE REMOVING SECTION 2.29.020(P) TO REDUCE REDUNDANCY

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold-lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 2.29.020 Definitions

- A. “Acquisition” means the inclusion of an artwork in the Ashland Public Art Collection by any means including direct purchase, commission or acceptance of a gift.
- B. “Artwork” means visual works of public art as defined herein.
- C. “Ashland public art collection” means all public art acquired by the City by any means.
- D. “Capital improvement program (CIP)” means the City’s program for advance planning of capital improvements.
- E. “City project” or “project” means any capital improvement project in an amount over \$25,000.00 paid for wholly or in part by the City of Ashland to purchase or construct any public building, decorative or commemorative public structure, sidewalk, or multi-use pathway construction, park facility construction, or any portion thereof, within the limits of the City of Ashland. “City project” or “project” does not include public utility improvements (e.g., electric, water, sewer, or storm water), LID improvements, including but not limited to streets, sidewalks and associated improvements, property acquisition, earth work, emergency work, minor alterations, rehabilitation, minor or partial replacement, remodeling or ordinary repair or maintenance necessary to preserve a facility. Notwithstanding the above limitation, the Council or responsible contracting officer may include any new City street or utility project (limited to water, sewer and storm water projects) in an amount over \$25,000.00 as a City project under this chapter, by either vote of the Council or inclusion in the contract solicitation documents prepared by the responsible contracting officer.

F. “Commercial development fee” means funds deposited by a commercial developer into the public art account when the developer prefers not to incorporate public art into the project and follow the public art process for art acquisition and approval.

G. “Commission” means the Ashland Public Arts Commission created by AMC [2.17.010](#), consisting of seven (7) members appointed by the Mayor and confirmed by the Council.

H. “Eligible funds” means a source of funds for projects from which art is not precluded as an object of expenditure.

I. “Participating department” means the department that is subject to this chapter by its sponsorship of a City project.

J. “Percent for art” means the program established by this chapter to set aside a percentage of the total cost of city projects for public art.

K. “Public art” means all forms of original works of art in any media that has been planned and executed with the specified intention of being sited or staged on City property or on property owned or controlled by the City of Ashland, usually outside and accessible to the public.

L. “Public art account” means the City of Ashland public art account in the City budget established by this chapter into which all moneys donated, appropriated or derived pursuant to the percent for art program shall be deposited. Funds within the public art account shall be utilized for the purposes outlined in this chapter.

M. “Removal” means the exclusion of an artwork from the Ashland public art collection by the removal and disposal through any available means, such as relinquishing title through sale, gift or destruction.

N. “Selection panel” means a group of individuals selected by the Commission that will evaluate the proposals associated with a particular project in a public meeting.

O. “TLT funds” means the portion of transient lodging tax funds allocated for public art.

~~P. “Commercial development fee” means funds deposited by a commercial developer into the public art account when the developer prefers not to incorporate public art into the project and follow the public art process for art acquisition and approval.~~

Q P. “Total cost” means the entire amount of the City’s financial contribution toward construction and maintenance of a project.

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney

ORDINANCE NO. 3262

AN ORDINANCE UPDATING 2.54.070 TO ALLOW FOR ELECTRONIC PAYMENTS OF SURPLUS PROPERTY

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, the City aims to update its municipal code to permit electronic payments for surplus property transactions, enhancing administrative efficiency and aligning with state practices on the government auction website.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 2.54.070 Payment

Full payment must be made within five (5) business days, unless otherwise specified in the invitation to Bid. Payment must be made by cash, cashier's check, **money order, or by electronic payment** ~~or money order~~. The methods of payment, time limit for making full payment, and the place where payment must be made will be specified in invitation to Bid.

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word "ordinance" may be changed to "code", "article", "section", "chapter" or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney

ORDINANCE NO. 3266

AN ORDINANCE UPDATING 6.04.105, 6.04.120, 6.04.130 SO THAT BUSINESS LICENSE FEES ARE SET BY RESOLUTION

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, the City has a miscellaneous fee book, and for administrative efficiency, the City wishes to remove specific fee references from the ordinance and instead refer to those fees by resolution

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 6.04.105 Duplicate License

A duplicate license shall be issued upon application and payment of a fee, **as set by resolution**, ~~of \$10~~ to replace the license previously issued which was lost or destroyed.

SECTION 2. 6.04.120 Temporary License

If a business activity licensed under this chapter is for a limited duration of not more than 30 days, **a flat fee will be set by resolution** ~~the fee will be \$25~~, regardless of the number of employees.

SECTION 3. 6.04.130 Delinquent Penalty

There shall be a penalty, **as set by resolution**, ~~of ten percent (10%) with a minimum of \$25 added~~ to all business license fees paid later than 30 days after they are due

SECTION 4. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 5. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney

ORDINANCE NO. 3274

AN ORDINANCE UPDATING AMC CHAPTER 6.42 - TOBACCO CONTROL – TO REFLECT STATE CHANGES IN TOBACCO RETAIL LICENSING AND ADMINISTER FEES BY RESOLUTION

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, Senate Bill 587 requires Oregon retailers selling cigarettes, tobacco, and/or inhalant delivery system products to obtain a license to sell these products beginning January 1, 2022. This ordinance is an update to reflect that legislative change regarding tobacco retail licensing.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1.

6.42.010 Purpose and Intent

The purpose of this chapter is to provide measures for controlling the access of tobacco products and inhalant delivery systems to persons under the age of 21 by licensing retailers of tobacco products.

6.42.020 Definitions

For the purpose of this chapter the following definitions shall apply:

- A. “Employee” means any person who is employed by any employer in consideration of direct or indirect monetary wages or profit, and any person who volunteers his or her services to a nonprofit entity.
- B. “Employer” means any person or entity who employs the services of one or more employees.
- C. “Inhalant delivery system” has the meaning given that term in ORS [431A.175](#).

D. “License” **for the retail sale of tobacco products** means a license issued under **State Tobacco Retail Licensing requirements** ~~this chapter~~.

E. “Licensee” means the holder of a valid license for the retail sale of tobacco products.

F. “Self service display” means the open display of tobacco products to which the public has access without the assistance of a store employee.

G. “Tobacco product” has the meaning given that term in ORS [431A.175](#).

H. “Vendor assisted sale” means a sale where only the licensee or an employee of the licensee has access to the tobacco product or inhalant delivery systems and assists the customer by supplying the tobacco product or inhalant delivery systems and where the customer does not take possession of the tobacco product or inhalant delivery systems until after it is purchased.

6.42.030 License Requirement

No person may sell tobacco products or inhalant delivery systems unless such person is a licensee or is employed by a licensee. A license is required for each location in which tobacco products or inhalant delivery systems are to be sold. All licenses shall be renewed **under State Tobacco Retail Licensing requirements** ~~annually on or before June 30 of each year~~.

6.42.040 License Fee

No license shall be issued or continue to be valid unless the licensee has **complied with State Tobacco Retail Licensing requirements** ~~paid a fee, the amount of which is established by resolution of the City Council, on or before June 30 of each year~~.

6.42.050 Nontransferability of License

Licenses shall be nontransferable, except that a new license will be issued upon application to any licensee who changes the location of where tobacco products are sold.

6.42.060 Sales to Person Under 21 Years Of Age

No person shall sell, make available or otherwise provide, any tobacco product or inhalant delivery system to a person under 21 years of age.

6.42.070 Vendor Assisted Sales

No person shall sell, permit to be sold, offer for sale or make available or accessible any tobacco product or inhalant delivery system by means of a vending machine or self-service display or any means other than vendor assisted sales, except in a store or other establishment that prohibits persons under 21 years of age from entering the store or establishment.

6.42.090 Nonretaliation

No employer shall discharge, refuse to hire, or in any manner retaliate against any employee, applicant for employment, or customer because such employee, applicant, or customer reports or attempts to prosecute any violation of this chapter.

6.42.100 Penalties

A. Any person who violates any provision of this chapter is subject any to fees as set forth by resolution. Appeals are subject to AMC 2.30. ~~shall be subject to AMC 1.08.020 and/or any state penalties. Any violation of this section is a Class I violation, and may have the license issued under this chapter suspended as follows:~~

~~1. In the case of a second violation within a two-year period, the licensee shall be fined not less than \$350.00 and the license suspended for 45 days.~~

~~2. In the case of three or more violations within a two-year period, the licensee shall be fined \$500.00 and the license revoked. Any person whose license has been revoked shall be ineligible to apply for a new license, at any location, for six months after the effective date of the revocation.~~

~~B. Any person who violates AMC 6.42.030 shall be subject to a fine of \$500.00 for each day a violation occurs.~~

~~C. License suspensions are subject to appeal pursuant to AMC 2.30.~~

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Johan Pietila, City Attorney

ORDINANCE NO. 3277

AN ORDINANCE UPDATING 14.12.020 SO FEES ARE SET BY RESOLUTION

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, the City has a miscellaneous fee book, and for administrative efficiency, the City wishes to remove specific fee references from the ordinance and instead refer to those fees by resolution.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 14.12.020 Construction and Temporary Service

~~There is a charge for temporary service for new construction requiring only a service drop and meter setting, which is as follows:~~

~~\$ 75.00 for single-phase service~~

~~150.00 for three-phase service~~

A charge for temporary service for new construction requiring only a service drop and meter setting will be set by resolution.

The amount of the charge shall be paid at the time of request for service. Such temporary service, when overhead, must be attached to a secured structure and have the state electrical inspection tag before connection. Where possible, the location of the temporary service should be such that it can be also used with a minimum of alteration for the permanent service. Other temporary service requires a deposit equal to the City's costs.

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney

ORDINANCE NO. 3278

AN ORDINANCE UPDATING 14.12.050(D) TO CORRECT FOR THE PROPER FEDERAL AGENCY NAME

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, the City wishes to update the correct name of the federal agency that is involved in this section.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 14.12.050(D) Metering and Interruption of Deliveries

- A. If the seal of the City's meter is broken or if the meter, for any cause, does not properly register, the customer shall be liable for an average monthly bill for that period of the year.
- B. The rate schedules of the City are applicable only for service supplied entirely by the City without interconnection with an outside source except that interconnection may be made through a double pole switch where necessary to meet minimum requirements for emergencies.
- C. The City will exercise reasonable diligence and care to furnish continuous and sufficient supply of electricity to its customers and to avoid any shortage or interruption of delivery thereof. It cannot, however, guarantee complete freedom from interruption. The City will not be liable for interruption or shortage or insufficiency of supply, or any loss or damage occasioned thereby if same is the result beyond its reasonable control. The City may suspend service temporarily for repairs but will attempt to give a reasonable notice to the customers as circumstances permit. Such repairs and improvements will be performed as rapidly as may be practical and where reasonable shall be performed at such times as will cause the least inconvenience to the customers.
- D. During times of shortage of supply the City will apportion its available supply of electricity among its customers as directed by the Public Utilities Commission or Federal **Energy Regulatory Commission** ~~Power Commission~~. In the absence of such direction it will apportion the supply in the manner that appears most equitable under conditions then prevailing.

E. All City meters will be sealed by the City, and it is unlawful for any person, other than an authorized representative of the City to break or tamper with the seal for the purpose of supplying electricity to the premises. When an unauthorized breaking or tampering of the meter seal is discovered, the City shall remove the meter entirely, and shall install a blank in the meter socket. Electric service will not be reinstated until a fee, double the usual reconnect fee, has been paid by the customer. Any customer who damages or causes a City electric meter to malfunction shall be held liable for any expenses incurred by the City to repair or replace said meter, and the bill must be paid in full before service can be restored.

F. Sub-metering shall be the customer's own responsibility where master meters are installed.

G. For metering installations on customer premises the City furnishes necessary instrument transformers, test facilities and meters, for the City's billing purposes and tests only.

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word "ordinance" may be changed to "code", "article", "section", "chapter" or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney

ORDINANCE NO. 3279

AN ORDINANCE UPDATING 14.12.060(B)(1) SO FEES ARE SET BY RESOLUTION

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, the City has a miscellaneous fee book, and for administrative efficiency, the City wishes to remove specific fee references from the ordinance and instead refer to those fees by resolution.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 14.12.060 Meter Testing

A. *Prior to Installation.* Every meter will be tested before installation and no meter will be placed in service if found to register more than two percent (2%) fast or two percent (2%) slow. New factory meters will not necessarily be tested other than at the factory.

B. *Customer Request.* A customer may, on notice of not less than one (1) week, require the City to test the meter used to measure customer's requirements. No charge will be made for such a test except:

1. If a customer requests a meter test within six (6) months after installation or more than once per year, a deposit to cover the reasonable cost of the test will be **set by resolution.**

- | | |
|--|---------|
| a. For each single phase meter | \$10.00 |
| b. Single phase meters with instrument transformers | \$15.00 |
| c. Three Phase meters | \$25.00 |
| d. Three Phase meters with instrument transformers | \$30.00 |
| e. The deposit will be returned if the meter is found to register more than four percent (4%) fast. The excess overcharge will be refunded to the | |

~~customer for the period of twelve (12) months. The customer, or authorized representative, may witness the tests.~~

C. Nonregistering of meters found more than four percent (4%) slow shall require the City to render an additional billing on an estimated basis for the previous three (3) month period based on the City’s experience with the customers of the same class and general characteristics of the customer’s operations.

D. When it is found that the error in a meter is due to causes, the date of which can reliably be established, the billing will be computed back to that date; provided, however, that in no case will a bill for undercharge on residential service be rendered for a period exceeding three (3) months.

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney

ORDINANCE NO. 3280

AN ORDINANCE UPDATING 14.12.080 TO CORRECT FOR THE PROPER ORS REFERENCE

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, the City wishes to update the correct name of the federal agency that is involved in this section.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 14.12.080 Electricity – Resale

A. A customer shall not resell electricity received from the City to any person, except:

1. By special written permission; or
2. Where the charge is absorbed in the rental for the premises or space occupied, excepting multiple-family units which shall be individually metered pursuant to ORS ~~455.420~~ **456.763**, and billed by the City.
3. Should a customer resell electricity otherwise than as provided in the foregoing paragraphs, the City may either discontinue service to such customer or supply electricity directly to the sub-customer as the City may elect.

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however

that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney

ORDINANCE NO. 3281

AN ORDINANCE UPDATING 14.16.020 TO ALIGN WITH STATE ORS

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, this ordinance seeks to align with current state regulations.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. 14.16.020 Transfers to General Fund

The City Council may appropriate an amount for transfer to the General Fund for other municipal purposes, as permitted by **ORS 225. Public Law 96-501 and the Power Sales Contract with the Bonneville Power Administration (draft of August 25, 1981; Contract No. DE-MS79-81VP90432).**

SECTION 2. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025, and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Carmel Zahran, Assistant City Attorney



Council Business Meeting

Date: December 16, 2025

Agenda Item	First Reading of Ordinance 3275: Amending Chapter 10.68 Public Parks to include provisions for special use permitted activity
Department	Parks & Recreation
From	

TIME ESTIMATE

CATEGORY

Ordinance/Resolution - a motion is needed to adopt the ORD. or RESO.

SUMMARY

POLICIES, PLANS & GOALS SUPPORTED

BACKGROUND AND ADDITIONAL INFORMATION

FISCAL IMPACTS

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

REFERENCES & ATTACHMENTS

1. CC_BusinessMeetingAgenda-FirstReadingAMC10.68Parks
2. 10.68 amendments_FINALDRAFT





Council Business Meeting

Date: December 16, 2025

Agenda Item	First Reading of Ordinance 3275 amending AMC 10.68 Public Parks to include provision for special use permitted activity
Department	Parks and Recreation
From	Rocky Houston, Director

TIME ESTIMATE

15 minutes

CATEGORY

Ordinance/Resolution—a motion is needed to adopt the ORD. or RESO.

SUMMARY

Ashland Municipal Code (AMC) Chapter 10.68–Public Parks does not permit many of the uses that the Parks Department allows via special permit. To include provisions for special use permitted activity, edits were made to the AMC 10.68. Proposed changes in the following subsections of 10.68. are recommended:

- **10.68.060** Unpermitted Commercial Activity
- **10.68.080** Posting Notices Prohibited
- **10.68.120** Park Property Prohibited Uses
- **10.68.170** Park Waters Use
- **10.68.260** Swings Hammocks
- **10.68.330** Camping Prohibited

POLICIES, PLANS & GOALS SUPPORTED

Economic Development– The proposed ordinance changes will benefit the community by continuing to bring more events to Ashland and making it easier to plan and execute for event organizers.

BACKGROUND AND ADDITIONAL INFORMATION

Parks and Recreation previously worked with the City Council to update 10.68.090 Alcohol use in parks in December 2023. This change has helped to increase events within the parks system. Seven concerts were held in Summer 2025 where alcohol sales assisted in fundraising efforts for both EPIC Ashland and Ashland Folk Collective. The concerts held in Lithia attracted over 1500 people at each show. For the proposed changes, the Parks Commission (PC) reviewed edits for chapter 10.68 on June 4, 2025, and July 2, 2025, study sessions. On July 9, 2025, at the Regular Business Meeting, the PC





Council Business Meeting

approved by motion the edits made to the amendment of the AMC and moved it forward to the Ashland City Council.

FISCAL IMPACTS

If adopted, these changes to AMC 10.68 would require some additional staff time for implementation. Once implemented the changes would provide more potential revenue opportunities for special use permits within the park system as well as more flexibility for event organizers.

SUGGESTED ACTIONS, MOTIONS and/or OPTIONS

I move to approve the first reading of Ordinance 3275: An Ordinance relating to public parks to include provision for special use permitted activity; repealing and replacing AMC Chapter 10.68

REFERENCES & ATTACHMENTS

1. Ordinance 3275 Chapter 10.68 Public Parks Review Draft



ORDINANCE NO. 3275

AN ORDINANCE AMENDING AMC CHAPTER 10.68 PUBLIC PARKS SUB-SECTIONS 10.68.060, 10.68.080, 10.68.120, 10.68.170, 10.68.260 AND 10.68.330.

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are ~~bold lined through~~, and additions are **bold underlined**.

WHEREAS, Article 2. Section 1 of the Ashland City Charter provides:

Powers of the City. The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities, as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS,

WHEREAS,

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. Sub-section **10.68.060 Unpermitted Commercial Activity** is amended as follows:

A. No one shall sell or offer for sale any article or perform or offer to perform any service for hire in any of the parks ~~without a written permit for such concession properly and regularly granted by the Park Commission. except as otherwise authorized by a special use or special event permit issued by the Parks Director.~~ No one shall hawk or peddle popcorn, ice cream, candy, soda water, peanuts, or similar wares within or on any of the park grounds of the City without first securing a permit to do so. ~~from the Park Commission.~~

B. Any person who violates any provision of this Chapter is subject to Section 1.08.020 of the Ashland Municipal Code. Any violation of this section is a Class I violation. (Ord. 3137, amended, 2017; Ord. 3026, amended, 08/03/2010)

SECTION 2. Sub-section **10.68.080 Posting Notices prohibited** is amended as follows:

A. No one shall place, post, attach or erect any bill, poster, sign or similar posting on any pole, ~~or post or attach any notice, bill, poster, sign~~, wire, rod or cord to any tree, shrub, fence railing, fountain, wall, post, structure or other device of any kind whatever, on any of the bases, statues,

bridges, or monuments in any park ~~without permission of the Park Commission.~~ **except as otherwise authorized by a special use permit issued by the Parks Director.**

B. Any person who violates any provision of this Chapter is subject to Section 1.08.020 of the Ashland Municipal Code. Any violation of this section is a Class IV violation. (Ord. 3137, amended, 2017; Ord. 3026, amended, 08/03/2010)

SECTION 3. Sub-section **10.68.120 Park property Prohibited uses** is amended as follows:

A. No one shall climb any tree, or walk, stand, or sit upon the monuments, vases, fountains, railings, or fences in any park; **except as otherwise authorized by a special use permit issued by the Parks Director. Individuals issued a permit must still comply with the ‘no climbing’ rule outside of the specific activities permitted in the special use permit.**

B. Any person who violates any provision of this Chapter is subject to Section 1.08.020 of the Ashland Municipal Code. Any violation of this section is a Class II violation. (Ord. 3137, amended, 2017; Ord. 3026, amended, 08/03/2010)

SECTION 4. Sub-section **10.68.170 Park waters Use** is amended as follows:

A. No one shall fish, wade, swim, or bathe in any of the parks except the places designated for such purposes; ~~except, however, that children of the age of thirteen (13) years and under shall be permitted to fish within the present, or hereinafter designated, boundaries of Lithia Park.~~ **except as otherwise authorized by a special use permit issued by the Parks Director.**

B. Any person who violates any provision of this Chapter is subject to Section 1.08.020 of the Ashland Municipal Code. Any violation of this section is a Class II violation. (Ord. 3137, amended, 2017; Ord. 3026, amended, 08/03/2010)

SECTION 5. Sub-section **10.68.260 Swings Hammocks** is amended as follows:

A. No swings ~~or~~ hammocks **or other attachments to trees or structures** shall be hung or swung in any of the parks, except on the posts erected for the purpose; **except as otherwise authorized by a special use permit issued by the Parks Director.**

B. Any person who violates any provision of this Chapter is subject to Section 1.08.020 of the Ashland Municipal Code. Any violation of this section is a Class IV violation. (Ord. 3137, amended, 2017; Ord. 3026, amended, 08/03/2010)

SECTION 6. Sub-section **10.68.330 Camping prohibited** is amended as follows:

A. No person shall camp within the park limits within the City of Ashland, or on the park side of any street adjacent to the parks: **except for special events as otherwise authorized by a special use permit issued by the Parks Director. Otherwise, Prohibited Camping is a Class IV violation. is subject to the rules and enforcement outlined in Chapter 10.46.**

~~B. Any person who violates any provision of this Chapter is subject to Section 1.08.020 of the Ashland Municipal Code. Any violation of this section is a Class IV violation.~~ (Ord. 3137, amended, 2017; Ord. 3026, amended, 08/03/2010)

SECTION 7. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 8. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word “ordinance” may be changed to “code”, “article”, “section”, “chapter” or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____ day of _____, 2025 and duly PASSED and ADOPTED this _____ day of _____, 2025.

PASSED by the City Council this _____ day of _____, 2025.

ATTEST:

Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2025.

Tonya Graham, Mayor

Reviewed as to form:

Johan Pietila, City Attorney



Council Business Meeting

Date: December 16, 2025

Agenda Item	Citywide Strategic Plan
Department	City Manager's Office
From	Sabrina Cotta

TIME ESTIMATE

5 minutes

CATEGORY

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

SUMMARY

Update on the City-wide strategic planning project

POLICIES, PLANS & GOALS SUPPORTED

Excellence in governance and City services.

BACKGROUND AND ADDITIONAL INFORMATION

The City of Ashland is embarking on a strategic planning process to establish a shared direction that will help set priorities, focus resources, and align efforts over the next three bienniums. The City has contracted with SSW Consulting for the facilitation and support of the planning process.

The first internal kick-off meeting is December 18th, 2025. At this meeting, City Management will meet with the consultant to begin Phase I of the project. The entire process is estimated to take eight months to complete.

- Phase I: Project Scoping and Planning - City Management will work with the consultant to refine project goals and establish a work plan and schedule.
- Phase II: Strategic Planning Workshop - The Consultant will conduct interviews and a workshop with City Council and staff leadership to get a shared understanding of the community and the City, identify emerging priorities, and develop the plan for community engagement.
- Phase III: Strategic Plan Engagement - The Consultant will develop a Communications and Engagement plan to guide outreach and communication activities throughout the project and then will work closely with City staff to conduct the outreach and foster authentic conversations with the community.
- Phase IV: Strategic Plan Development - Using the goals and themes identified through engagement, the Consultant will work with staff and subject-matter experts to develop goals, strategic initiatives, and supporting narrative.
- Phase V: Plan Adoption - After a comment and review period, the final draft of the strategic plan will be presented to the Council for approval.

FISCAL IMPACTS

The BN25/27 budget sets aside \$80,000 for the strategic planning project. The strategic planning contract is for a not-to-exceed amount of \$79,550.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

None needed

REFERENCES & ATTACHMENTS

1. SSW Consulting Strategic Planning Contract
2. SSW Consulting 2026 Strategic Plan Proposal





Council Business Meeting





Personal Services Agreement

City Information

City of Ashland
Attn: Sabrina Cotta
20 E Main St
Ashland, Oregon 97520
Phone: (541) 488-6002
Email: sabrina.cotta@ashlandoregon.gov

Consultant Information

Firm Name: SSW Consulting
Contact: Sara Singer Willson
Address: 644 N State St, Suite 1
Lake Oswego, OR 97034
Phone: 503-305-5067
Email: sara@ssw-consulting.com

Contract Summary

Procurement Method: Intermediate
Completion Date: 08/31/2026
Contract Amount: \$ 79,550.00
Description of Services: Strategic Planning & Facilitation Services
Supporting Documents: SSW Consulting Proposal Dated: 11/15/25
Dated:
Dated:
Dated:

This Personal Services Agreement (hereinafter "Agreement") is entered into by and between the City of Ashland, an Oregon municipal corporation (hereinafter "City") and the Consultant listed under Consultant Information above, ("hereinafter "Consultant"), for the services listed under Description of Services and Supporting Documents as noted in the Contract Summary above. In the event of conflict between provisions of the Supporting Documents, the Supporting Documents shall be given precedence in the order listed above.

This Agreement, the Exhibits and the Supporting Documents shall be construed to be mutually complementary and supplementary wherever possible. In the event of a conflict which cannot be so resolved, the provisions of this Agreement itself shall control over any conflicting provisions in any of the exhibits or supporting documents. The Consultant's initials SW herein signify acknowledgment and agreement to this provision, if applicable, or if not sign "N/A".

Consultant's services are collectively referred to in this Agreement as the "Work."

NOW THEREFORE, in consideration of the mutual covenants contained herein, the City and Consultant hereby agree as follows:

1. Effective Date and Duration: This Agreement shall become effective on the date of execution on behalf of the City, as set forth below (the "Effective Date"), and unless sooner terminated as specifically provided herein, shall terminate upon the City's affirmative acceptance of Consultant's Work as complete and Consultant's acceptance of the City's final payment therefore, but not later than the Completion Date listed under the Contract Summary in the table one page one of this agreement.

1.1. Time is of the essence. Time is of the essence for Consultant's performance of each and every obligation and duty under this Agreement. City, by written notice to Consultant of default or breach, may at any time terminate the whole or any part of this Agreement if Consultant fails to provide the Work called for by this Agreement within the time specified herein or within any extension thereof.

2. Compensation: City shall pay Consultant the sum listed as the "Contract Amount" under the Contract Summary on page one of this document as full compensation for Consultant's performance of all Work under this Agreement. In no event shall Consultant's total of all compensation and reimbursement under this Agreement exceed the Contract Amount without the express, written approval from the appropriate Department Head or City Manager. Payments shall be made within thirty (30) days of the date of receipt by the City of Consultant's invoice. Should this Agreement be terminated prior to completion of all Work, payments will be made for any phase of the Work completed and accepted as of the date of termination.

3. Consultant Obligations:

3.1. Independent Contractor Status. Consultant is an independent contractor and not an employee of the City for any purpose. Consultant shall have the complete responsibility for the performance of this Agreement. Consultant shall provide workers' compensation coverage as required in ORS Chapter 656 for all persons employed to perform Work pursuant to this Agreement. Consultant is a subject employer that will comply with ORS 656.017.

3.2. Qualified Work. Consultant has represented, and by entering into this Agreement now represents, that all personnel assigned to the Work to be performed under this Agreement are fully qualified to perform the services to which they will be assigned in a skilled manner and, if required to be registered, licensed, or bonded by the State of Oregon, are so registered, licensed, or bonded.

3.3. Assignment. Consultant shall not assign this Agreement or subcontract any portion of the Work without the written consent of City. Any attempted assignment or subcontract without written consent of City shall be void. Consultant shall be fully responsible for the acts or omissions of any assigns or subcontractors and of all persons employed by them, and the approval by City of any assignment or subcontract of the Work shall not create any contractual relation between the assignee or subcontractor and City.

3.4. **Work Performance Obligation.** Consultant shall, at its own risk, perform the Work described in the Description of Services and in the Supporting Documents and, unless otherwise specified in this Agreement, furnish all labor, equipment, and materials required for the proper performance of such Work.

3.5. **Certification.** Consultant agrees to and shall sign the certification attached hereto as "Exhibit C" and incorporated herein by this reference.

4. **Insurance:** Consultant shall, at its own expense, maintain the following insurance:

4.1. **Worker's Compensation.** Worker's Compensation insurance in compliance with ORS 656.017, which requires subject employers to provide Oregon workers' compensation coverage for all their subject workers.

4.2. **Workers' Compensation Exemption.** If applicable, Consultant affirms and certifies that it is exempt from providing Workers' Compensation per ORS 656.027.

Exemption criteria: Enter criteria here or delete if not applicable

Consultant initials if exempt: _____ Date: Dec 8, 2025

4.3. **Professional Liability** insurance with a combined single limit, or the equivalent, of not less than \$2,000,000 (two million dollars) per occurrence. This is to cover any damage caused by error, omission or negligent acts related to the Work to be provided under this Agreement.

4.4. **General Liability** insurance with a combined single limit, or the equivalent, of not less than \$2,000,000 (two million dollars) per occurrence for Bodily Injury, Death, and Property Damage.

4.5. **Automobile Liability** insurance with a combined single limit, or the equivalent, of not less than \$2,000,000 (two million dollars) for each accident for Bodily Injury and Property Damage, including coverage for owned, hired or non-owned vehicles, as applicable.

4.6. **Notice of cancellation or change.** There shall be no cancellation, material change, reduction of limits or intent not to renew the insurance coverage(s) without thirty (30) days' prior written notice from the Consultant or its insurer(s) to the City.

4.7. **Additional Insured/Certificates of Insurance.** Consultant shall name the City of Ashland, Oregon, and its elected officials, officers and employees as Additional Insureds on any insurance policies, excluding Professional Liability and Workers' Compensation, required herein, but only with respect to Consultant's services to be provided under this Agreement. The consultant's insurance is primary and non-contributory. As evidence of the insurance coverages required by this Agreement, the Consultant shall furnish acceptable insurance certificates prior to commencing the Work under this Agreement. The certificate will specify all of the parties who are Additional Insureds. Insuring

companies or entities are subject to the City's acceptance. If requested, complete copies of insurance policies; trust agreements, etc. shall be provided to the City. The Consultant shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

5. Termination:

5.1. Mutual Consent. This Agreement may be terminated at any time by the mutual consent of both parties.

5.2. City's Convenience. This Agreement may be terminated by City at any time upon not less than thirty (30) days' prior written notice delivered by certified mail or in person.

5.3. For Cause. City may terminate or modify this Agreement, in whole or in part, effective upon delivery of written notice to Consultant, or at such later date as may be established by City under any of the following conditions:

- If City funding from federal, state, county or other sources is not obtained and continued at levels sufficient to allow for the purchase of the indicated quantity of services; or
- If federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the services are no longer allowable or appropriate for purchase under this Agreement or are no longer eligible for the funding proposed for payments authorized by this Agreement; or
- If any license or certificate required by law or regulation to be held by Consultant to provide the services required by this Agreement is for any reason denied, revoked, suspended, or not renewed.

5.4. For Default or Breach. Either City or Consultant may terminate this Agreement in the event of a breach of the Agreement by the other. Prior to such termination the party seeking termination shall give to the other party written notice of the breach and its intent to terminate. If the party committing the breach has not entirely cured the breach within fifteen (15) days of the date of the notice, or within such other period as the party giving the notice may authorize in writing, then the Agreement may be terminated at any time thereafter by a written notice of termination by the party giving notice.

5.4.1. Default: The Consultant shall be in default of this Agreement if Consultant: commits any material breach or default of any covenant, warranty, certification, or obligation under the Agreement; institutes an action for relief in bankruptcy or has instituted against it an action for insolvency; makes a general assignment for the benefit of creditors; or ceases doing business on a regular basis of the type identified in its obligations under the Agreement; or attempts to assign rights in, or delegate duties under, this Agreement.

5.5. Obligation/Liability of Parties. Termination or modification of this Agreement pursuant to subsections 5.1, 5.2, or 5.3 above shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination or modification. However, upon receiving a notice of termination (regardless of whether such notice is given pursuant to subsection 5.1, 5.2, 5.3, or 5.4 of this section, Consultant shall immediately cease all activities under this Agreement, unless expressly directed otherwise by City in the notice of termination. Further, upon termination, Consultant shall deliver to City all documents, information, works-in-progress and other property that are or would be deliverables had the Agreement been completed. City shall pay Consultant for Work performed prior to the termination date if such Work was performed in accordance with this Agreement.

5.6. The rights and remedies of City provided in this subsection are not exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.

- 6. Indemnification:** Consultant hereby agrees to defend, indemnify, save, and hold City, its officers, employees, and agents harmless from any and all losses, claims, actions, costs, expenses, judgments, or other damages resulting from injury to any person (including injury resulting in death), or damage (including loss or destruction) to property, of whatsoever nature arising out of or incident to the performance of this Agreement by Consultant (including but not limited to, Consultant's employees, agents, and others designated by Consultant to perform Work or services attendant to this Agreement). However, Consultant shall not be held responsible for any losses, expenses, claims, costs, judgments, or other damages, caused solely by the gross negligence of City.
- 7. Consultant's Compliance with Tax Laws:** Consultant represents and warrants to the City that: Consultant shall comply with all Oregon tax laws, including but not limited to ORS 305.620, ORS 305.380(4), and ORS Chapters 316, 317, 318, in addition to any rules, regulations, charter provisions, or ordinances that implement or enforce any of the foregoing tax laws or provisions and any tax provisions imposed by a political subdivisions of the State of Oregon.
- 8. Living Wage Requirements:** If the amount of this Agreement is \$26,429.65 or more, Consultant is required to comply with Chapter 3.12 of the Ashland Municipal Code by paying a living wage, as defined in that chapter, to all employees performing Work under this Agreement and to any Subcontractor who performs 50% or more of the Work under this Agreement. Consultant is also required to post the notice attached hereto as "Exhibit B" predominantly in areas where it will be seen by all employees.
- 9. Notice:** Whenever notice is required or permitted to be given under this Agreement, such notice shall be given in writing to the other party by personal delivery, by sending via a reputable commercial overnight courier, by mailing using registered or certified United States mail, return receipt requested, postage prepaid, or by electronically confirmed at the addresses set forth on page one of this agreement with a copy to:

City of Ashland – Legal Department
20 E. Main Street
Ashland, Oregon 97520
Phone: (541) 488-5350

10. General Provisions:

- 10.1. **Ownership of Work/Documents:** All Work, work product, or other documents produced in furtherance of this Agreement belong to the City, and any copyright, patent, trademark proprietary or any other protected intellectual property right shall vest in and is hereby assigned to the City.
- 10.2. **Non-appropriations Clause - Funds Available and Authorized:** City has sufficient funds currently available and authorized for expenditure to finance the costs of this Agreement within the City's fiscal year budget. Consultant understands and agrees that City's payment of amounts under this Agreement attributable to Work performed after the last day of the current fiscal year is contingent on City appropriations, or other expenditure authority sufficient to allow City in the exercise of its reasonable administrative discretion, to continue to make payments under this Agreement. In the event City has insufficient appropriations, limitations or other expenditure authority, City may terminate this Agreement without penalty or liability to City, effective upon the delivery of written notice to Consultant, with no further liability to Consultant.
- 10.3. **Statutory Requirements:** The following laws of the State of Oregon are hereby incorporated by reference into this Agreement: ORS 279B.220, 279B.230 and 279B.235.
- 10.4. **Nondiscrimination:** Consultant agrees that no person shall, on the grounds of race, color, religion, creed, sex, marital status, familial status or domestic partnership, national origin, age, mental or physical disability, sexual orientation, gender identity or source of income, suffer discrimination in the performance of any Work under this Agreement when employed by Consultant. Consultant agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations. Further, Consultant agrees not to discriminate against a disadvantaged business enterprise, minority-owned business, woman-owned business, a business that a service-disabled veteran owns or an emerging small business enterprise certified under ORS 200.055, in awarding subcontracts as required by ORS 279A.110.
- 10.5. **Governing Law:** This Agreement shall be governed by the laws of the State of Oregon without regard to conflict of laws principles. Exclusive venue for litigation of any action arising under this Agreement shall be in the Circuit Court of the State of Oregon for Jackson County unless exclusive jurisdiction is in federal court, in which case exclusive venue shall be in the federal district court for the district of Oregon. Each party expressly waives any and all rights to maintain an action under this Agreement in any

other venue, and expressly consents that, upon motion of the other party, any case may be dismissed, or its venue transferred, as appropriate, so as to effectuate this choice of venue.

- 11. Merger:** This agreement and the attached exhibits constitute the entire understanding and agreement between the parties. No waiver, consent, modification or change of terms of this agreement shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification or change, if made, shall be effective only in the specific instance and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this agreement. Consultant, by signature of its authorized representative, hereby acknowledges that he/she has read this agreement, understands it, and agrees to be bound by its terms and conditions.

WITNESS WHEREOF, the parties have executed this Agreement in their respective names by their duly authorized representatives as of the dates indicated below. This Agreement may be executed in two counterparts, each of which shall be deemed an original, with equal force and effect as if executed in a single document.

City of Ashland:

SSW Consulting

(Consultant)

By: Sabrina Cotta

Sabrinda Cotta, City Manager

Dec 8, 2025

Date

Sara Wilson
Sara Wilson (Dec 8, 2025 15:36:19 PST)

Signature

Sara Wilson

Printed Name

Principal/Owner

Title

Dec 8, 2025

Date

Purchase Order No.

(W-9 is to be submitted with this signed Agreement)

APPROVED AS TO FORM:

Camryn

City Attorney

Dec 8, 2025

Date

City of Ashland LIVING WAGE

ALL employers described below must comply with City of Ashland laws regulating payment of a living wage.



\$19.44 per hour, effective June 30, 2025.

The Living Wage is adjusted annually every June 30 by the Consumer Price Index.

Employees must be paid a living wage:

- For all hours worked under a service contract between their employer and the City of Ashland if the contract exceeds **\$27,163** or more.
- For all hours worked in a month, if the employee spends 50% or more of the employee's time in that month working on

a project or portion of the business of their employer, if the employer has ten or more employees, and has received financial assistance for the project or business from the City of Ashland over **\$27,163**.

- If their employer is the City of Ashland, including the Parks and Recreation Department.
- In calculating the living wage, employers may add the value of health care, retirement,

401K, and IRS eligible cafeteria plans (including childcare) benefits to the employee's amount of wages.

- **Note:** For temporary and part-time employees, the Living Wage does **not** apply to the first 1040 hours worked in any calendar year. For more details, please see Ashland Municipal Code Section 3.12.020.

For additional information:

Call the Ashland City Manager's office at 541-488-6002 or write to the City Manager, City Hall, 20 East Main Street, Ashland, OR 97520, or visit the City's website at www.ashland.or.us.

Notice to Employers: This notice must be posted in areas where it can be seen by all employees.



Exhibit C

Certifications/Representations: Consultant, by and through its authorized representative, under penalty of perjury, certifies that (a) the number shown on the attached W-9 form is its correct taxpayer ID (or is waiting for the number to be issued to it and (b) Consultant is not subject to backup withholding because: (i) it is exempt from backup withholding, or (ii) it has not been notified by the Internal Revenue Service (IRS) that it is subject to backup withholding as a result of a failure to report all interest or dividends, or (iii) the IRS has notified it that it is no longer subject to backup withholding. Consultant further represents and warrants to City that: (a) it has the power and authority to enter into this Agreement and perform the Work, (b) the Agreement, when executed and delivered, shall be a valid and binding obligation of Consultant enforceable in accordance with its terms, (c) the work under the Agreement shall be performed in accordance with the highest professional standards, and (d) Consultant is qualified, professionally competent, and duly licensed (if applicable) to perform the Work. Consultant also certifies under penalty of perjury that its business is not in violation of any Oregon tax laws, it is an independent contractor as defined in the Agreement, it is authorized to do business in the State of Oregon, and Consultant has checked four or more of the following criteria that apply to its business.



(1) Consultant carries out the work or services at a location separate from a private residence or is in a specific portion of a private residence, set aside as the location of the business.



(2) Commercial advertising or business cards or a trade association membership are purchased for the business.



(3) Telephone listing is used for the business separate from the personal residence listing.



(4) Labor or services are performed only pursuant to written contracts.



(5) Labor or services are performed for two or more different persons within a period of one year.



(6) Consultant assumes financial responsibility for defective workmanship or for service not provided as evidenced by the ownership of performance bonds, warranties, errors and omission (professional liability) insurance or liability insurance relating to the Work or services to be provided.

Sara Wilson

Sara Wilson (Dec 8, 2025 15:36:19 PST)

Consultant's signature

Dec 8, 2025

Date

CITY OF ASHLAND, OREGON

STRATEGIC PLANNING & FACILITATION SERVICES

PROPOSAL / NOVEMBER 15, 2025



SSW CONSULTING

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SSW-CONSULTING.COM | 503.305.5067 | SARA@SSW-CONSULTING.COM
644 N. STATE STREET, STE. 1, LAKE OSWEGO 97034



SSW CONSULTING

Dear Sabrina and Team,

Thank you for the opportunity to support the City of Ashland in developing its first comprehensive strategic plan. We are excited about the possibility of partnering with you to create a clear, community-informed roadmap that will guide Ashland's future direction and investments.

Based on our discussions, we've identified the following key goals for this work together:

- **Create Ashland's first long-range strategic plan** that moves beyond the biennial budget to guide priorities, decisions, and resource allocation.
- **Lead robust community and staff engagement**—leveraging both broad and targeted approaches—to gather representative input and build shared understanding of challenges and opportunities.
- **Facilitate Council alignment on vision and priorities**, helping the Council move beyond issue-specific focus to a unified long-term direction grounded in community needs and realistic resource constraints.
- **Clarify Ashland's future identity and strategic choices**, enabling the community and leadership to determine the city's desired direction and priority investments for the next 5–10 years, leading to adoption by Summer 2026.

This proposal outlines our approach to achieving these goals, along with information about our firm and relevant experience.

The SSW team has a strong track record of designing and delivering strategic planning processes that help organizations define clear direction, strengthen alignment, and build internal ownership. We're passionate about supporting communities and teams as they navigate complex choices, and we would welcome the opportunity to partner with you on this important work.

Thank you again for considering us. Please let us know if you have any questions—we look forward to collaborating with you on next steps.

Sincerely,

Sara Singer Wilson, Principal Strategist + Owner
sara@ssw-consulting.com
503.305.5067

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ABOUT SSW



SSW is a Portland, Oregon-based consulting firm dedicated to helping local governments and leaders develop beautiful, thriving communities and engaging, supportive organizations.

We specialize in facilitation and strategic planning, using creative approaches to foster collaboration and drive positive change.

As seasoned graphic facilitators, we use powerful visuals and draw on our clients' mission, vision, and values to bring teams together and build relationships that get work done. With more than two decades of experience in the public sector, we're passionate about supporting the dedicated people who sign up to serve their communities. By working together, we make engagement a fun and rewarding experience for everyone involved.

We tailor our approach to each client's unique needs, combining years of expertise with best practices to benefit your team. Whether in-person or virtual, our workshops use visual tools to create engaging and collaborative experiences.

We work closely with each team to establish clear expectations, communication protocols, and a customized project approach. These elements are outlined during the scoping meeting and revisited throughout the project to ensure open communication and progress toward our goals.

SSW TEAM



SARA SINGER WILSON

PRINCIPAL STRATEGIST + OWNER

Sara is a seasoned community builder with 25 years of experience working with local governments across Oregon, California, Kansas, and Missouri. Since 2015, she has served as a consultant for both large and small communities, guiding them through visioning and strategic planning processes.

A skilled leader and graphic facilitator, Sara is known for guiding groups through important conversations and using engaging visuals to bring meetings and concepts to life. Her graphics and illustrations help her clients summarize plans, enhance their outreach efforts, and achieve their goals.

Sara's future-oriented, collaborative leadership style brings people together. She understands the importance of authentic engagement and building strong relationships between constituents and leadership. By combining these connections with strategic planning and visioning, she helps communities develop shared goals and create powerful change.

Sara is an active member of the International City/County Management Association (ICMA), the Oregon City/County Management Association (OCCMA), and other professional groups. She has served on various professional association committees and participated in conferences as a facilitator, planner, and speaker.

EXPERIENCE

- Principal/Owner, SSW Consulting, August 2017 to present
- Vice President, J Robertson and Company (JRO + Co.), October 2015 to December 2017
- Deputy City Manager, City of Tualatin, OR, February 2011 to October 2015
- Senior Administrative Analyst, City of Rancho Palos Verdes, CA, March 2008- February 2011
- Other local government positions held with City of Shawnee, KS, City of Mission Hills, KS, City of Merriam, KS, and City of Brentwood, MO

EXPERTISE

- Community Visioning
- Strategic Planning
- Graphic Facilitation
- Community Engagement
- Communications Strategy
- Project Management
- Strengths Based Leadership

EDUCATION + TRAINING

- Bachelor of Science, Political Science, Benedictine College, Atchison, KS
- Master of Public Administration, University of Kansas, Lawrence, KS
- Total Strength Deployment Inventory (TotalSDI)/Core Strengths Certified Facilitator
- Advanced Visual Facilitation/Designing + Leading Change/Strategic Planning, The Grove Consultants International
- Certified Facilitator, Mid-America Regional Council

SSW TEAM



ASHLEY SONOFF

FACILITATION + STRATEGY ASSOCIATE

Ashley is a policy and program expert with 20+ years of experience across the public, nonprofit, and private sectors. She enjoys using her skills in strategic planning, data analysis, and community engagement to create innovative solutions that enhance public programs and services. A skilled graphic facilitator, Ashley uses visualizations to focus discussions, synthesize ideas, and engage groups to foster collaborative team performance. With a heart for people and public service, she thrives on helping organizations build strong teams and support thriving communities, infusing fun along the way. Ashley earned her Master of Public Administration from the Daniel J. Evans School of Public Policy & Governance at the University of Washington and worked for several local government organizations, including the City of Seattle, City of Gresham, Multnomah County, and City of Lake Oswego, before joining the SSW team. She is an active member of ICMA and OCCMA, serving on various committees to support local government leaders.



SASHA KONELL

COMMUNICATIONS + ENGAGEMENT DIRECTOR

Sasha is a skilled storyteller and relationship builder with more than six years of experience in local government communications. Her expertise in public relations, community engagement, and events, combined with her strong interpersonal skills, make her a valuable asset to any team. She is constantly learning about community culture, trust building, and effective communication practices to ensure equity and inclusion. Her ability to resolve conflict and foster collaboration is instrumental in driving positive outcomes for organizations and communities.



KELSEY O'HALLORAN

COMMUNICATIONS & ENGAGEMENT STRATEGIST

As a skilled communicator with 10+ years of experience in journalism, copywriting, and content strategy, Kelsey crafts compelling stories that connect communities. Guided by data and community insights, she helps SSW and our clients create content that resonates and drives results. A lifelong Oregonian, Kelsey is passionate about her local community and serves on the board of the Tigard Downtown Alliance, helping to build a vibrant and thriving downtown for all.

SSW TEAM



MALEIGHA MARTINEZ

ADMINISTRATIVE ASSISTANT

As a psychology student at the University of Portland, Maleigha is passionate about understanding human behavior and promoting positive change. With a focus on cognitive, social, and developmental psychology, she applies her academic knowledge to research design, statistical analysis, and critical thinking. Born and raised in Portland, Maleigha is driven by a passion for understanding human behavior and assisting individual and community growth.

PROJECT EXPERIENCE

CITY OF HILLSBORO STRATEGIC PLANNING

For the past four years, SSW has been a key partner to the City of Hillsboro (pop. 108,000), facilitating annual goal-setting workshops for the City Council and Management Team. These sessions have encompassed a wide range of initiatives, including diversity, equity, and inclusion training, recognizing the City's achievements, and developing a shared community context.



In 2022, SSW embarked on a comprehensive, two-year process to update Hillsboro's 10-year strategic plan. This involved conducting a thorough current state analysis, engaging with over 500 employees, developing a new mission, vision, values, and goals, and creating a strategic plan designed to foster a culture of strategic management. By aligning the strategic plan with the City Council's annual goal-setting process and the biennial budget, SSW has helped the City of Hillsboro build a strong foundation for future success.

CITY OF MANKATO STRATEGIC PLANNING



In 2023, SSW partnered with the City of Mankato to develop a strategic plan for 2025-2029. To ensure the plan truly reflected the needs and aspirations of the community and city staff, SSW employed a comprehensive engagement process. This included surveys, focus groups, town halls, action labs, and collaborative workshops with the City Council and Leadership Team. By gathering diverse perspectives, SSW helped the City to develop a strategic plan that aligns with their community's vision.

The resulting plan outlines the City's new mission, vision, and values, and sets ambitious goals in areas such as infrastructure, livability, safety, and the organization.

CITY/COUNTY INSURANCE SERVICES (CIS) STRATEGIC PLANNING

SSW has partnered with CIS since 2019 to develop and refine their strategic plan. We've facilitated workshops, engaged stakeholders, and developed actionable plans aligned with CIS's mission and vision.

Our ongoing support includes annual plan reviews, implementation guidance, and strategic initiative support. In 2021, we assisted the CIS Marketing Team in developing marketing plans for each business unit. Currently, we're collaborating with CIS on a 5-year strategic plan update, engaging staff, the Board of Trustees, and key stakeholders across Oregon.



SSW CLIENTS

With a long history of serving local governments and organizations,
we can't wait to support your team.

- **City of Albany** Team Building (2018, 2020 Council Workshop (2025), Strategic Plan (2021/2022), Total SDI Training (2018, 2020)
- **City of Beaverton** Governance Training (2020, 2021) Council Goal-Setting Retreat (2021,2023)
- **City of Beaverton** Boards + Commissions Workshops (2024, 2025)
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- **City of Gresham** Pathways to Employment Strategic Plan (2017), Community Engagement Strategic Plan (2018), Community Engagement Training (2019)
- **City of Happy Valley Library** Total SDI Training (2024)
- **City of Happy Valley** City Council Goal-Setting Retreat (2016, 2019, 2020)
- **City of Hermiston** Goal-Setting Workshops (Annually, 2016-2025), Community Vision (2020/2021)
- **City of Hillsboro** Goal-Setting Workshop (Annually, 2020-2024), Hillsboro Parks and Recreation Commission Strategic Plan (2020/2021), Hillsboro Strategic Plan (2022)
- **City of Hood River** Homelessness Strategic Plan (2020) Council Goal Refinement Retreat (2024)
- **City of Independence** Council Goal-Setting Retreat (2022)
- **City of Lake Oswego** DEI Meeting Facilitation (2023) Leadership Team Training (2023) Parks and Recreation Leadership Team Workshop (2022) Fire Department Total SDI Training (2023)
- **City of Lebanon** Strategic Plan (2024)
- **City of Mankato** Strategic Plan (2024)
- **City of McMinnville** Department Team Training (2020), City Council Team Building and Total SDI Training (2021)
- **City of Milwaukie** Council Goal-Setting Retreat (2022)
- **City of Monmouth** City Council Goal-Setting Retreat (2023, 2024, 2025)
- **City of North Plains** City Council Retreat (2019, 2022)
- **City of Oregon City** Council Goal-Setting Retreat (2021)
- **City of Portland** City Council Policy and Administration Training (2024)
- **City of Rockaway Beach** Strategic Plan (2024)
- **City of Sandy** Council Goal-Setting Retreat (2021)
- **City of Scappoose** City Council Orientation (2021), Council Goal-Setting Retreat (2022, 2023, 2024)
- **City of Stayton** Goal-Setting Retreat (2019, 2023)
- **City of Tigard** City Council Goal-Setting and Total SDI Training (2021, 2023), Council Ground Rules Workshop (2021)
- **City of Tualatin** Goal-Setting Workshop, Tualatin Tomorrow Vision, America's Best Communities Revitalization Plan (2016-2018) Council Goal-Setting Advance (2024)
- **City of Vancouver** Human Resources Total SDI Training + Goal-Setting Retreat (2023)
- **City of Vernonia** Council Total SDI Training and Goal-Setting Retreat (2023)
- **City of Wilsonville** Park Board Prioritization Workshop (2019), Parks Bond Task Force Facilitation + Management (2020), City Council Goal-Setting (2021, 2023, 2025), Sister City Advisory Board Strategic Plan (2021), Board and Commissions Workshop (2022)
- **City of Yachats** Goal-Setting Workshop (2020)
- **City/County Insurance Services** Strategic Plan (January 2020, 2024), CIS Strategic Plan Annual Update 2021, 2022, 2023) Marketing Plans (2021)
- **Clackamas County** Organizational Development (2022)
- **Columbia Memorial Hospital** Strategic Plan (2022)
- **Hillsboro M+M Marketplace** Strategic Plan (2023)
- **Hillsboro Parks + Recreation** Board Retreat (2024)
- **Hood River County** Strategic Plan (2020, 2021)
- **International Leadership Academy** Strategic Plan (2024)
- **Mercer Island** City Council Team Building (2018)
- **Urban Flood Safety Water Quality District** Strategic Plan (2019), Plan Updates and Implementation Support (2019-2020) Board Retreat (2024)
- **Multnomah County** Managers Conference Coordination (2024)
- **NW Women's Leadership Academy** Total SDI Training and Strategic Planning (Annually, 2018-2024)
- **Polk County Fire District No. 1** Strategic Plan (2024)
- **Washington County** Strategic Planning Efforts (2022)
- **Columbia Community Mental Health** Strategic Plan (2025 - In Progress)
- **Canby Fire District #62** Recruitment and Retention Workshops (2024)

PROJECT APPROACH

A strategic plan is a vital tool for setting priorities, focusing resources, and aligning leadership, staff, and community efforts around a shared direction. For the City of Ashland—at a pivotal moment of transition and possibility—this is an opportunity to create the community's first truly comprehensive strategic plan.

With clear objectives and a roadmap for achieving them, the plan will help Ashland move beyond biennial work planning to a long-range framework that strengthens operations, supports thoughtful investment decisions, and fosters a more unified approach to governance. It will provide a structure for engaging residents and staff, building shared understanding of the city's challenges and opportunities, and clarifying where the community wants to focus its limited resources.

The strategic plan will also help Ashland define or reaffirm its identity—whether as a retirement community, a family-friendly city, a cultural and tourism destination, or a blend of these—and establish a collective vision for the next 5–10 years. By grounding the plan in inclusive engagement and Council alignment, the City will be positioned to navigate future choices with clarity and confidence.

The following pages outline a process for developing this strategic plan. We will collaborate closely with your team to tailor the approach to Ashland's unique needs, ensuring the final plan is not only actionable and community-informed, but a valuable guide for the City's future.

PROJECT GOALS

This approach outlines a strategic planning process that involves the organization in developing shared goals, creating an action plan, and establishing an implementation framework to support a culture of strategic management. The process will seek to achieve the following goals:

- **Create Ashland's first long-range strategic plan** that moves beyond the biennial budget to guide priorities, decisions, and resource allocation.
- **Lead robust community and staff engagement**—leveraging both broad and targeted approaches—to gather representative input and build shared understanding of challenges and opportunities.
- **Facilitate Council alignment on vision and priorities**, helping the Council move beyond issue-specific focus to a unified long-term direction grounded in community needs and realistic resource constraints.
- **Clarify Ashland's future identity and strategic choices**, enabling the community and leadership to determine the city's desired direction and priority investments for the next 5–10 years, leading to adoption by Summer 2026.

The process is estimated to take about 8 months to complete depending on the City's capacity and the alignment of project milestones with organizational processes.

Strategic planning is a useful tool to guide an organization in effectively aligning resource allocation with long-term vision and goals. SSW will work with your organization to ensure the project goals and timelines align with your team's desired outcomes and existing processes.

SSW Consulting leverages the power of graphic facilitation to help teams visualize their strategic plans. By combining large-scale note-taking with meeting management, our facilitators capture key discussions, decisions, and areas of agreement. This visual approach, whether conducted in-person or virtually, enhances participant engagement, knowledge retention, and buy-in. The final graphic representation serves as a tangible reminder of the team's journey, facilitating future reference and sharing of accomplishments.

PROJECT ROLES

To ensure a successful project, we propose a collaborative approach that leverages the strengths of both SSW and the City of Ashland's organization. Our team will work closely with City staff to develop and implement a strategic plan that aligns with your goals and needs.

PROJECT SPONSOR: The project sponsor, typically a member of the City's leadership, is responsible for identifying the need, problem, or opportunity. They will champion the project, provide strategic direction, and resolve any significant issues.

PROJECT MANAGER: The project manager, a staff member from the leadership team, will oversee day-to-day project activities, coordinate with stakeholders, and ensure timely completion of deliverables.

CONSULTANT TEAM: The SSW team will provide expert guidance, facilitate workshops, deliver engagement materials, and develop the strategic plan. Associate Ashley Sonoff will serve as the primary point of contact.

STRATEGIC PLAN TEAM (SPT): The SPT will provide input, support engagement efforts, review drafts, and help shape the final plan. The makeup of this team will be discussed during the project scoping phase.

A strategic plan will also outline a process for implementation which will include the structure for progress reporting, plan updates, and other key steps to ensure the plan remains a living, dynamic document to guide the organization and team.

Strategic planning involves a lot of people and ideas. To keep things on track, the consultant-client team needs to remain in-sync and prepared to respond to unexpected twists and turns. To that end, we have allocated time and budget to hold regular meetings with staff and stakeholders along the way as needed.

PROJECT PROCESS + TIMELINE

TASK 1: PROJECT SCOPING + PLANNING

To kick off the project, we will meet with your team to refine project goals, work plan, and schedule. We will review existing documents and background information, such as any previous guiding plans or goals, to gain a comprehensive understanding of the City's context and develop a community/organizational profile.

This information will be summarized in a project charter, and a final timeline will be developed showing the project phases, activities, major milestones and checkpoints in the process.

Deliverables + Key Tasks:

- Meet with project team
- Develop project charter, work plan and timeline
- Gather all background resources
- Develop community/organizational profile
- Identify stakeholders for engagement
- Identify goals for a strategic plan workshop
- Develop interview questions for the Council/leadership team

TASK 2: STRATEGIC PLANNING WORKSHOP

To align the strategic planning workshop with the City's needs, we will conduct interviews with workshop participants (City Council and Leadership Team or designated staff). These interviews will help identify priorities, shape the workshop agenda, and build rapport with the team.

Following the interviews, we will develop a detailed workshop agenda and prepare necessary materials. The workshop will focus on building a shared understanding of the community and organizational context, identifying emerging priorities, developing our plan for the strategic plan engagement, and building team cohesion.

During the workshop, we will use graphic facilitation to capture key discussions and decisions. We will conduct a post-workshop debrief to review the outcomes and outline next steps.

Deliverables + Key Tasks:

- Conduct outreach interviews for workshop participants
- Prepare and present an outreach summary
- Develop an agenda and logistics plan
- Facilitate a 1-day workshop
- Graphic notes from the session distributed to all participants

TASK 3: STRATEGIC PLAN ENGAGEMENT

Using the input gathered from early conversations with City leadership and Council, the SSW team will develop a Communications and Engagement Plan to guide outreach and communication activities throughout the project.

We will begin by presenting a draft plan to the City's Strategic Planning team to gather additional input and ensure the engagement strategy reflects Ashland's unique community dynamics. As part of this process, we will develop a stakeholder map that identifies key community groups, organizations, neighborhoods, and individuals—including families, long-time residents, business owners, retirees, and traditionally under-represented voices. To ensure we are hearing from the full spectrum of Ashland's population, we will review demographic data with the project team and align engagement strategies to reach all segments of the community. Drawing from our experience and Ashland staff's local expertise, we will jointly identify effective tools and techniques—ranging from broad outreach opportunities to more targeted conversations—to ensure meaningful participation. This approach will build on and expand Ashland's existing engagement networks, while also incorporating new methods to reach those who may not traditionally participate. We will gather input on the project brand and key messages as well; a consistent and recognizable brand will help build visibility and trust in the strategic planning process.

The final Communications and Engagement Plan will include a comprehensive engagement strategy, timeline, project brand elements, key messages, stakeholder map, and a recommended suite of engagement tools tailored to Ashland's organizational capacity and community context.

Working closely with Ashland staff, we will support the development of a variety of outreach tools outlined in the plan. Each engagement approach will be designed to be culturally relevant, accessible, and inclusive across generations and demographics. Our process assumes ideas will be gathered through a consistent set of questions across all activities and later organized into themes to support clear analysis.

Collaboration with staff and community partners will be central to our approach. Ashland staff, advisory committee members, and community volunteers can play an important role in extending the reach of engagement and fostering authentic conversations. This model not only broadens participation but strengthens community connection as residents and stakeholders dialog with one another. SSW will support and supplement these efforts with our facilitation expertise wherever needed.

We will also design engagement activities specifically for the Ashland organization. City staff offer valuable insight based on their experience delivering services, interacting with residents, and managing day-to-day operations. Their perspective is essential to building a strategic plan that is both aspirational and operationally feasible. Engaging staff early and often also builds internal ownership for successful implementation.

Our team is experienced in facilitating both virtual and in-person engagement through online surveys, interactive digital tools, small-group sessions, open houses, live virtual forums, and pop-up engagement. We will recommend a mix of formats that best serves the Ashland community and the City's capacity.

The Communications and Engagement Plan will also include an evaluation framework for each engagement tool. Measuring results ensures that our outreach strategies are effective and allows us to make real-time adjustments to reach the community more equitably and comprehensively.

All engagement input will be compiled, coded, and sorted into emerging themes within a centralized database. The SSW team will analyze the data to identify community and organizational patterns, priorities, opportunities, and challenges. Using this foundation, we will develop draft content for the strategic plan, including summaries of engagement activities, key insights, community values, goal statements, and initial strategic initiative concepts organized by theme.

Deliverables + Key Tasks:

- Develop draft Communications + Engagement Plan
- Prepare project branding options
- Convene Strategic Planning Team (we will set up regular meetings through the engagement and plan development phases)
- Develop outreach materials
- Prepare engagement database
- Conduct engagement
- Organize engagement data into themes
- Prepare engagement summary/Strategic Plan framework
- Present to project team and SPT

TASK 4: STRATEGIC PLAN DEVELOPMENT

Using the goals and themes identified through engagement, the SSW team will convene a series of Strategic Plan Idea Labs. These focused working sessions will bring together staff, subject-matter experts, and potentially interested community members to refine the strategic initiatives that support each goal area. Participants will also discuss potential performance measures and/or community indicators to ensure initiatives are clear and actionable.

The Idea Labs will help translate community input into draft strategies by analyzing feasibility, resource needs, and opportunities for collaboration. Building on this work, SSW will develop the draft Strategic Plan, including goals, strategic initiatives, and supporting narrative.

The project team and City Council, Strategic Planning Team will then review the draft plan and provide guidance on the implementation structure. This structure will outline how the City will track progress, identify project leads, update the plan over time, and maintain visibility and accountability.

The result will be an organization focused on cultivating a strong culture of strategic management with a practical, community-informed strategic plan supported by a clear framework for implementation and long-term use.

Deliverables + Key Tasks:

- Prepare and facilitate strategy idea labs
- Draft content for strategic plan
- Prepare draft plan for review
- Present and gather input on the draft plan
- Make any edits or refinements to the plan



TASK 5: ADOPTING THE PLAN

The draft Strategic Plan will be presented to the SPT and staff. There will be a comment period for staff to submit any final comments on the draft document. The final draft will be presented to the Council for approval.

We will meet with staff and the SPT to celebrate and discuss the next steps and identify training opportunities/needs for staff to support implementation and progress reporting.

Deliverables + Key Tasks:

- Present final plan for team/organizational adoption
- Coordinate next steps with project team for implementation

COST BREAKDOWN

Please see the estimated cost proposal below. The Client will be billed for hours worked and reimbursable expenses. Expenses will be billed for reimbursement at cost. Additional services can be contracted for optional tasks, reports, or work outside of this scope. The costs for additional services will be based on the hourly rates listed below:

Sara Singer Wilson, Principal Strategist + Owner: \$215/hr
 Alex Logue, Communications + Engagement Associate: \$160/hr
 Sasha Konell, Communications + Engagement Associate: \$140/hr
 Ashley Sonoff, Facilitation + Strategy Associate: \$150/hr
 Kelsey O'Halloran, Communications + Engagement Strategist: \$120/hr
 Maleigha Martinez, Administrative Assistant: \$65/hr

COST PROPOSAL	
TASK 1: PROJECT SCOPING + PLANNING	\$3,130.00
TASK 2: STRATEGIC PLANNING WORKSHOP	\$6,560.00
TASK 3: STRATEGIC PLAN ENGAGEMENT	\$31,660.00
TASK 4: STRATEGIC PLAN DEVELOPMENT	\$11,830.00
TASK 5: ADOPTING THE PLAN	\$3,650.00
ONGOING PROJECT TASKS/COSTS	
PROJECT ADMIN	\$14,220.00
TOTAL CONSULTANT FEES	\$71,050.00
EXPENSES (FACILITATION SUPPLIES, GRAPHIC DESIGN, TRAVEL/LODGING, PRINTING/ENGAGEMENT MATERIALS)	\$8,500.00
GRAND TOTAL	\$79,550.00



REFERENCES

WE CAN'T WAIT TO SUPPORT YOUR TEAM.

Please feel free to reach out to the project references below to learn more about SSW's facilitation, leadership, and project management capabilities.

RAHIM HARJI

Hillsboro Deputy City Manager
503.681.6447
rahim.harji@hillsboro-oregon.gov

PATRICK PRIEST

City/County Insurance Services
Executive Director
503.763.3810
Ppriet@cisoregon.org

SHERILYN LOMBOS

Tualatin City Manager
503.691.3010
slombos@tualatin.gov

CITY OF ASHLAND, OREGON

STRATEGIC PLANNING & FACILITATION SERVICES

PROPOSAL / NOVEMBER 15, 2025



SSW CONSULTING

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SSW-CONSULTING.COM | 503.305.5067 | SARA@SSW-CONSULTING.COM
644 N. STATE STREET, STE. 1, LAKE OSWEGO 97034



SSW CONSULTING

Dear Sabrina and Team,

Thank you for the opportunity to support the City of Ashland in developing its first comprehensive strategic plan. We are excited about the possibility of partnering with you to create a clear, community-informed roadmap that will guide Ashland's future direction and investments.

Based on our discussions, we've identified the following key goals for this work together:

- **Create Ashland's first long-range strategic plan** that moves beyond the biennial budget to guide priorities, decisions, and resource allocation.
- **Lead robust community and staff engagement**—leveraging both broad and targeted approaches—to gather representative input and build shared understanding of challenges and opportunities.
- **Facilitate Council alignment on vision and priorities**, helping the Council move beyond issue-specific focus to a unified long-term direction grounded in community needs and realistic resource constraints.
- **Clarify Ashland's future identity and strategic choices**, enabling the community and leadership to determine the city's desired direction and priority investments for the next 5–10 years, leading to adoption by Summer 2026.

This proposal outlines our approach to achieving these goals, along with information about our firm and relevant experience.

The SSW team has a strong track record of designing and delivering strategic planning processes that help organizations define clear direction, strengthen alignment, and build internal ownership. We're passionate about supporting communities and teams as they navigate complex choices, and we would welcome the opportunity to partner with you on this important work.

Thank you again for considering us. Please let us know if you have any questions—we look forward to collaborating with you on next steps.

Sincerely,

Sara Singer Wilson, Principal Strategist + Owner
sara@ssw-consulting.com
503.305.5067

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ABOUT SSW



SSW is a Portland, Oregon-based consulting firm dedicated to helping local governments and leaders develop beautiful, thriving communities and engaging, supportive organizations.

We specialize in facilitation and strategic planning, using creative approaches to foster collaboration and drive positive change.

As seasoned graphic facilitators, we use powerful visuals and draw on our clients' mission, vision, and values to bring teams together and build relationships that get work done. With more than two decades of experience in the public sector, we're passionate about supporting the dedicated people who sign up to serve their communities. By working together, we make engagement a fun and rewarding experience for everyone involved.

We tailor our approach to each client's unique needs, combining years of expertise with best practices to benefit your team. Whether in-person or virtual, our workshops use visual tools to create engaging and collaborative experiences.

We work closely with each team to establish clear expectations, communication protocols, and a customized project approach. These elements are outlined during the scoping meeting and revisited throughout the project to ensure open communication and progress toward our goals.

SSW TEAM



SARA SINGER WILSON

PRINCIPAL STRATEGIST + OWNER

Sara is a seasoned community builder with 25 years of experience working with local governments across Oregon, California, Kansas, and Missouri. Since 2015, she has served as a consultant for both large and small communities, guiding them through visioning and strategic planning processes.

A skilled leader and graphic facilitator, Sara is known for guiding groups through important conversations and using engaging visuals to bring meetings and concepts to life. Her graphics and illustrations help her clients summarize plans, enhance their outreach efforts, and achieve their goals.

Sara's future-oriented, collaborative leadership style brings people together. She understands the importance of authentic engagement and building strong relationships between constituents and leadership. By combining these connections with strategic planning and visioning, she helps communities develop shared goals and create powerful change.

Sara is an active member of the International City/County Management Association (ICMA), the Oregon City/County Management Association (OCCMA), and other professional groups. She has served on various professional association committees and participated in conferences as a facilitator, planner, and speaker.

EXPERIENCE

- Principal/Owner, SSW Consulting, August 2017 to present
- Vice President, J Robertson and Company (JRO + Co.), October 2015 to December 2017
- Deputy City Manager, City of Tualatin, OR, February 2011 to October 2015
- Senior Administrative Analyst, City of Rancho Palos Verdes, CA, March 2008- February 2011
- Other local government positions held with City of Shawnee, KS, City of Mission Hills, KS, City of Merriam, KS, and City of Brentwood, MO

EXPERTISE

- Community Visioning
- Strategic Planning
- Graphic Facilitation
- Community Engagement
- Communications Strategy
- Project Management
- Strengths Based Leadership

EDUCATION + TRAINING

- Bachelor of Science, Political Science, Benedictine College, Atchison, KS
- Master of Public Administration, University of Kansas, Lawrence, KS
- Total Strength Deployment Inventory (TotalSDI)/Core Strengths Certified Facilitator
- Advanced Visual Facilitation/Designing + Leading Change/Strategic Planning, The Grove Consultants International
- Certified Facilitator, Mid-America Regional Council

SSW TEAM



ASHLEY SONOFF

FACILITATION + STRATEGY ASSOCIATE

Ashley is a policy and program expert with 20+ years of experience across the public, nonprofit, and private sectors. She enjoys using her skills in strategic planning, data analysis, and community engagement to create innovative solutions that enhance public programs and services. A skilled graphic facilitator, Ashley uses visualizations to focus discussions, synthesize ideas, and engage groups to foster collaborative team performance. With a heart for people and public service, she thrives on helping organizations build strong teams and support thriving communities, infusing fun along the way. Ashley earned her Master of Public Administration from the Daniel J. Evans School of Public Policy & Governance at the University of Washington and worked for several local government organizations, including the City of Seattle, City of Gresham, Multnomah County, and City of Lake Oswego, before joining the SSW team. She is an active member of ICMA and OCCMA, serving on various committees to support local government leaders.



SASHA KONELL

COMMUNICATIONS + ENGAGEMENT DIRECTOR

Sasha is a skilled storyteller and relationship builder with more than six years of experience in local government communications. Her expertise in public relations, community engagement, and events, combined with her strong interpersonal skills, make her a valuable asset to any team. She is constantly learning about community culture, trust building, and effective communication practices to ensure equity and inclusion. Her ability to resolve conflict and foster collaboration is instrumental in driving positive outcomes for organizations and communities.



KELSEY O'HALLORAN

COMMUNICATIONS & ENGAGEMENT STRATEGIST

As a skilled communicator with 10+ years of experience in journalism, copywriting, and content strategy, Kelsey crafts compelling stories that connect communities. Guided by data and community insights, she helps SSW and our clients create content that resonates and drives results. A lifelong Oregonian, Kelsey is passionate about her local community and serves on the board of the Tigard Downtown Alliance, helping to build a vibrant and thriving downtown for all.

SSW TEAM



MALEIGHA MARTINEZ

ADMINISTRATIVE ASSISTANT

As a psychology student at the University of Portland, Maleigha is passionate about understanding human behavior and promoting positive change. With a focus on cognitive, social, and developmental psychology, she applies her academic knowledge to research design, statistical analysis, and critical thinking. Born and raised in Portland, Maleigha is driven by a passion for understanding human behavior and assisting individual and community growth.

PROJECT EXPERIENCE

CITY OF HILLSBORO STRATEGIC PLANNING

For the past four years, SSW has been a key partner to the City of Hillsboro (pop. 108,000), facilitating annual goal-setting workshops for the City Council and Management Team. These sessions have encompassed a wide range of initiatives, including diversity, equity, and inclusion training, recognizing the City's achievements, and developing a shared community context.



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- **City of Gresham** Pathways to Employment Strategic Plan (2017), Community Engagement Strategic Plan (2018), Community Engagement Training (2019)
- **City of Happy Valley Library** Total SDI Training (2024)
- **City of Happy Valley** City Council Goal-Setting Retreat (2016, 2019, 2020)
- **City of Hermiston** Goal-Setting Workshops (Annually, 2016–2025), Community Vision (2020/2021)
- **City of Hillsboro** Goal-Setting Workshop (Annually, 2020–2024), Hillsboro Parks and Recreation Commission Strategic Plan (2020/2021), Hillsboro Strategic Plan (2022)
- **City of Hood River** Homelessness Strategic Plan (2020) Council Goal Refinement Retreat (2024)
- **City of Independence** Council Goal-Setting Retreat (2022)
- **City of Lake Oswego** DEI Meeting Facilitation (2023) Leadership Team Training (2023) Parks and Recreation Leadership Team Workshop (2022) Fire Department Total SDI Training (2023)
- **City of Lebanon** Strategic Plan (2024)
- **City of Mankato** Strategic Plan (2024)
- **City of McMinnville** Department Team Training (2020), City Council Team Building and Total SDI Training (2021)
- **City of Milwaukie** Council Goal-Setting Retreat (2022)
- **City of Monmouth** City Council Goal-Setting Retreat (2023, 2024, 2025)
- **City of North Plains** City Council Retreat (2019, 2022)
- **City of Oregon City** Council Goal-Setting Retreat (2021)
- **City of Portland** City Council Policy and Administration Training (2024)
- **City of Rockaway Beach** Strategic Plan (2024)
- **City of Sandy** Council Goal-Setting Retreat (2021)
- **City of Scappoose** City Council Orientation (2021), Council Goal-Setting Retreat (2022, 2023, 2024)
- **City of Stayton** Goal-Setting Retreat (2019, 2023)
- **City of Tigard** City Council Goal-Setting and Total SDI Training (2021, 2023), Council Ground Rules Workshop (2021)
- **City of Tualatin** Goal-Setting Workshop, Tualatin Tomorrow Vision, America's Best Communities Revitalization Plan (2016–2018) Council Goal-Setting Advance (2024)
- **City of Vancouver** Human Resources Total SDI Training + Goal-Setting Retreat (2023)
- **City of Vernonia** Council Total SDI Training and Goal-Setting Retreat (2023)
- **City of Wilsonville** Park Board Prioritization Workshop (2019), Parks Bond Task Force Facilitation + Management (2020), City Council Goal-Setting (2021, 2023, 2025), Sister City Advisory Board Strategic Plan (2021), Board and Commissions Workshop (2022)
- **City of Yachats** Goal-Setting Workshop (2020)
- **City/County Insurance Services** Strategic Plan (January 2020, 2024), CIS Strategic Plan Annual Update 2021, 2022, 2023) Marketing Plans (2021)
- **Clackamas County** Organizational Development (2022)
- **Columbia Memorial Hospital** Strategic Plan (2022)
- **Hillsboro M+M Marketplace** Strategic Plan (2023)
- **Hillsboro Parks + Recreation** Board Retreat (2024)
- **Hood River County** Strategic Plan (2020, 2021)
- **International Leadership Academy** Strategic Plan (2024)
- **Mercer Island** City Council Team Building (2018)
- **Urban Flood Safety Water Quality District** Strategic Plan (2019), Plan Updates and Implementation Support (2019–2020) Board Retreat (2024)
- **Multnomah County** Managers Conference Coordination (2024)
- **NW Women's Leadership Academy** Total SDI Training and Strategic Planning (Annually, 2018–2024)
- **Polk County Fire District No. 1** Strategic Plan (2024)
- **Washington County** Strategic Planning Efforts (2022)
- **Columbia Community Mental Health** Strategic Plan (2025 - In Progress)
- **Canby Fire District #62** Recruitment and Retention Workshops (2024)

PROJECT APPROACH

A strategic plan is a vital tool for setting priorities, focusing resources, and aligning leadership, staff, and community efforts around a shared direction. For the City of Ashland—at a pivotal moment of transition and possibility—this is an opportunity to create the community's first truly comprehensive strategic plan.

With clear objectives and a roadmap for achieving them, the plan will help Ashland move beyond biennial work planning to a long-range framework that strengthens operations, supports thoughtful investment decisions, and fosters a more unified approach to governance. It will provide a structure for engaging residents and staff, building shared understanding of the city's challenges and opportunities, and clarifying where the community wants to focus its limited resources.

The strategic plan will also help Ashland define or reaffirm its identity—whether as a retirement community, a family-friendly city, a cultural and tourism destination, or a blend of these—and establish a collective vision for the next 5–10 years. By grounding the plan in inclusive engagement and Council alignment, the City will be positioned to navigate future choices with clarity and confidence.

The following pages outline a process for developing this strategic plan. We will collaborate closely with your team to tailor the approach to Ashland's unique needs, ensuring the final plan is not only actionable and community-informed, but a valuable guide for the City's future.

PROJECT GOALS

This approach outlines a strategic planning process that involves the organization in developing shared goals, creating an action plan, and establishing an implementation framework to support a culture of strategic management. The process will seek to achieve the following goals:

- **Create Ashland's first long-range strategic plan** that moves beyond the biennial budget to guide priorities, decisions, and resource allocation.
- **Lead robust community and staff engagement**—leveraging both broad and targeted approaches—to gather representative input and build shared understanding of challenges and opportunities.
- **Facilitate Council alignment on vision and priorities**, helping the Council move beyond issue-specific focus to a unified long-term direction grounded in community needs and realistic resource constraints.
- **Clarify Ashland's future identity and strategic choices**, enabling the community and leadership to determine the city's desired direction and priority investments for the next 5–10 years, leading to adoption by Summer 2026.

The process is estimated to take about 8 months to complete depending on the City's capacity and the alignment of project milestones with organizational processes.

Strategic planning is a useful tool to guide an organization in effectively aligning resource allocation with long-term vision and goals. SSW will work with your organization to ensure the project goals and timelines align with your team's desired outcomes and existing processes.

SSW Consulting leverages the power of graphic facilitation to help teams visualize their strategic plans. By combining large-scale note-taking with meeting management, our facilitators capture key discussions, decisions, and areas of agreement. This visual approach, whether conducted in-person or virtually, enhances participant engagement, knowledge retention, and buy-in. The final graphic representation serves as a tangible reminder of the team's journey, facilitating future reference and sharing of accomplishments.

PROJECT ROLES

To ensure a successful project, we propose a collaborative approach that leverages the strengths of both SSW and the City of Ashland's organization. Our team will work closely with City staff to develop and implement a strategic plan that aligns with your goals and needs.

PROJECT SPONSOR: The project sponsor, typically a member of the City's leadership, is responsible for identifying the need, problem, or opportunity. They will champion the project, provide strategic direction, and resolve any significant issues.

PROJECT MANAGER: The project manager, a staff member from the leadership team, will oversee day-to-day project activities, coordinate with stakeholders, and ensure timely completion of deliverables.

CONSULTANT TEAM: The SSW team will provide expert guidance, facilitate workshops, deliver engagement materials, and develop the strategic plan. Associate Ashley Sonoff will serve as the primary point of contact.

STRATEGIC PLAN TEAM (SPT): The SPT will provide input, support engagement efforts, review drafts, and help shape the final plan. The makeup of this team will be discussed during the project scoping phase.

A strategic plan will also outline a process for implementation which will include the structure for progress reporting, plan updates, and other key steps to ensure the plan remains a living, dynamic document to guide the organization and team.

Strategic planning involves a lot of people and ideas. To keep things on track, the consultant-client team needs to remain in-sync and prepared to respond to unexpected twists and turns. To that end, we have allocated time and budget to hold regular meetings with staff and stakeholders along the way as needed.

PROJECT PROCESS + TIMELINE

TASK 1: PROJECT SCOPING + PLANNING

To kick off the project, we will meet with your team to refine project goals, work plan, and schedule. We will review existing documents and background information, such as any previous guiding plans or goals, to gain a comprehensive understanding of the City's context and develop a community/organizational profile.

This information will be summarized in a project charter, and a final timeline will be developed showing the project phases, activities, major milestones and checkpoints in the process.

Deliverables + Key Tasks:

- Meet with project team
- Develop project charter, work plan and timeline
- Gather all background resources
- Develop community/organizational profile
- Identify stakeholders for engagement
- Identify goals for a strategic plan workshop
- Develop interview questions for the Council/leadership team

TASK 2: STRATEGIC PLANNING WORKSHOP

To align the strategic planning workshop with the City's needs, we will conduct interviews with workshop participants (City Council and Leadership Team or designated staff). These interviews will help identify priorities, shape the workshop agenda, and build rapport with the team.

Following the interviews, we will develop a detailed workshop agenda and prepare necessary materials. The workshop will focus on building a shared understanding of the community and organizational context, identifying emerging priorities, developing our plan for the strategic plan engagement, and building team cohesion.

During the workshop, we will use graphic facilitation to capture key discussions and decisions. We will conduct a post-workshop debrief to review the outcomes and outline next steps.

Deliverables + Key Tasks:

- Conduct outreach interviews for workshop participants
- Prepare and present an outreach summary
- Develop an agenda and logistics plan
- Facilitate a 1-day workshop
- Graphic notes from the session distributed to all participants

TASK 3: STRATEGIC PLAN ENGAGEMENT

Using the input gathered from early conversations with City leadership and Council, the SSW team will develop a Communications and Engagement Plan to guide outreach and communication activities throughout the project.

We will begin by presenting a draft plan to the City's Strategic Planning team to gather additional input and ensure the engagement strategy reflects Ashland's unique community dynamics. As part of this process, we will develop a stakeholder map that identifies key community groups, organizations, neighborhoods, and individuals—including families, long-time residents, business owners, retirees, and traditionally under-represented voices. To ensure we are hearing from the full spectrum of Ashland's population, we will review demographic data with the project team and align engagement strategies to reach all segments of the community. Drawing from our experience and Ashland staff's local expertise, we will jointly identify effective tools and techniques—ranging from broad outreach opportunities to more targeted conversations—to ensure meaningful participation. This approach will build on and expand Ashland's existing engagement networks, while also incorporating new methods to reach those who may not traditionally participate. We will gather input on the project brand and key messages as well; a consistent and recognizable brand will help build visibility and trust in the strategic planning process.

The final Communications and Engagement Plan will include a comprehensive engagement strategy, timeline, project brand elements, key messages, stakeholder map, and a recommended suite of engagement tools tailored to Ashland's organizational capacity and community context.

Working closely with Ashland staff, we will support the development of a variety of outreach tools outlined in the plan. Each engagement approach will be designed to be culturally relevant, accessible, and inclusive across generations and demographics. Our process assumes ideas will be gathered through a consistent set of questions across all activities and later organized into themes to support clear analysis.

Collaboration with staff and community partners will be central to our approach. Ashland staff, advisory committee members, and community volunteers can play an important role in extending the reach of engagement and fostering authentic conversations. This model not only broadens participation but strengthens community connection as residents and stakeholders dialog with one another. SSW will support and supplement these efforts with our facilitation expertise wherever needed.

We will also design engagement activities specifically for the Ashland organization. City staff offer valuable insight based on their experience delivering services, interacting with residents, and managing day-to-day operations. Their perspective is essential to building a strategic plan that is both aspirational and operationally feasible. Engaging staff early and often also builds internal ownership for successful implementation.

Our team is experienced in facilitating both virtual and in-person engagement through online surveys, interactive digital tools, small-group sessions, open houses, live virtual forums, and pop-up engagement. We will recommend a mix of formats that best serves the Ashland community and the City's capacity.

The Communications and Engagement Plan will also include an evaluation framework for each engagement tool. Measuring results ensures that our outreach strategies are effective and allows us to make real-time adjustments to reach the community more equitably and comprehensively.

All engagement input will be compiled, coded, and sorted into emerging themes within a centralized database. The SSW team will analyze the data to identify community and organizational patterns, priorities, opportunities, and challenges. Using this foundation, we will develop draft content for the strategic plan, including summaries of engagement activities, key insights, community values, goal statements, and initial strategic initiative concepts organized by theme.

Deliverables + Key Tasks:

- Develop draft Communications + Engagement Plan
- Prepare project branding options
- Convene Strategic Planning Team (we will set up regular meetings through the engagement and plan development phases)
- Develop outreach materials
- Prepare engagement database
- Conduct engagement
- Organize engagement data into themes
- Prepare engagement summary/Strategic Plan framework
- Present to project team and SPT

TASK 4: STRATEGIC PLAN DEVELOPMENT

Using the goals and themes identified through engagement, the SSW team will convene a series of Strategic Plan Idea Labs. These focused working sessions will bring together staff, subject-matter experts, and potentially interested community members to refine the strategic initiatives that support each goal area. Participants will also discuss potential performance measures and/or community indicators to ensure initiatives are clear and actionable.

The Idea Labs will help translate community input into draft strategies by analyzing feasibility, resource needs, and opportunities for collaboration. Building on this work, SSW will develop the draft Strategic Plan, including goals, strategic initiatives, and supporting narrative.

The project team and City Council, Strategic Planning Team will then review the draft plan and provide guidance on the implementation structure. This structure will outline how the City will track progress, identify project leads, update the plan over time, and maintain visibility and accountability.

The result will be an organization focused on cultivating a strong culture of strategic management with a practical, community-informed strategic plan supported by a clear framework for implementation and long-term use.

Deliverables + Key Tasks:

- Prepare and facilitate strategy idea labs
- Draft content for strategic plan
- Prepare draft plan for review
- Present and gather input on the draft plan
- Make any edits or refinements to the plan



TASK 5: ADOPTING THE PLAN

The draft Strategic Plan will be presented to the SPT and staff. There will be a comment period for staff to submit any final comments on the draft document. The final draft will be presented to the Council for approval.

We will meet with staff and the SPT to celebrate and discuss the next steps and identify training opportunities/needs for staff to support implementation and progress reporting.

Deliverables + Key Tasks:

- Present final plan for team/organizational adoption
- Coordinate next steps with project team for implementation

COST BREAKDOWN

Please see the estimated cost proposal below. The Client will be billed for hours worked and reimbursable expenses. Expenses will be billed for reimbursement at cost. Additional services can be contracted for optional tasks, reports, or work outside of this scope. The costs for additional services will be based on the hourly rates listed below:

Sara Singer Wilson, Principal Strategist + Owner: \$215/hr
 Alex Logue, Communications + Engagement Associate: \$160/hr
 Sasha Konell, Communications + Engagement Associate: \$140/hr
 Ashley Sonoff, Facilitation + Strategy Associate: \$150/hr
 Kelsey O'Halloran, Communications + Engagement Strategist: \$120/hr
 Maleigha Martinez, Administrative Assistant: \$65/hr

COST PROPOSAL	
TASK 1: PROJECT SCOPING + PLANNING	\$3,130.00
TASK 2: STRATEGIC PLANNING WORKSHOP	\$6,560.00
TASK 3: STRATEGIC PLAN ENGAGEMENT	\$31,660.00
TASK 4: STRATEGIC PLAN DEVELOPMENT	\$11,830.00
TASK 5: ADOPTING THE PLAN	\$3,650.00
ONGOING PROJECT TASKS/COSTS	
PROJECT ADMIN	\$14,220.00
TOTAL CONSULTANT FEES	\$71,050.00
EXPENSES (FACILITATION SUPPLIES, GRAPHIC DESIGN, TRAVEL/LODGING, PRINTING/ENGAGEMENT MATERIALS)	\$8,500.00
GRAND TOTAL	\$79,550.00



REFERENCES

WE CAN'T WAIT TO SUPPORT YOUR TEAM.

Please feel free to reach out to the project references below to learn more about SSW's facilitation, leadership, and project management capabilities.

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Ashland City Council Look Ahead 2026

*All items are placeholders subject to Council action and organizational needs. Not all items will appear on the Look Ahead due to timing or scheduling considerations.

DATE	STUDY SESSION – TOPIC/AGENDA ITEMS	BACKGROUND	Requested Council action	DEPARTMENT
January 5	No Meeting – Winter Break	Per AMC 2.04.020		
January 19	MLK Day – Offices Closed	AMC 3.08.080		
January 14	Facilities Master Plan (3–5 pm)	special meeting per council direction given at 12.1.25 retreat	Staff Direction	CMO/PW
January 21	State of the City	Charter Article IV (2)		
January 27	Joint Study Session – Planning Commission, Council, HHSAC	Presentation regarding Manufactured Housing Park Zone ordinance	Informational listening Session in anticipation of future Ordinance	CD
February 2	Wastewater & Stormwater rate increase and stormwater franchise fee development	Last Stormwater increase 2022. Last Wastewater increase 2019.	informational for potential decision at business meeting TBD	PW
	Ordinance Clean Up Round 2 (tentative)	Additional discussion on AMC clean-up	Staff direction on ordinance language	Legal/CMO
February 16	President's Day – Offices Closed	AMC 3.08.080		
March 2	Oregon Department of Fish & Wildlife –Deer population in Ashland	Mathew Vargas– Rogue District Wildlife Biologist coming to discuss the deer in Ashland	listening session, informational only	CMO
	Amigo Club Update	Jay Tapp	listening session, informational only	CMO
March 16	Charter Changes Administrative Clean-ups	Discuss potential changes for the Nov. election	information presented with possible staff direction	Legal /Admin
	Budget Committee/Council reconvening	Council request for budget check-in	listening session, informational only	Finance/CMO
April 6	Natural Gas Objectives and Mechanism to achieve policy objectives	Council provided direction at the 11/18/25 business meeting for this item to come to a study session. Johan: Draft Ordinance: Right of Way for Natural Gas	information presented with possible staff direction	Legal/Admin
April 20	Reserve Fund Discussion (tentative)	direction given at Retreat to discuss options for building up the reserve fund and at what cost.		
May 4	Discussion on the Council Budget	Per retreat, discussion of items in the council budget to potentially discontinue		
May 18				
June 1				
June 15				
July 6	No Meeting – Summer Break	Per AMC 2.04.020		
July 20				
August 3				

August 17	
August 31	No Meeting – Summer Break
September 14	Per AMC 2.04.020
October 5	CBC/Council meeting mid BN Budget review/ forecasting
October 19	Council requested in July of 2025
November 2	
November 16	
November 30	
December 14	Standing Advisory Committee Annual Updates

	TOPICS TO BE SCHEDULED			
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DATE	BUSINESS MEETING – TOPIC/AGENDA ITEMS	BACKGROUND	Requested Council Action	DEPARTMENT
January 6	No Meeting – Winter Break	Per AMC 2.04.020		
January 20	Council Liaison Appointments		Mayor appointment of Liaisons	
	Chair of the City Council Election	Charter Article VIII (8)	Selection of Chair for 2026	
	Jackson County Roadway Jurisdictional Transfer	Annexation of properties from UGB to City Limits		
		require jurisdictional Trasnfer of Jackon County Roads to the City of Ashland	Approve a resolution requesting the County "surrender" the roadways to the City of Ashland	Public Works
February 3	MLK Day Proclamation			
	Black History Month Proclamation			
February 11	Joint APRC/Council Meeting (APRC host)	Council requested joint financial reporting meetings		
	Quarterly Financial Report (Oct – Dec 2025)			
February 17	OHRA update	Contract was issued to OHRA for a winter shelter and a follow up was request by Council on 11.18.25		
March 3	Women's History Month Proclamation			
March 17	Budget Transfer from General Fund Contingency for cost overruns	Community Center and Pioneer Hall (Council directive to improve buildings) and Transfer from the Street Fund to SDC Street Fund to recognize revenue for Ashland Street Project		Finance
April 7	Arbor Day/Week Proclamation			
	Public Hearing Imperatrice Property (tentative)			Public Works
April 21				
May 5	Joint APRC/Council Meeting (Council host)	Council requested joint financial reporting meetings		
	Quarterly Financial Report (Jan – Mar 2026)			
May 5	Asian American and Pacific Islander Heritage Month Proclamation			

May 19	National Historic Preservation Month Proclamation Building Safety Month Proclamation			
June 2	Flag Week Proclamation			
June 16	Bee City USA Pollinator Week Proclamation			
July 7	No Meeting – Summer Break		Per AMC 2.04.020	
July 21				
August 4	Hiroshima and Nagasaki Day Proclamation			
August 12	Joint APRC/Council Meeting (APRC host) Quarterly Financial Report (April – June 2026)		Council requested joint financial reporting meetings	
August 18				
September 1	No Meeting – Summer Break		Per AMC 2.04.020	
September 15				
October 6	Indigenous Peoples’ Day Proclamation			
October 20				
November 3	Joint APRC/Council Meeting (Council host) Quarterly Financial Report (July – Sept 2026)		Council requested joint financial reporting meetings	
November 17				
December 1				
December 15	Advisory Committee Reappointments			
	TOPICS TO BE SCHEDULED			