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

Results of dot voting calculated post retreat:

Expenses		Revenue	
Analyze and Discuss now		Analyze and Discuss now	
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
Discuss later if needed		Discuss later if needed	
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 finanical 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.

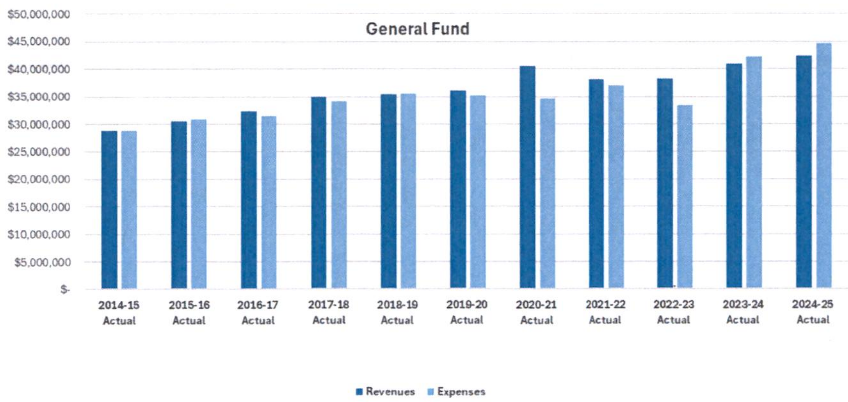
Agenda for today

- 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

	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual
Revenues	$ 36,058,286	$ 40,493,301	$ 38,062,681	$ 38,240,676	$ 40,842,959	$ 42,905,005
Expenses	35,234,686	34,550,619	37,066,082	33,427,427	42,164,274	44,590,713
Revenues Less Expenses	$ 823,600	$ 5,942,682	$ 996,599	$ 4,813,249	$ (1,321,315)	$ (1,685,708)



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

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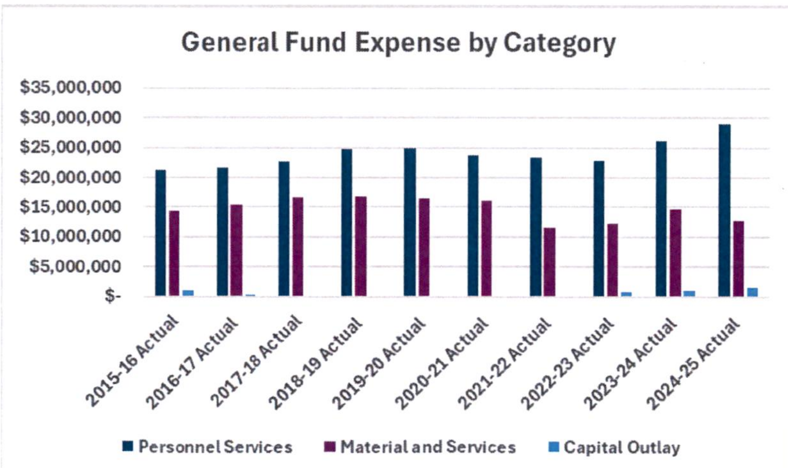
General Fund Forecasting

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



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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**

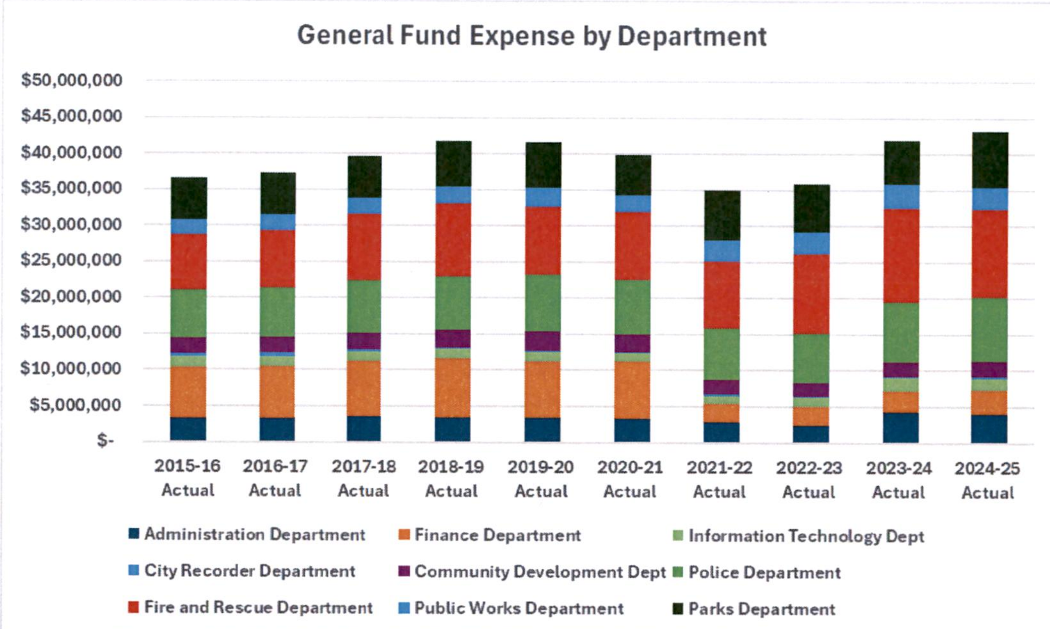
General Fund Forecasting

- 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



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

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***		***$7,861,552***	
Operating Expenditures	$41,764,264	$42,191,063		$43,231,041		$44,048,709		$45,921,939		$47,708,746		$49,552,250	
Fund Balance Policy (16.67%)	$6,962,103	$7,033,250		$7,206,615		$7,342,920		$7,655,187		$7,953,048		$8,260,360	
Excess/(Deficiency)	$8,409,916	$7,107,605		$5,855,420		$4,904,197		$3,544,990		$1,799,988		($398,808)	
Unassigned	$13,516,988												

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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)

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%

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 (PacificSourse)		
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)
*18 months						
				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)
*Partial Year						

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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 **Large employers = 200-300 employees with a high level of risk tolerance and continues to grow*	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)

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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

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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.

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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

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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, AMI, 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

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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?

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