Council Study Session Meeting Agenda

ASHLAND CITY COUNCIL
STUDY SESSION AGENDA
Monday, March 16, 2026
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 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.

5:30 p.m. Study Session

I. CALL TO ORDER

II. REPORTS AND PRESENTATIONS

a. Strategic Planning Update

b. Wastewater and Storm Drain Cost of Service and Rate Overview

III. ADJOURNMENT

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

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

Council Study Session

Date: March 16, 2026

Agenda Item	Strategic Planning Update
Department	City Manager's Office
From	Sabrina Cotta

TIME ESTIMATE
30 minutes

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

SUMMARY
The City has embarked on a strategic planning effort with SSW Consulting. SSW will review the engagement framework and request for the following:

- Identify any community events that may have been missed to include on the engagement calendar.
- Council identify which events they are willing to support engagement at.

POLICIES, PLANS & GOALS SUPPORTED

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

BACKGROUND AND ADDITIONAL INFORMATION
The City has embarked on the development of a strategic plan. The strategic plan workshop with City Council was conducted on January 28th (workshop notes attached in packet). The next step is engaging with the community. The goal is to have a plan adopted by July/August 2026 leading into the next biennium budget cycle.

FISCAL IMPACTS
This process was budgeted for in this BN budget.

SUGGESTED ACTIONS, AND/OR OPTIONS

- Council identify any community events that may have been missed to include on the engagement calendar.
- Council identify which events they are willing to support engagement at.

REFERENCES & ATTACHMENTS
1. City of Ashland Engagement Framework (1)
2. Ashland SP Kick-off Digital Notes V2

ENGAGEMENT FRAMEWORK

CITY OF ASHLAND

Forward Together. Vision with Action.

2026

ABOUT THIS ENGAGEMENT FRAMEWORK

This document serves as an internal guide for the project team, detailing the plan, coordination, and execution of engagement for the City's strategic plan update. It outlines the approach, methods, timelines, and responsibilities—ensuring the work is consistent, inclusive, and effective.

A strategic plan is a shared agreement on where the organization is going, why it matters, and how it will get there. It aligns people, resources, and actions to make meaningful, measurable progress toward a collective vision. The City of Ashland's Strategic Plan will serve as a roadmap for the next 5 - 10 years, bringing all City departments and staff into alignment around common goals.

PROJECT GOALS

- Create City of Ashland's First Comprehensive Strategic Plan. Develop a clear, long-range plan that moves beyond biennial budgeting to guide city priorities, investments, and decision-making.
- Facilitate Council Alignment on Vision and Priorities. Support the Council in moving from issue-specific focus to a unified long-term direction that reflects community needs and realistic resource constraints.
- Lead Robust Community + Staff Engagement. Design and deliver broad and targeted engagement—leveraging City capacity—to gather representative input and build shared understanding of challenges and opportunities.
- Clarify Ashland's Future Identity and Strategic Choices. Help the community and City leadership determine the city's desired direction—tourism hub, retirement community, family-friendly city, or a combination—and identify priority investments for the next 5–10 years leading to adoption by Summer 2026.

An engagement framework is a structured guide for how an organization connects with stakeholders, gathers input, and applies it to decision-making. It creates consistency, ensures inclusivity, and builds trust—strengthening a strategic plan by aligning actions with the needs and priorities of those impacted.

ENGAGEMENT GOALS

- **Intentional and inclusive engagement opportunities will be designed for the Ashland community to bring their voices into the process.**
- **The comprehensive engagement will result in a Plan that helps people understand and feel connected to a unified vision for the community.**
- **Build a shared understanding of challenges and opportunities that the Ashland community and City face.**

Phase 1: PROJECT SCOPING & PLANNING

This phase focuses on grounding the work through team alignment, background review, community profiling, and development of the project charter, timeline, and outreach materials.

Dec. 2025 - Jan. 2026

Phase 2: STRATEGIC PLANNING WORKSHOP

This phase includes gathering input from Council and the Leadership Team, shaping and facilitating a strategic planning workshop, and summarizing outcomes to inform the project's forward direction

Jan. - Feb. 2026

Phase 3: STRATEGIC PLAN ENGAGEMENT

This phase includes building the draft Communications and Engagement Plan, preparing project branding and outreach tools, implementing the engagement process, and organizing results into a Strategic Plan framework for review with project partners and Council.

March - May 2026

Phase 4: STRATEGIC PLAN DEVELOPMENT

This phase includes hosting Idea Labs to shape key themes, developing the draft strategic plan, reviewing it with the Strategic Planning Team, and preparing the final draft.

June 2026

Phase 4: ADOPTING THE PLAN

This phase includes sharing the draft plan for review, integrating all stakeholder input, presenting the final draft to Council, and preparing for implementation and training.

July - Aug. 2026

Phase 3: Community Engagement

During this phase we will gather input from the community and organization to shape a shared vision for the future, including the values, priorities, and aspirations that will guide the City. Engagement opportunities will be intentional and inclusive, ensuring all stakeholders can contribute their voices to the visioning process

CHALLENGES

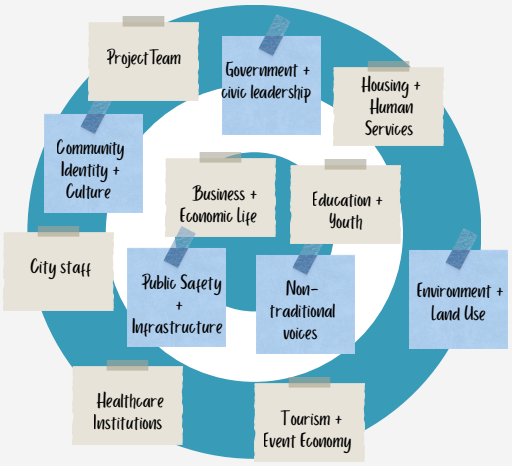
- Aligning timeline to make sure there are opportunities for engagement with student population while school is in session.
- Election year for some of Council
- Period of transition for many organizations in the community.

OPPORTUNITIES

- Broad range of upcoming events to tap into and meet the community where they are at.

STAKEHOLDERS

It will be a main focus of the engagement strategy to make sure that all staff are being brought to the table to ensure this strategic plan is reflective of their perspectives and in alignment with their work.



Government + civic leadership
- City Council
- City of Ashland Staff
- Boards + Commissions
- County and regional partners
- School Board members
- State Police
- ODOT
- Federal land agencies
- State health or human services
- Retired public employees or former Councilors

Education + Youth
- K-12 Schools
- School district leadership
- Southern Oregon University
- Leadership
- Student liaison
- Communications staff/team
- Parent groups
- Youth Councils
- Student leadership groups
- Student sporting groups

Community Identity + Culture
- Arts organizations
- Community-based organizations and non-profits
- Indigenous representatives
- Immigrant/refugee orgs
- Faith-based orgs
- Language-specific community leaders
- Community groups on social media (highly active community groups)

Business + Economic Life
- Small businesses
- Major employers
- Tourism + hospitality
- Downtown association
- Chamber of Commerce

Housing + Human Services
- Housing providers
- Renters' advocacy groups
- Houselessness providers
- Behavioral health orgs
- Disability advocacy groups
- Senior service providers
- Licensed short-term rental owners
- Property Managers
- Home owners associations
- Neighborhoods with high STR concentration
- Hospitality workers impacted by STR's

Public Safety + Infrastructure
- Fire + EMS
- Police
- Transportation advocates
- Rogue Valley Transportation District
- Bicycle + pedestrian groups
- ADA mobility advocates
- Utilities customers
- Emergency preparedness groups (regional)
- Neighborhood emergency teams
- Representatives from neighboring cities and communities that are serviced by Ashland Fire

Non-traditional voices
- Community who is disengaged
- Shift workers
- Local artists
- New residents
- Talent/ Medford commuters

Healthcare Institutions
- Ashland community hospital
- Major clinics and primary care providers
- Public Health partners
- Emergency medical services
- Long-term care and skilled nursing facilities

Tourism + Event Economy
- Oregon Shakespeare Festival ecosystem
- Event producers
- Seasonal workers
- Hospitality + service staff
- Tourism marketing orgs

Environment + Land Use
- Climate action groups
- Conservation groups
- Fire mitigation groups
- Urban Forestry

LEVEL OF ENGAGEMENT

Inform- *"We'll keep you in the loop."*
Provide clear, balanced information to help the public understand issues and decisions.

Consult- *"We want your input."*
Gather feedback on options or decisions and consider it in the process.

Involve- *"Let's work on this together."*
Ensure public concerns are understood and reflected in the decision-making

Collaborate- *"You're at the table with us."*
Partner with the public in each aspect of the decision, including developing alternatives.

Empower- *"You decide."*
Place final decision-making in the hands of the public.

The International Association for Public Participation (IAP2) spectrum of involvement is the foundation for all public engagement efforts at the City. Understanding what level of influence the public has in a project and tailoring outreach and messaging to be in alignment with those constraints (i.e. to "right size" a project) is key to maintaining community trust and managing expectations for outcomes.

Throughout the framework these icons will help to identify the level of engagement associated with that engagement mechanisms.

Better Together

POTENTIAL COMMUNITY ENGAGEMENT EVENTS

APRIL

3/29/26 - 4/4/26

4/3 - Chamber Greeters
4/4 - Lithia Artisans Market

4/5/26 - 4/11/26

4/7 - Rotary AM
4/10 - Chamber Greeters
4/11 - Lithia Artisans Market
4/11 - Umpqua Valley Art Show and Silent Auction

4/12/26 - 4/18/26

4/12 - 3D Archery Shoot
4/14- Rotary AM
4/17 - Chamber Greeters
4/18 - Ashland Community Bike Swap
4/18 - Earth Day 2026
4/18 - Spring into Safety
4/18 - Lithia Artisans Market

4/19/26 - 4/25/26

4/21 - Rotary AM
4/23 - Ashland Independent Film Festival
4/24 - Chamber Greeters
4/25 - Lithia Artisans Market

4/26/26 - 5/2/26

4/26 - Native Pollinator Plant Sale
4/28 - Rotary AM
5/1 - Habitat for Humanity Golf Tournament
5/1 - Ashland First Friday
5/1 - Chamber Greeters
5/2 - Ashland Kids Music Jamboree
5/2 - Lithia Artisans Market
5/2 - Sparking Action!
5/2 - Roam the Rogue (Wine event)

MAY

5/3/26 - 5/9/29

5/2 - Rogue Valley Wine Cruise
5/5 - The Rogue Valley Grower's Market
5/5 - Rotary AM
5/8 - Chamber Greeters
5/9 - Lithia Artisans Market
5/9 - Southern Oregon Repertory Singers 40th Anniversary Season of Concerts

5/10/26 - 5/16/26

5/12 - The Rogue Valley Grower's Market
5/12 - Rotary AM
5/15 - Chamber Greeters
5/16 - Rogue Valley Bird Day
5/16 - Lithia Artisans Market

5/17/26 - 5/23/26

5/19 - The Rogue Valley Grower's Market
5/19 - Rotary AM
5/21 - Historic Preservation Week
5/22 - Chamber Greeters
5/23 - Lithia Artisans Market

5/24/26 - 5/30/26

5/26 - The Rogue Valley Grower's Market
5/26 - Rotary AM
5/28 - Side Boob Ashland Folk Festival
5/29 - Chamber Greeters
5/30 - Lithia Artisans Market

POTENTIAL COMMUNITY ENGAGEMENT EVENTS

JUNE

5/31/26 - 6/6/26

6/2 - The Rogue Valley Grower's Market
6/2 - Rotary AM
6/5 - Ashland First Friday
6/5 - All in! Adapted Swimming Event
6/6 - Lithia Artisans Market

6/7/26 - 6/13/26

6/9 - The Rogue Valley Grower's Market
6/9 - Rotary AM
6/12 - OSF Green Show Kick-off
6/13 - Lithia Artisans Market

6/14/26 - 6/20/26

6/16 - The Rogue Valley Grower's Market
6/16 - Rotary AM
6/20 - Lithia Artisans Market

6/21/26 - 6/27/26

6/23 - The Rogue Valley Grower's Market
6/23 - Rotary AM
6/27 - Lithia Artisans Market

6/28/26 - 7/4/26

6/30 - The Rogue Valley Grower's Market
6/30 - Rotary AM
7/4 - Lithia Artisans Market
7/4 - Annual 4th of July Parade + Festival

This list of events is preliminary and will continue to evolve as the engagement process moves forward. Insights gathered through upcoming 1:1 stakeholder interviews may identify additional opportunities for community engagement, including events connected to youth, schools, and other community groups.

Internal Staff Engagement Note:

This framework highlights engagement opportunities for the broader community. A complementary internal engagement process is being conducted with City staff, including a digital survey, department-level meetings, and all-staff discussions to ensure staff perspectives inform the project.

ENGAGEMENT TOOLS

Digital Engagement Tools

These help reach people where they already are online.

- Project webpage or landing page
- Online surveys (SurveyMonkey)
- Email newsletters / project updates
- Social media posts (Facebook, Instagram, + Nextdoor)

Print & Physical Engagement Tools

These help reach people outside the digital bubble.

- Project flyers
- Posters
- Mailers or postcards
- Utility bill inserts
- Project fact sheets
- Bookmarks (great for libraries + events)
- Window decals or storefront posters
- Engagement cards (quick questions people can fill out)
- Coloring sheets for kids engagement
- Printed surveys

Stakeholder Engagement Tools

These help reach targeted groups.

- Focus groups
- Stakeholder interviews
- Community organization presentations
- Partner-hosted events
- Small group discussions with business owners + community-based organization
- Faith-based organization meetings
- School or youth group engagement

Event-Based Engagement Tools

These work well for community events and festivals.

- Tabling booths
- Engagement boards
  - Sticky note ideas walls
  - Vision boards
- Comment jars
- Kids engagement stations (coloring, drawing the future city)
- Large-scale visual boards or installations
- Facilitated small group discussions

Staff & Internal Engagement Tools

These help build alignment before engaging the community.

- Staff workshops
- Manager roundtables
- Internal project champions
- Staff engagement boards in breakrooms
- Internal newsletters
- Internal fact sheets
- Staff toolkits for talking about the project

Outreach & Awareness Tools

These help people know engagement opportunities exist.

- Press releases
- Media interviews
- Event announcements at council meetings
- Local business partnerships

CITY OF ASHLAND

CITY OF ASHLAND STRATEGIC PLAN WORKSHOP

AGENDA

8:15 am | Welcome + Agenda

9:30 am | Project Goals, Process + Timeline

10:15 am | BREAK

10:25 am | Environmental Scan

11:30 am | Visioning Exercise

12:00 pm | LUNCH

12:30 pm | Visioning Exercise

1:30 pm | Communications + Engagement

1:50 pm | Wrap-up + Next Steps

2:00 pm | Adjourn

ROLES

Facilitator → Guide the team towards meeting outcomes

Council → Ask questions, make decisions, together as one body

Staff → Quality information, identify trade-offs, listen

OUTCOMES

- Build shared context
- Align on purpose + process
- Begin shaping shared vision
- Set the stage for engagement + action

RULES

- Honesty + respect
- Clear + regular communication
- Tangible + actionable items
- Efficiency
- Keep the community as our touchstone
- Listen carefully for understanding
- Refer to our City values
- Sense of humor
- Constructive feedback/engagement + be adaptable
- Be open to the process
- We won't know where we are until we get there
- Be brave
- Clear articulation of our outcomes
- Be able to say no, and find ways to get to yes -- trade-offs.
- Respect rules + Staff as subject matter experts-- also respect the policy direction of Council.

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TEAM

Tonya Graham, Mayor
Dylan Bloom, City Council
Jeff Dahle, City Council
Gina DuQuenne, City Council
Eric Hansen, City Council
Bob Kaplan, City Council
Derek Sherrell, City Council
Jim Bachman Parks & Recreation Commission Chair

Sabrina Cotta, City Manager
Jordan Rooklyn, Deputy City Manager
Alissa Kolodzinski, City Recorder
Dorinda Cottle, Communications Officer
Bryn Morrison, Interim Finance Director
Rachel Dials, Interim Parks Director
Dan Moulin, Operations Chief (Deputy Police Chief)
Scott Fleury, Public Works Director
Brandon Goldman, Community Development Director

CITY OF ASHLAND

CITY OF ASHLAND STRATEGIC PLAN WORKSHOP

History lets us know where we came from...

HISTORY OF

In the Beginning...

Regional hub for settlers

Services + utilities develop because we had nothing else

1855 Rogue Indian Wars

1807 Ashland community hospital

Late 1800's Chautauqua original emphasis and arts and education and (kind of) predecessor of OSF that started with Angus Bowmer in 1935

Ashland PD chartered 1874

1908 - Park commission created for Lithia Park

1908 - Normal school

1916 Lithia Park

1920's Lumber mills

1920's first hospital

Reaper Gulch Power Plant - Hybrid Power - City Owned

1929 Hosler Dam

1959 Fire

Railroad town connecting North to South in Ashland

1960's Ski area @ Mt. Ashland - once owned by City

1990's Ashland becomes a TOP 10 destination

2009-2010 Equity Migrants - Ashland was a draw for Bay Area retirees

OSF - Outdoor Rec Ashland becomes top 10 for outdoor biking, mtn biking

2017 Climate + Energy Action Plan Approved

Businesses were really innovative through COVID

WTP Loan 2025

OSF temp. closes

Tourism dips 2023-2024

2025 - CWPP

Official parks department 2026

2020 City Manager form of government

2021 - Almeda Fire

2020 Increase in social services

2017 Climate Energy Action plan

2010 OSF wins an Oscar!

2003 TLT - Ashland was one of the first

Ashland is a progressive community for utilities

1993 Food + Bev Tax

1997 Flood - Plaza flooded out + destroyed culvert

1997 City Re-acquired ambulance service

Lumber mills close

1992 - Mt. Ashland association

Sirens installed - Emergency Management

2008 - Recession

2001- Solar policies (creating a different form of energy, but shifts dev.)

2000 First AFN customer

2014 - "The Tap" - No snow pack = no water

COVID-19 Pandemic - OSF closed down - tourism declines

OLLI - funded by OSHA foundation for senior education

Demographics shifting - aging community

Largest growing senior demographic in the State

2021 - significant decrease in City staff

2020 Bee City, tree city, natural gas ordinance

Senior services funded through Parks

Tax law measures 5+ 50

Historic district on National Registry (1990's)

2007 Parks fee transferred to school district - NOW funded from general fund

Ashland did not earmark expansion areas - committed to dev. "In, not out"

2005 Parks are within 1/ 4 mile of every home

2007 City transfers Sr. Services program to Parks + Recreation

Aged population drives 911 calls up significantly

2000's Watershed national model

2003 - 2008 Housing Boom

2010 housing development decreases

Valuation flat

1994 adopted first Parks operating levy

Parks + open space planning

LITHIA WATER a draw for people (piped in 1927)

1970's cultural hub shift

1973 SB 100 - 1st comp plan

1974 flood

1979 Electricity tax

Post WWII growth leads to significant land use changes (restrictions?) in 1972.

Creation of the PCT trail

1935 Shakespeare Festival

1970's SOU + County operate Mt. Ashland

Angus Bowmer construction - shifted the culture to artisans

Brian Almquist City Manager

John - Planner

Ashland Food Coop

1970's Housing plentiful and affordable

1965 Ashland Municipal airport

Late 60's - I-5 Goods/ services moving through

Late 60's - I-5 Goods/ services moving through

2008 Schools closing

School open enrollment + COVID = Declining performance

Ashland voted top 10 cities to film movies

GOALS/ RESULTS

PROJECTS/ STRATEGIES

KEY EVENTS

PEOPLE

PRODUCTS/ SERVICES/ SITES

LEARNING

DATELINE

1970 1980 1990 2000 2010 2020 2026

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CITY OF ASHLAND
STRATEGIC PLAN WORKSHOP

CONTEXT MAP

TRENDS

- Fire - generational value shifts
  - Time-off, scheduling shifts
  - This is City-wide
- PTO, shifts in priorities is difficult to manage with 7 unions
- Decreased interest in local gov service
  - Lack of respect
- Job tenure + retention
- managing urgency of service demands
- Remote work - hybrid model for Ashland
- Exchange of time/$ -- pay for what is produced
- Political unfunded mandates take a toll on staff capacity
- Consolidation of service locations
  - Collab + Innovation = Better service delivery

POLITICAL FACTORS

- Continuous unfunded mandates
- Legislatures not considering the local gov agencies
  - Cities are not pushing back
- Polarization
- Risk of special interest groups - shifts focus from core services
- Paralysis for elected officials with decision-making because "we can do no right"
- ODOT funding-- people do not understand what the lack of funding means
- Challenging to educate the community on what the City has control over
- CM form of government with two governing/ elected bodies
- Citizens put forward Citizen initiated initiatives
  - Push back on loan for the water treatment plant
  - Parks initiative
- Federal government uncertainty -- trickles down to State and local government agencies
  - This impacts our federal employees that work here
-

ECONOMIC CLIMATE

- Macroeconomic factors relevant to what people can and cannot afford
  - Housing affordability
  - Infrastructure factors
  - PERS
  - Regulatory requirements
  - Health care-- systems strained without adequate resources
- Constrained investments, strained hiring
- Measures 5 + 50 - fixed revenue sources
- Recruitment - we could benefit from regional industry (spill over from Bend for example) - put some energy in being proactive
- Insurance availability on home sales/ prices/ rebuilds
- There will always be significant economic tension between incumbents + new entrants
- Projects + initiatives will only move forward if it makes $ sense

Type your heading...

THEMES

- Preparing for uncertainty - be nimble, partnerships, innovative, flexible
- Children + families
- Recreation
- Managing Change
- Good paying jobs
- Diverse economy
- Systems
- Resilience - multiple areas
- Clear Vision/ Strategic Plan
- Financial tensions

TECHNOLOGY FACTORS

- Shifting service delivery - embracing tech, better process, better service + delivery
- Requires IT infrastructure investment
- AI - will it replace jobs? - we do not know the impacts of AI
- Technology upfront costs without longevity (Ex. AED now are not supported by the tech)

CUSTOMER NEEDS

- Projects need to make sense for businesses to engage
- Review of current regulations (remove what no longer works or is misaligned with current goals)
- Fun things for our teens
- Toddler care
- Families
- Wage paying jobs/ industry
- Housing diversity
- Be friendlier
- Strong community anchors SOU, OSF, ASD, ACH
- Childcare and rec programs for kids and families
- Massive wildfire risk reductions
- Sustainable jobs
- Reliable services options
- Disaster resilience
- Workforce housing (for teacher, nurses, acct., etc.)
- Emergency recovery plan
- Regional reliance (keep dollars local
- Ways to give back, volunteerism
- Access to nature + outdoors
- Accessible housing for families and service workers
- Central location for City services
- Transparency
- Public safety, security, quality of life, trust in City staff and electeds
- Food security
- Resource coordination
- Opportunities to come together in person
- To get it's groove back
- Meet climate goals to protect our children's future

UNCERTAINTIES

- AI-- the what-ifs. How will it impact our workforce? Our community? How will we utilize it? Implement it? Embrace it? Train staff on it?
- Economic climate
- Tariffs
- Healthcare - insurance reimbursements, brick and mortar providers, and coverage
- Workforce stability
- Climate impacts - this always evolving
- Failure of the rule of law

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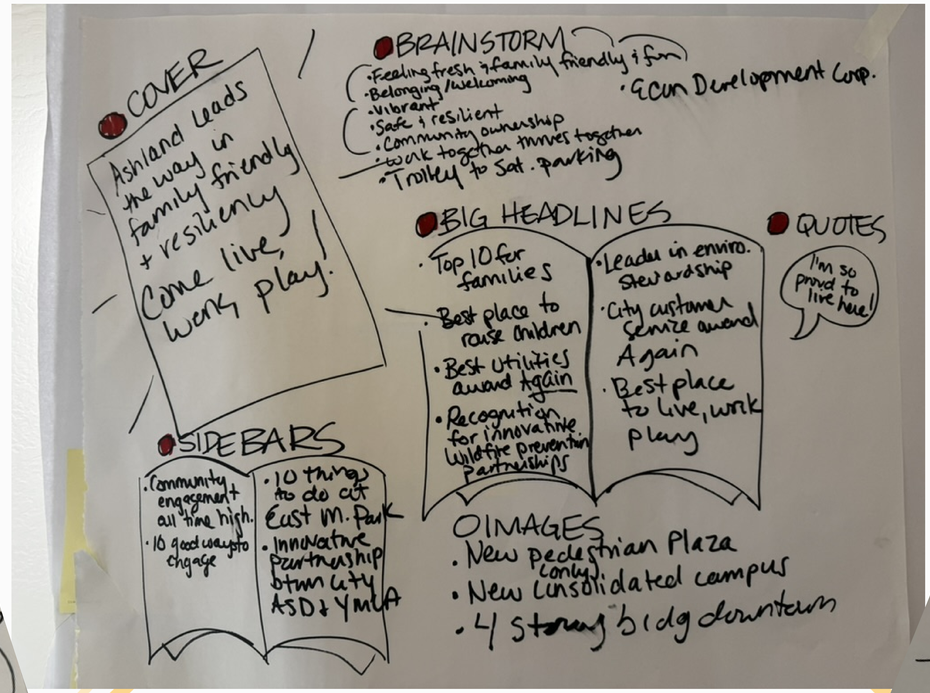
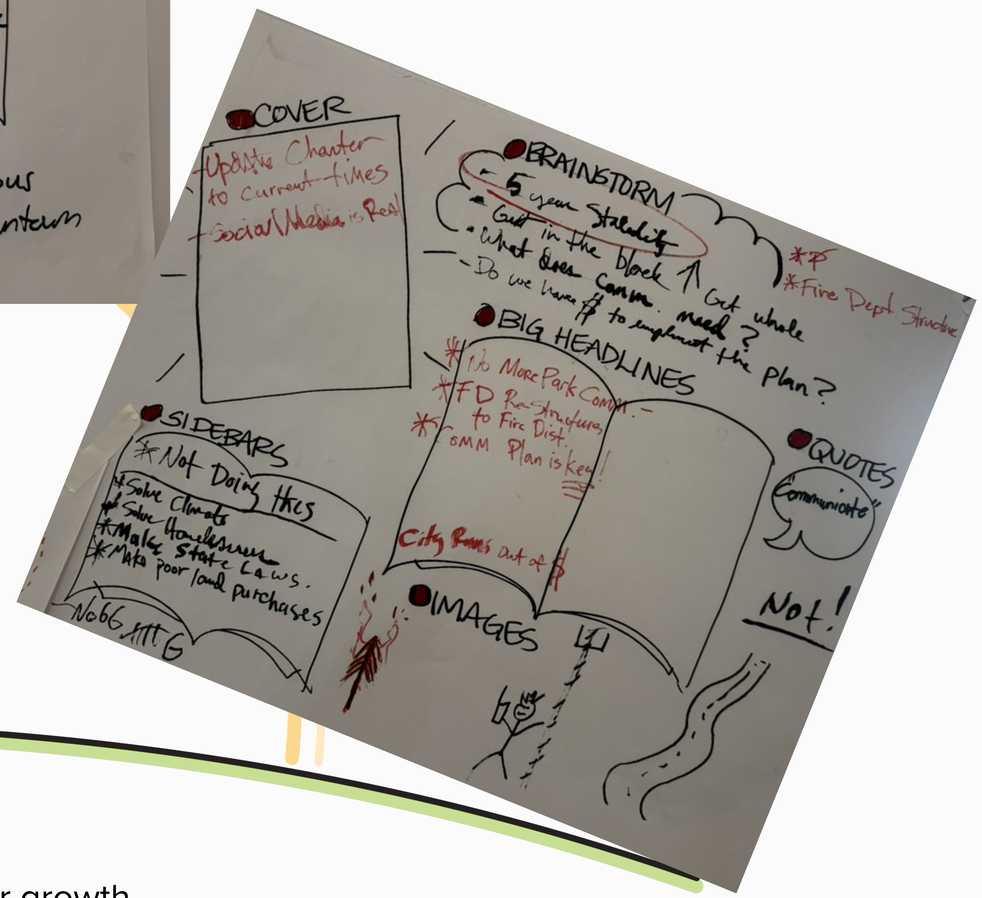
CITY OF ASHLAND

CITY OF ASHLAND STRATEGIC PLAN WORKSHOP





VISION THEMES

- Vibrant, family-centered
- Grounded in reality, remove barriers for growth
- Economic diversity + growth
- Culture + recreation
- Climate + resiliency
- 21st Century government
- Communications + engagement

ASHLAND ORGANIZATIONAL TRENDS

- FIRE - NEW GENERATION VALUES MORE TIME OFF
  SCHEDULING SHIFTS, SHIFTS IN PRIORITIES COMP/BENEFITS
  BARGAINING
- DECREASED INTEREST IN LOCAL GOVT SERVICE
  - LACK OF RESPECT
- JOB TENURE + RETENTION — TRAINING + WORKFORCE DEV
- MANAGING URGENCY OF SERVICE DEMANDS
- REMOTE WORK - HYBRID MODEL FOR ASHLAND
- EXCHANGE OF TIME/$ → PAY FOR WHAT'S PRODUCED
- CONSOLIDATION OF SERVICES & LOCATIONS
  - COLLAB + INNOVATION = BETTER SERVICE, ONE-STOP SERVICE

Addressing deferred maintenance

CITYWIDE

TECHNOLOGY FACTORS

- SHIFTING SERVICE DELIVERY - EMERGING TECH, BETTER PROCESS, BETTER SERVICE DELIVERY
- REQUIRES IT INFRASTRUCTURE INVEST
- COST EFFICIENCIES
- HOW WILL AI REPLACE JOBS
  - WHAT HAPPENS TO WORKFORCE THAT GETS REPLACED
  - HOW CAN WE EMBRACE + TRAIN ON

ECONOMIC CLIMATE

- MACRO ECON. FACTORS INFLUENCING WHAT WE CAN AFFORD (HOUSING AFFORDABILITY, INFRASTRUCTURE)
- INFLATIONARY FACTORS
- PERS
- REGULATORY REQUIREMENTS
- CONSTRAINED INVESTMENT
- MEASURES 5+ 50 - FIXED REVENUE SOURCES
- BENEFIT FROM REGIONAL INDUSTRY RECRUITMENT - CONFERENCES/FESTIVAL

Insurance availability on home sales/prices/rebuild

POLITICAL FACTORS

- UNFUNDED MANDATES - TIMELINE
  - CITIES NOT PUSHING BACK
- POLARIZATION
- PEAK OF SPECIAL INTEREST GROUPS - SHIFTS FOCUS FROM CORE SERVICES
- DECISION-MAKING PARALYSIS
- ODOT FUNDING
- FEDERAL FUNDING
- CHALLENGING TO EDUCATE COMMUNITY ON WHAT CITY HAS CONTROL OVER
- CAN FORM OF GOVT
- ELECTED BODIES
- CITIZEN BALLOT INITIATIVES

UNCERTAINTIES

- ECONOMIC CLIMATE
- TARIFFS
- HEALTHCARE — BRICK + MORTAR PROVIDERS, REIMBURSEMENT, COVERAGE
- WORKFORCE STABILITY
- FEDERAL GOVT UNCERTAINTY
- CLIMATE IMPACTS
- FAILURE OF RULE OF LAW

THEMES

- PREPARING FOR UNCERTAINTY - BE NIMBLE, PRIORITIZE, INNOVATE, FLEXIBLE
- CHILDREN + FAMILIES
- RECREATION
- MANAGING CHANGE
- GOOD PAYING JOBS
- DIVERSE ECONOMY
- SYSTEMS
- RESILIENCE - MULTIPLE AREAS
- CLEAR VISION/STRATEGIC PLAN
- FINANCIAL TENSIONS

ASHLAND COMMUNITY NEEDS

Projects/Int: will only move forward if it makes $

- Control/Leader for City Services
- there will always be significant debate between incumbents + newcomers
- Transparency

Fun things for our Teens

Toddler care

Families

Massive wildfire risk reduction

Nature & Outdoors

Sustainable Jobs
Reliable services
Choice options

Ways to give Back - & Volunteering

Housing for families and service workers

Public Safety - Staffing
Impact of UR
Impact of Cost of Living - Economic

- Wage paying jobs/industry
- housing diversity

Food Security

Resource Coordination

Projects need to make sure for bike to engage

- be friendlier

Disaster resilience incl energy

Strong community volunteer spirit, esp. after ACH

EMERGENCY RECOVERY PLAN

Regional Reliance
(cup below head, UR dependent on I-5)

Wildfire prepared. MAP

child care and rec. programs for kids and families

Opportunities to come together in person

To Get It's GROOVE BACK

Review of current regulations (remove what no longer works or is misaligned w/ current goals)

More Trails

Workforce Housing
(for teachers, nurses, execs, etc.)

CITY OF ASHLAND
GRAPHIC HISTORY
PROJECT STRATEGIES
KEY EVENTS
PEOPLE
SITES/ SERVICE
1970
1980
1990
2020
2026
1975
1916 - LITHIA PARK
1920
1929 HOSLER DAM
1935 - OR SHAKESPEARE FEST.
1936
1905 LUMBER MILLS CLOSE
1994 PARKS OPT LEVY
1992 MT. ASHLAND ASSOC
2003 - 2007/8 HOUSING BOOM
2008 RECESSION + HOUSING
2014 "THE TAP"
2017
2020 PANDEMIC
2024 TUPGN DRDS
CULTURAL HUB
HOUSING PLENTIFUL + AFFORDABLE
1997 FLOOD
2001 SOLAR
2000s HISTORIC DIST. ON NAT'L REGISTER
REGIONAL PLAN ADOPTED
2010 OSF won A OSCAR
2018 Ashland named Top 10 to Film Movies
TREE CITY
BEE CITY
NATURAL GAS ORDINANCE
OSF
OUTDOOR REC
TOP 10
SENIOR GROWTH RATE
ASHLAND MANAGED WELL
MAIN STREET SUFFERED
CITY MANAGER FORM OF GOVT
SOCIAL SERVICES
PEOPLE STAYING IN HOTELS
SCHOOL ENROLLMENT
PERFORMANCE
COVID
CLIMATE ENERGY ACTION PLAN
OSF CLOSED
TOURISM
EQUITY
MIGRANTS
VALUATION FLAT
SCHOOL CLOSINGS
DEMOGRAPHICS SHIFT
HOUSING AFFORDABILITY
EMERGENCY PREP
ACTIVE + PASSIVE
PARKS + OPEN SPACE PLANNING
TAX LAW MEASURES 5 + 50
1993 FOOD + BEV TAX
ELECTRICITY TAX 1999
1ST COMP PLAN
RTS SB100
FIRE - 1959
1927 LITHIA WATER
1946 ASH. MUN. AIRPORT
1905 LUMBER MILLS CLOSE
1910s - SKI AREA @ MT. ASHLAND - ONCE OWNED BY CITY
1920s LUMBER MILLS
1900 EARLY ASHLAND MILLS
1891 RAILROAD TOWN - CONNECTING NORTH TO SOUTH IN ASHLAND
1907 ASHLAND COMM. HOSPITAL
FIRST AMBULANCE
1895 ROGUE INDIAN WARS
LATE 1800s CHAUTAUQUA
JACOB PARK DOWN DREAMED
REAPER GOLDEN POWER
FOR LITHIA PARK
PLANT - HYDRO POWER CITY OWNED
SERVICES + UTILITIES DEVELOP BECAUSE WE HAD NOTHING HERE
REGIONAL HUB FOR SETTLERS
SOU THERN COUNTY OPERATE MT ASHLAND
ASHLAND FLOOD DOOR
CONSTRUCTION OF BANDIS BOWMER
HIPPIES
BRIAN BANQUET
JAN PLUMMER
PCT
4TH FLOOD
NEW INFRASTRUCTURE
NEW INFRASTRUCTURE + MAINTENANCE
ACTIVE + PASSIVE
2000 First APA chapter
Scott 2006
Robert Davis Parks & Rec Sept 2007
2007 City transfers Sr. Svs Program to Parks & Recreation
DRAW POP BAN PAPER RETIRES BODY 2010
POP STOPS
2014 NO SNOW PACK = NO WATER
CANCEL APPROVES
IN 9-1-1 CALLS
OFFICIAL PARKS DEPT. 2015
CWPP 2025
1/3 OF CITY WORKFORCE
CULTURE + TIME
ALWEDA EIRE
IN
DEPT
SCHOOL OPEN ENROLLMENT SWPS
DEPT GARAGE PRESERVE AREAS
Jeff Dorris
1975
Bill 2019
2017

CITY OF
ASHLAND
STRATEGIC PLANNING WORKSHOP

WORKSHOP GOALS

- BUILD SHARED CONTEXT
- ALIGN ON PURPOSE + PROCESS
- BEGIN SHAPING SHARED VISION
- SET THE STAGE FOR ENGAGEMENT + ACTION

AGENDA

8:15	WELCOME + AGENDA OVERVIEW
9:30	PROJECT GOALS, PROCESS + TIMELINE
10:15	BREAK
10:25	ENVIRONMENTAL SCAN
11:30	VISIONING EXERCISE
12:00	LUNCH
12:30	VISIONING EXERCISE
1:30	COMMUNICATIONS + ENGAGEMENT STRATEGY
1:50	WRAP-UP + NEXT STEPS
2:00	ADJOURN

GUIDELINES FOR SUCCESS

- HONESTY + RESPECT
- CLEAR + REGULAR COMMUNICATION
  - RESPECT ROLES + SUBJECT MATTER EXPERTISE
- TANGIBLE + ACTIONABLE ITEMS + CLEAR OUTCOMES
- EFFICIENCY
- KEEP COMMUNITY AS OUR TOUCHSTONE
  - WHAT'S IN THE BEST INTEREST OF COMMUNITY
- LISTEN CAREFULLY FOR UNDERSTANDING
- REFER TO OUR CITY VALUES
- SENSE OF HUMOR
- CONSTRUCTIVE ENGAGEMENT - BE OPEN TO THE PROCESS
- WE WON'T KNOW WHERE WE ARE UNTIL WE GET THERE
- BE BRAVE
  - BE ABLE TO SAY NO + FIND WAYS TO GET TO YES

Council Study Session

Date: March 16, 2026

Agenda Item	Wastewater and Storm Drain Cost of Service and Rate Overview
Department	Public Works
From	Scott Fleury, Director

TIME ESTIMATE
45 minutes.

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

SUMMARY
Before Council is an initial presentation on the Wastewater and Storm Drain Rate Study prepared by HDR Engineering. The Rate Study in the draft plan accounts for people, materials & services and capital needs for each fund.
The last financial analysis for wastewater was done in 2022 as part of the Collection System Master Plan. The last financial analysis for Storm Drain was done as part of the 2020 Storm Drain Master Plan.
The last wastewater rate increase was in 2019 and the last storm drain rate increase was in 2021. The rate increases were in alignment with the master plan financial analysis at that time.

POLICIES, PLANS & GOALS SUPPORTED
VISION STATEMENTS for Success:

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

VALUE STATEMENTS for Success that Support the Vision:
COMMUNITY

- Environmental resilience, including addressing climate change and ecosystem conservation

ORGANIZATION

- Quality infrastructure and facilities through timely maintenance and community investment

BACKGROUND AND ADDITIONAL INFORMATION
In fall of 2025, staff partnered with HDR to update the Cost of Service Study and associated rate structure. Public Works and Finance teams have been collaborating with HDR to develop a draft study and rate analysis reflecting the Council's priorities.

Cost of Service Overview
A cost of service study is developed to ensure that charges for services are proportionally distributed among the customer classes and that all customer classes contribute sufficient revenues to cover their assumed costs to provide service.

Wastewater Fund Proposed Rate Increases
Wastewater rates are developed to account for the cost of collection, treatment and release of wastewater to

National Pollution Discharge Elimination System (NPDES) permit standards (Department of Environmental Quality). The rates are based on the cost of; operating and maintaining the wastewater system; providing customer service; constructing and replacing wastewater facilities; complying with regulatory standards; and paying debt service. Wastewater rates developed as part of this study provide for sufficient funding to meet the personnel, operational, capital and policy limits for the wastewater utility in the short term.

The cost of service & rate analysis follows industry standard best practices for the financial analysis. The wastewater rate analysis proposes 7% increases for the next two year period to account for projected expenses within the fund including the headworks replacement and Hardesty site development. As a reminder staff has always recommended updating the rate analysis as part of the biennial budget process and make adjustments as necessary considering actual expenditures and revenues during that time period along with project expenses of a new budget.

As part of the cost of service & rate analysis HDR looked as maintaining the status quo for base and commodity charges and an alternative that raises other base charges while minimizing base charge increases to multifamily.

Figure 1: Wastewater Projected Rate Increases (Status Quo)

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Wastewater Residential Customer Bill						
Avg. Customer Bill[1]	$33.94	$36.32	$38.86	$41.58	$44.49	$47.60
Monthly $ Change		2.38	2.54	2.72	2.91	3.11

Storm Drain Fund Proposed Rate Increases

Storm drain rates are developed to account for the cost of collection, treatment and release of storm drainage to comply with the City's MS4 permit (Department of Environmental Quality). The rates are based on the cost of; operating and maintaining the storm drain system; providing customer service; constructing and replacing storm drain facilities; complying with regulatory standards; and paying debt service. Storm drain rates developed as part of this study provide for sufficient funding to meet the personnel, operational, capital and policy limits for the storm drain utility in the short term.

The water rate analysis proposes 18.5% & 15.5% increases for the next two year biennium period to account for projected expenses within the fund.

The cost of service & rate analysis follows industry standard best practices for the financial analysis and no changes or alternatives were analyzed as part of the cost of service for the storm drain enterprise.

Figure 2: Storm Drain Project Rate Increase

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Storm Drain Residential Customer Bill						
Avg. Customer Bill[1]	$5.43	$6.43	$7.43	$8.44	$9.19	$9.68
Monthly $ Change		1.00	1.00	1.00	0.75	0.50

FISCAL IMPACTS

The City contracted with HDR Engineering for $72,868 to perform the Cost of Service and Rate Study. To date $24,238 has been expended towards the contract amount.

The Cost of Service and Rate Analysis recommends rate increases starting July 1, 2026 to support the wastewater and storm drain funds, including personnel, operations, capital and debt expenses. The proposed rate increases relate to anticipated revenues to offset expenditures within the enterprise utility. Should the Council not want to move forward with adoption of rate increase to support projected expenses, offsetting reductions in expenditures must be made.

Pending the outcome of discussion of the rates during the Study Session, the rate study will be refined and presented again to the Council during a business meeting for acceptance. After acceptance staff will prepare a rate resolution for each enterprise and bring forward in May for discussion.

SUGGESTED ACTIONS, AND/OR OPTIONS

Does the Council have any questions about the study or require any additional information prior to finalizing for acceptance at a future business meeting?

REFERENCES & ATTACHMENTS

1. City of Ashland - 2025 Storm Drain Rate Study DRAFT
2. City of Ashland - 2025 Wastewater Rate Study DRAFT
3. City of Ashland - Wastewater and Storm Drain Rate Study Presentation

City of Ashland
Storm Drain Rate Study
Summary of the Revenue Requirement
Exhibit 1

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Revenues											
Rate Revenues	$809,555	$813,603	$817,671	$821,759	$825,868	$829,997	$834,147	$838,318	$842,510	$846,722	$850,956
Miscellaneous Revenues	84,000	42,760	35,888	25,696	19,112	16,976	16,066	16,247	16,462	16,669	16,815
Total Revenues	**$893,555**	**$856,363**	**$853,559**	**$847,455**	**$844,980**	**$846,974**	**$850,213**	**$854,565**	**$858,972**	**$863,391**	**$867,770**
Expenses											
Total O&M Expenses	$825,792	$856,982	$899,943	$945,202	$989,678	$1,036,431	$1,085,585	$1,137,270	$1,191,623	$1,248,789	$1,308,924
Total Taxes & Transfers	0	65,088	65,414	65,741	66,069	66,400	66,732	67,065	67,401	67,738	68,076
Rate Funded Capital	65,000	75,000	100,000	140,000	195,000	220,000	230,000	240,000	250,000	260,000	270,000
Net Debt Service	0	0	0	43,282	88,079	88,079	88,079	88,079	88,079	88,079	88,079
Total Reserve Funding	2,763	(1,341)	67,327	74,341	35,094	37,854	56,229	73,289	88,908	102,642	114,008
Total Revenue Requirement	**$893,555**	**$995,730**	**$1,132,684**	**$1,268,565**	**$1,373,920**	**$1,448,764**	**$1,526,624**	**$1,605,703**	**$1,686,010**	**$1,767,248**	**$1,849,087**
Bal. / (Def.) of Funds	$0	($139,367)	($279,125)	($421,111)	($528,940)	($601,790)	($676,411)	($751,138)	($827,039)	($903,857)	($981,317)
Plus: Additional Taxes	0	(11,149)	(22,330)	(33,689)	(42,315)	(48,143)	(54,113)	(60,091)	(66,163)	(72,309)	(78,505)
Total Bal. / (Def.) of Funds	$0	($150,517)	($301,455)	($454,799)	($571,255)	($649,933)	($730,524)	($811,229)	($893,202)	($976,165)	($1,059,822)
Balance a % of Rate Adj. Req'd	0.0%	17.1%	34.1%	51.2%	64.0%	72.5%	81.1%	89.6%	98.2%	106.7%	115.3%
Proposed Rate Adjustment	**0.0%**	**18.5%**	**15.5%**	**13.5%**	**8.9%**	**5.4%**	**5.2%**	**4.9%**	**4.7%**	**4.5%**	**4.3%**
Add'l Revenue with Rate Adj.	$0	$150,517	$301,455	$454,799	$571,255	$649,933	$730,524	$811,229	$893,202	$976,165	$1,059,822
Bal. / (Def.) After Rate Adj.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Additional Rate Adjustment Required	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Avg Residential Monthly Bill	**$5.43**										
Customer Bill on Proposed Adj.		$6.43	$7.43	$8.44	$9.19	$9.68	$10.19	$10.68	$11.19	$11.69	$12.19
Bill Difference - Monthly		1.00	1.00	1.00	0.75	0.50	0.50	0.50	0.50	0.50	0.50
Cumulative Bill Difference		1.00	2.00	3.01	3.76	4.25	4.76	5.25	5.76	6.26	6.76
Beginning Reserve Balance	**$2,048,871**	**$1,847,634**	**$1,683,660**	**$1,336,409**	**$917,625**	**$892,749**	**$886,542**	**$976,608**	**$1,084,734**	**$1,209,506**	**$1,349,065**
Total Ending Reserves	**$1,847,634**	**$1,683,660**	**$1,336,409**	**$917,625**	**$892,749**	**$886,542**	**$976,608**	**$1,084,734**	**$1,209,506**	**$1,349,065**	**$1,501,069**

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City of Ashland
Storm Drain Rate Study
Escalation Factors
Exhibit 2

	Budgeted	*Budgeted*	*Projected*									
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	*Notes*
Revenues												
Customer Growth	Budget	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	
Miscellaneous Revenues	Budget	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	
Expenses												
Salaries	Budget	Budget	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Benefits	Budget	Budget	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
Benefits - Medical	Budget	Budget	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	
Professional Services	Budget	Budget	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Materials & Supplies	Budget	Budget	3.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
Equipment	Budget	Budget	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
Miscellaneous	Budget	Budget	3.5%	3.5%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	
Utilities	Budget	Budget	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
Internal Chg - Administrative Fee	Budget	Budget	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	
CIP	Budget	4.0%	4.0%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
Flat	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Insurance	Budget	Budget	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
General Expenses	Budget	Budget	5.0%	5.0%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%	*Average of all others*
Interest	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	
New Long-Term Debt Assumptions												
Low Interest Loans												
Term in Years	20	20	20	20	20	20	20	20	20	20	20	
Rate	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
Revenue Bond												
Term in Years	20	20	20	20	20	20	20	20	20	20	20	
Rate	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	

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City of Ashland
Storm Drain Rate Study
Revenue Requirement
Exhibit 3

	Budgeted	*Budgeted*	*Projected*									
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**FY 2034**	**FY 2035**	**FY 2036**	*Notes*
Revenues												
Rate Revenues	$809,555	$813,603	$817,671	$821,759	$825,868	$829,997	$834,147	$838,318	$842,510	$846,722	$850,956	As Customer Growth
Total Drainage Billing Fees	**$809,555**	**$813,603**	**$817,671**	**$821,759**	**$825,868**	**$829,997**	**$834,147**	**$838,318**	**$842,510**	**$846,722**	**$850,956**	
Miscellaneous Revenues												
Interest	$84,000	$42,760	$35,888	$25,696	$19,112	$16,976	$16,066	$16,247	$16,462	$16,669	$16,815	Calculated
Total Other Revenues	**$84,000**	**$42,760**	**$35,888**	**$25,696**	**$19,112**	**$16,976**	**$16,066**	**$16,247**	**$16,462**	**$16,669**	**$16,815**	
Total Revenues	**$893,555**	**$856,363**	**$853,559**	**$847,455**	**$844,980**	**$846,974**	**$850,213**	**$854,565**	**$858,972**	**$863,391**	**$867,770**	

DRAFT

		Budgeted	*Budgeted*	*Projected*									
		FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**FY 2034**	**FY 2035**	**FY 2036**	*Notes*
Stormwater Expenses													
Stormwater Collections Expenses - 86600													
Regular Employees	*086600.510100*	$233,800	$250,022	$262,523	$275,649	$289,431	$303,903	$319,098	$335,053	$351,806	$369,396	$387,866	As Salaries
Sick Leave Pay Out	*086600.510112*	1,616	1,654	1,728	1,806	1,878	1,954	2,032	2,113	2,198	2,285	2,377	As Benefits
Vacation Pay Out	*086600.510113*	2,154	2,205	2,304	2,408	2,504	2,604	2,709	2,817	2,930	3,047	3,169	As Benefits
Temporary Employees	*086600.510200*	0	0	0	0	0	0	0	0	0	0	0	As Salaries
Overtime	*086600.510310*	5,932	6,075	6,379	6,698	7,033	7,384	7,753	8,141	8,548	8,976	9,424	As Salaries
Duty Pay	*086600.510330*	0	0	0	0	0	0	0	0	0	0	0	As Salaries
FICA/Medicare Contribution	*086600.520100*	18,278	18,976	19,830	20,722	21,551	22,413	23,310	24,242	25,212	26,220	27,269	As Benefits
PERS Employer's Share	*086600.520210*	25,718	26,658	27,858	29,111	30,276	31,487	32,746	34,056	35,418	36,835	38,308	As Benefits
PERS Employer's UAL Share	*086600.520215*	35,599	36,960	38,623	40,361	41,976	43,655	45,401	47,217	49,106	51,070	53,113	As Benefits
PERS Employee Share Paid by Cty/Pks	*086600.520220*	14,335	14,883	15,553	16,253	16,903	17,579	18,282	19,013	19,774	20,565	21,387	As Benefits
HRAVEBA	*086600.520223*	7,204	7,479	7,816	8,167	8,494	8,834	9,187	9,555	9,937	10,334	10,748	As Benefits
Deferred Comp	*086600.520224*	1,800	1,800	1,881	1,966	2,044	2,126	2,211	2,300	2,392	2,487	2,587	As Benefits
Other Benefits	*086600.520225*	912	912	953	996	1,036	1,077	1,120	1,165	1,212	1,260	1,311	As Benefits
Group Health Insurance	*086600.520300*	60,172	63,482	66,656	69,989	72,788	75,700	78,728	81,877	85,152	88,558	92,101	As Insurance
Workers Compensation	*086600.520400*	6,752	6,894	7,239	7,601	7,981	8,380	8,799	9,239	9,701	10,186	10,695	As Salaries
Office Supplies	*086600.601100*	250	250	259	268	276	284	293	301	310	320	329	As Materials & Supplies
Small Tools & Ops Supplies	*086600.601200*	2,500	2,500	2,588	2,678	2,758	2,841	2,926	3,014	3,105	3,198	3,294	As Materials & Supplies
Uniforms - Clothing	*086600.601300*	500	500	518	536	552	568	585	603	621	640	659	As Materials & Supplies
Technical Supplies	*086600.601400*	10,000	10,000	10,350	10,712	11,034	11,365	11,706	12,057	12,418	12,791	13,175	As Materials & Supplies
County Services	*086600.601630*	1,200	1,200	1,260	1,323	1,389	1,459	1,532	1,608	1,689	1,773	1,862	As Professional Services
Fuel	*086600.602120*	20,000	24,000	25,200	26,460	27,518	28,619	29,764	30,954	32,193	33,480	34,820	As Utilities
Rental Charges	*086600.602210*	5,000	5,000	5,225	5,460	5,679	5,906	6,142	6,388	6,643	6,909	7,185	As Equipment
Disposal & Sanitary Service	*086600.602351*	45,000	45,000	47,250	49,613	51,597	53,661	55,807	58,040	60,361	62,776	65,287	As Utilities
Infrastructure	*086600.602400*	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	As Flat
Computers	*086600.603200*	0	0	0	0	0	0	0	0	0	0	0	As Equipment
Postage	*086600.603400*	30	30	31	32	33	34	35	36	37	38	40	As Materials & Supplies
Radios	*086600.603500*	200	200	207	214	221	228	235	243	251	259	267	As Miscellaneous
Professional Services	*086600.604100*	15,000	15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270	As Professional Services
Bad Debt Expense	*086600.605400*	8,000	8,000	8,280	8,570	8,844	9,127	9,419	9,721	10,032	10,353	10,684	As Miscellaneous
Senior Discount	*086600.605510*	0	0	0	0	0	0	0	0	0	0	0	As Miscellaneous
Licensing	*086600.605700*	3,300	0	0	0	0	0	0	0	0	0	0	As Miscellaneous
Internal Chg - Administrative Fee	*086600.605810*	142,467	146,171	156,403	167,351	179,066	191,600	205,012	219,363	234,719	251,149	268,729	As Internal Chg - Administrative Fee
Internal Chg - Insurance Svc	*086600.605811*	50,973	54,031	56,733	59,569	61,952	64,430	67,007	69,688	72,475	75,374	78,389	As Insurance
Internal Chg - Fleet Maint	*086600.605814*	0	0	0	0	0	0	0	0	0	0	0	As Equipment
Advertising	*086600.606100*	0	0	0	0	0	0	0	0	0	0	0	As Professional Services
Printing & Binding	*086600.606200*	0	0	0	0	0	0	0	0	0	0	0	As Materials & Supplies
Air	*086600.606311*	250	250	259	268	276	285	294	304	313	324	334	As Miscellaneous
Personal Vehicle Mileage	*086600.606313*	0	0	0	0	0	0	0	0	0	0	0	As Miscellaneous
Lodging	*086600.606320*	500	500	518	536	553	570	589	608	627	647	668	As Miscellaneous
Meals	*086600.606330*	100	100	104	107	111	114	118	122	125	129	134	As Miscellaneous
Other	*086600.606340*	0	0	0	0	0	0	0	0	0	0	0	As Miscellaneous
Training	*086600.606400*	750	750	776	803	829	856	883	911	940	971	1,002	As Miscellaneous
Medical & Laboratory	*086600.606600*	500	500	518	536	553	570	589	608	627	647	668	As Miscellaneous
Capital Outlay	*086600.704100*	75,000	75,000	78,375	81,902	85,178	88,585	92,128	95,814	99,646	103,632	107,777	As Equipment
Total Stormwater Expenses		**$825,792**	**$856,982**	**$899,943**	**$945,202**	**$989,678**	**$1,036,431**	**$1,085,585**	**$1,137,270**	**$1,191,623**	**$1,248,789**	**$1,308,924**	

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	Budgeted FY 2026	*Budgeted* FY 2027	*Projected* FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	*Notes*
Additional O&M												
Additional Staffing Needs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	As Salaries
Total Additional O&M	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	
Total O&M Expenses	**$825,792**	**$856,982**	**$899,943**	**$945,202**	**$989,678**	**$1,036,431**	**$1,085,585**	**$1,137,270**	**$1,191,623**	**$1,248,789**	**$1,308,924**	
Taxes & Transfers												
Franchise Tax	$0	$65,088	$65,414	$65,741	$66,069	$66,400	$66,732	$67,065	$67,401	$67,738	$68,076	8.0% Of Rate Revenues
Total Taxes & Transfers	**$0**	**$65,088**	**$65,414**	**$65,741**	**$66,069**	**$66,400**	**$66,732**	**$67,065**	**$67,401**	**$67,738**	**$68,076**	
Rate Funded Capital	**$65,000**	**$75,000**	**$100,000**	**$140,000**	**$195,000**	**$220,000**	**$230,000**	**$240,000**	**$250,000**	**$260,000**	**$270,000**	$53,022 FY 2024 ACFR
Debt Service												
Existing Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Assumed Revenue Bond - Hardesty	0	0	0	43,282	88,079	88,079	88,079	88,079	88,079	88,079	88,079	Calc'd @ 5% for 20 yrs
Assumed Revenue Bond	0	0	0	0	0	0	0	0	0	0	0	Calc'd @ 5% for 20 yrs
Additional Long-Term Debt	0	0	0	0	0	0	0	0	0	0	0	Calc'd @ 5% for 20 yrs
Total Debt Service	$0	$0	$0	$43,282	$88,079	$88,079	$88,079	$88,079	$88,079	$88,079	$88,079	
LESS: Other Funding	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Net Debt Service	**$0**	**$0**	**$0**	**$43,282**	**$88,079**	**$88,079**	**$88,079**	**$88,079**	**$88,079**	**$88,079**	**$88,079**	
Reserve Funding												
Stormwater Operating Fund	$2,763	($1,341)	$42,327	$44,341	$94	($2,146)	$6,229	$8,289	$8,908	$7,642	$4,008	
Stormwater SDC Fund	0	0	0	0	0	0	0	0	0	0	0	
Equipment Reserve	0	0	25,000	30,000	35,000	40,000	50,000	65,000	80,000	95,000	110,000	
Total Reserve Funding	**$2,763**	**($1,341)**	**$67,327**	**$74,341**	**$35,094**	**$37,854**	**$56,229**	**$73,289**	**$88,908**	**$102,642**	**$114,008**	
Total Revenue Requirement	**$893,555**	**$995,730**	**$1,132,684**	**$1,268,565**	**$1,373,920**	**$1,448,764**	**$1,526,624**	**$1,605,703**	**$1,686,010**	**$1,767,248**	**$1,849,087**	
Bal. / (Def.) of Funds	$0	($139,367)	($279,125)	($421,111)	($528,940)	($601,790)	($676,411)	($751,138)	($827,039)	($903,857)	($981,317)	
Plus: Additional Taxes	0	(11,149)	(22,330)	(33,689)	(42,315)	(48,143)	(54,113)	(60,091)	(66,163)	(72,309)	(78,505)	
Total Bal. / (Def.) of Funds	$0	($150,517)	($301,455)	($454,799)	($571,255)	($649,933)	($730,524)	($811,229)	($893,202)	($976,165)	($1,059,822)	
Balance a % of Rate Adj. Req'd	0.0%	17.1%	34.1%	51.2%	64.0%	72.5%	81.1%	89.6%	98.2%	106.7%	115.3%	
Proposed Rate Adjustment	**0.0%**	**18.5%**	**15.5%**	**13.5%**	**8.9%**	**5.4%**	**5.2%**	**4.9%**	**4.7%**	**4.5%**	**4.3%**	
Months of Adjustment	*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	
Add'l Revenue with Rate Adj.	$0	$150,517	$301,455	$454,799	$571,255	$649,933	$730,524	$811,229	$893,202	$976,165	$1,059,822	
Bal. / (Def.) After Rate Adj.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Add'l Rate Adj. Req'd	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	

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City of Ashland
Storm Drain Rate Study
Revenue Requirement
Exhibit 3

	Budgeted FY 2026	Budgeted FY 2027	Projected FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	Notes
Avg Residential Monthly Bill	**$5.43**	*$ / ERU*										
Customer Bill on Proposed Adj.	$5.43	$6.43	$7.43	$8.44	$9.19	$9.68	$10.19	$10.68	$11.19	$11.69	$12.19	
Bill Difference - Monthly		1.00	1.00	1.00	0.75	0.50	0.50	0.50	0.50	0.50	0.50	
Cumulative Bill Difference		1.00	2.00	3.01	3.76	4.25	4.76	5.25	5.76	6.26	6.76	
Debt Service Coverage Ratio *(all debt)*												
Before Rate Adjustment	N/A	N/A	N/A	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
After Proposed Rate Adjustment	N/A	N/A	N/A	8.25	4.84	5.23	5.62	6.00	6.36	6.71	7.02	
Reserve Funds												
Beginning Reserve Balance	**$2,048,871**	**$1,847,634**	**$1,683,660**	**$1,336,409**	**$917,625**	**$892,749**	**$886,542**	**$976,608**	**$1,084,734**	**$1,209,506**	**$1,349,065**	
Stormwater Operating Fund												
Beginning Balance	**$2,012,050**	**$1,794,982**	**$1,625,792**	**$1,245,283**	**$810,369**	**$718,581**	**$639,513**	**$645,742**	**$654,031**	**$662,939**	**$670,581**	
Plus: Additions	2,763	0	42,327	44,341	94	0	6,229	8,289	8,908	7,642	4,008	
Less: Uses of Funds	(219,831)	(169,190)	(422,837)	(479,255)	(91,881)	(79,068)	0	0	0	0	0	
Ending Balance	**$1,794,982**	**$1,625,792**	**$1,245,283**	**$810,369**	**$718,581**	**$639,513**	**$645,742**	**$654,031**	**$662,939**	**$670,581**	**$674,589**	
Minimum Target - 90 days O&M	*$203,620*	*$211,311*	*$221,904*	*$233,063*	*$244,030*	*$255,558*	*$267,679*	*$280,423*	*$293,825*	*$307,921*	*$322,748*	
Stormwater SDC Fund												
Beginning Balance	**$36,821**	**$52,652**	**$57,867**	**$66,127**	**$52,256**	**$84,167**	**$117,029**	**$150,866**	**$185,703**	**$221,567**	**$258,484**	
Plus: Additions	30,000	30,150	30,301	30,452	30,605	30,758	30,911	31,066	31,221	31,377	31,534	As Customer Growth
Interest	1,000	1,316	1,447	1,653	1,306	2,104	2,926	3,772	4,643	5,539	6,462	
Less: Uses of Funds	(15,169)	(26,251)	(23,488)	(45,976)	0	0	0	0	0	0	0	
Ending Balance	**$52,652**	**$57,867**	**$66,127**	**$52,256**	**$84,167**	**$117,029**	**$150,866**	**$185,703**	**$221,567**	**$258,484**	**$296,480**	
Equipment Reserve												
Beginning Balance	**$0**	**$0**	**$0**	**$25,000**	**$55,000**	**$90,000**	**$130,000**	**$180,000**	**$245,000**	**$325,000**	**$420,000**	
Plus: Additions	0	0	25,000	30,000	35,000	40,000	50,000	65,000	80,000	95,000	110,000	
Less: Uses of Funds	0	0	0	0	0	0	0	0	0	0	0	
Ending Balance	**$0**	**$0**	**$25,000**	**$55,000**	**$90,000**	**$130,000**	**$180,000**	**$245,000**	**$325,000**	**$420,000**	**$530,000**	
Total Ending Reserves	**$1,847,634**	**$1,683,660**	**$1,336,409**	**$917,625**	**$892,749**	**$886,542**	**$976,608**	**$1,084,734**	**$1,209,506**	**$1,349,065**	**$1,501,069**	

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City of Ashland
Storm Drain Rate Study
Capital Improvement Plan
Exhibit 4

Inflation = 3.5%

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	Total	*Notes*
Storm Drain Capital Improvement Projects													
Hardesty Site Development & Equipment Storage	$0	$0	$539,390	$558,268	$0	$0	$0	$0	$0	$0	$0	**$1,097,658**	
Stormwater Miscellaneous Trenchless Pipe Lining	150,000	0	0	166,308	0	0	0	0	0	0	0	**316,308**	
N Mountain Avenue @ Railroad Tracks	0	113,850	117,835	0	0	0	0	0	0	0	0	**231,685**	
Siskiyou Boulevard @ University Way	150,000	0	0	0	0	0	0	0	0	0	0	**150,000**	
E Main Street @ Emerick Street	0	155,250	128,547	0	0	0	0	0	0	0	0	**283,797**	
Dewey Street @ E Main St	0	0	299,943	0	0	0	0	0	0	0	0	**299,943**	
Gresham Street @ Beach Avenue	0	0	0	498,923	0	0	0	0	0	0	0	**498,923**	
Morton Street - Pennsylvania Street to Iowa Street	0	0	0	0	286,881	296,922	0	0	0	0	0	**583,803**	
Total Storm Drain Capital Improvement Projects	**$300,000**	**$269,100**	**$1,085,715**	**$1,223,499**	**$286,881**	**$296,922**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,462,117**	
Ongoing Capital Projects	$0	$0	$0	$0	$0	$0	$230,000	$240,000	$250,000	$260,000	$270,000	**$1,250,000**	
Transfer to Cash Reserve	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**	
Total Capital Improvement Projects	**$300,000**	**$269,100**	**$1,085,715**	**$1,223,499**	**$286,881**	**$296,922**	**$230,000**	**$240,000**	**$250,000**	**$260,000**	**$270,000**	**$4,712,117**	
Less: Outside Funding Sources													
Stormwater Operating Fund	$219,831	$167,849	$422,837	$479,255	$91,881	$76,922	$0	$0	$0	$0	$0	$1,458,575	
Stormwater SDC Fund	15,169	26,251	23,488	45,976	0	0	0	0	0	0	0	110,884	
Proceeds from Debt Issuance	0	0	0	0	0	0	0	0	0	0	0	0	
Assumed Revenue Bond - Hardesty	0	0	539,390	558,268	0	0	0	0	0	0	0	1,097,658	
Assumed Revenue Bond	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Revenue Bonds	0	0	0	0	0	0	0	0	0	0	0	0	
Total Funding Sources	**$235,000**	**$194,100**	**$985,715**	**$1,083,499**	**$91,881**	**$76,922**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,667,117**	
Rate Funded Capital	**$65,000**	**$75,000**	**$100,000**	**$140,000**	**$195,000**	**$220,000**	**$230,000**	**$240,000**	**$250,000**	**$260,000**	**$270,000**	**$2,045,000**	

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City of Ashland
Storm Drain Rate Study
Revenues at Present Rates
Exhibit 5

		Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Single Family														
	$ / ERU													
Single Family	$5.43	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260
		7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260
Total Single Family Revenue		**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$39,422**	**$473,062**
Multi-Family														
	$ / ERU													
Multi-Family Minimum Charge	$5.43	70	70	70	70	70	70	70	70	70	70	70	70	70
		70	70	70	70	70	70	70	70	70	70	70	70	70
Multi-Family Minimum Charge Revenue		**$380**	**$380**	**$380**	**$380**	**$380**	**$380**	**$380**	**$380**	**$380**	**$380**	**$380**	**$380**	**$4,561**
	$ / ERU													
Multi-Family Storm Drain Charge Per Unit	$2.33	704	704	704	704	704	704	704	704	704	704	704	704	704
		704	704	704	704	704	704	704	704	704	704	704	704	704
Multi-Family Storm Drain Charge Per Unit Revenue		**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$1,640**	**$19,684**
Total Multi-Family Revenue		**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$2,020**	**$24,245**

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		Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Commercial														
	$ / ERU													
Commercial	$5.43	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958
		3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958
Total Commercial Revenue		**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$21,491**	**$257,892**
All Other														
	$ / ERU													
Minimum Charge All Other	$5.43	1	1	1	1	1	1	1	1	1	1	1	1	1
		1	1	1	1	1	1	1	1	1	1	1	1	1
Minimum Charge All Other Revenue		**$5**	**$5**	**$5**	**$5**	**$5**	**$5**	**$5**	**$5**	**$5**	**$5**	**$5**	**$5**	**$65**
	$ / 1000 sq ft													
All Other Uses Not Classified Above	$1.80	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513
		2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513
All Other Uses Not Classified Above Revenue		**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$4,524**	**$54,291**
Total All Other Revenue		**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$4,530**	**$54,356**

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City of Ashland
Storm Drain Rate Study
Revenues at Present Rates
Exhibit 5

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Summary													
ERUs													
Single Family	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	7,260	87,120
Condominium	0	0	0	0	0	0	0	0	0	0	0	0	0
Multi-Family	704	704	704	704	704	704	704	704	704	704	704	704	8,448
Mobile Home & Trailer	0	0	0	0	0	0	0	0	0	0	0	0	0
Commercial	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	3,958	47,494
All Other	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	30,162
Total Consumption	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**14,435**	**173,224**
Revenues													
Single Family	$39,422	$39,422	$39,422	$39,422	$39,422	$39,422	$39,422	$39,422	$39,422	$39,422	$39,422	$39,422	$473,062
Condominium	0	0	0	0	0	0	0	0	0	0	0	0	0
Multi-Family	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	24,245
Mobile Home & Trailer	0	0	0	0	0	0	0	0	0	0	0	0	0
Commercial	21,491	21,491	21,491	21,491	21,491	21,491	21,491	21,491	21,491	21,491	21,491	21,491	257,892
All Other	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530	54,356
Total Revenues	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$67,463**	**$809,555**

FY 2025 Actual	$801,337
Difference	*$8,218*
Percent	1.0%
FY 2026 Budget	$850,000
Difference	*($40,445)*
Percent	-4.8%
FY 2027 Budget	$900,000
Difference	*($90,445)*
Percent	-10.0%

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City of Ashland
Storm Drain Rate Study
Exhibit 6
Unit Costs Summary

		Test Year FY 2027
Fixed		
	Total Revenue Requirement	$995,730
	Misc. Revenue	42,760
	Additional Taxes	11,149
	Total - $ / Acct. / Mo	**$964,119**
Total Cost / Acct. / Mo		**$6.43**
	Current Cost Per Equiv. Unit	**$5.43**
Basic Data		
	Number of Equiv. Units	135,287
	MF ERU = 2.33 MF Units per ERU	4,487
	1 ERU = 3,000 sq ft impervious area	10,060
	Total Number of Equivalent Units	**149,835**

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City of Ashland
Storm Drain Rate Study
Exhibit 7
Rate Summary

	Present Rates	*Proposed Rates*				
		FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
	$/ERU					
Single Family	$5.43	$6.43	$7.43	$8.43	$9.18	$9.68
Multi-Family	2.33	2.76	3.19	3.62	3.94	4.15
Commercial	5.43	6.43	7.43	8.43	9.18	9.68
All Other	1.80	2.13	2.46	2.79	3.04	3.20
Minimum Charge Per Account	5.43	6.43	7.43	8.43	9.18	9.68

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City of Ashland
Wastewater Rate Study
Summary of the Revenue Requirement
Exhibit 1

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Revenues											
Rate Revenues	$6,745,978	$6,779,708	$6,813,607	$6,847,675	$6,881,913	$6,916,323	$6,950,904	$6,985,659	$7,020,587	$7,055,690	$7,090,969
Miscellaneous Revenues	250,000	42,511	39,555	27,974	18,948	18,943	19,135	19,765	20,670	21,674	57,357
Total Revenues	**$6,995,978**	**$6,822,219**	**$6,853,162**	**$6,875,649**	**$6,900,861**	**$6,935,266**	**$6,970,039**	**$7,005,424**	**$7,041,257**	**$7,077,365**	**$7,148,326**
Expenses											
Total O&M Expenses	$5,962,551	$5,963,263	$6,265,260	$6,553,045	$6,846,810	$7,191,047	$7,543,841	$7,885,229	$8,256,056	$8,671,379	$9,162,530
Total Taxes & Transfers	540,400	550,400	545,089	547,814	550,553	553,306	556,072	558,853	561,647	564,455	567,277
Rate Funded Capital	831,625	650,000	610,000	375,000	625,000	850,000	875,000	900,000	1,100,000	1,125,000	1,125,000
Net Debt Service	174,279	172,670	353,112	575,646	664,655	664,064	663,466	662,856	540,383	540,383	540,383
Total Reserve Funding	(512,876)	(74,689)	(6,140)	251,015	194,279	254,792	283,566	342,548	338,405	362,439	391,276
Total Revenue Requirement	**$6,995,978**	**$7,261,645**	**$7,767,321**	**$8,302,521**	**$8,881,297**	**$9,513,208**	**$9,921,945**	**$10,349,485**	**$10,796,491**	**$11,263,657**	**$11,786,467**
Bal. / (Def.) of Funds	$0	($439,426)	($914,159)	($1,426,872)	($1,980,436)	($2,577,942)	($2,951,906)	($3,344,061)	($3,755,234)	($4,186,292)	($4,638,141)
Plus: Additional Taxes	0	(35,154)	(73,133)	(114,150)	(158,435)	(206,235)	(236,152)	(267,525)	(300,419)	(334,903)	(371,051)
Bal. / (Def.) of Funds	$0	($474,580)	($987,292)	($1,541,021)	($2,138,871)	($2,784,178)	($3,188,059)	($3,611,585)	($4,055,652)	($4,521,196)	($5,009,192)
Balance a % of Rate Adj. Req'd	0.0%	7.0%	14.5%	22.5%	31.1%	40.3%	45.9%	51.7%	57.8%	64.1%	70.6%
Proposed Rate Adjustment	**0.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**	**4.0%**	**4.0%**	**4.0%**	**4.0%**	**4.0%**
Add'l Revenue with Rate Adj.	$0	$474,580	$987,292	$1,541,021	$2,138,871	$2,784,178	$3,188,059	$3,611,585	$4,055,652	$4,521,196	$5,009,192
Bal. / (Def.) After Rate Adj.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Additional Rate Adjustment Required	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Avg Residential Monthly Bill (400 CF)	**$33.94**										
Customer Bill on Proposed Adj.		$36.32	$38.86	$41.58	$44.49	$47.60	$49.51	$51.49	$53.55	$55.69	$57.92
Bill Difference - Monthly		2.38	2.54	2.72	2.91	3.11	1.90	1.98	2.06	2.14	2.23
Cumulative Bill Difference		2.38	4.92	7.64	10.55	13.66	15.57	17.55	19.61	21.75	23.98
Beginning Reserve Balance	**$7,800,915**	**$7,057,164**	**$6,222,863**	**$4,742,528**	**$3,081,482**	**$3,278,415**	**$3,533,335**	**$3,915,780**	**$4,358,964**	**$4,799,785**	**$5,266,441**
Ending Reserve Balance	**$7,057,164**	**$6,222,863**	**$4,742,528**	**$3,081,482**	**$3,278,415**	**$3,533,335**	**$3,915,780**	**$4,358,964**	**$4,799,785**	**$5,266,441**	**$5,783,899**

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City of Ashland
Wastewater Rate Study
Escalation Factors
Exhibit 2

	Budgeted	*Budgeted*	*Projected*									
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	*Notes*
Revenues												
Customer Growth	Budget	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	
Miscellaneous Revenues	Budget	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	
Expenses												
Salaries	Budget	Budget	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Benefits	Budget	Budget	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
Benefits - Medical	Budget	Budget	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	
Professional Services	Budget	Budget	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Materials & Supplies	Budget	Budget	3.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
Equipment	Budget	Budget	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
Miscellaneous	Budget	Budget	3.5%	3.5%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	
Utilities	Budget	Budget	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
Electricity	Budget	Budget	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	
Chemicals	Budget	Budget	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Internal Chg - Administrative Fee	Budget	Budget	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	
Flat	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Insurance	Budget	Budget	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
General Expenses	Budget	Budget	5.5%	5.5%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	*Average of all others*
Interest	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	2.5%	
New Long-Term Debt Assumptions												
Low Interest Loans												
Term in Years	20	20	20	20	20	20	20	20	20	20	20	
Rate	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
Revenue Bond												
Term in Years	20	20	20	20	20	20	20	20	20	20	20	
Rate	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	

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City of Ashland
Wastewater Rate Study
Revenue Requirement
Exhibit 3

	Budgeted FY 2026	Budgeted FY 2027	Projected FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	Notes
Revenues												
Rate Revenues												
Residential	$3,353,505	$3,370,273	$3,387,124	$3,404,059	$3,421,080	$3,438,185	$3,455,376	$3,472,653	$3,490,016	$3,507,466	$3,525,004	As Customer Growth
Multi-Family	1,921,926	1,931,536	1,941,194	1,950,900	1,960,654	1,970,457	1,980,310	1,990,211	2,000,162	2,010,163	2,020,214	As Customer Growth
Commercial	1,242,260	1,248,471	1,254,713	1,260,987	1,267,292	1,273,628	1,279,996	1,286,396	1,292,828	1,299,292	1,305,789	As Customer Growth
Governmental	183,855	184,775	185,699	186,627	187,560	188,498	189,440	190,388	191,340	192,296	193,258	As Customer Growth
Municipal	44,432	44,654	44,877	45,102	45,327	45,554	45,782	46,011	46,241	46,472	46,704	As Customer Growth
Total Rate Revenues	**$6,745,978**	**$6,779,708**	**$6,813,607**	**$6,847,675**	**$6,881,913**	**$6,916,323**	**$6,950,904**	**$6,985,659**	**$7,020,587**	**$7,055,690**	**$7,090,969**	
Other Revenues												
Interest	$250,000	$42,511	$39,555	$27,974	$18,948	$18,943	$19,135	$19,765	$20,670	$21,674	$57,357	Calculated
Total Other Revenues	**$250,000**	**$42,511**	**$39,555**	**$27,974**	**$18,948**	**$18,943**	**$19,135**	**$19,765**	**$20,670**	**$21,674**	**$57,357**	
Total Revenues	**$6,995,978**	**$6,822,219**	**$6,853,162**	**$6,875,649**	**$6,900,861**	**$6,935,266**	**$6,970,039**	**$7,005,424**	**$7,041,257**	**$7,077,365**	**$7,148,326**	

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		Budgeted	*Budgeted*	*Projected*									
		FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**FY 2034**	**FY 2035**	**FY 2036**	*Notes*
Wastewater Expenses													
Wastewater Collection Expenses - 86000													
Regular Employees	*086000.510100*	$515,804	$547,346	$574,713	$603,449	$633,622	$665,303	$698,568	$733,496	$770,171	$808,679	$849,113	As Salaries
Sick Leave Pay Out	*086000.510112*	3,615	3,667	3,832	4,004	4,165	4,331	4,504	4,685	4,872	5,067	5,270	As Benefits
Vacation Pay Out	*086000.510113*	4,820	4,889	5,109	5,339	5,552	5,775	6,006	6,246	6,496	6,755	7,026	As Benefits
Overtime	*086000.510310*	1,667	1,735	1,822	1,913	2,008	2,109	2,214	2,325	2,441	2,563	2,692	As Salaries
Duty Pay	*086000.510330*	47,769	48,527	50,953	53,501	56,176	58,985	61,934	65,031	68,282	71,696	75,281	As Salaries
FICA/Medicare Contribution	*086000.520100*	39,458	40,666	42,496	44,408	46,185	48,032	49,953	51,951	54,029	56,191	58,438	As Benefits
PERS Employer's Share	*086000.520210*	52,688	54,278	56,721	59,273	61,644	64,110	66,674	69,341	72,115	74,999	77,999	As Benefits
PERS Employer's UAL Share	*086000.520215*	76,853	79,205	82,769	86,494	89,954	93,552	97,294	101,186	105,233	109,442	113,820	As Benefits
PERS Employee Share Paid by Cty/Pks	*086000.520220*	30,948	31,895	33,330	34,830	36,223	37,672	39,179	40,746	42,376	44,071	45,834	As Benefits
HRAVEBA	*086000.520223*	15,207	16,028	16,749	17,503	18,203	18,931	19,688	20,476	21,295	22,146	23,032	As Benefits
Deferred Comp	*086000.520224*	4,200	4,200	4,389	4,587	4,770	4,961	5,159	5,366	5,580	5,803	6,036	As Benefits
Other Benefits	*086000.520225*	2,128	2,128	2,224	2,324	2,417	2,513	2,614	2,719	2,827	2,940	3,058	As Benefits
Group Health Insurance	*086000.520300*	177,265	187,014	196,365	206,183	214,430	223,007	231,928	241,205	250,853	260,887	271,323	As Insurance
Workers Compensation	*086000.520400*	10,309	10,616	11,147	11,704	12,289	12,904	13,549	14,226	14,938	15,685	16,469	As Salaries
Office Supplies	*086000.601100*	1,000	1,000	1,035	1,071	1,103	1,136	1,171	1,206	1,242	1,279	1,317	As Materials & Supplies
Small Tools & Ops Supplies	*086000.601200*	5,000	5,000	5,175	5,356	5,517	5,682	5,853	6,028	6,209	6,395	6,587	As Materials & Supplies
Uniforms - Clothing	*086000.601300*	3,500	3,500	3,623	3,749	3,862	3,978	4,097	4,220	4,346	4,477	4,611	As Materials & Supplies
Technical Supplies	*086000.601400*	52,000	53,000	54,855	56,775	58,478	60,233	62,039	63,901	65,818	67,792	69,826	As Materials & Supplies
Chemicals	*086000.601500*	20,000	20,000	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549	31,027	As Chemicals
Books & Periodicals	*086000.601700*	100	100	104	107	110	114	117	121	124	128	132	As Materials & Supplies
Fuel	*086000.602120*	30,000	30,000	31,500	33,075	34,398	35,774	37,205	38,693	40,241	41,850	43,524	As Utilities
Electricity	*086000.602332*	4,600	4,600	5,106	5,668	6,291	6,983	7,751	8,604	9,550	10,601	11,767	As Electricity
Water	*086000.602333*	3,750	3,750	3,938	4,134	4,300	4,472	4,651	4,837	5,030	5,231	5,441	As Utilities
Wastewater & Other	*086000.602334*	200	0	0	0	0	0	0	0	0	0	0	As Utilities
Disposal & Sanitary Service	*086000.602351*	1,500	1,500	1,575	1,654	1,720	1,789	1,860	1,935	2,012	2,093	2,176	As Utilities
Grounds Care	*086000.602353*	2,500	2,750	2,888	3,032	3,183	3,343	3,510	3,685	3,870	4,063	4,266	As Professional Services
Infrastructure	*086000.602400*	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	As Flat
Communications	*086000.603100*	5,500	6,000	6,300	6,615	6,946	7,293	7,658	8,041	8,443	8,865	9,308	As Professional Services
Computers	*086000.603200*	3,000	3,000	3,135	3,276	3,407	3,543	3,685	3,833	3,986	4,145	4,311	As Equipment
Postage	*086000.603400*	500	600	621	643	662	682	702	723	745	767	790	As Materials & Supplies
Radios	*086000.603500*	1,200	1,200	1,254	1,310	1,363	1,417	1,474	1,533	1,594	1,658	1,724	As Equipment
Professional Services	*086000.604100*	23,500	23,500	24,675	25,909	27,204	28,564	29,993	31,492	33,067	34,720	36,456	As Professional Services
Bad Debt Expense	*086000.605400*	23,500	23,500	24,323	25,174	25,979	26,811	27,669	28,554	29,468	30,411	31,384	As Miscellaneous
Low Income Discount	*086000.605515*	13,660	14,070	14,562	15,072	15,554	16,052	16,566	17,096	17,643	18,208	18,790	As Miscellaneous
Licensing	*086000.605700*	15,000	15,000	15,525	16,068	16,583	17,113	17,661	18,226	18,809	19,411	20,032	As Miscellaneous
Internal Chg - Administrative Fee	*086000.605810*	266,039	177,950	190,407	203,735	217,996	233,256	249,584	267,055	285,749	305,751	327,154	As Internal Chg - Administrative Fee
Internal Chg - Insurance Svc	*086000.605811*	54,087	57,332	60,199	63,209	65,737	68,366	71,101	73,945	76,903	79,979	83,178	As Insurance
Internal Chg - Fleet Maint	*086000.605814*	103,623	107,768	112,618	117,685	122,393	127,288	132,380	137,675	143,182	148,910	154,866	As Equipment
Internal Chg - Equip Replacmnt	*086000.605815*	160,013	160,013	118,893	118,893	124,632	163,687	189,002	189,002	189,002	189,002	189,002	As Actual Equipment Replacement Schedule
Advertising	*086000.606100*	200	200	210	221	232	243	255	268	281	295	310	As Professional Services
Personal Vehicle Mileage	*086000.606313*	600	600	621	643	663	685	706	729	752	776	801	As Miscellaneous
Lodging	*086000.606320*	1,200	1,200	1,242	1,285	1,327	1,369	1,413	1,458	1,505	1,553	1,603	As Miscellaneous
Meals	*086000.606330*	500	500	518	536	553	570	589	608	627	647	668	As Miscellaneous
Training	*086000.606400*	3,500	5,000	5,175	5,356	5,528	5,704	5,887	6,075	6,270	6,470	6,677	As Miscellaneous
Dues	*086000.606500*	1,000	1,200	1,242	1,285	1,327	1,369	1,413	1,458	1,505	1,553	1,603	As Miscellaneous
Equipment	*086000.703000*	2,500	2,500	2,613	2,730	2,839	2,953	3,071	3,194	3,322	3,454	3,593	As Equipment
Capital Outlay	*086000.704100*	112,500	112,500	117,563	122,853	127,767	132,878	138,193	143,720	149,469	155,448	161,666	As Equipment
Total Wastewater Collection Expenses - 86000		**$1,943,503**	**$1,916,027**	**$1,960,109**	**$2,049,681**	**$2,143,444**	**$2,274,842**	**$2,397,045**	**$2,498,714**	**$2,605,414**	**$2,717,411**	**$2,834,982**	

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		Budgeted	*Budgeted*	*Projected*									
		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	*Notes*
Wastewater Treatment Expenses - 86100													
Regular Employees	*086100.510100*	$627,057	$668,924	$702,370	$737,488	$774,363	$813,081	$853,735	$896,421	$941,243	$988,305	$1,037,720	As Salaries
Sick Leave Pay Out	*086100.510112*	4,397	4,502	4,727	4,963	5,212	5,472	5,746	6,033	6,335	6,652	6,984	As Salaries
Vacation Pay Out	*086100.510113*	5,863	6,003	6,303	6,618	6,949	7,297	7,662	8,045	8,447	8,869	9,313	As Salaries
Overtime	*086100.510310*	8,416	8,711	9,147	9,604	10,084	10,588	11,118	11,674	12,257	12,870	13,514	As Salaries
Duty Pay	*086100.510330*	34,384	34,762	36,500	38,325	40,241	42,253	44,366	46,584	48,914	51,359	53,927	As Salaries
FICA/Medicare Contribution	*086100.520100*	48,433	50,181	52,439	54,799	56,991	59,270	61,641	64,107	66,671	69,338	72,112	As Benefits
PERS Employer's Share	*086100.520210*	62,172	64,415	67,314	70,343	73,157	76,083	79,126	82,291	85,583	89,006	92,566	As Benefits
PERS Employer's UAL Share	*086100.520215*	94,333	97,738	102,136	106,732	111,002	115,442	120,059	124,862	129,856	135,050	140,452	As Benefits
PERS Employee Share Paid by Cty/Pks	*086100.520220*	37,987	39,358	41,129	42,980	44,699	46,487	48,347	50,280	52,292	54,383	56,559	As Benefits
HRAVEBA	*086100.520223*	18,744	19,777	20,667	21,597	22,461	23,360	24,294	25,266	26,277	27,328	28,421	As Benefits
Deferred Comp	*086100.520224*	4,620	4,620	4,828	5,045	5,247	5,457	5,675	5,902	6,138	6,384	6,639	As Benefits
Other Benefits	*086100.520225*	2,341	2,341	2,446	2,556	2,659	2,765	2,876	2,991	3,110	3,235	3,364	As Benefits
Group Health Insurance	*086100.520300*	193,047	203,664	213,847	224,540	233,521	242,862	252,576	262,680	273,187	284,114	295,479	As Insurance
Workers Compensation	*086100.520400*	11,457	11,865	12,458	13,081	13,735	14,422	15,143	15,900	16,695	17,530	18,407	As Salaries
Office Supplies	*086100.601100*	3,000	3,000	3,105	3,214	3,310	3,409	3,512	3,617	3,726	3,837	3,952	As Materials & Supplies
Small Tools & Ops Supplies	*086100.601200*	4,000	4,000	4,140	4,285	4,413	4,546	4,682	4,823	4,967	5,116	5,270	As Materials & Supplies
Uniforms - Clothing	*086100.601300*	1,500	1,500	1,553	1,607	1,655	1,705	1,756	1,809	1,863	1,919	1,976	As Materials & Supplies
Technical Supplies	*086100.601400*	45,000	45,000	46,575	48,205	49,651	51,141	52,675	54,255	55,883	57,559	59,286	As Materials & Supplies
Chemicals	*086100.601500*	225,000	240,000	252,000	264,600	277,830	291,722	306,308	321,623	337,704	354,589	372,319	As Chemicals
County Services	*086100.601630*	4,500	4,500	4,725	4,961	5,209	5,470	5,743	6,030	6,332	6,649	6,981	As Professional Services
Books & Periodicals	*086100.601700*	250	250	259	268	276	284	293	301	310	320	329	As Materials & Supplies
Fuel	*086100.602120*	13,000	13,000	13,650	14,333	14,906	15,502	16,122	16,767	17,438	18,135	18,861	As Utilities
Rental Charges	*086100.602210*	500	500	523	546	568	591	614	639	664	691	719	As Equipment
Electricity	*086100.602332*	255,400	255,400	283,494	314,678	349,293	387,715	430,364	477,704	530,251	588,579	653,323	As Electricity
Water	*086100.602333*	30,000	30,000	31,500	33,075	34,398	35,774	37,205	38,693	40,241	41,850	43,524	As Utilities
Wastewater & Other	*086100.602334*	100	100	105	110	115	119	124	129	134	140	145	As Utilities
Disposal & Sanitary Service	*086100.602351*	275,000	300,000	315,000	330,750	343,980	357,739	372,049	386,931	402,408	418,504	435,244	As Utilities
Custodial	*086100.602352*	2,000	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	3,103	As Professional Services
Grounds Care	*086100.602353*	3,000	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654	As Professional Services
Infrastructure	*086100.602400*	523,500	523,500	523,500	523,500	523,500	523,500	523,500	523,500	523,500	523,500	523,500	As Flat
Communications	*086100.603100*	2,000	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	3,103	As Professional Services
Computers	*086100.603200*	3,500	3,500	3,658	3,822	3,975	4,134	4,299	4,471	4,650	4,836	5,030	As Equipment
Postage	*086100.603400*	800	800	828	857	883	909	936	965	993	1,023	1,054	As Materials & Supplies
Professional Services	*086100.604100*	375,000	185,000	194,250	203,963	214,161	224,869	236,112	247,918	260,314	273,329	286,996	As Professional Services
Licensing	*086100.605700*	60,000	60,000	62,100	64,274	66,330	68,453	70,643	72,904	75,237	77,644	80,129	As Miscellaneous
Internal Chg - Administrative Fee	*086100.605810*	445,398	551,985	590,624	631,968	676,205	723,540	774,188	828,381	886,367	948,413	1,014,802	As Internal Chg - Administrative Fee
Internal Chg - Insurance Svc	*086100.605811*	105,145	111,453	117,026	122,877	127,792	132,904	138,220	143,749	149,499	155,479	161,698	As Insurance
Internal Chg - Facility Use	*086100.605813*	132,891	132,891	138,871	145,120	150,925	156,962	163,241	169,770	176,561	183,623	190,968	As Equipment
Internal Chg - Fleet Maint	*086100.605814*	42,082	43,766	45,735	47,794	49,705	51,694	53,761	55,912	58,148	60,474	62,893	As Equipment
Internal Chg - Equip Replacmnt	*086100.605815*	205,630	205,630	276,902	276,902	276,905	277,411	282,456	282,456	291,658	323,732	408,515	As Actual Equipment Replacement Schedule
Advertising	*086100.606100*	100	100	105	110	116	122	128	134	141	148	155	As Professional Services
Air	*086100.606311*	1,000	1,000	1,035	1,071	1,106	1,141	1,177	1,215	1,254	1,294	1,335	As Miscellaneous
Personal Vehicle Mileage	*086100.606313*	2,500	2,500	2,588	2,678	2,764	2,852	2,943	3,038	3,135	3,235	3,339	As Miscellaneous
Lodging	*086100.606320*	4,000	4,000	4,140	4,285	4,422	4,564	4,710	4,860	5,016	5,176	5,342	As Miscellaneous
Meals	*086100.606330*	1,500	1,500	1,553	1,607	1,658	1,711	1,766	1,823	1,881	1,941	2,003	As Miscellaneous
Training	*086100.606400*	8,000	8,000	8,280	8,570	8,844	9,127	9,419	9,721	10,032	10,353	10,684	As Miscellaneous
Dues	*086100.606500*	1,500	1,500	1,553	1,607	1,658	1,711	1,766	1,823	1,881	1,941	2,003	As Miscellaneous
Medical & Laboratory	*086100.606600*	84,000	84,000	86,940	89,983	92,862	95,834	98,901	102,065	105,332	108,702	112,181	As Miscellaneous
Safety	*086100.610400*	5,000	5,000	5,175	5,356	5,528	5,704	5,887	6,075	6,270	6,470	6,677	As Miscellaneous
Total Wastewater Treatment Expenses - 86100		**$4,019,048**	**$4,047,236**	**$4,305,151**	**$4,503,364**	**$4,703,366**	**$4,916,204**	**$5,146,796**	**$5,386,515**	**$5,650,642**	**$5,953,969**	**$6,327,548**	
Total Wastewater Expenses		**$5,962,551**	**$5,963,263**	**$6,265,260**	**$6,553,045**	**$6,846,810**	**$7,191,047**	**$7,543,841**	**$7,885,229**	**$8,256,056**	**$8,671,379**	**$9,162,530**	

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		Budgeted FY 2026	Budgeted FY 2027	Projected FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	Notes
Additional O&M													
Additional Staffing Needs		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	As Salaries
Total Additional O&M		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	
Total O&M Expenses		**$5,962,551**	**$5,963,263**	**$6,265,260**	**$6,553,045**	**$6,846,810**	**$7,191,047**	**$7,543,841**	**$7,885,229**	**$8,256,056**	**$8,671,379**	**$9,162,530**	
Taxes & Transfers													
Franchise Tax	*086000.612100*	$540,400	$550,400	$545,089	$547,814	$550,553	$553,306	$556,072	$558,853	$561,647	$564,455	$567,277	8.0% Of Rate Revenues
Total Taxes & Transfers		**$540,400**	**$550,400**	**$545,089**	**$547,814**	**$550,553**	**$553,306**	**$556,072**	**$558,853**	**$561,647**	**$564,455**	**$567,277**	
Rate Funded Capital		**$831,625**	**$650,000**	**$610,000**	**$375,000**	**$625,000**	**$850,000**	**$875,000**	**$900,000**	**$1,100,000**	**$1,125,000**	**$1,125,000**	$1,213,832 FY 2024 ACFR
Debt Service													
2013 New Construction		$47,700	$46,659	$45,563	$0	$0	$0	$0	$0	$0	$0	$0	Debt Schedule
2018 DEQ R11751		126,579	126,011	125,437	124,857	124,272	123,681	123,083	122,473	0	0	0	Debt Schedule
Assumed Low Interest Loan		0	0	214,250	428,500	428,500	428,500	428,500	428,500	428,500	428,500	428,500	Calc'd @ 3% for 20 yrs
Assumed Revenue Bond - Hardesty		0	0	0	86,564	176,158	176,158	176,158	176,158	176,158	176,158	176,158	Calc'd @ 5% for 20 yrs
Assumed Revenue Bond		0	0	0	0	0	0	0	0	0	0	0	Calc'd @ 5% for 20 yrs
Additional Long-Term Debt		0	0	0	0	0	0	0	0	0	0	0	Calc'd @ 5% for 20 yrs
Total Debt Service		$174,279	$172,670	$385,250	$639,921	$728,930	$728,339	$727,741	$727,131	$604,658	$604,658	$604,658	
LESS: Other Funding													
Wastewater SDC Fund		$0	$0	$32,138	$64,275	$64,275	$64,275	$64,275	$64,275	$64,275	$64,275	$64,275	
Net Debt Service		**$174,279**	**$172,670**	**$353,112**	**$575,646**	**$664,655**	**$664,064**	**$663,466**	**$662,856**	**$540,383**	**$540,383**	**$540,383**	
Reserve Funding													
Wastewater Operating Fund		($512,876)	($74,689)	($106,140)	$101,015	($5,721)	$4,792	$33,566	$92,548	$88,405	$112,439	$141,276	
Wastewater SDC Fund		0	0	0	0	0	0	0	0	0	0	0	
Equipment Reserve		0	0	100,000	150,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000	
Total Reserve Funding		**($512,876)**	**($74,689)**	**($6,140)**	**$251,015**	**$194,279**	**$254,792**	**$283,566**	**$342,548**	**$338,405**	**$362,439**	**$391,276**	
Total Revenue Requirement		**$6,995,978**	**$7,261,645**	**$7,767,321**	**$8,302,521**	**$8,881,297**	**$9,513,208**	**$9,921,945**	**$10,349,485**	**$10,796,491**	**$11,263,657**	**$11,786,467**	
Bal. / (Def.) of Funds		$0	($439,426)	($914,159)	($1,426,872)	($1,980,436)	($2,577,942)	($2,951,906)	($3,344,061)	($3,755,234)	($4,186,292)	($4,638,141)	
Plus: Additional Taxes		0	(35,154)	(73,133)	(114,150)	(158,435)	(206,235)	(236,152)	(267,525)	(300,419)	(334,903)	(371,051)	
Total Bal. / (Def.) of Funds		$0	($474,580)	($987,292)	($1,541,021)	($2,138,871)	($2,784,178)	($3,188,059)	($3,611,585)	($4,055,652)	($4,521,196)	($5,009,192)	
Balance a % of Rate Adj. Req'd		0.0%	7.0%	14.5%	22.5%	31.1%	40.3%	45.9%	51.7%	57.8%	64.1%	70.6%	
Proposed Rate Adjustment		**0.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**	**4.0%**	**4.0%**	**4.0%**	**4.0%**	**4.0%**	
Months of Adjustment		*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	*12*	
Add'l Revenue with Rate Adj.		$0	$474,580	$987,292	$1,541,021	$2,138,871	$2,784,178	$3,188,059	$3,611,585	$4,055,652	$4,521,196	$5,009,192	
Bal. / (Def.) After Rate Adj.		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Add'l Rate Adj. Req'd		**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	

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City of Ashland
Wastewater Rate Study
Revenue Requirement
Exhibit 3

	Budgeted	*Budgeted*	*Projected*									
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**FY 2034**	**FY 2035**	**FY 2036**	*Notes*
Avg Residential Monthly Bill (400 CF)												
Customer Bill on Proposed Adj.	$33.94	$36.32	$38.86	$41.58	$44.49	$47.60	$49.51	$51.49	$53.55	$55.69	$57.92	
Bill Difference - Monthly		2.38	2.54	2.72	2.91	3.11	1.90	1.98	2.06	2.14	2.23	
Cumulative Bill Difference		2.38	4.92	7.64	10.55	13.66	15.57	17.55	19.61	21.75	23.98	
Debt Service Coverage Ratio *(all debt)*												
Before Rate Adjustment	5.93	4.97	1.53	0.50	0.07	0.00	0.00	0.00	0.00	0.00	0.00	
After Proposed Rate Adjustment	5.93	7.72	4.09	2.91	3.01	3.47	3.59	3.76	4.70	4.84	4.95	
Reserve Funds												
Beginning Reserve Balance	**$7,800,915**	**$7,057,164**	**$6,222,863**	**$4,742,528**	**$3,081,482**	**$3,278,415**	**$3,533,335**	**$3,915,780**	**$4,358,964**	**$4,799,785**	**$5,266,441**	
Wastewater Operating Fund												
Beginning Balance	**$5,168,802**	**$4,288,426**	**$4,213,737**	**$3,697,255**	**$1,897,627**	**$1,891,906**	**$1,896,698**	**$1,930,264**	**$2,022,812**	**$2,111,217**	**$2,223,656**	
Plus: Additions	0	0	0	101,015	0	4,792	33,566	92,548	88,405	112,439	141,276	
Less: Uses of Funds	(880,376)	(74,689)	(516,482)	(1,900,643)	(5,721)	0	0	0	0	0	0	
Ending Balance	**$4,288,426**	**$4,213,737**	**$3,697,255**	**$1,897,627**	**$1,891,906**	**$1,896,698**	**$1,930,264**	**$2,022,812**	**$2,111,217**	**$2,223,656**	**$2,364,932**	
Minimum Target - 90 days O&M	*$1,470,218*	*$1,470,394*	*$1,544,859*	*$1,615,819*	*$1,688,255*	*$1,773,135*	*$1,860,125*	*$1,944,303*	*$2,035,740*	*$2,138,148*	*$2,259,254*	
Wastewater SDC Fund												
Beginning Balance	**$2,632,113**	**$2,768,738**	**$2,009,126**	**$945,273**	**$933,854**	**$936,508**	**$936,637**	**$1,035,516**	**$1,136,153**	**$1,238,569**	**$1,342,785**	
Plus: SDC Revenues	150,000	150,000	150,750	151,504	152,261	153,023	153,788	154,557	155,329	156,106	156,887	As Customer Growth
Proceeds	0	0	0	0	0	0	0	0	0	0	0	
Interest	110,000	27,687	20,091	9,453	9,339	9,365	9,366	10,355	11,362	12,386	33,570	
Less: Uses of Funds	(123,375)	(937,299)	(1,234,694)	(172,375)	(158,946)	(162,259)	(64,275)	(64,275)	(64,275)	(64,275)	(64,275)	
Ending Balance	**$2,768,738**	**$2,009,126**	**$945,273**	**$933,854**	**$936,508**	**$936,637**	**$1,035,516**	**$1,136,153**	**$1,238,569**	**$1,342,785**	**$1,468,967**	
Equipment Reserve												
Beginning Balance	**$0**	**$0**	**$0**	**$100,000**	**$250,000**	**$450,000**	**$700,000**	**$950,000**	**$1,200,000**	**$1,450,000**	**$1,700,000**	
Plus: Additions	0	0	100,000	150,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000	
Less: Uses of Funds	0	0	0	0	0	0	0	0	0	0	0	
Ending Balance	**$0**	**$0**	**$100,000**	**$250,000**	**$450,000**	**$700,000**	**$950,000**	**$1,200,000**	**$1,450,000**	**$1,700,000**	**$1,950,000**	
Ending Reserve Balance	**$7,057,164**	**$6,222,863**	**$4,742,528**	**$3,081,482**	**$3,278,415**	**$3,533,335**	**$3,915,780**	**$4,358,964**	**$4,799,785**	**$5,266,441**	**$5,783,899**	

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City of Ashland
Wastewater Rate Study
Capital Improvement Plan
Exhibit 4

Inflation = 3.5%

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	Total	*Notes*
Wastewater Treatment Plant Capital Improvement Projects													
Membrane Replacement (Two Trains)	$1,000,000	$0	$535,613	$1,108,718	$0	$0	$0	$0	$0	$0	$0	**$2,644,330**	
Aeration Basin Mixer Replacement	150,000	155,250	160,684	166,308	0	0	0	0	0	0	0	**632,241**	
WWTP Process Improvements (Headworks)	0	3,750,000	3,750,000	0	0	0	0	0	0	0	0	**7,500,000**	
WWTP Process Improvements (Harmonics/Telemetry)	275,000	0	0	0	0	0	0	0	0	0	0	**275,000**	
Secondary Clarifier 2 Improvements	397,500	411,413	0	0	0	0	0	0	0	0	0	**808,913**	
Centrifuge Replacement	0	0	107,123	554,359	0	0	0	0	0	0	0	**661,481**	
Total Wastewater Treatment Plant Capital Improvement Projects	**$1,822,500**	**$4,316,663**	**$4,553,419**	**$1,829,384**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,521,966**	
Wastewater Collection System													
Hardesty Site Development & Equipment Storage	$0	$0	$1,078,779	$1,116,537	$0	$0	$0	$0	$0	$0	$0	**$2,195,316**	
Wastewater Miscellaneous Trenchless Pipe Lining	500,000	0	0	554,359	0	0	0	0	0	0	0	**1,054,359**	
Upsize Bear Creek Interceptor	0	414,000	856,980	0	0	0	0	0	0	0	0	**1,270,980**	
Upsize Capacity of Ashland Creek Lift Station	0	0	0	0	631,138	653,227	0	0	0	0	0	**1,284,365**	
Total Wastewater Collection System	**$500,000**	**$414,000**	**$1,935,759**	**$1,670,895**	**$631,138**	**$653,227**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,805,020**	
Ongoing Capital Projects	$0	$44,137	$0	$0	$88,533	$294,757	$875,000	$900,000	$1,100,000	$1,125,000	$1,125,000	**$5,552,427**	
Transfer to Reserves	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**	
Total Capital Improvement Projects	**$2,322,500**	**$4,774,799**	**$6,489,178**	**$3,500,280**	**$719,671**	**$947,984**	**$875,000**	**$900,000**	**$1,100,000**	**$1,125,000**	**$1,125,000**	**$23,879,412**	
Less: Outside Funding Sources													
Wastewater Operating Fund	$367,500	$0	$410,342	$1,900,643	$0	$0	$0	$0	$0	$0	$0	$2,678,485	
Wastewater SDC Fund	123,375	937,299	1,202,557	108,100	94,671	97,984	0	0	0	0	0	2,563,986	
Equipment Reserve Funding	1,000,000	0	0	0	0	0	0	0	0	0	0	1,000,000	
Proceeds from Debt Issuance	0	0	0	0	0	0	0	0	0	0	0	0	
Assumed Low Interest Loan	0	3,187,500	3,187,500	0	0	0	0	0	0	0	0	6,375,000	
Assumed Revenue Bond - Hardesty	0	0	1,078,779	1,116,537	0	0	0	0	0	0	0	2,195,316	
Assumed Revenue Bond	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Revenue Bonds	0	0	0	(0)	0	(0)	0	0	0	0	0	0	
Total Funding Sources	**$1,490,875**	**$4,124,799**	**$5,879,178**	**$3,125,280**	**$94,671**	**$97,984**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,812,787**	
Rate Funded Capital	**$831,625**	**$650,000**	**$610,000**	**$375,000**	**$625,000**	**$850,000**	**$875,000**	**$900,000**	**$1,100,000**	**$1,125,000**	**$1,125,000**	**$9,066,625**	

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City of Ashland
Wastewater Rate Study
Debt Schedule
Exhibit 5

	2013 New Construction		2018 DEQ R11751		
	Sewer %	Payment	Sewer %	Payment	Total
FY 2026	100.0%	$47,700	100.0%	$126,579	**$174,279**
FY 2027	100.0%	46,659	100.0%	126,011	**172,670**
FY 2028	100.0%	45,563	100.0%	125,437	**171,000**
FY 2029			100.0%	124,857	**124,857**
FY 2030			100.0%	124,272	**124,272**
FY 2031			100.0%	123,681	**123,681**
FY 2032			100.0%	123,083	**123,083**
FY 2033			100.0%	122,473	**122,473**
FY 2034					**0**
FY 2035					**0**
FY 2036					**0**
FY 2037					**0**
FY 2038					**0**
FY 2039					**0**
FY 2040					**0**
FY 2041					**0**
FY 2042					**0**
FY 2043					**0**
FY 2044					**0**
FY 2045					**0**
Total Debt Service		**$139,922**		**$996,393**	**$1,136,315**

Source: City provided debt service schedules

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City of Ashland
Wastewater Rate Study
Revenues at Present Rates
Exhibit 6

		Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Residential														
Service Charge	*$ / Month*													
Monthly Service Charge	$33.94	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373
		7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373
Total Service Charge Revenue		$250,240	$250,240	$250,240	$250,240	$250,240	$250,240	$250,240	$250,240	$250,240	$250,240	$250,240	$250,240	$3,002,875
Quantity Charge	*$ / CF*													
0 - 400 CF up to Winter Water Average	$0.00000	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	2,122,665	25,471,980
400+ CF up to Winter Water Average	0.05064	576,997	576,997	576,997	576,997	576,997	576,997	576,997	576,997	576,997	576,997	576,997	576,997	6,923,964
		2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	32,395,944
Total Quantity Charge Revenue		$29,219	$29,219	$29,219	$29,219	$29,219	$29,219	$29,219	$29,219	$29,219	$29,219	$29,219	$29,219	$350,630
Total Residential Revenue		**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$279,459**	**$3,353,505**
Multi-Family														
Service Charge	*$ / Month*													
Number of Accounts		683	683	683	683	683	683	683	683	683	683	683	683	683
Monthly Service Charge - Units	$33.94	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476
		3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476
Total Service Charge Revenue		$117,975	$117,975	$117,975	$117,975	$117,975	$117,975	$117,975	$117,975	$117,975	$117,975	$117,975	$117,975	$1,415,705
Quantity Charge	*$ / CF*													
0 - 400 CF up to Winter Water Average	$0.00000	244,687	244,687	244,687	244,687	244,687	244,687	244,687	244,687	244,687	244,687	244,687	244,687	2,936,240
400+ CF up to Winter Water Average	0.05064	833,039	833,039	833,039	833,039	833,039	833,039	833,039	833,039	833,039	833,039	833,039	833,039	9,996,468
		1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	12,932,708
Total Quantity Charge Revenue		$42,185	$42,185	$42,185	$42,185	$42,185	$42,185	$42,185	$42,185	$42,185	$42,185	$42,185	$42,185	$506,221
Total Multi-Family Revenue		**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$160,161**	**$1,921,926**

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		Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Commercial														
Service Charge	*$ / Month*													
Monthly Service Charge	$35.41	670	670	670	670	670	670	670	670	670	670	670	670	670
		670	670	670	670	670	670	670	670	670	670	670	670	670
Total Service Charge Revenue		$23,725	$23,725	$23,725	$23,725	$23,725	$23,725	$23,725	$23,725	$23,725	$23,725	$23,725	$23,725	$284,696
Quantity Charge	*$ / CF*													
Actual Monthly Consumption	$0.05621	1,727,834	2,031,266	2,187,757	1,555,766	1,330,897	1,265,129	1,229,198	1,027,138	916,845	966,435	1,204,606	1,592,591	17,035,461
		1,727,834	2,031,266	2,187,757	1,555,766	1,330,897	1,265,129	1,229,198	1,027,138	916,845	966,435	1,204,606	1,592,591	17,035,461
Total Quantity Charge Revenue		$97,122	$114,177	$122,974	$87,450	$74,810	$71,113	$69,093	$57,735	$51,536	$54,323	$67,711	$89,520	$957,563
Total Commercial Revenue		**$120,846**	**$137,902**	**$146,699**	**$111,174**	**$98,534**	**$94,838**	**$92,818**	**$81,460**	**$75,261**	**$78,048**	**$91,436**	**$113,244**	**$1,242,260**
Governmental														
Service Charge	*$ / Month*													
Monthly Service Charge	$35.41	46	46	46	46	46	46	46	46	46	46	46	46	46
		46	46	46	46	46	46	46	46	46	46	46	46	46
Total Service Charge Revenue		$1,629	$1,629	$1,629	$1,629	$1,629	$1,629	$1,629	$1,629	$1,629	$1,629	$1,629	$1,629	$19,546
Quantity Charge	*$ / CF*													
Actual Monthly Consumption	$0.05621	182,327	195,932	185,768	219,163	258,174	344,800	234,991	282,847	225,637	223,285	274,360	295,846	2,923,130
		182,327	195,932	185,768	219,163	258,174	344,800	234,991	282,847	225,637	223,285	274,360	295,846	2,923,130
Total Quantity Charge Revenue		$10,249	$11,013	$10,442	$12,319	$14,512	$19,381	$13,209	$15,899	$12,683	$12,551	$15,422	$16,629	$164,309
Total Governmental Revenue		**$11,877**	**$12,642**	**$12,071**	**$13,948**	**$16,141**	**$21,010**	**$14,838**	**$17,528**	**$14,312**	**$14,180**	**$17,051**	**$18,258**	**$183,855**
Municipal														
Service Charge	*$ / Month*													
Monthly Service Charge	$35.41	35	35	35	35	35	35	35	35	35	35	35	35	35
		35	35	35	35	35	35	35	35	35	35	35	35	35
Total Service Charge Revenue		$1,239	$1,239	$1,239	$1,239	$1,239	$1,239	$1,239	$1,239	$1,239	$1,239	$1,239	$1,239	$14,872
Quantity Charge	*$ / CF*													
Actual Monthly Consumption	$0.05621	55,529	59,095	67,367	57,113	64,411	32,724	24,002	36,813	24,241	27,404	32,453	44,730	525,881
		55,529	59,095	67,367	57,113	64,411	32,724	24,002	36,813	24,241	27,404	32,453	44,730	525,881
Total Quantity Charge Revenue		$3,121	$3,322	$3,787	$3,210	$3,621	$1,839	$1,349	$2,069	$1,363	$1,540	$1,824	$2,514	$29,560
Total Municipal Revenue		**$4,361**	**$4,561**	**$5,026**	**$4,450**	**$4,860**	**$3,079**	**$2,589**	**$3,309**	**$2,602**	**$2,780**	**$3,064**	**$3,754**	**$44,432**

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City of Ashland
Wastewater Rate Study
Revenues at Present Rates
Exhibit 6

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Summary													
Customers													
Residential	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373	7,373
Multi-Family	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476	3,476
Commercial	670	670	670	670	670	670	670	670	670	670	670	670	670
Governmental	46	46	46	46	46	46	46	46	46	46	46	46	46
Municipal	35	35	35	35	35	35	35	35	35	35	35	35	35
Total Number of Customers	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**	**11,600**
Volume													
Residential	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	2,699,662	32,395,944
Multi-Family	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	1,077,726	12,932,708
Commercial	1,727,834	2,031,266	2,187,757	1,555,766	1,330,897	1,265,129	1,229,198	1,027,138	916,845	966,435	1,204,606	1,592,591	17,035,461
Governmental	182,327	195,932	185,768	219,163	258,174	344,800	234,991	282,847	225,637	223,285	274,360	295,846	2,923,130
Municipal	55,529	59,095	67,367	57,113	64,411	32,724	24,002	36,813	24,241	27,404	32,453	44,730	525,881
Total Volume	**5,743,077**	**6,063,681**	**6,218,280**	**5,609,430**	**5,430,870**	**5,420,040**	**5,265,578**	**5,124,185**	**4,944,110**	**4,994,511**	**5,288,806**	**5,710,554**	**65,813,123**
Revenues													
Residential	$279,459	$279,459	$279,459	$279,459	$279,459	$279,459	$279,459	$279,459	$279,459	$279,459	$279,459	$279,459	$3,353,505
Multi-Family	160,161	160,161	160,161	160,161	160,161	160,161	160,161	160,161	160,161	160,161	160,161	160,161	1,921,926
Commercial	120,846	137,902	146,699	111,174	98,534	94,838	92,818	81,460	75,261	78,048	91,436	113,244	1,242,260
Governmental	11,877	12,642	12,071	13,948	16,141	21,010	14,838	17,528	14,312	14,180	17,051	18,258	183,855
Municipal	4,361	4,561	5,026	4,450	4,860	3,079	2,589	3,309	2,602	2,780	3,064	3,754	44,432
Total Revenues	**$576,704**	**$594,725**	**$603,415**	**$569,191**	**$559,154**	**$558,546**	**$549,863**	**$541,916**	**$531,794**	**$534,627**	**$551,169**	**$574,875**	**$6,745,978**

FY 2025 Actual	$6,433,948
Difference	*$312,030*
Percent	4.8%
FY 2026 Budget	$6,505,000
Difference	*$240,978*
Percent	3.7%
FY 2027 Budget	$6,630,000
Difference	*$115,978*
Percent	1.7%

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City of Ashland
Wastewater Rate Study
Volume Distribution Factor
Exhibit 7

	Annual Flow (CF)	15.0% Inflow and Infiltration [1]	Total Annual Flow at Plant (CF)	Avg. Daily Flow @ Plant (mgd)	% of Total
Residential	32,395,944	4,859,392	37,255,336	0.76	49.2%
Multi-Family	12,932,708	1,939,906	14,872,614	0.30	19.7%
Commercial	17,035,461	2,555,319	19,590,780	0.40	25.9%
Governmental	2,923,130	438,469	3,361,599	0.07	4.4%
Municipal	525,881	78,882	604,763	0.01	0.8%
Total	**65,813,123**	**9,871,968**	**75,685,091**	**1.55**	**100.0%**

Actual Flows [2] **0**

(VOL)

Notes

[1] - Estimated
[2] -

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City of Ashland
Wastewater Rate Study
Customer Distribution Factors
Exhibit 8

	Actual Customer		*Cust. Serv. & Acntg*	
	Number of Account [1]	**% of Total**	**Number of Living Units [1]**	**% of Total**
Residential	7,373	83.7%	7,373	63.6%
Multi-Family	683	7.8%	3,476	30.0%
Commercial	670	7.6%	670	5.8%
Governmental	46	0.5%	46	0.4%
Municipal	35	0.4%	35	0.3%
Total	**8,807**	**100.0%**	**11,600**	**100.0%**
		(AC)		***(WCA)***

Notes

[1] - Based on FY 2025 Billing Data

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City of Ashland
Wastewater Rate Study
Strength Distribution Factors
Exhibit 9

	Biochemical Oxygen Demand				*Total Suspended Solids*		
	Daily Flow (mgd)	**Avg. Factor** (mg/l)	**Calculated Pounds** [1]	**% of Total**	**Avg. Factor** (mg/l)	**Calculated Pounds** [1]	**% of Total**
Residential	0.76	250	581,027	46.8%	250	581,027	46.8%
Multi-Family	0.30	250	231,950	18.7%	250	231,950	18.7%
Commercial	0.40	300	366,641	29.5%	300	366,641	29.5%
Governmental	0.07	250	52,427	4.2%	250	52,427	4.2%
Municipal	0.01	250	9,432	0.8%	250	9,432	0.8%
Total	**1.55**		**1,241,476**	**100.0%**		**1,241,476**	**100.0%**
	Total #'s Removed			***(BOD)***	*Total #'s Removed*		***(TSS)***

Notes

[1] - Calculated Pounds = Daily Flow * Factor * 8.34 (Lbs. / MGD)

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City of Ashland
Wastewater Rate Study
Revenue Distribution Factor
Exhibit 10

	Projected FY 2027	% of Total
Residential	$3,370,273	49.7%
Multi-Family	1,931,536	28.5%
Commercial	1,248,471	18.4%
Governmental	184,775	2.7%
Municipal	44,654	0.7%
Total	**$6,779,708**	**100.0%**

(RR)

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City of Ashland
Wastewater Rate Study
Exhibit 11
Net Plant in Service

	Net Plant 6/30/2025	Volume (VOL)	Bio-oxygen Demand (BOD)	Total Suspended Solids (TSS)	Customer Related: Actual Customer (AC)	Customer Related: Weighted Customer (WCA)	Revenue (RR)	Direct (DA)	Basis of Classification
Land									
Imperatrice Property	$950,338	$475,169	$237,585	$237,585	$0	$0	$0	$0	50.0% VOL 25.0% BOD 25.0% TSS
1291 Oak Street	1,200,000	600,000	300,000	300,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Total Land	**$2,150,338**	**$1,075,169**	**$537,585**	**$537,585**	**$0**	**$0**	**$0**	**$0**	
Buildings									
Roof Anarobic Digester	$70,881	$35,440	$17,720	$17,720	$0	$0	$0	$0	50.0% VOL 25.0% BOD 25.0% TSS
RAS/WAS Building	496,464	248,232	124,116	124,116	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Pump Station	1,059,124	847,299	0	0	0	211,825	0	0	80.0% VOL 20.0% WCA
UV Building	1,844,341	922,171	461,085	461,085	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Membrane Filter Building	5,756,894	2,878,447	1,439,224	1,439,224	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
De Watering Building	1,802,266	901,133	450,566	450,566	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Total Buildings	**$11,029,970**	**$5,832,722**	**$2,492,712**	**$2,492,712**	**$0**	**$211,825**	**$0**	**$0**	
Equipment									
Wastewater Bareshaft Pump (2011)	$1,446	$723	$362	$362	$0	$0	$0	$0	50.0% VOL 25.0% BOD 25.0% TSS
Waste Pump, Vogelsang VX-100-90Q	941	471	235	235	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
6x6 Speedshore Hyrdaulic Shield	0	0	0	0	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Vogelsang VX100 Waste Pump	1,569	784	392	392	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
2013 Yale Electric Lift Truck	2,925	1,463	731	731	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
2 Ton Electric Hoist	1,032	516	258	258	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
2 Ton Adjustable Height Steel Gantry	1,180	590	295	295	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
WWTP Centrifuge Replacement	298,948	149,474	74,737	74,737	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Total Equipment	**$308,041**	**$154,020**	**$77,010**	**$77,010**	**$0**	**$0**	**$0**	**$0**	

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	Net Plant 6/30/2025	Volume (VOL)	Bio-oxygen Demand (BOD)	Total Suspended Solids (TSS)	*Customer Related* Actual Customer (AC)	Weighted Customer (WCA)	Revenue (RR)	Direct (DA)	Basis of Classification
Improvements									
Peachey/Paradise	$11,072	$9,411	$0	$0	$0	$1,661	$0	$0	85.0% VOL 15.0% WCA
Peachey/Paradise	2,957	2,514	0	0	0	444	0	0	85.0% VOL 15.0% WCA
Peachey/Paradise	2,784	2,367	0	0	0	418	0	0	85.0% VOL 15.0% WCA
Ann St. Storm Drain, Bear Cr. Trunk Swr II	27,015	22,962	0	0	0	4,052	0	0	85.0% VOL 15.0% WCA
Sub Maidson	612	520	0	0	0	92	0	0	85.0% VOL 15.0% WCA
Sub Mountain Ranch	271	231	0	0	0	41	0	0	85.0% VOL 15.0% WCA
Sub Mountain Ranch	1,161	987	0	0	0	174	0	0	85.0% VOL 15.0% WCA
Sub Grizzly Industrial Park	2,543	2,161	0	0	0	381	0	0	85.0% VOL 15.0% WCA
Sub Benner	1,725	1,466	0	0	0	259	0	0	85.0% VOL 15.0% WCA
Sub Old Helman Ranch	1,754	1,491	0	0	0	263	0	0	85.0% VOL 15.0% WCA
Sub Old Helman Ranch	3,380	2,873	0	0	0	507	0	0	85.0% VOL 15.0% WCA
Sub Sleepy Hallow	1,862	1,583	0	0	0	279	0	0	85.0% VOL 15.0% WCA
Sub Agape	1,562	1,328	0	0	0	234	0	0	85.0% VOL 15.0% WCA
Sub Agape	4,899	4,164	0	0	0	735	0	0	85.0% VOL 15.0% WCA
Sub Deer Ridge Terrace	3,163	2,689	0	0	0	474	0	0	85.0% VOL 15.0% WCA
Sub Meadowbrook	1,081	919	0	0	0	162	0	0	85.0% VOL 15.0% WCA
Sub Meadowbrook	2,623	2,230	0	0	0	393	0	0	85.0% VOL 15.0% WCA
Sub Sunnyview Heights	1,622	1,379	0	0	0	243	0	0	85.0% VOL 15.0% WCA
Sub Sunnyview Heights	2,754	2,341	0	0	0	413	0	0	85.0% VOL 15.0% WCA
Sub C&C	1,703	1,447	0	0	0	255	0	0	85.0% VOL 15.0% WCA
Sub Gross Heights	2,331	1,981	0	0	0	350	0	0	85.0% VOL 15.0% WCA
Sub Cedar Way	3,265	2,775	0	0	0	490	0	0	85.0% VOL 15.0% WCA
Sub Cedar Way	6,206	5,275	0	0	0	931	0	0	85.0% VOL 15.0% WCA
Sub Jessica Lane	18,433	15,668	0	0	0	2,765	0	0	85.0% VOL 15.0% WCA
Sub Applewood	17,310	14,713	0	0	0	2,596	0	0	85.0% VOL 15.0% WCA
Sub Applewood	19,741	16,780	0	0	0	2,961	0	0	85.0% VOL 15.0% WCA
Sub Y.M.C.A P.U.D.	23,549	20,017	0	0	0	3,532	0	0	85.0% VOL 15.0% WCA
Sub Halma Village	8,690	7,387	0	0	0	1,304	0	0	85.0% VOL 15.0% WCA
Sub Royal Oaks Estates	53,204	45,223	0	0	0	7,981	0	0	85.0% VOL 15.0% WCA
Sub Tolman Creek Meadows	84,270	71,630	0	0	0	12,641	0	0	85.0% VOL 15.0% WCA
Sub Vanderlind Homes	14,001	11,901	0	0	0	2,100	0	0	85.0% VOL 15.0% WCA
Sub Vanderlind Homes	25,611	21,769	0	0	0	3,842	0	0	85.0% VOL 15.0% WCA
Sub Weller Lane	74,203	63,072	0	0	0	11,130	0	0	85.0% VOL 15.0% WCA
Sub Weller Lane	16,124	13,705	0	0	0	2,419	0	0	85.0% VOL 15.0% WCA
Sub Canyon Park P.U.D. Phase	12,229	10,395	0	0	0	1,834	0	0	85.0% VOL 15.0% WCA
Sub Canyon Park P.U.D. Phase	32,114	27,297	0	0	0	4,817	0	0	85.0% VOL 15.0% WCA
Sub Glennvista Estates P.U.D.	20,709	17,603	0	0	0	3,106	0	0	85.0% VOL 15.0% WCA
Sub Glennvista Estates P.U.D.	25,062	21,303	0	0	0	3,759	0	0	85.0% VOL 15.0% WCA

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	Net Plant 6/30/2025	Volume (VOL)	Bio-oxygen Demand (BOD)	Total Suspended Solids (TSS)	Customer Related: Actual Customer (AC)	Customer Related: Weighted Customer (WCA)	Revenue (RR)	Direct (DA)	Basis of Classification
Sub Grizzly Meadows P.U.D.	9,740	8,279	0	0	0	1,461	0	0	85.0% VOL 15.0% WCA
Sub Grizzly Meadows P.U.D.	25,760	21,896	0	0	0	3,864	0	0	85.0% VOL 15.0% WCA
Sub Meadowhawk	42,305	35,959	0	0	0	6,346	0	0	85.0% VOL 15.0% WCA
Sub Mill Pond (Phase 1-5)	52,408	44,547	0	0	0	7,861	0	0	85.0% VOL 15.0% WCA
Sub Mill Pond (Phase 1-5)	177,017	150,465	0	0	0	26,553	0	0	85.0% VOL 15.0% WCA
Sub Viewpointe Terrace	12,500	10,625	0	0	0	1,875	0	0	85.0% VOL 15.0% WCA
Sub Viewpointe Terrace	27,226	23,142	0	0	0	4,084	0	0	85.0% VOL 15.0% WCA
Sub Woodside P.U.D.	23,970	20,375	0	0	0	3,596	0	0	85.0% VOL 15.0% WCA
Sub Woodside P.U.D.	36,999	31,449	0	0	0	5,550	0	0	85.0% VOL 15.0% WCA
Sub Laurel Street	38,137	32,417	0	0	0	5,721	0	0	85.0% VOL 15.0% WCA
Sub Oak Knoll Meadows	67,480	57,358	0	0	0	10,122	0	0	85.0% VOL 15.0% WCA
Sub Park Estates	82,204	69,874	0	0	0	12,331	0	0	85.0% VOL 15.0% WCA
Sub Patterson St	13,252	11,264	0	0	0	1,988	0	0	85.0% VOL 15.0% WCA
Sub Patterson St	20,803	17,683	0	0	0	3,121	0	0	85.0% VOL 15.0% WCA
Sub Ashland Meadows Village	67,418	57,305	0	0	0	10,113	0	0	85.0% VOL 15.0% WCA
Sub Clay Creek Estates	20,420	17,357	0	0	0	3,063	0	0	85.0% VOL 15.0% WCA
Sub Clay Creek Estates	34,369	29,214	0	0	0	5,155	0	0	85.0% VOL 15.0% WCA
Sub Oak Creek P.C.	44,830	38,105	0	0	0	6,724	0	0	85.0% VOL 15.0% WCA
Sub Thomas P.C.	35,950	30,558	0	0	0	5,393	0	0	85.0% VOL 15.0% WCA
Sub Barrington Place	24,375	20,719	0	0	0	3,656	0	0	85.0% VOL 15.0% WCA
Sub Clay Creek Phase II	52,911	44,974	0	0	0	7,937	0	0	85.0% VOL 15.0% WCA
Sub Greensprings Phase III	20,313	17,266	0	0	0	3,047	0	0	85.0% VOL 15.0% WCA
Sub Mill Pond Phase VI	17,997	15,298	0	0	0	2,700	0	0	85.0% VOL 15.0% WCA
Sub Oak Creek	49,141	41,769	0	0	0	7,371	0	0	85.0% VOL 15.0% WCA
Pump Station	10,892	9,259	0	0	0	1,634	0	0	85.0% VOL 15.0% WCA
Sewer Mains	3,256	2,768	0	0	0	488	0	0	85.0% VOL 15.0% WCA
Sewer Mains	123	105	0	0	0	18	0	0	85.0% VOL 15.0% WCA
Sewer Mains	2,067	1,757	0	0	0	310	0	0	85.0% VOL 15.0% WCA
Sewer Mains	4,177	3,551	0	0	0	627	0	0	85.0% VOL 15.0% WCA
Sewer Mains	5,805	4,935	0	0	0	871	0	0	85.0% VOL 15.0% WCA
Sewer Mains	4,022	3,419	0	0	0	603	0	0	85.0% VOL 15.0% WCA
Sewer Mains	10,494	8,920	0	0	0	1,574	0	0	85.0% VOL 15.0% WCA
Sewer Mains	5,090	4,327	0	0	0	764	0	0	85.0% VOL 15.0% WCA
Sewer Mains	3,439	2,923	0	0	0	516	0	0	85.0% VOL 15.0% WCA
Sewer Mains	6,047	5,140	0	0	0	907	0	0	85.0% VOL 15.0% WCA
Sewer Mains	2,755	2,342	0	0	0	413	0	0	85.0% VOL 15.0% WCA
Sewer Mains	3,908	3,322	0	0	0	586	0	0	85.0% VOL 15.0% WCA
Sewer Mains	5,495	4,671	0	0	0	824	0	0	85.0% VOL 15.0% WCA

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	Net Plant 6/30/2025	Volume (VOL)	Bio-oxygen Demand (BOD)	Total Suspended Solids (TSS)	Customer Related: Actual Customer (AC)	Customer Related: Weighted Customer (WCA)	Revenue (RR)	Direct (DA)	Basis of Classification
Sub Clear Creek	5,969	5,074	0	0	0	895	0	0	85.0% VOL 15.0% WCA
Sub South Valley Bus Park	10,085	8,573	0	0	0	1,513	0	0	85.0% VOL 15.0% WCA
Sub - Ashland Audubon	3,456	2,938	0	0	0	518	0	0	85.0% VOL 15.0% WCA
Sub - Ashland Parkview	3,245	2,758	0	0	0	487	0	0	85.0% VOL 15.0% WCA
Odor Control Facility Project	47,777	23,888	11,944	11,944	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
North Mountain Sewer Lid	25,882	22,000	0	0	0	3,882	0	0	85.0% VOL 15.0% WCA
North Mountain Sewer Lid	8,108	6,892	0	0	0	1,216	0	0	85.0% VOL 15.0% WCA
North Mountain Sewer Lid	3,961	3,367	0	0	0	594	0	0	85.0% VOL 15.0% WCA
North Mountain Sewer Lid	2,204	1,874	0	0	0	331	0	0	85.0% VOL 15.0% WCA
Granite St. to Wtr Fltr Plnt San. Swr	13,946	11,854	0	0	0	2,092	0	0	85.0% VOL 15.0% WCA
Sub - Ashland Audubon Ph II	3,784	3,216	0	0	0	568	0	0	85.0% VOL 15.0% WCA
Sub - Mountain Meadows Ph I	8,101	6,886	0	0	0	1,215	0	0	85.0% VOL 15.0% WCA
Sub - Oak Knoll Meadows PH IV	2,586	2,198	0	0	0	388	0	0	85.0% VOL 15.0% WCA
Sub - Scenic Heights	2,957	2,514	0	0	0	444	0	0	85.0% VOL 15.0% WCA
Sub - West Bellview	2,284	1,941	0	0	0	343	0	0	85.0% VOL 15.0% WCA
N. Main to Walnut	15,837	13,461	0	0	0	2,376	0	0	85.0% VOL 15.0% WCA
Seventh to Morton	20,477	17,406	0	0	0	3,072	0	0	85.0% VOL 15.0% WCA
Lid - Strawberry/Westwood	36,426	30,962	0	0	0	5,464	0	0	85.0% VOL 15.0% WCA
Sub - Ashland Village	22,486	19,113	0	0	0	3,373	0	0	85.0% VOL 15.0% WCA
Sub - Mtn. Meadows Ph II	18,057	15,349	0	0	0	2,709	0	0	85.0% VOL 15.0% WCA
Sub - Mtn. Meadows Ph III	14,007	11,906	0	0	0	2,101	0	0	85.0% VOL 15.0% WCA
Sub - Skycrest Hills Ph I	6,364	5,410	0	0	0	955	0	0	85.0% VOL 15.0% WCA
N. Mtn Lift Station - Flood	5,237	4,452	0	0	0	786	0	0	85.0% VOL 15.0% WCA
Sub - Ashland Meadows Village	2,683	2,280	0	0	0	402	0	0	85.0% VOL 15.0% WCA
Sub - Ashland Willows	5,956	5,062	0	0	0	893	0	0	85.0% VOL 15.0% WCA
Sub - Blossom View Estates	27,139	23,068	0	0	0	4,071	0	0	85.0% VOL 15.0% WCA
Sub - Chataqua Trace Ph 1	31,910	27,123	0	0	0	4,786	0	0	85.0% VOL 15.0% WCA
Sub - Eagle Creek	4,856	4,127	0	0	0	728	0	0	85.0% VOL 15.0% WCA
Sub - Mountain Creek Estates	26,264	22,325	0	0	0	3,940	0	0	85.0% VOL 15.0% WCA
Sub - Lithia Park Village PUD	21,430	18,215	0	0	0	3,214	0	0	85.0% VOL 15.0% WCA
Sub - Lithai Park Village PUD	4,873	4,142	0	0	0	731	0	0	85.0% VOL 15.0% WCA
Sub - Great Oaks	10,258	8,720	0	0	0	1,539	0	0	85.0% VOL 15.0% WCA
Sub - Pineview Estates	4,464	3,795	0	0	0	670	0	0	85.0% VOL 15.0% WCA
Sub - Siskiyou South	8,622	7,329	0	0	0	1,293	0	0	85.0% VOL 15.0% WCA
Sub - Skycrest Hills Ph II	10,489	8,916	0	0	0	1,573	0	0	85.0% VOL 15.0% WCA
Union St. - Siskiyou to Auburn	26,560	22,576	0	0	0	3,984	0	0	85.0% VOL 15.0% WCA
Berm Wall	3,206	1,603	802	802	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Rock Wall - Waterline Road	11,418	9,705	0	0	0	1,713	0	0	85.0% VOL 15.0% WCA
Airport Sanitary Sewer Line	63,337	53,836	0	0	0	9,501	0	0	85.0% VOL 15.0% WCA
Sub - Birchwood	5,199	4,419	0	0	0	780	0	0	85.0% VOL 15.0% WCA
Sub - Clay Creek Gardens	18,216	15,483	0	0	0	2,732	0	0	85.0% VOL 15.0% WCA
Sub - Park Ridge	5,615	4,773	0	0	0	842	0	0	85.0% VOL 15.0% WCA
Service Installations	17,759	15,095	0	0	0	2,664	0	0	85.0% VOL 15.0% WCA
Wightman - Lee to Iowa	16,011	13,609	0	0	0	2,402	0	0	85.0% VOL 15.0% WCA
Subdivision - Ashland Meadows	15,623	13,280	0	0	0	2,344	0	0	85.0% VOL 15.0% WCA
Subdivision - Eastfield	4,441	3,775	0	0	0	666	0	0	85.0% VOL 15.0% WCA
Subdivision - Hal/Milton Creek	4,233	3,598	0	0	0	635	0	0	85.0% VOL 15.0% WCA
Subdivision - Plum Ridge	3,830	3,255	0	0	0	574	0	0	85.0% VOL 15.0% WCA
Subdivision - Roca Ponds	4,012	3,410	0	0	0	602	0	0	85.0% VOL 15.0% WCA

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City of Ashland
Wastewater Rate Study
Exhibit 11
Net Plant in Service

	Net Plant 6/30/2025	Volume (VOL)	Bio-oxygen Demand (BOD)	Total Suspended Solids (TSS)	*Customer Related* Actual Customer (AC)	*Customer Related* Weighted Customer (WCA)	Revenue (RR)	Direct (DA)	Basis of Classification
Siskiyou Blvd. San Sewer	49,704	42,248	0	0	0	7,456	0	0	85.0% VOL 15.0% WCA
Bear Creek Trunk Line	53,817	45,744	0	0	0	8,073	0	0	85.0% VOL 15.0% WCA
South Mountain to Siskiyou	12,646	10,749	0	0	0	1,897	0	0	85.0% VOL 15.0% WCA
Headworks	66,704	33,352	16,676	16,676	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Oxidation Ditches	1,687,979	843,989	421,995	421,995	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Yard Piping & Misc Construction	4,123,881	2,061,940	1,030,970	1,030,970	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Sub - Clay Creek Gardens Ph II	14,882	12,650	0	0	0	2,232	0	0	85.0% VOL 15.0% WCA
Sub - The Oaks of Ashland	35,246	29,959	0	0	0	5,287	0	0	85.0% VOL 15.0% WCA
Sub - Oak Lawn Phase V	3,927	3,338	0	0	0	589	0	0	85.0% VOL 15.0% WCA
Belt Press	88,683	44,342	22,171	22,171	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
20 Service Installations	15,740	7,870	3,935	3,935	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Oxidation Ditch #2	419,806	209,903	104,951	104,951	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Granite Street Sewer Line	86,143	73,221	0	0	0	12,921	0	0	85.0% VOL 15.0% WCA
Bear Creek Trunk Phase IV	46,829	39,804	0	0	0	7,024	0	0	85.0% VOL 15.0% WCA
Beach Street	10,526	8,947	0	0	0	1,579	0	0	85.0% VOL 15.0% WCA
20 Service Installations	11,056	5,528	2,764	2,764	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
9 Manhole Installations	11,394	9,685	0	0	0	1,709	0	0	85.0% VOL 15.0% WCA
Sub - Billings Ranch	83,480	70,958	0	0	0	12,522	0	0	85.0% VOL 15.0% WCA
Sub - Bud's Dairy	20,415	17,353	0	0	0	3,062	0	0	85.0% VOL 15.0% WCA
Sub - Quinn	7,578	6,442	0	0	0	1,137	0	0	85.0% VOL 15.0% WCA
Sub - Riverwalk	41,507	35,281	0	0	0	6,226	0	0	85.0% VOL 15.0% WCA
Sub - Riverwalk	22,338	18,987	0	0	0	3,351	0	0	85.0% VOL 15.0% WCA
Sub - Strawberry Meadows	10,935	9,295	0	0	0	1,640	0	0	85.0% VOL 15.0% WCA
Subdivision - Hamilton Place	5,031	4,276	0	0	0	755	0	0	85.0% VOL 15.0% WCA
Subdivision - Hamilton Place	4,450	3,782	0	0	0	667	0	0	85.0% VOL 15.0% WCA
Subdivision - Deerfield Estates	7,583	6,446	0	0	0	1,137	0	0	85.0% VOL 15.0% WCA
Wetlands	277,430	138,715	69,358	69,358	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Capitalized Interest	249,180	124,590	62,295	62,295	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
2002 Sewer Project	129,782	64,891	32,445	32,445	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Bear Creek Trunk Sewer Ph 5	169,434	144,019	0	0	0	25,415	0	0	85.0% VOL 15.0% WCA
N. Main St. Pump Station	253,988	215,889	0	0	0	38,098	0	0	85.0% VOL 15.0% WCA
Geotechnical study Hosler Dam Stabilty	2,141	1,071	535	535	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Grand View Drive Sewer Pump Station	5,274	4,483	0	0	0	791	0	0	85.0% VOL 15.0% WCA
Nevada St. Sanitary Sewer PS	81,765	69,500	0	0	0	12,265	0	0	85.0% VOL 15.0% WCA
Ashland Creek Trunk Sewer Rehab	268,371	228,116	0	0	0	40,256	0	0	85.0% VOL 15.0% WCA
Creek Drive Pump Station	3,127	2,658	0	0	0	469	0	0	85.0% VOL 15.0% WCA
Glenwood Sewer Mainline	7,644	6,497	0	0	0	1,147	0	0	85.0% VOL 15.0% WCA
Bridge St. Sewer Mainline	10,454	8,886	0	0	0	1,568	0	0	85.0% VOL 15.0% WCA
Morton St Sewer Mainline	7,531	6,402	0	0	0	1,130	0	0	85.0% VOL 15.0% WCA
WWTP SCADA System	174,071	87,035	43,518	43,518	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Grandview Drive Sanitary Sewer Pump	212,812	180,890	0	0	0	31,922	0	0	85.0% VOL 15.0% WCA
WW Mainlinie Replacement - 6th St	13,674	11,623	0	0	0	2,051	0	0	85.0% VOL 15.0% WCA
WW Mainlinie Replacement - 21/22 Oak ST	16,113	13,696	0	0	0	2,417	0	0	85.0% VOL 15.0% WCA
WW Collection Rehabilitation	419,649	356,702	0	0	0	62,947	0	0	85.0% VOL 15.0% WCA
Total Improvements	**$11,485,054**	**$7,208,194**	**$1,824,359**	**$1,824,359**	**$0**	**$628,143**	**$0**	**$0**	
Plant Before General Plant	**$24,973,403**	**$14,270,105**	**$4,931,665**	**$4,931,665**	**$0**	**$839,968**	**$0**	**$0**	
Percent Plant Before General Plant	*100.0%*	*57.1%*	*19.7%*	*19.7%*	*0.0%*	*3.4%*	*0.0%*	*0.0%*	Factor PBG
General Plant									
General Plant Item 1	$0	$0	$0	$0	$0	$0	$0	$0	Factor PBG
General Plant Item 2	0	0	0	0	0	0	0	0	Factor PBG
Total General Plant	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	
Net Plant in Service	**$24,973,403**	**$14,270,105**	**$4,931,665**	**$4,931,665**	**$0**	**$839,968**	**$0**	**$0**	

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	Test Year FY 2027	Volume (VOL)	*Strength Related* Biochemical Oxygen Demand (BOD)	*Strength Related* Total Suspended Solids (TSS)	Actual Customer (AC)	Customer Srvcs & Acctg (WCA)	Revenue Related (RR)	Direct Assignment (DA)	Basis of Classification
Wastewater Expenses									
Wastewater Collection Expenses - 86000									
Regular Employees	$547,346	$0	$0	$0	$0	$547,346	$0	$0	100.0% WCA
Sick Leave Pay Out	3,667	0	0	0	0	3,667	0	0	100.0% WCA
Vacation Pay Out	4,889	0	0	0	0	4,889	0	0	100.0% WCA
Temporary Employees	0	0	0	0	0	0	0	0	100.0% WCA
Overtime	1,735	0	0	0	0	1,735	0	0	100.0% WCA
Duty Pay	48,527	0	0	0	0	48,527	0	0	100.0% WCA
FICA/Medicare Contribution	40,666	0	0	0	0	40,666	0	0	100.0% WCA
PERS Employer's Share	54,278	0	0	0	0	54,278	0	0	100.0% WCA
PERS Employer's UAL Share	79,205	0	0	0	0	79,205	0	0	100.0% WCA
PERS Employee Share Paid by Cty/Pks	31,895	0	0	0	0	31,895	0	0	100.0% WCA
HRAVEBA	16,028	0	0	0	0	16,028	0	0	100.0% WCA
Deferred Comp	4,200	0	0	0	0	4,200	0	0	100.0% WCA
Other Benefits	2,128	0	0	0	0	2,128	0	0	100.0% WCA
Group Health Insurance	187,014	0	0	0	0	187,014	0	0	100.0% WCA
Workers Compensation	10,616	0	0	0	0	10,616	0	0	100.0% WCA
Office Supplies	1,000	0	0	0	0	1,000	0	0	100.0% WCA
Small Tools & Ops Supplies	5,000	4,250	0	0	0	750	0	0	85.0% VOL 15.0% WCA
Uniforms - Clothing	3,500	2,975	0	0	0	525	0	0	85.0% VOL 15.0% WCA
Uniforms - Other	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Technical Supplies	53,000	45,050	0	0	0	7,950	0	0	85.0% VOL 15.0% WCA
Chemicals	20,000	17,000	0	0	0	3,000	0	0	85.0% VOL 15.0% WCA
County Services	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Miscellaneous Supplies	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Books & Periodicals	100	85	0	0	0	15	0	0	85.0% VOL 15.0% WCA
Fuel	30,000	25,500	0	0	0	4,500	0	0	85.0% VOL 15.0% WCA
Building Maintenance	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Maintenance	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Electricity	4,600	3,910	0	0	0	690	0	0	85.0% VOL 15.0% WCA
Water	3,750	3,188	0	0	0	563	0	0	85.0% VOL 15.0% WCA
Wastewater & Other	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Disposal & Sanitary Service	1,500	1,275	0	0	0	225	0	0	85.0% VOL 15.0% WCA
Grounds Care	2,750	2,338	0	0	0	413	0	0	85.0% VOL 15.0% WCA
Infrastructure	45,000	38,250	0	0	0	6,750	0	0	85.0% VOL 15.0% WCA
Communications	6,000	5,100	0	0	0	900	0	0	85.0% VOL 15.0% WCA
Computers	3,000	2,550	0	0	0	450	0	0	85.0% VOL 15.0% WCA
Postage	600	510	0	0	0	90	0	0	85.0% VOL 15.0% WCA
Radios	1,200	1,020	0	0	0	180	0	0	85.0% VOL 15.0% WCA
Professional Services	23,500	19,975	0	0	0	3,525	0	0	85.0% VOL 15.0% WCA
Other	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Bad Debt Expense	23,500	19,975	0	0	0	3,525	0	0	85.0% VOL 15.0% WCA
Senior Discount	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Low Income Discount	14,070	11,960	0	0	0	2,111	0	0	85.0% VOL 15.0% WCA
Other	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Licensing	15,000	12,750	0	0	0	2,250	0	0	85.0% VOL 15.0% WCA
Internal Chg - Administrative Fee	177,950	151,258	0	0	0	26,693	0	0	85.0% VOL 15.0% WCA
Internal Chg - Insurance Svc	57,332	48,732	0	0	0	8,600	0	0	85.0% VOL 15.0% WCA
Internal Chg - Tech Debt	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Internal Chg - Fleet Maint	107,768	91,603	0	0	0	16,165	0	0	85.0% VOL 15.0% WCA
Internal Chg - Equip Replacmnt	160,013	136,011	0	0	0	24,002	0	0	85.0% VOL 15.0% WCA
Advertising	200	170	0	0	0	30	0	0	85.0% VOL 15.0% WCA
Personal Vehicle Mileage	600	510	0	0	0	90	0	0	85.0% VOL 15.0% WCA
Lodging	1,200	1,020	0	0	0	180	0	0	85.0% VOL 15.0% WCA
Meals	500	425	0	0	0	75	0	0	85.0% VOL 15.0% WCA
Training	5,000	4,250	0	0	0	750	0	0	85.0% VOL 15.0% WCA
Dues	1,200	1,020	0	0	0	180	0	0	85.0% VOL 15.0% WCA
Medical & Laboratory	0	0	0	0	0	0	0	0	85.0% VOL 15.0% WCA
Equipment	2,500	2,125	0	0	0	375	0	0	85.0% VOL 15.0% WCA
Capital Outlay	112,500	95,625	0	0	0	16,875	0	0	85.0% VOL 15.0% WCA
Total Wastewater Collection Expenses - 86000	**$1,916,027**	**$750,408**	**$0**	**$0**	**$0**	**$1,165,619**	**$0**	**$0**	

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	Test Year FY 2027	Volume (VOL)	Strength Related: Biochemical Oxygen Demand (BOD)	Strength Related: Total Suspended Solids (TSS)	Actual Customer (AC)	Customer Srvcs & Acctg (WCA)	Revenue Related (RR)	Direct Assignment (DA)	Basis of Classification
Wastewater Treatment Expenses - 86100									
Regular Employees	$668,924	$0	$0	$0	$0	$668,924	$0	$0	100.0% WCA
Sick Leave Pay Out	4,502	0	0	0	0	4,502	0	0	100.0% WCA
Vacation Pay Out	6,003	0	0	0	0	6,003	0	0	100.0% WCA
Overtime	8,711	0	0	0	0	8,711	0	0	100.0% WCA
Duty Pay	34,762	0	0	0	0	34,762	0	0	100.0% WCA
FICA/Medicare Contribution	50,181	0	0	0	0	50,181	0	0	100.0% WCA
PERS Employer's Share	64,415	0	0	0	0	64,415	0	0	100.0% WCA
PERS Employer's UAL Share	97,738	0	0	0	0	97,738	0	0	100.0% WCA
PERS Employee Share Paid by Cty/Pks	39,358	0	0	0	0	39,358	0	0	100.0% WCA
HRAVEBA	19,777	0	0	0	0	19,777	0	0	100.0% WCA
Deferred Comp	4,620	0	0	0	0	4,620	0	0	100.0% WCA
Other Benefits	2,341	0	0	0	0	2,341	0	0	100.0% WCA
Group Health Insurance	203,664	0	0	0	0	203,664	0	0	100.0% WCA
Workers Compensation	11,865	0	0	0	0	11,865	0	0	100.0% WCA
Office Supplies	3,000	0	0	0	0	3,000	0	0	100.0% WCA
Small Tools & Ops Supplies	4,000	2,000	1,000	1,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Uniforms - Clothing	1,500	750	375	375	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Technical Supplies	45,000	22,500	11,250	11,250	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Chemicals	240,000	120,000	60,000	60,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
County Services	4,500	2,250	1,125	1,125	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Books & Periodicals	250	125	63	63	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Fuel	13,000	6,500	3,250	3,250	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Rental Charges	500	250	125	125	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Electricity	255,400	127,700	63,850	63,850	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Water	30,000	15,000	7,500	7,500	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Wastewater & Other	100	50	25	25	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Disposal & Sanitary Service	300,000	150,000	75,000	75,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Custodial	2,000	1,000	500	500	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Grounds Care	3,000	1,500	750	750	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Infrastructure	523,500	261,750	130,875	130,875	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Communications	2,000	1,000	500	500	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Computers	3,500	1,750	875	875	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Postage	800	400	200	200	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Professional Services	185,000	92,500	46,250	46,250	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Licensing	60,000	30,000	15,000	15,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Internal Chg - Administrative Fee	551,985	275,993	137,996	137,996	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Internal Chg - Insurance Svc	111,453	55,727	27,863	27,863	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Internal Chg - Facility Use	132,891	66,446	33,223	33,223	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Internal Chg - Fleet Maint	43,766	21,883	10,942	10,942	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Internal Chg - Equip Replacmnt	205,630	102,815	51,408	51,408	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Advertising	100	50	25	25	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Air	1,000	500	250	250	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Personal Vehicle Mileage	2,500	1,250	625	625	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Lodging	4,000	2,000	1,000	1,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Meals	1,500	750	375	375	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Training	8,000	4,000	2,000	2,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Dues	1,500	750	375	375	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Medical & Laboratory	84,000	42,000	21,000	21,000	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Safety	5,000	2,500	1,250	1,250	0	0	0	0	50.0% VOL 25.0% BOD 25.0% TSS
Total Wastewater Treatment Expenses - 86100	**$4,047,236**	**$1,413,688**	**$706,844**	**$706,844**	**$0**	**$1,219,861**	**$0**	**$0**	
Total Wastewater Expenses	**$5,963,263**	**$2,164,096**	**$706,844**	**$706,844**	**$0**	**$2,385,480**	**$0**	**$0**	

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	Test Year FY 2027	Volume (VOL)	Strength Related: Biochemical Oxygen Demand (BOD)	Strength Related: Total Suspended Solids (TSS)	Actual Customer (AC)	Customer Srvcs & Acctg (WCA)	Revenue Related (RR)	Direct Assignment (DA)	Basis of Classification
Additional O&M									
Additional Staffing Needs	$0	$0	$0	$0	$0	$0	$0	$0	100.0% WCA
Total Additional O&M	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	
Total O&M Expenses	**$5,963,263**	**$2,164,096**	**$706,844**	**$706,844**	**$0**	**$2,385,480**	**$0**	**$0**	
Taxes & Transfers									
Franchise Tax	$550,400	$199,743	$65,241	$65,241	$0	$220,176	$0	$0	As O&M Expense
Total Taxes & Transfers	**$550,400**	**$199,743**	**$65,241**	**$65,241**	**$0**	**$220,176**	**$0**	**$0**	
Rate Funded Capital	**$650,000**	**$235,888**	**$77,046**	**$77,046**	**$0**	**$260,019**	**$0**	**$0**	As O&M
Debt Service									
2013 New Construction	$46,659	$16,933	$5,531	$5,531	$0	$18,665	$0	$0	As O&M Expense
2018 DEQ R11751	126,011	45,730	14,936	14,936	0	50,408	0	0	As O&M Expense
Assumed Low Interest Loan	0	0	0	0	0	0	0	0	As O&M Expense
Assumed Revenue Bond	0	0	0	0	0	0	0	0	As O&M Expense
Additional Long-Term Debt	0	0	0	0	0	0	0	0	As O&M Expense
Total Debt Service	$172,670	$62,663	$20,467	$20,467	$0	$69,073	$0	$0	
LESS: Other Funding									
Wastewater SDC Fund	$0	$0	$0	$0	$0	$0	$0	$0	As Debt
Net Debt Service	**$172,670**	**$62,663**	**$20,467**	**$20,467**	**$0**	**$69,073**	**$0**	**$0**	
Reserve Funding									
Wastewater Operating Fund	($74,689)	($74,689)	$0	$0	$0	$0	$0	$0	100.0% VOL
Wastewater SDC Fund	0	0	0	0	0	0	0	0	100.0% VOL
Total Reserve Funding	**($74,689)**	**($74,689)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	
Total Revenue Requirement	**$7,261,645**	**$2,587,701**	**$869,598**	**$869,598**	**$0**	**$2,934,748**	**$0**	**$0**	
Less: Non-Operating Revenue									
Interest	$42,511	$15,149	$5,091	$5,091	$0	$17,180	$0	$0	As Revenue Requirement
Total Other Revenues	**$42,511**	**$15,149**	**$5,091**	**$5,091**	**$0**	**$17,180**	**$0**	**$0**	
Net Revenue Requirement	**$7,219,134**	**$2,572,552**	**$864,507**	**$864,507**	**$0**	**$2,917,568**	**$0**	**$0**	

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City of Ashland
Wastewater Rate Study
Exhibit 13
Distribution of Total Revenue Requirement

	2027 Expenses	Residential	Multi-Family	Commercial	Governmental	Municipal	*Basis of Allocation*
Volume Related							
All	$2,572,552	$1,266,316	$505,523	$665,895	$114,261	$20,556	*(VOL)*
Total Volume Related	**$2,572,552**	**$1,266,316**	**$505,523**	**$665,895**	**$114,261**	**$20,556**	
Strength Related							
Biochemical Oxygen Demand	$864,507	$404,600	$161,520	$255,312	$36,508	$6,568	*(BOD)*
Total Suspended Solids	864,507	404,600	161,520	255,312	36,508	6,568	*(TSS)*
Total Strength Related	**$1,729,015**	**$809,201**	**$323,039**	**$510,624**	**$73,015**	**$13,136**	
Customer Related							
Actual Customer	$0	$0	$0	$0	$0	$0	*(AC)*
Weighted Customer	2,917,568	1,854,416	874,264	168,515	11,570	8,803	*(WCA)*
Total Customer Related	**$2,917,568**	**$1,854,416**	**$874,264**	**$168,515**	**$11,570**	**$8,803**	
Revenue Related	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	*(RR)*
Direct Assignment	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	*(DA)*
Total Revenue Requirements	**$7,219,134**	**$3,929,933**	**$1,702,827**	**$1,345,033**	**$198,846**	**$42,495**	

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City of Ashland
Wastewater Rate Study
Exhibit 14
Cost of Service Analysis Summary

	FY 2027 Expenses	Residential	Multi-Family	Commercial	Governmental	Municipal	Residential	Non-Res
Revenues at Present Rates	$6,779,708	$3,370,273	$1,931,536	$1,248,471	$184,775	$44,654	$5,301,809	$1,477,900
Allocated Revenue Requirement	$7,219,134	$3,929,933	$1,702,827	$1,345,033	$198,846	$42,495	$5,632,760	$1,586,374
Bal/Def of Funds	($439,426)	($559,661)	$228,709	($96,562)	($14,072)	$2,159	($330,951)	($108,474)
Plus: Additional Taxes	(35,154)	(44,773)	18,297	(7,725)	(1,126)	173	(26,476)	(8,678)
Balance / (Deficiency) of Funds	($474,580)	**($604,434)**	**$247,006**	**($104,287)**	**($15,197)**	**$2,332**	**($357,427)**	**($117,152)**
Required % Change in Rates	**7.0%**	**17.9%**	**-12.8%**	**8.4%**	**8.2%**	**-5.2%**	**6.7%**	**7.9%**

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City of Ashland
Wastewater Rate Study
Rate Schedule - Status Quo

	Present Rates	Proposed Rates				
		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential						
Service Charge	*$ / Month*					
Monthly Service Charge	$33.94	$36.32	$38.86	$41.58	$44.49	$47.60
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Multi-Family						
Service Charge	*$ / Month*					
Monthly Service Charge - Units	$33.94	$36.32	$38.86	$41.58	$44.49	$47.60
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Commercial						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.89	$40.54	$43.38	$46.42	$49.67
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883
Governmental						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.89	$40.54	$43.38	$46.42	$49.67
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883
Municipal						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.89	$40.54	$43.38	$46.42	$49.67
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883

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City of Ashland
Wastewater Rate Study
Rate Schedule - Alternative

	Present Rates	*Proposed Rates*				
		FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Residential						
Service Charge	*$ / Month*					
Monthly Service Charge	$33.94	$37.48	$40.18	$42.99	$46.00	$49.22
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Multi-Family						
Service Charge	*$ / Month*					
Monthly Service Charge - Units	$33.94	$33.94	$36.16	$38.69	$41.40	$44.30
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Commercial						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.48	$40.18	$42.99	$46.00	$49.22
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883
Governmental						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.48	$40.18	$42.99	$46.00	$49.22
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883
Municipal						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.48	$40.18	$42.99	$46.00	$49.22
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883

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City of Ashland

Wastewater and Storm Drain Rate Study

March 16, 2026

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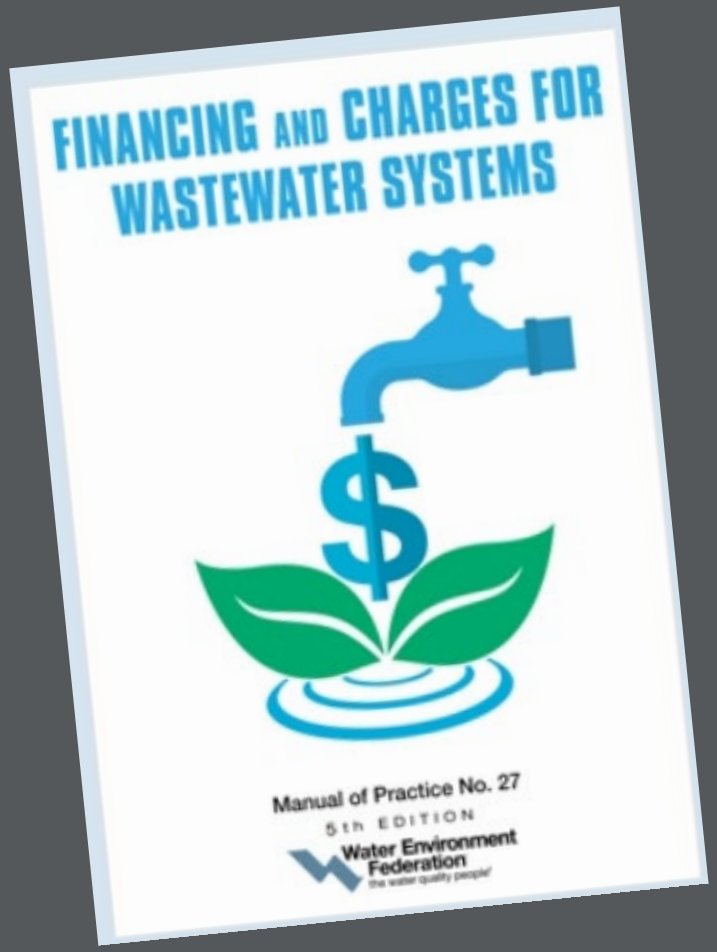
Agenda

1. General Overview of the Rate Setting Process
2. Wastewater Rate Study
3. Storm Drain Rate Study
4. Summary and Next Steps

1

General Overview of the Rate Setting Process



Purpose of a Rate Study

- Determine a projection of sufficient revenue to operate and maintain the City's wastewater and storm drain infrastructure
- Develop cost-based wastewater and storm drain rates
- Reflect prudent financial planning criteria
  - Prudent funding of annual O&M expenses
  - Meet target minimum reserve balances
  - Adequately fund identified capital improvement and replacement needs
- Develop the Study using generally accepted methodologies tailored to the City's systems and customer characteristics

Rate Study Overview

Revenue Requirement

Compares the revenue of the utility to the expenses to evaluate the level of overall rates

Cost of Service

Proportionally distribute the revenue requirement to the customer classes of service and develop average unit costs

Rate Design

Design rates to meet the revenue needs and cost of service while reflecting the City's rate design goals and objectives

Revenue Requirement Analysis Overview

Compares utility revenues to expenses	• Determines the level of revenue (rate) adjustment necessary
Uses prudent financial planning criteria	• Adequate funding of renewal and replacement • Maintaining sufficient ending reserve balances
Reviews a specific time period	• Typically, 2 – 5-year rate setting period • 10-year planning period
Utilities analyzed on a stand-alone basis	• No transfer of funds from other City funds • Rates need to support operations and capital
Utilizes the cash basis methodology	• Generally accepted method for municipal utilities

Cost of Service Analysis Overview

What is Cost of Service?

- Analysis to proportionally distribute the revenue requirement to the customer classes of service

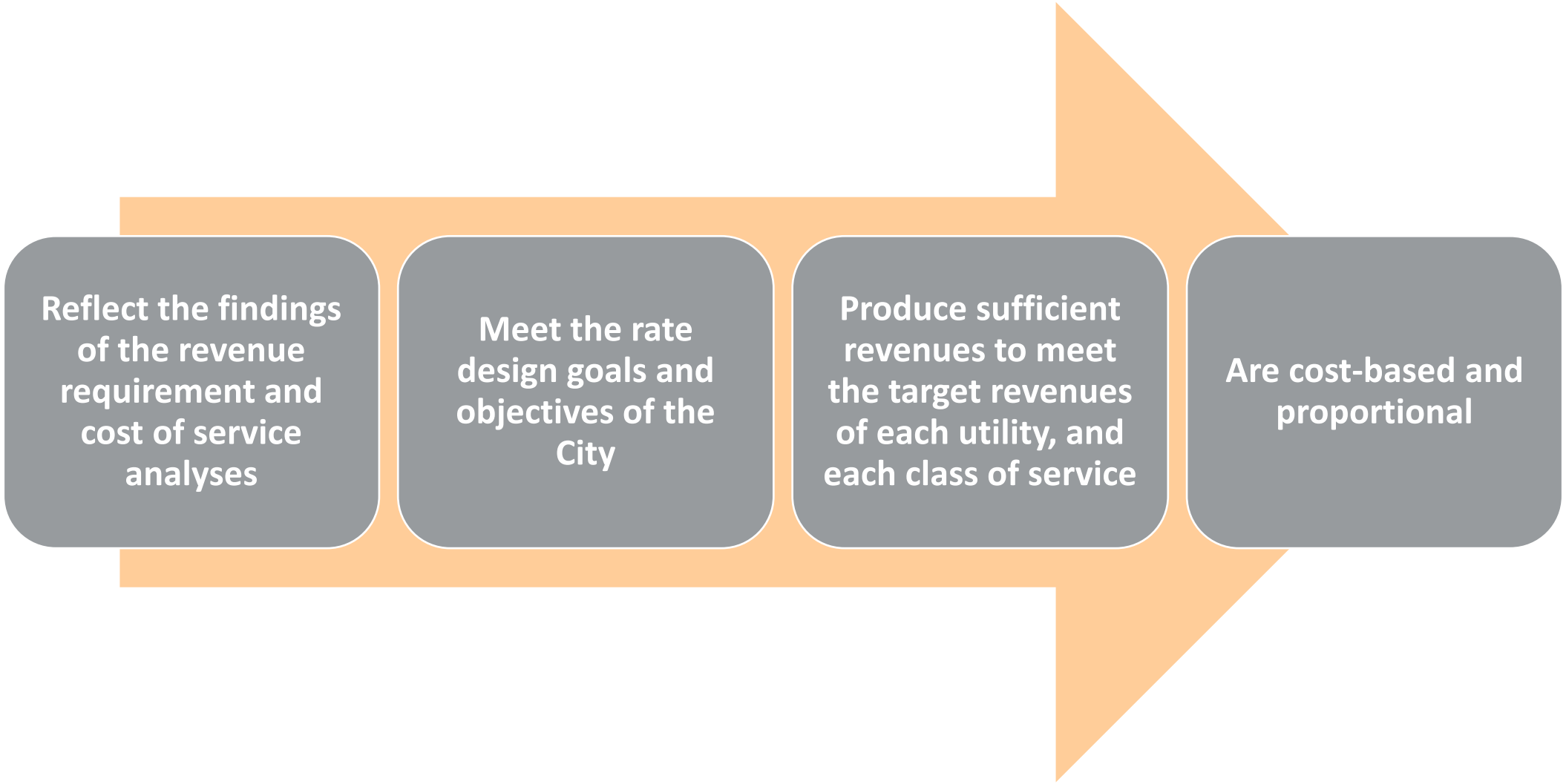
Why Cost of Service?

- Avoids subsidies between classes
- Revenues reflect costs
- Provides an accurate price signal

Objectives of Cost of Service

- Determine if subsidies exist
- Develop average unit costs

Rate Design Analysis Overview



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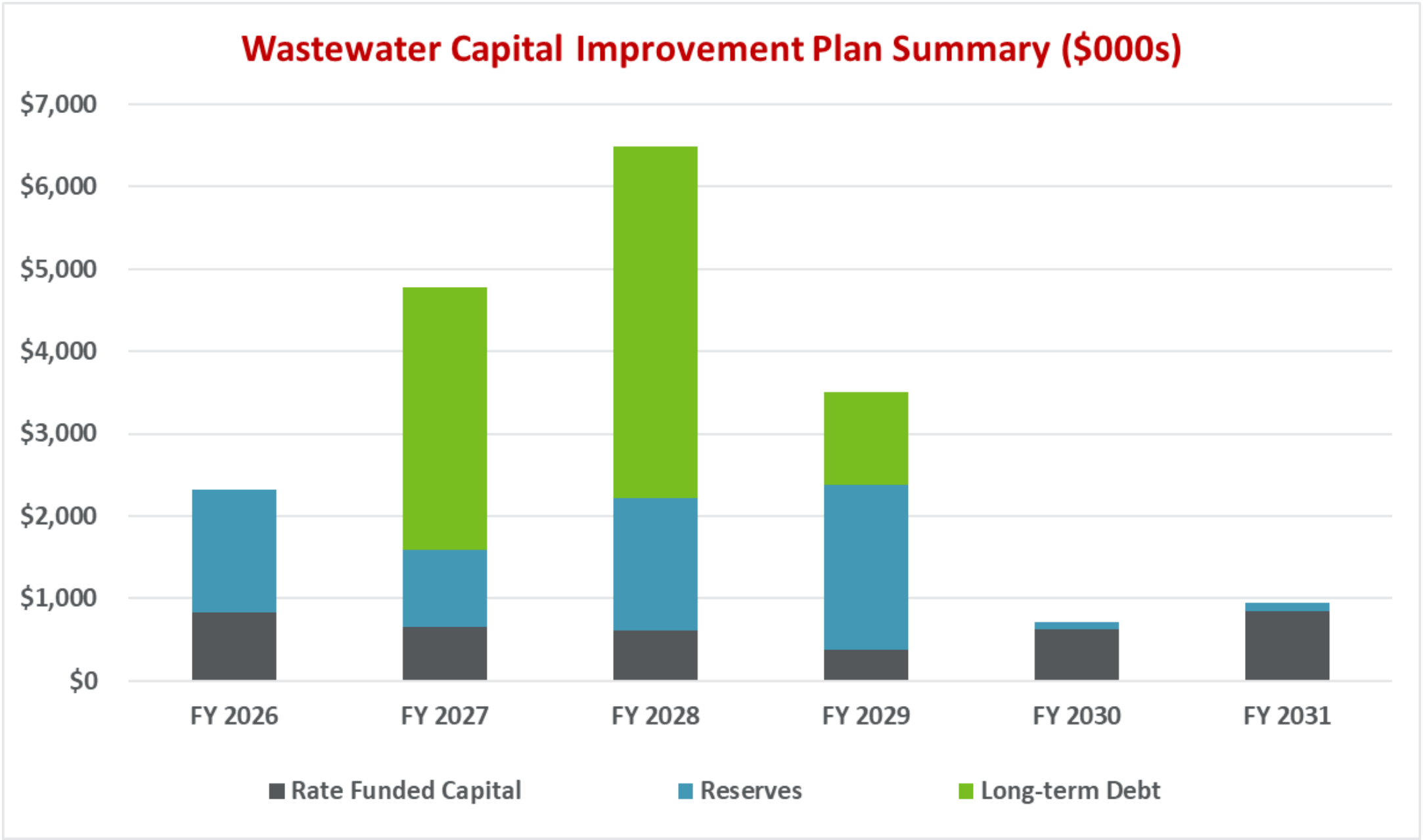
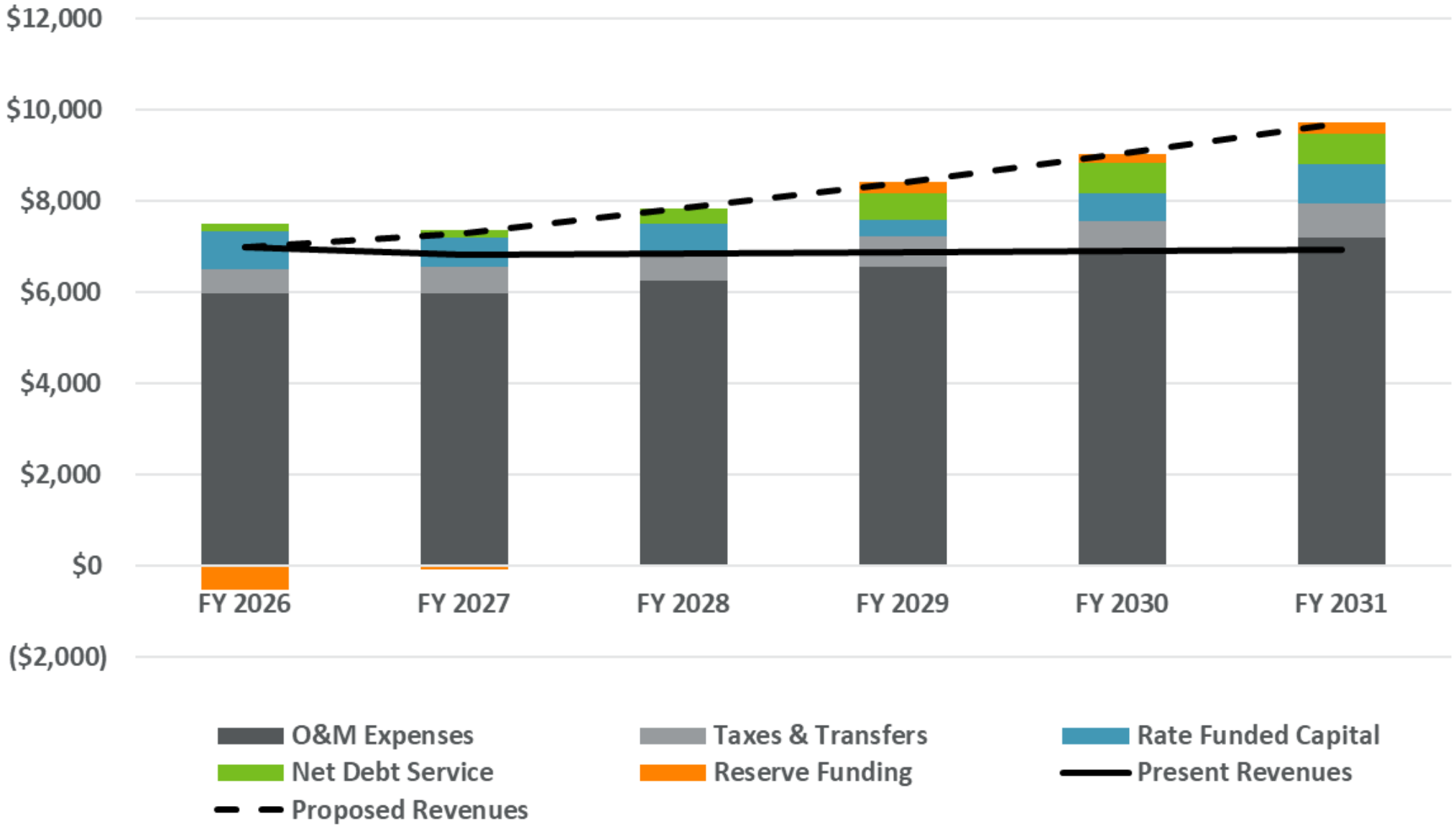
Wastewater Rate Study

Wastewater Revenue Requirement Assumptions

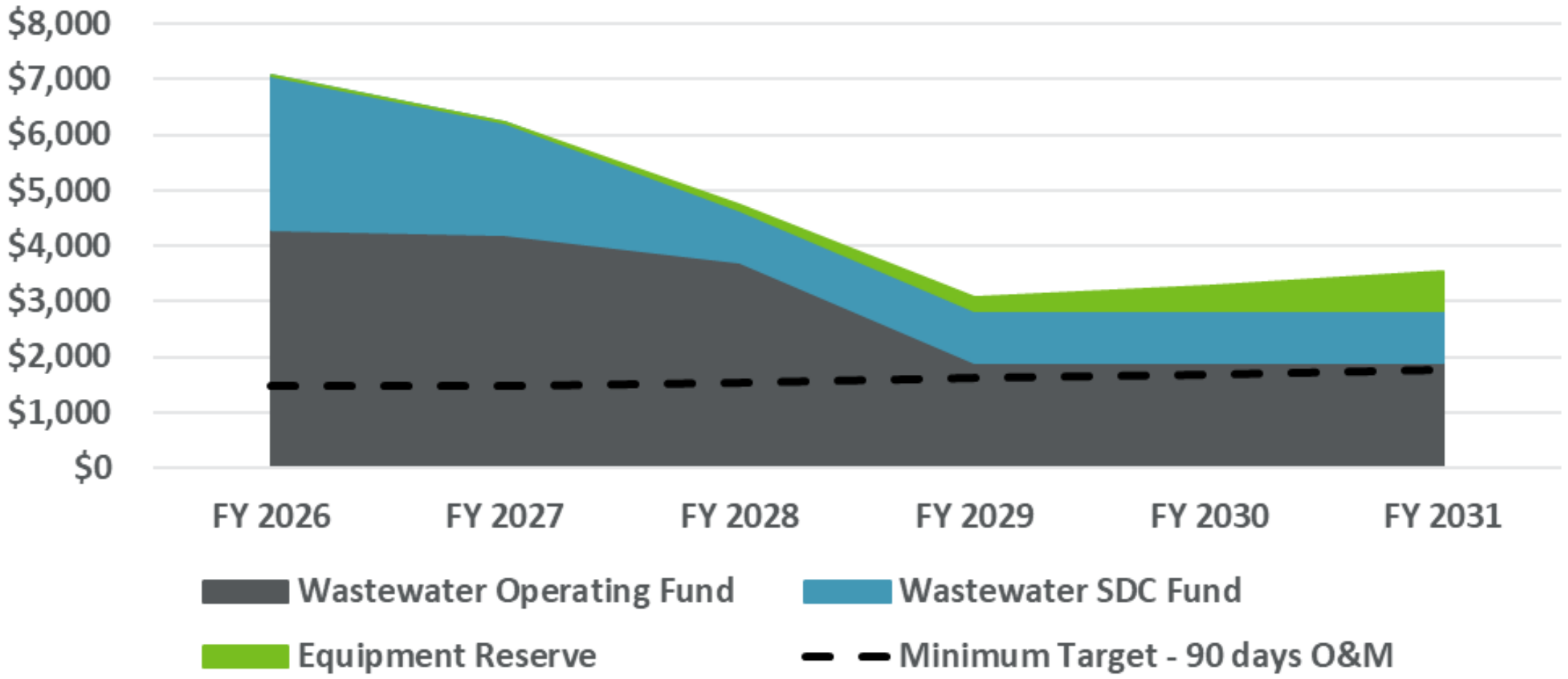
- Revenues independently calculated based on specific customer characteristics of the wastewater system
- O&M expenses based on FY 2026 and FY 2027 budgets
  - Projected through FY 2036 based on annual inflationary factors
  - Contribution to equipment reserve starting in FY 2028 ($100,000)
- Capital funding analysis based on wastewater capital improvement plan
  - $18.8M total from FY 2026 through FY 2031
  - Rate funding averaging over $650,000 per year
  - Assumed long-term borrowing
    - WWTP Headworks ($6.4M, low-interest loan)
    - Hardesty Site Development & Equipment Storage ($2.2M, revenue bond)


Wastewater Capital Improvement Plan Summary ($000s)
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$0
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031
Rate Funded Capital
Reserves
Long-term Debt

Wastewater Revenue Requirement Summary ($000s)



Wastewater Ending Reserve Fund Balances ($000s)



Summary of the Wastewater Revenue Requirement

- Developed based on prudent financial planning criteria and industry standard approaches
- Utilizes City customer characteristics, growth, and inflation assumptions
- Determines adequate funding for the wastewater utility to operate on a financially stable basis

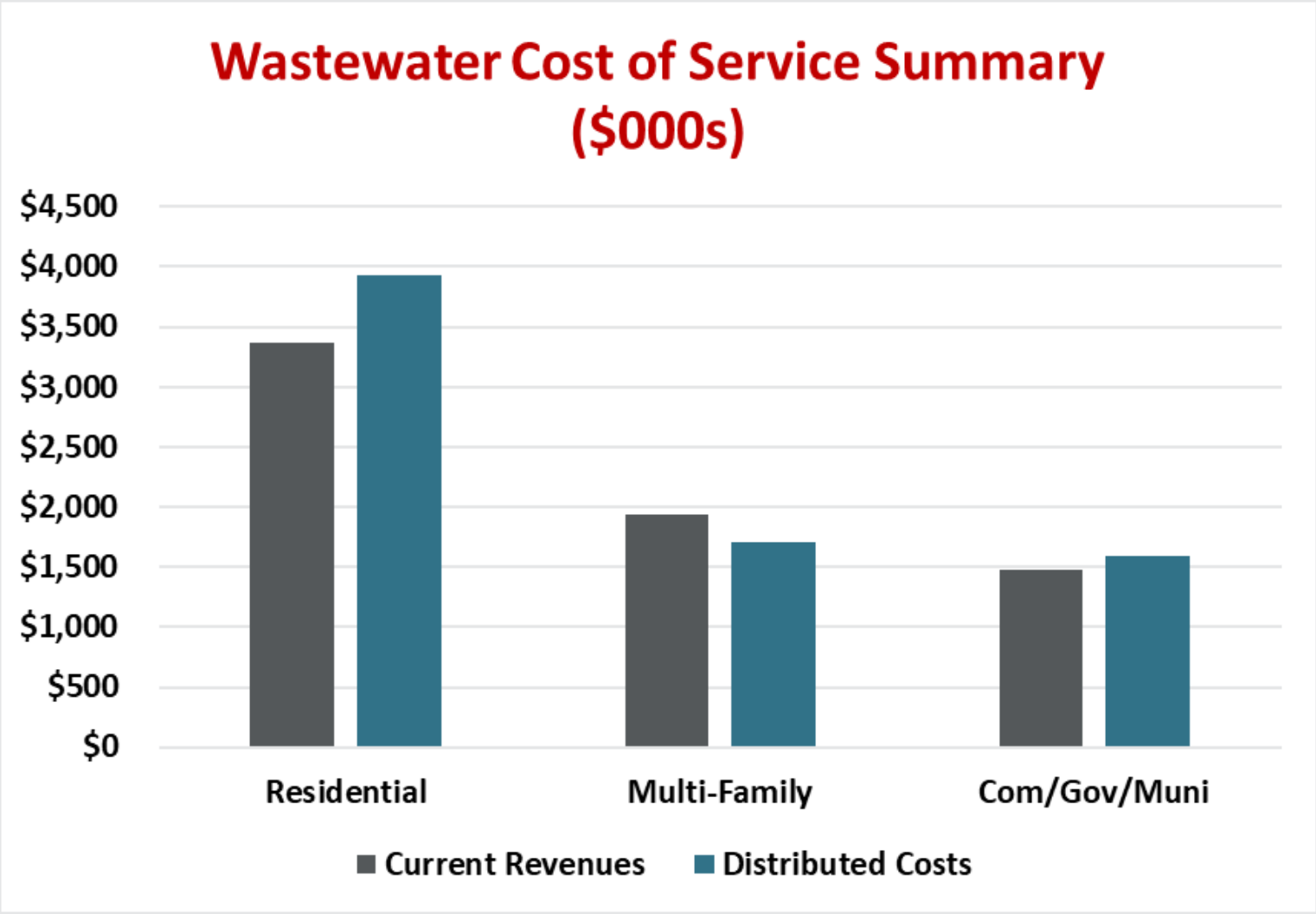
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Wastewater Residential Customer Bill						
Avg. Customer Bill[1]	$33.94	$36.32	$38.86	$41.58	$44.49	$47.60
Monthly $ Change		2.38	2.54	2.72	2.91	3.11

[1] - Assumes service charge + 400 CF

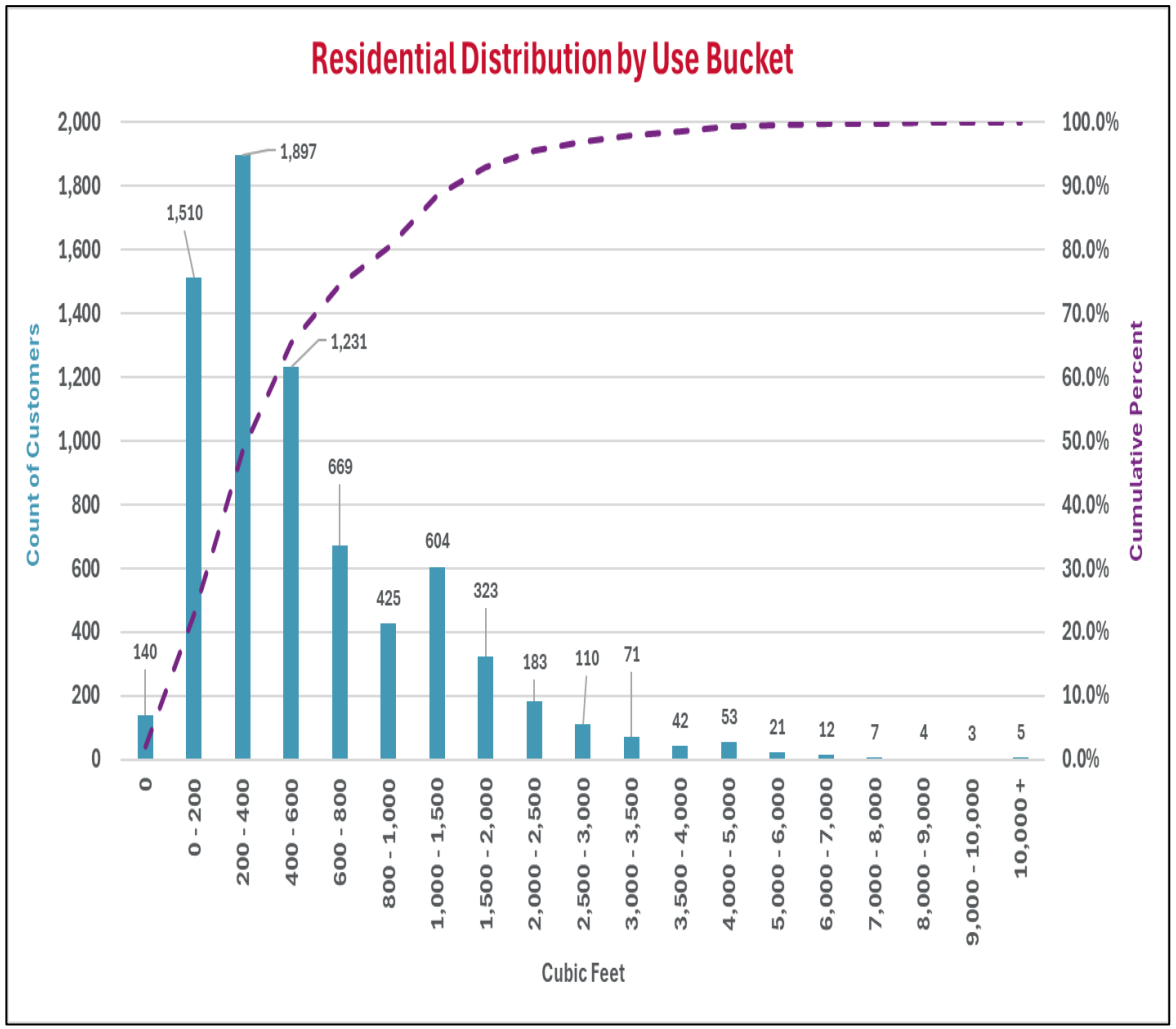
Wastewater Cost of Service Assumptions

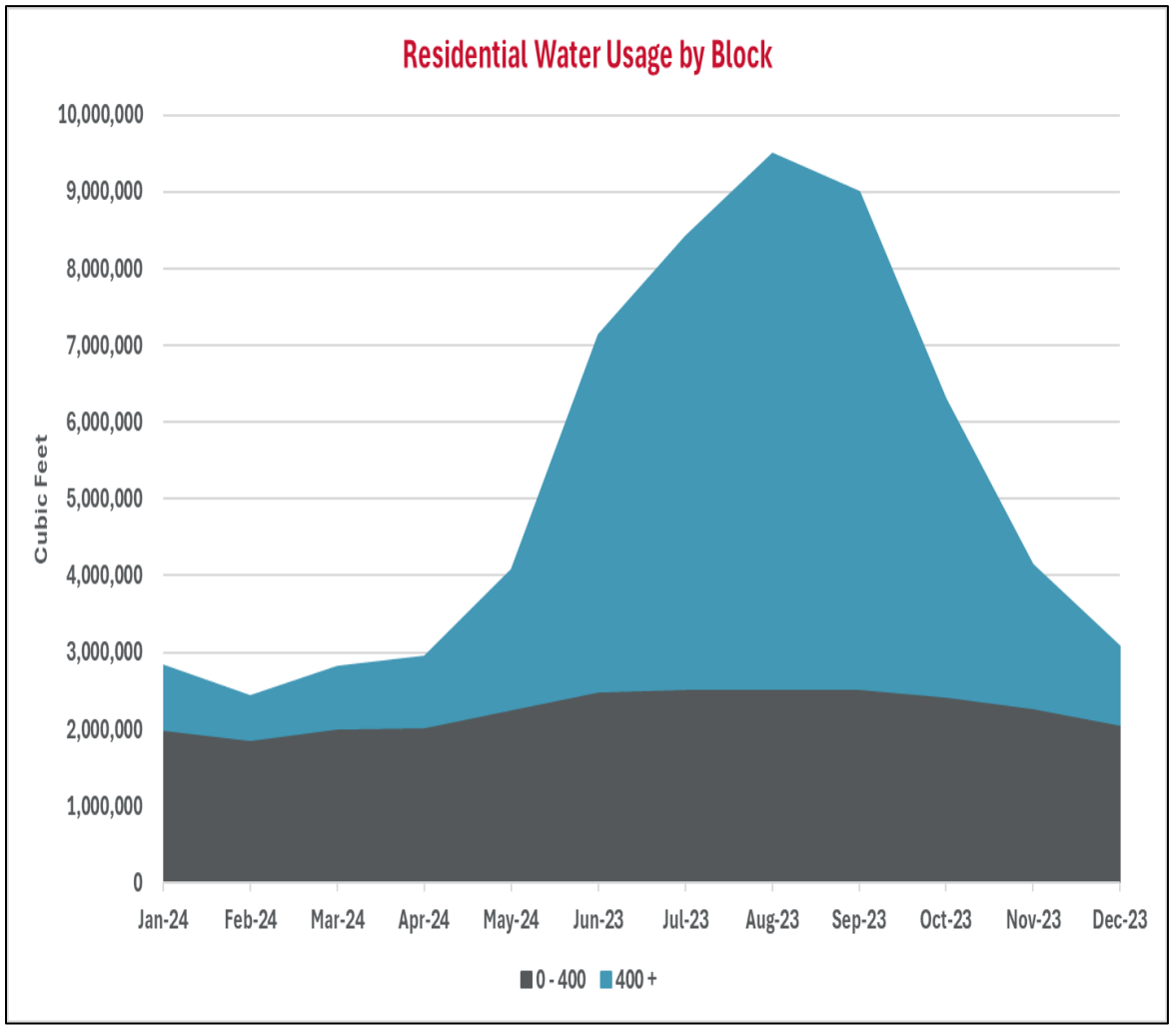
- Customers grouped into homogeneous customer classes of service for cost of service and rate design purposes
  - Residential
  - Multi-Family
  - Commercial/Governmental/Municipal (Non-Residential)
- Proportionally distribute costs between customer classes of service

Wastewater Cost of Service Results



Wastewater Winter Water Average Tiers Analysis





Wastewater Rate Design – Status Quo

Status Quo Rates:

- Adjust wastewater rates for all customer classes at system rate adjustment
- No changes to the structure of the rates

	Present Rates	Proposed Rates				
		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential						
Service Charge	*$ / Month*					
Monthly Service Charge	$33.94	$36.32	$38.86	$41.58	$44.49	$47.60
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Multi-Family						
Service Charge	*$ / Month*					
Monthly Service Charge - Units	$33.94	$36.32	$38.86	$41.58	$44.49	$47.60
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Commercial						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.89	$40.54	$43.38	$46.42	$49.67
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883
Governmental						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.89	$40.54	$43.38	$46.42	$49.67
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883
Municipal						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.89	$40.54	$43.38	$46.42	$49.67
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883

Wastewater Rate Design – Rate Design Alternative

Alternative Rates:

- Reflects cost of service results
  - Residential service charge increased to match non-residential service charges
  - Multi-family service charge proposed to remain flat for FY 2027 and then be set at 90% of residential service charge in each following year
  - All quantity charges increased at system rate adjustment

	Present Rates	Proposed Rates				
		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential						
Service Charge	*$ / Month*					
Monthly Service Charge	$33.94	$37.48	$40.18	$42.99	$46.00	$49.22
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Multi-Family						
Service Charge	*$ / Month*					
Monthly Service Charge - Units	$33.94	$33.94	$36.16	$38.69	$41.40	$44.30
Quantity Charge	*$ / CF*					
0 - 400 CF up to Winter Water Average	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ CF up to Winter Water Average	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Commercial						
Service Charge	*$ / Month*					
Monthly Service Charge	$35.41	$37.48	$40.18	$42.99	$46.00	$49.22
Quantity Charge	*$ / CF*					
Actual Monthly Consumption	$0.05621	$0.06014	$0.06435	$0.06885	$0.07367	$0.07883
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Service Charge	*$ / Month*					
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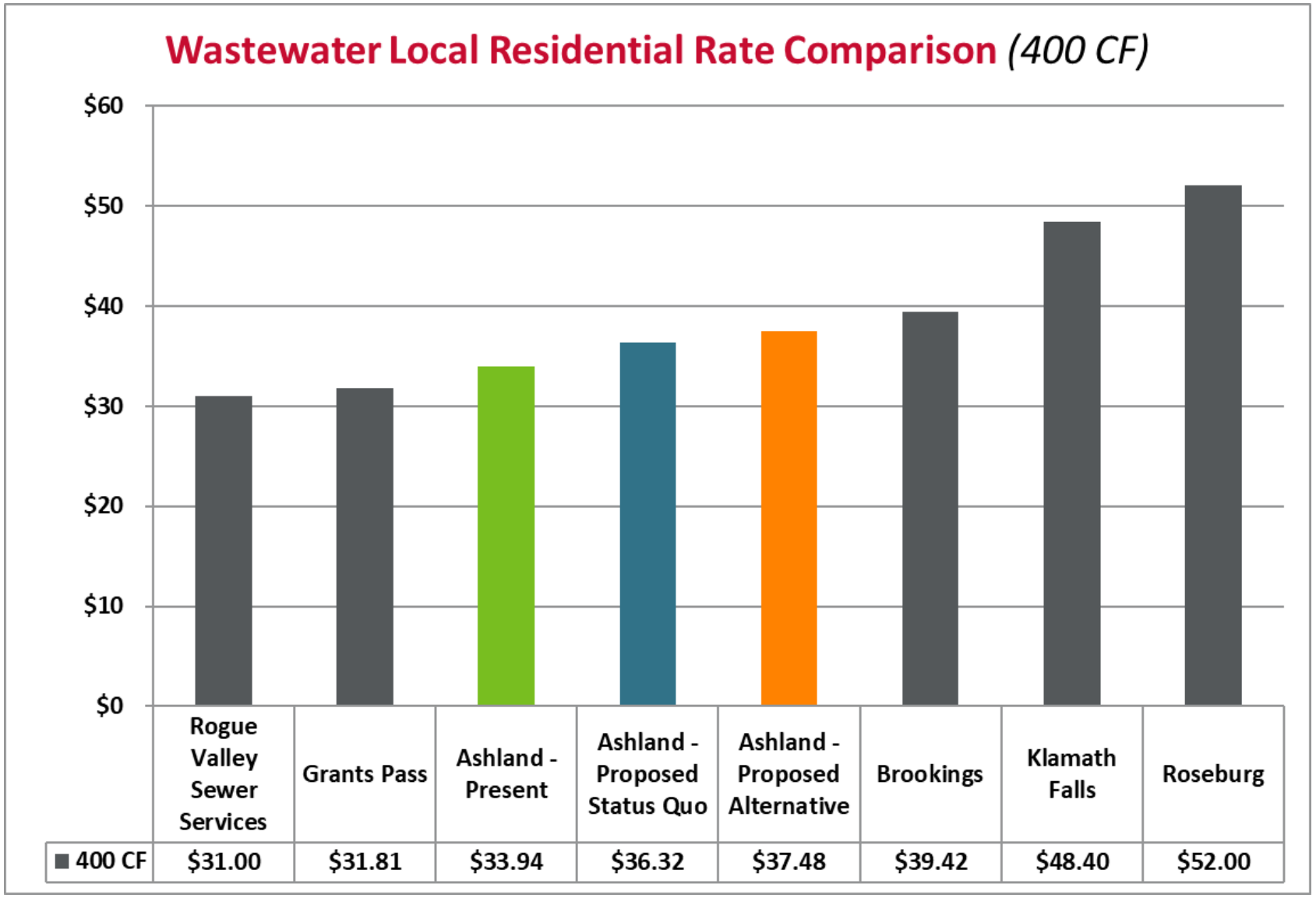
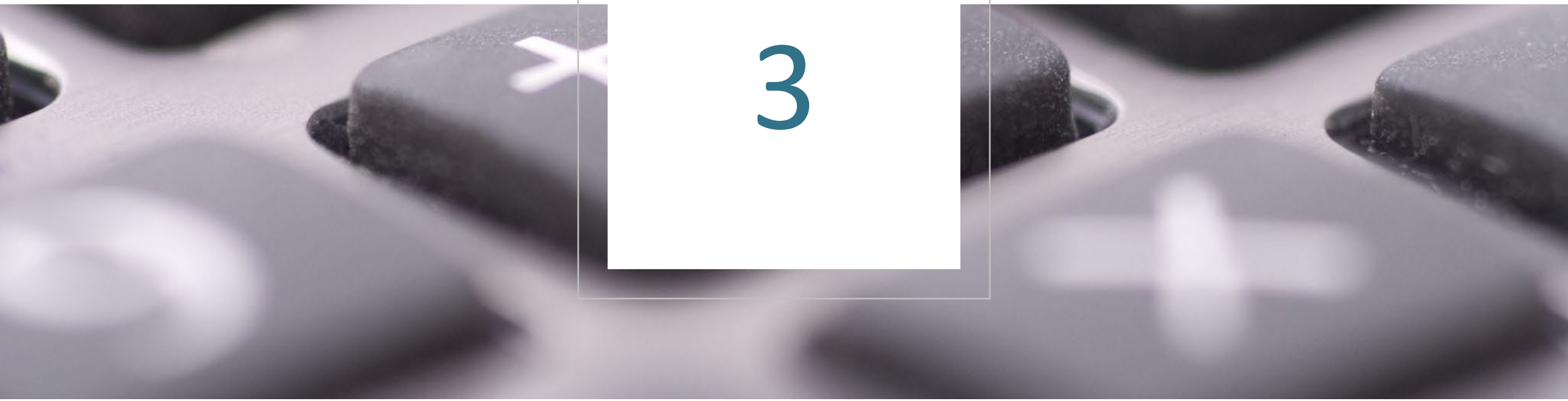
Local Comparison - Wastewater





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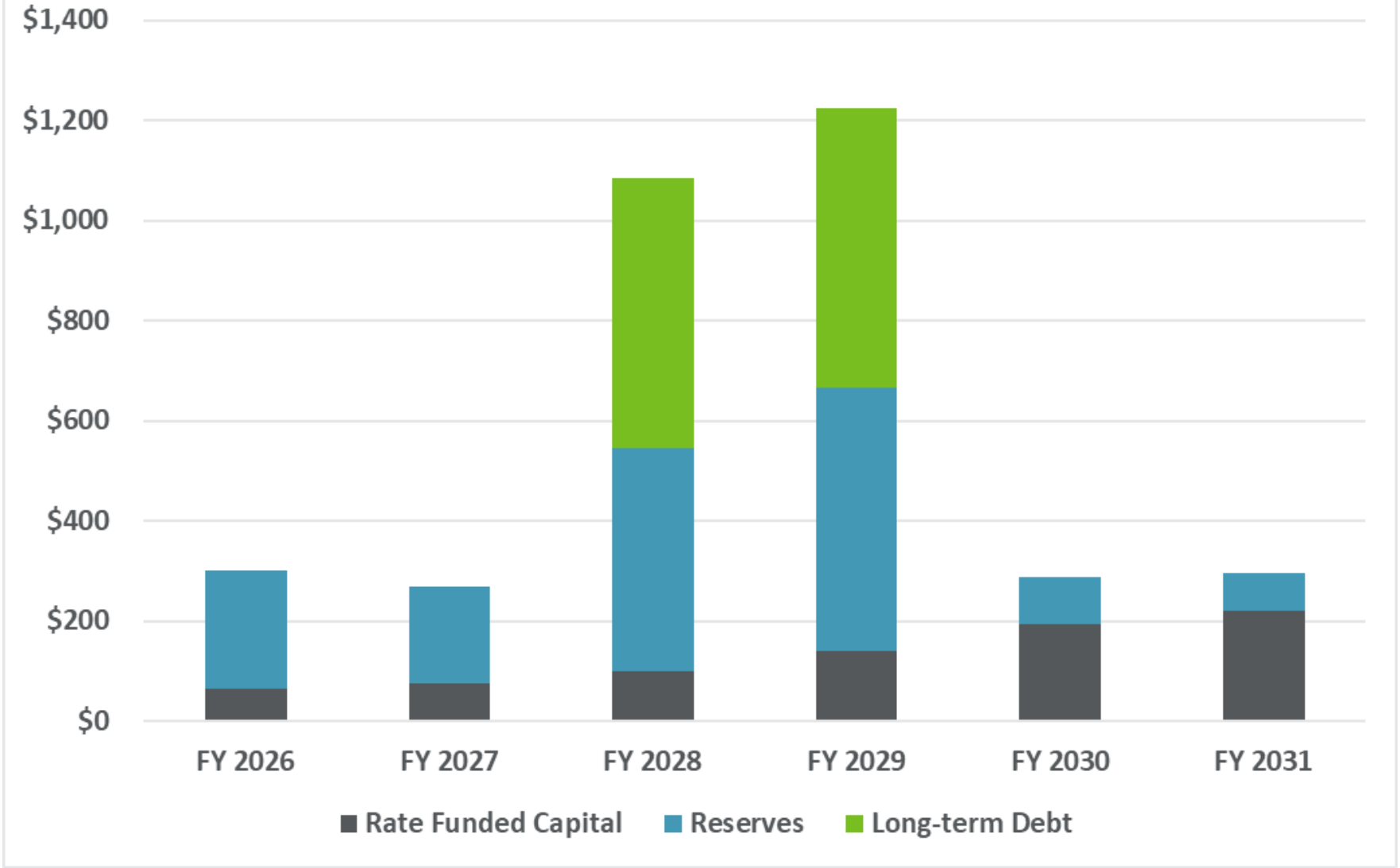
Storm Drain Rate Study

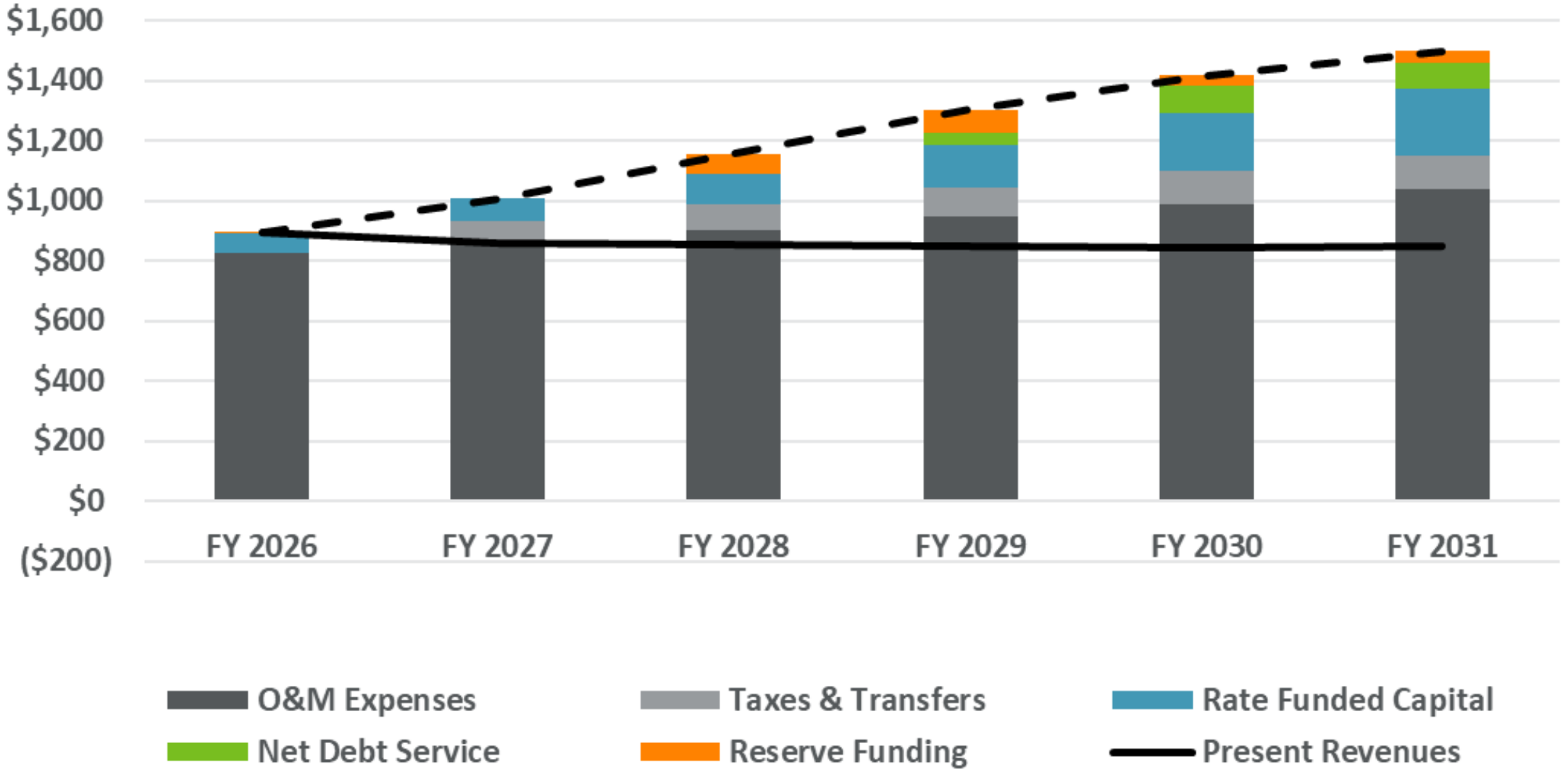
Storm Drain Revenue Requirement Assumptions

- Revenues independently calculated based on specific customer characteristics of the storm drain system
- O&M expenses based on FY 2026 and FY 2027 budgets
  - Projected through FY 2036 based on annual inflationary factors
  - Franchise tax payments starting FY 2027 (8.0% of rate revenues)
  - Contribution to equipment reserve starting in FY 2028 ($25,000)
- Capital funding analysis based on storm drain capital improvement plan
  - Total of $3.5M from FY 2026 through FY 2037
  - Averages $133,000 per year from rate funded capital
  - Assumed long-term borrowing
    - Hardesty Site Development & Equipment Storage ($1.1M, revenue bond)

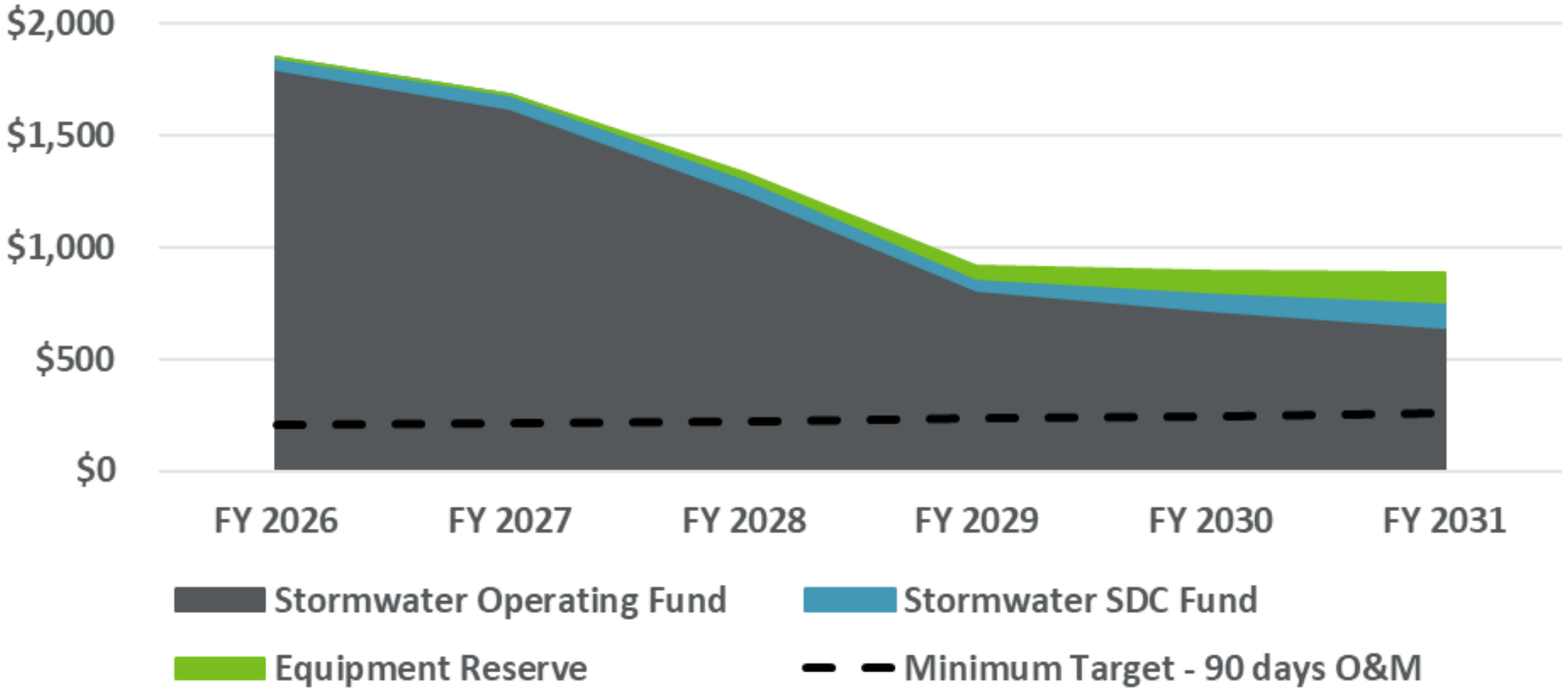
Storm Drain Capital Improvement Plan Summary ($000s)



Storm Drain Revenue Requirement Summary ($000s)



Storm Drain Ending Reserve Fund Balances ($000s)



Summary of the Storm Drain Revenue Requirement

- Developed based on prudent financial planning criteria and industry standard approaches
- Utilizes City storm drain customer characteristics, growth, and inflation assumptions
- Determines adequate funding for the storm drain utility to operate on a financially stable basis

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Storm Drain Residential Customer Bill						
Avg. Customer Bill[1]	$5.43	$6.43	$7.43	$8.44	$9.19	$9.68
Monthly $ Change		1.00	1.00	1.00	0.75	0.50

[1] - Per equivalent residential unit (ERU)

Storm Drain Cost of Service Analysis

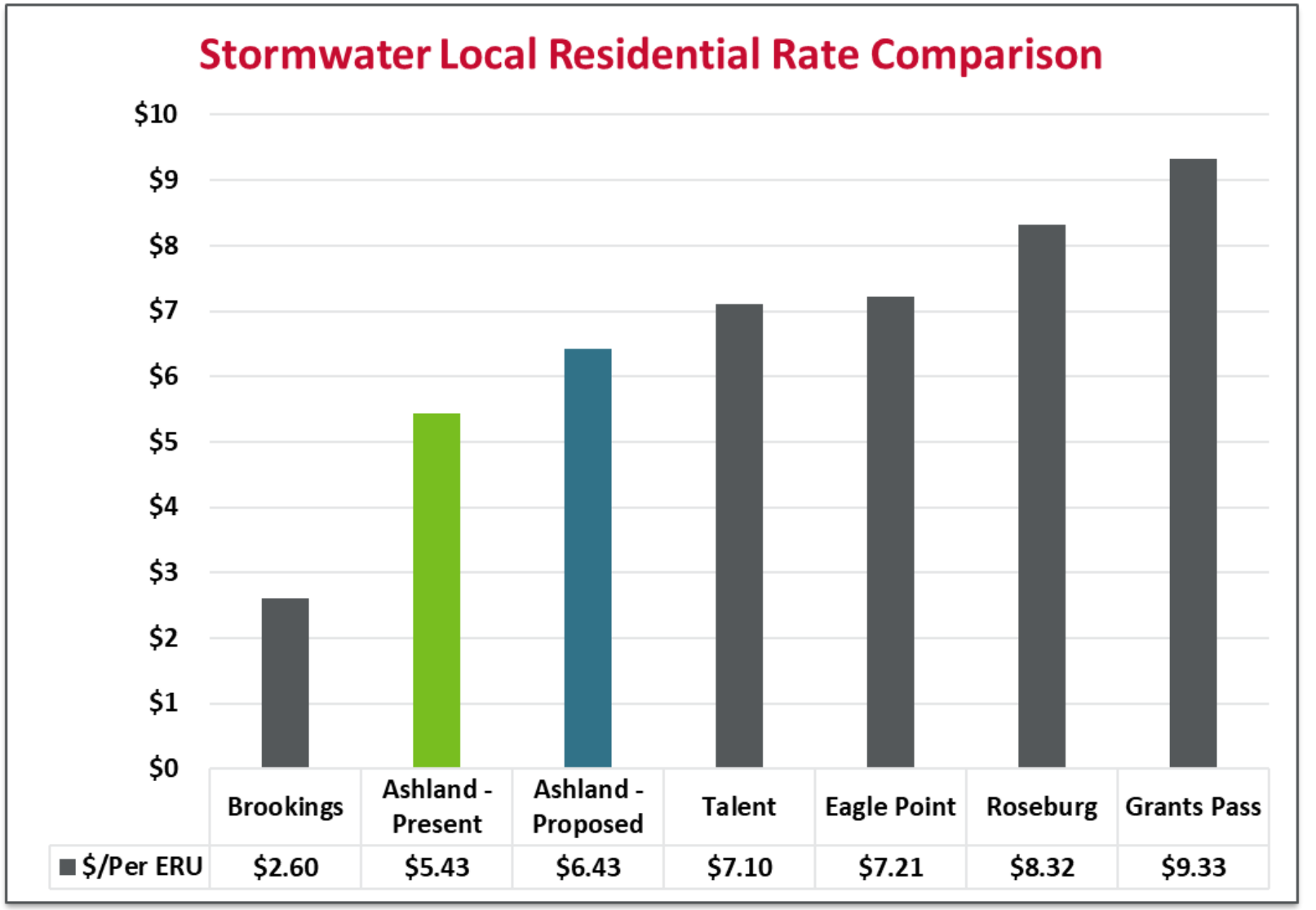
- Simplified cost of service analysis for storm drain utility
- Total revenue requirement divided by total number of equivalent residential units

Storm Drain Rate Design

- No rate structure changes are proposed
- Rates are increased to meet revenue requirement

		Present Rates	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Single Family	*($ / ERU)*	$5.43	$6.43	$7.43	$8.43	$9.18	$9.68
Multi-Family	*($ / ERU)*	2.33	2.76	3.19	3.62	3.94	4.15
Commercial	*($ / ERU)*	5.43	6.43	7.43	8.43	9.18	9.68
All Other	*($ / 1,000 sq. ft.)*	1.80	2.13	2.46	2.79	3.04	3.20
Minimum Charge	*($ / ERU)*	5.43	6.43	7.43	8.43	9.18	9.68

Local Comparison – Storm Drain



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Summary and Next Steps

Summary and Next Steps

- The wastewater and storm drain studies are based on industry standard approaches as well as City specific system and customer characteristics for each utility
- Draft technical analyses will be refined with City staff based on Council feedback
- Final study recommendations will be presented to Council for implementation

Questions and Discussion