Council Business Meeting Agenda

ASHLAND CITY COUNCIL
BUSINESS MEETING AGENDA
Tuesday, June 2, 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 public forum topics and agenda items.
To **speak electronically** during the meeting or to submit **written comments** in advance, please complete the online Public Comment Form by 10 a.m. the day of the meeting.

6:00 p.m. Regular Business Meeting

I. CALL TO ORDER 6:00 pm

a. Land Acknowledgement**

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL

IV. MAYOR'S / CHAIR OF THE COUNCIL ANNOUNCEMENT

a. Proclamation in Honor of Flag Day

V. APPROVAL OF MINUTES

a. Minutes of the May 18, 2026 – Study Session Meeting
b. Minutes of the May 19, 2026, - Business Meeting

VI. CONSENT AGENDA

a. Committee Member Appointment

VII. SPECIAL PRESENTATIONS

a. Elks Building Mural Presentation with John Pugh

VIII. PUBLIC FORUM

IX. PUBLIC HEARING

a. Public Hearing for Approval of a Resolution to Levy Taxes for the Fiscal Year July 1, 2026 through June 30, 2027, a Resolution Certifying City of Ashland Services, a Resolution Declaring the City's Election to Receive State Revenues

X. ORDINANCES, RESOLUTIONS AND CONTRACTS

a. Second Reading of the following Ordinance Language Changes (Set #3):

1. **3299** AN ORDINANCE AMENDING AMC 13.04 CONSTRUCTION, REPAIR AND ALTERATION OF SIDEWALKS, SECTION 13.04.020 DUTY TO REPAIR AND CLEAR SIDEWALKS

2. **3300** AN ORDINANCE AMENDING AMC SECTION 14.04.060 WATER CONNECTS OUTSIDE THE CITY LIMITS

3. **3301** AN ORDINANCE AMENDING AMC 14.08 SEWER SYSTEM - RATES, SECTION 14.08.030 CONNECTION OUTSIDE CITY, INSIDE URBAN GROWTH BOUNDARY AND SECTION 14.08.031 CONNECTION OUTSIDE URBAN GROWTH BOUNDARY
4. **3302** AN ORDINANCE RELATING TO WASTEWATER REGULATIONS AMENDING AMC 14.09 TO INCLUDE SECTION 14.09.030 & 14.09.040
5. **3303** AN ORDINANCE AMENDING AMC 15.04 BUILDINGS AND CONSTRUCTION, SECTION 15.04.210 DEMOLITION OR RELOCATION OF STRUCTURE
6. **3304** AN ORDINANCE AMENDING AMC 15.28 FIRE PREVENTION CODE

b. Resolution 2026-12 Ratifying the Drought Emergency Declaration for the City of Ashland

XI. UNFINISHED BUSINESS

a. Wastewater and Storm Drain Rate Study Acceptance

XII. NEW BUSINESS

a. North Mountain Property Surplus

b. Hardesty Property Surplus

c. Wildfire Readiness 2026 Fire Season

XIII. CITY MANAGER REPORT

a. Look Ahead

b. June City Manager Report

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

XV. ADJOURNMENT

XVI. ORDINANCES, RESOLUTIONS AND CONTRACTS

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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.

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

**** LAND ACKNOWLEDGEMENT**

Council Business Meeting Agenda

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

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

A Proclamation in Honor of Flag Day 2026

Whereas, the first official flag of the United States was adopted on June 14, 1777, by an act of Congress; and

Whereas, on Aug. 3, 1949, Congress designated National Flag Day, which was to be celebrated on June 14th of each year; and

Whereas, the annual event is an opportunity to learn more about the history of the American flag and to honor and show respect for our veterans who have served our country with courage under this flag; and

Whereas, the American flag has always stood for the aspirational goal that our nation will be a place where people of all backgrounds, creeds, and philosophies support and defend the Constitution as the bedrock of our Democracy, and all people are guaranteed due process in a system dedicated to the rule of law; and

Whereas, our nation is currently engaged in a vigorous society-wide debate about whether those values remain the values of our nation.

Now therefore, I, Tonya Graham, Mayor of the City of Ashland, Oregon, do hereby proclaim June 14, 2026, as Flag Day in the City of Ashland and urge all residents to contemplate what they can do to ensure that our flag symbolizes our devotion to freedom, equal rights for all, and the rule of law here and abroad – and then to act peacefully on those contemplations.

Dated this 2nd day of June 2026

_____

Tonya Graham, Mayor

_____

Alissa Kolodzinski, City Recorder

ASHLAND CITY COUNCIL
STUDY SESSION MINUTES
Monday, May 18, 2026

Council Chair Dahle called the meeting to order at 5:00 p.m.

Council Present: Mayor Graham (via Zoom) and Councilors Dahle, Bloom, DuQuenne, Hansen, Sherrell, and Kaplan.
Staff Present:

Sabrina Cotta	City Manager
Jordan Rooklyn	Deputy City Manager
Johan Pietila	City Attorney

I. Call to Order

II. Reports and Presentations

a. Legal Framework for Camping Ordinance and Addressing Issues Related to the Unhoused Population of Ashland

Pietila presented a review of the legal landscape governing municipal camping regulation in Oregon, with a focus on Ashland's current ordinance and the Night Lawn designated camping space (presentation in agenda packet). Key points of the presentation included:

- Objective Reasonableness Standard: Oregon law mandates that camping restrictions be objectively reasonable with respect to time, place, and manner, lacking a statutory checklist. The focus is on linkage to public interests like safety, sanitation, environmental and public use.
- Ashland Ordinance Adequacy: The ordinance is described as both well-crafted and legally robust, incorporating deliberated features such as the Night Lawn for lawful rest, effective property removal, and a low fine structure.
- Minimum Legal Responsibilities: The City must ensure (1) avenues for humane rest, (2) that restrictions connect to public interests, (3) effective notice and property procedures, (4) attention to ADA and site conditions, (5) document factual records and actions.
- State-Created Danger Doctrine: Liability arises if city actions worsen existing hazards, stressing responsible Night Lawn management to lower risk related to sanitation or pests.
- ADA and Safety Concerns: Discussion covered both existing obligations and the City's response to specific requests, considering scenarios like morning timing needs and pesticide concerns. Women's safety and other vulnerabilities on the Night Lawn were highlighted, although outside ADA purview.
- Operational Costs Insight: Expenditures rose from $5,000 in 2023 to an estimated $60,000 by 2025-2026, excluding full personnel costs, with significant officer hours dedicated to related issues. Ashland's officer numbers are below national recommendations when including student and tourist populations.
- City Comparisons: Tigard's model with defined parameters and Medford's use of partner networks like Rogue Retreat demonstrate successful homeless services investments.

Council discussion covered several intersecting themes: A central policy question was framed as a two-part inquiry: (1) Does the Council want a designated camping area? and (2) If so, should it be

managed by the City or by an outside partner? It was cautioned against evaluating the Night Lawn in isolation, emphasizing that decisions should be made in the context of the broader continuum of homeless services, including the 2200 Ashland Street building and existing partner programs. There was a preference for having community partners, who are subject matter experts, to inform what a more integrated approach could look like before the Council narrows its options. The consensus was that the City should not be managing the Night Lawn directly, and regional partnerships were advocated as the preferred model. There was an indication of readiness to answer the question of whether a designated space is needed, affirming that it is. Support was expressed for moving forward, and emphasized the need for a broad, non-biased process for the next phase of work. It was suggested that the question, what the Night Lawn is for and whether it should continue, is the essential first question, and that the next study session should be structured to allow each Council member to speak directly to that question after receiving staff and partner input.

Dan Cano, Executive Director of OHRA, addressed the Council, confirming OHRA's willingness to manage the Night Lawn if asked, but cautioning that quality management requires adequate funding. He noted that even with Rogue Retreat's extensive presence, visible homelessness remains a persistent reality in Medford and urged realistic expectations. He estimated the winter 2200 Ashland Street shelter cost approximately $100,000–$140,000 over four months and noted OHRA currently spends approximately $1,500/month managing the storage shed alone. He also noted the importance of eventually formalizing volunteer engagement, considering new SNAP work requirements that may require unhoused individuals to document activity hours.

Public Comment

Citizens addressed the Council and offered perspectives on Ashland's approach to homelessness. A shift from law enforcement to direct services was urged while highlighting deficiencies in affordable housing. It was pointed out that current police activities equate to about two full-time positions and suggested reallocating resources. There was emphasis on the need for truly affordable housing, such as single-room occupancies, to support elderly and disabled community members with limited incomes. An example from Minnesota of issuing camping permits to segments of the homeless population was mentioned as a model for organizing services based on specific needs. It was noted that the council had previously reduced the homeless budget by $100,000. New Night Lawn hours have improved operations with bity clearance by 8 am, and enhanced signage at Garfield Park contributing to a more orderly environment.

Council agreed to extend the Study Session by 10 minutes.

Direction to Staff and Next Steps

Council reached consensus on the following direction and next steps:

- Staff is directed to reach out to regional partners such as OHRA, Rogue Retreat, the Ashland Public Library, to gather input on how existing City resources (land, funding, the 2200 building, and the Night Lawn space) could be used most effectively within the continuum of homeless services. And return with options to the June 1 study session.
- DuQuenne's June 1 presentation item will be moved to the July 20, 2026 study session to accommodate this discussion.

- Councilors are to reflect on their personal ideas for desired outcomes. Pietila will coordinate with the City Manager to develop a brief survey or questions for Council members to individually reflect on the purpose and desired outcomes of a designated camping space.

III. **Adjournment of Study Session**.

The meeting was adjourned at 6:45 pm.

City Recorder Alissa Kolodzinski

Mayor Tonya Graham

DRAFT

SPEAKER REQUEST FORM

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

1)You will be called forward when it is your turn to speak

2) State your name and speak clearly into the microphone

3) Limit your comments to the time allotted

4) Provide any written materials to the meeting Secretary

5) Speakers are solely responsible for the content of their statement

Date: 5/18/26

Name: (Please Print) ERIC NAVICKAS

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item): GENERAL – HOMELESSNESS

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

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

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Date: 5/18/26

Name: (Please Print)
James Bride

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):
Housing Access in Ashland

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

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Date: 5/18/26

Name: (Please Print)
Cate Hartzell

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:
Study Session Topic: Homeless Issues

Public Forum Topic (Non-agenda Item):

—

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

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Date: 5/18

Name: (Please Print) Debbie Neisewander

Ashland Resident:

☑ YES ☐ NO City: _____

Agenda Topic/Item Number: Nite Lawn/Garfield Park

Public Forum Topic (Non-agenda Item):

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5/18/26

Nite Lawn We Can Do Better!!

Improvements Completed:

1) Storage Shed
2) Rat Control (Poison)
3) Cameras
4) OHRA Partnership
5) ADA Ramp

Much Needed Improvements:

1) Disability Rights !!
2) Communication
$ 3) Nite Time Supervision (on cite)
$ 4) Management (overall)
5) Outreach (Partnerships)
? 6) Water Source
$ 7) Tent Pallots & Covering (warm & dry)
? 8) Day Center
9) Shade
10) Designated Smoking Area
11) Women Only Space
12) Recycle Confiscated Gear (Not the Dump!)

Tent Pallets & Covering

Objectively Reasonable to stay

- Warm & Dry during Winter Months
- Shade in the Summer

arfield Park Signs

Hidden (before)

Trash Can Moved (after)

No Signs Showing Park Rules!

/18

Garfield Park
2 New Signs!!

DISABILITY RIGHTS STRATEGIES FOR UNHOUSED RESIDENTS

By Michelle Uzeta, Executive Director, Disability Rights Education and Defense Fund (DREDF)

Introduction

Across the United States, the criminalization of homelessness has intensified. Cities are expanding anti-camping ordinances, conducting large-scale encampment removals, and increasing police involvement in public space management. These practices fall hardest on people with disabilities, who are dramatically overrepresented among unhoused adults nationwide and who face heightened risks when enforcement escalates. National data consistently shows that chronic illness, mobility limitations, psychiatric disabilities, cognitive disabilities, and aging-related impairments are both pathways into homelessness and conditions that make survival on the streets far more dangerous.

Yet disability is rarely centered in policy responses to homelessness—even though disability civil rights laws offer some of the strongest protections available to unhoused residents. Strict relocation deadlines, inaccessible shelter systems, the seizure of medically necessary equipment, and the failure to offer reasonable modifications can all violate the "Americans with Disabilities Act" (ADA), Section 504 of the "Rehabilitation Act," and the "Fair Housing Act." Recent case law confirms that, even after the U.S. Supreme Court's decision in *Grants Pass v. Johnson* narrowed some constitutional arguments, disability rights claims remain a powerful avenue for challenging harmful enforcement practices and securing meaningful accommodations.

This article explains why disability and homelessness are deeply interconnected, how criminalization compounds disability-based inequities, and how federal disability rights laws can be used to protect unhoused people. It provides advocates with updated national data, a strategies to ensure that responses to homelessness respect the rights, needs, and dignity of disabled residents.

Disability & Homelessness Are Deeply Intertwined

Homelessness in the United States reached a modern high in the January 2024 Point-in-Time (PIT) count (https://tr.ee/Fjf6iU), with approximately 771,480 people experiencing homelessness on a single night—an 18% increase from the previous year. Roughly 36% were unsheltered, living in places not meant for human habitation. Disabled people make up a strikingly large share of this population: national data indicate that roughly 44–50% of unhoused adults report having a disability, compared to about 16% of the general adult population.

Several structural and systemic factors help explain this disproportionate representation:

Lack of Affordable Housing: The primary cause of current levels of homelessness is the unaffordable housing market. (*Record Homelessness Amid Ongoing Affordability Crisis*, https://tr.ee/xiWRdp), Joint Center for Housing Studies of Harvard University (February 12, 2024). The United States has a shortage of 7.3 million rental homes affordable and available to renters with extremely low incomes—that is, incomes at or below either the federal poverty guideline or 30% of their area median income, whichever is greater (*The Gap: A Shortage of Affordable Homes*, https://nlihc.org/gap). Only 34 affordable and available rental homes exist for every 100 extremely low-income renter households. Extremely low-income renters face a shortage in every state and major metropolitan area. The lack of affordable and available rental housing presents a particularly onerous barrier to people with disabilities, a community that experience poverty at rates higher than

Poverty: People with disabilities disproportionately live in poverty, creating significant barriers to securing and maintaining housing. In 2023, more than 24% of adults with disabilities lived below the federal poverty line—more than twice the rate of nondisabled adults (*Section 6: Poverty*, https://tr.ee/6PnQOc). Many rely on Supplemental Security Income (SSI) benefits to meet basic needs. In an ongoing study, the Technical Assistance Collaborative found that "there is no United States housing market in which a person living solely on [SSI] can afford a safe, decent apartment without rental assistance" (*Priced Out: The Housing Crisis for People with Disabilities*, https://www.tacinc.org/resources/priced-out/).

Inaccessibility: Affordable housing that is physically accessible and accommodates disability-related needs is extremely scarce (U.S. Dept. Of Housing and Urban Development, "Worst Case Housing Needs: 2023 Report to Congress," https://tr.ee/gwXaxl). The most recent comprehensive structural-accessibility survey estimates that fewer than 5% of homes meet basic accessibility criteria, and just 0.15% are fully wheelchair accessible (*Accessibility of America's Housing Stock: Analysis of the 2011 American Housing Survey*, https://tr.ee/kFrVY7).

Discrimination: Disability is also the most frequently cited basis for housing discrimination complaints in the United States; more than half (55%) of all fair housing complaints in 2024 involved disability discrimination (2025 Fair Housing Trends Report, https://nationalfairhousing.org/resource/2025-fair-housing-trends-report/).

Health and Support Needs: Health and support needs play a significant role. Chronic illnesses, psychiatric disabilities, developmental disabilities, and sensory disabilities may come with mobility limitations, reliance on medical equipment, or the need for reasonable accommodations, reasonable modifications, or consistent care. These realities make securing and maintaining housing more difficult–and losing housing far more dangerous.

Bureaucratic Barriers: Even when benefits or housing programs exist, delays, denials, and inaccessible administrative systems can interrupt long-term stability.

Taken together, these factors demonstrate that disability is not a marginal aspect of the homelessness crisis but a central structural driver.

Criminalization Intensifies Harm

Throughout 2024 and 2025, as homelessness rose, many cities responded by increasing encampment abatements, intensifying anti-camping enforcement, and expanding restrictions on sleeping or resting in public spaces. Reporting from statewide and national outlets documented significant growth in sweeps and enforcement activity following the U.S. Supreme Court's decision in *City of Grants Pass, Oregon v. Johnson*, (https://www.supremecourt.gov/opinions/23pdf/23-175_19m2.pdf), with many localities accelerating clearance operations in the months that followed.

These enforcement practices carry profound civil rights and public health consequences, particularly for disabled residents.

Property loss: Court filings and advocacy reports show that sweeps routinely lead to the destruction of medications, mobility devices, medical equipment, identification documents, and records–items that are medically necessary and often irreplaceable. See **National Health Care for the Homeless Council's Impact** of encampment sweeps on people experiencing homelessness [Issue brief] (https://tr.ee/bO7S57). Litigation in San Francisco and elsewhere highlights the need for property-protection procedures such as "bag-and-tag" systems to prevent these losses. See, e.g., settlement (https://tr.ee/uzJ5u0) in *Coalition on Homelessness, et al. v. City and County of San Francisco, et al*.

Health Impacts: Sweeps disrupt medical routines, interrupt access to care, eliminate refrigeration needed for medications, and increase exposure to extreme weather. For individuals with chronic health conditions, weakened immune systems, or psychiatric disabilities, even a single displacement can trigger cascading medical crises. See the **American Public Health Association's** Displacement of encampments: Public health policy brief (https://tr.ee/kbdUDc);

NLIHC's *Research finds increased risk of death and hospitalization associated with encampment sweeps* (https://tr.ee/l3MnAp); *Involuntary Displacements-Making a Bad Situation Worse* (https://jamanetwork.com/journals/jama/article-abstract/2803840); and *Health Impact of Street Sweeps from the Perspective of Healthcare Providers* (https://link.springer.com/article/10.1007/s11606-022-07471-y).

Practical Barriers: Policies that require rapid movement, limit allowable belongings, or prohibit storing bedding or tents can be impossible for those who need time, physical assistance, wheelchair-accessible transportation, or the ability to remain close to caregivers or service providers. Recent injunctions–most notably in *Alfred v. City* of Vallejo, (https://cdn.ca9.uscourts.gov/datastore/memoranda/2025/10/15/25-1658.pdf)–recognize that failure to consider these needs can violate the ADA.

Compounded Barriers to Services and Housing: Frequent displacement disrupts continuity of care, makes it harder to gather documentation needed for benefits or housing applications, and undermines long-term housing stability. When people lose ID or medical records in a sweep, their ability to enroll in programs or prove disability for housing eligibility is directly impeded.

Criminal Records and Fines: Arrests or citations for "illegal camping" or related infractions create collateral consequences–criminal records, fines, and barriers to employment or housing–which in turn exacerbate disability-related poverty and instability.

These enforcement practices do not reduce homelessness; they amplify health risks, destabilize lives, and disproportionately affect people with disabilities, often transforming enforcement into disability discrimination in practice and law.

Disability Laws: A Durable Legal Tool

Despite significant shifts in constitutional doctrine following Grants Pass v. Johnson, disability civil rights laws remain among the most powerful and durable tools available to protect unhoused residents from discriminatory enforcement and its myriad harms. The ADA, Section 504 of the "Rehabilitation Act," and state anti-discrimination statutes continue to impose clear, affirmative obligations on public entities–including cities, counties, and law enforcement–to ensure that their policies and practices do not exclude or disproportionately burden people with disabilities.

- **Americans with Disabilities Act (ADA) – Title II:** Prohibits discrimination by state and local governments, including preventing laws and practices that disproportionately burden people with disabilities.
- **Section 504 of the "Rehabilitation Act":** Bars discrimination by entities receiving federal funding. Substantively, liability under Section 504 and Title II of the ADA are analyzed similarly. Pierce v. County of Orange, 526 F.3d 1190, 1216 n.27 (9th Cir. 2008).
- **State Anti-Discrimination Statutes: For example, Government Code Section 11135 in California** incorporates ADA principles and prohibits disability discrimination by state-funded or assisted programs.

Under the ADA, enforcement activities such as anti-camping ordinances, encampment sweeps, and other policing of public spaces are considered covered "services, programs, or activities," meaning that public entitles must carry out these actions in ways that do not discriminate against people with disabilities. Even when an ordinance does not explicitly target disabled people, it can still violate the ADA if it disproportionately harms them–a concept known as disparate impact.

Because unhoused people with disabilities often cannot comply with rigid relocation timelines or physically demanding requirements, public entities are legally required to provide reasonable modifications to avoid

discrimination. These may include additional time to move, physical assistance, preservation of medications or medical devices, or permitting tents, bedding, or other disability-related equipment. Courts have repeatedly affirmed these obligations, demonstrating that disability civil rights laws remain one of the strongest, yet underutilized, tools for pushing back against the criminalization of homelessness when enforcement practices disproportionately harm disabled people.

Key case examples include:

- **Cooley v. City of Los Angeles, No. 2:18-cv-09053-CAS-PLA, 2019 U.S. Dist. LEXIS 135877 (C.D. Cal. Aug. 5, 2019):** Finding that demanding that a person with a physical disability remove all belongings before a sweep—without offering accommodations—violated the ADA.
- **Coalition on Homelessness v. City and County of San Francisco, No. 4:22-cv-05502 (N.D. Cal. filed Sept. 27, 2022) (stipulated final judgment entered September 22, 2025):** Case asserting ADA claims and highlighting due process protections around property and the critical role of "bag-and-tag" procedures.
- **Prado v. City of Berkeley, No. 3:23-cv-04537 (N.D. Cal. filed Sept. 27, 2023):** Court allowed ADA, Section 504, Fair Housing Act, and constitutional claims to move forward, underscoring the importance of multi-theory litigation.
- **Boyd v. City of San Rafael, No. 23-cv-04085-EMC, 2023 U.S. Dist. LEXIS 188335 (N.D. Cal. Oct. 19, 2023):** the court issued a preliminary injunction after finding that camping-space density restrictions had a disparate impact on unhoused disabled residents who needed proximity to caregivers and support networks.
- **Tyson v. City of San Bernardino, No. 5:23-cv-01539 (C.D. Cal. Aug. 2, 2023) (dismissed Oct. 29, 2024):** Lawsuit resulting in a first-of-its-kind agreement, creating a new citywide policy (https://tr.ee/D794OC) on the city's response to encampments that will prevent the destruction of unhoused people's personal property and ensure San Bernardino provides reasonable accommodations to unhoused people with disabilities.
- **Disability Rights Oregon v. City of Grants Pass, No. 25CV05989 (Josephine Cnty. Cir. Ct. Jan. 30, 2025):** Disability Rights Oregon secured a landmark settlement requiring the City of Grants Pass to create 150 ADA-compliant camping sites—an example of disability law producing tangible infrastructure changes.
- **Alfred v. City of Vallejo, Nos. 2:24-cv-03317-DC-SCR (E.D. Cal.) (prel. inj. granted Feb. 7, 2025) (9th Cir. dismissal as moot Oct. 15, 2025):** Court halted a sweep for likely failure to provide reasonable accommodations.
- **Housekeys Action Network Denver v. City & County of Denver, No. 1:25-cv-00622 (D. Colo. filed Feb. 25, 2025):** Case challenging discriminatory barriers to shelter access for disabled people.

Together, these cases suggest a post-Grants Pass landscape in which individualized disability claims are often the most effective—and sometimes the only—legal avenue for protecting unhoused disabled residents.

Best Practices: Disability Informed Advocacy

Effective disability-informed advocacy starts with identifying disability-related needs through trauma-informed screening, including physical, mental health, cognitive, or sensory disabilities and reliance on medical devices or support networks. Advocates should submit reasonable modification requests early, specifying harmful practices and needed adjustments.

Gathering evidence—medical records, mobility limitations, equipment documentation, and past harm—strengthens ADA, Section 504, Fair Housing, and state-law claims. When accommodations are denied, litigation may be necessary to secure relief.

Beyond individual cases, this evidence can drive systemic change. Advocates can push for low-barrier shelters, safe-parking programs, housing-first policies, and anti-displacement measures while building partnerships with disability organizations, service providers, legal aid, and community coalitions to advance rights-based solutions.

The checklist below breaks these principles into concrete actions that advocates can use to identify needs, document harms, and pursue legal and policy remedies.

- Screen for disability and disability-related needs – Use outreach, intake forms or interviews to identify if an unhoused individual has a disability (physical, mental health, cognitive, sensory, etc.) or relies on disability-related devices or support. Recognizing disability is often the first step toward requesting protection under disability law.
- Request reasonable modifications or accommodations early – If a person is subject to a camping ban, encampment sweep, or other enforcement, submit a reasonable modification request to the public entity (city, county, law enforcement). This could include extra time to relocate, assistance with moving items, permission to keep medical equipment or bedding, or alternative accessible shelter/housing options. *A sample request is included below, though it should be noted that requests do not have to be in writing, and can be made verbally, even when a sweep is in progress.*
- When possible, document the impact – Gather evidence of how anti-camping laws or sweeps disproportionally burden the person: medical needs, mobility limitations, reliance on assistive devices, need for proximity to caregivers or services, or challenges caused by frequent displacement. Documentation strengthens claims under ADA/Section 504.
- Use legal action where appropriate – If modifications are denied or accommodations not provided, advocates may bring claims under ADA, Section 504, and state anti-discrimination laws (where available). Courts have previously granted injunctive relief and damages in similar cases.
- Advocate for policy reform – Beyond individual cases, use findings from outreach and litigation to push for structural change: repeal of anti-camping laws, adoption of fair and humane alternatives (safe parking programs, low-barrier shelters, housing-first policies), protection of disability rights in enforcement, and expanded access to affordable, accessible housing.
- Raise public awareness & build cross-sector coalitions – Engage with disability rights organizations, homeless services providers, public defenders, local government, community groups, and media to show how criminalization disproportionately harms disabled individuals and to build support for rights-based alternatives.

Sample Reasonable Accommodation Request Letter

[Date]

To:
[Name of Public Agency / Department]
[Address or Email, if known]

Re: *Request for Reasonable Accommodation During Encampment Enforcement / Relocation*

Dear [Agency/Official Name]:

I am writing to request **reasonable accommodations** under the **Americans with Disabilities Act (ADA)** and **Section 504 of the Rehabilitation Act** related to [the planned encampment sweep / enforcement action / relocation order] at [location].

I am a person with a disability. My disability includes:

[Describe disability or functional limitation in plain terms– for example: mobility limitations, chronic illness, mental health disability, sensory or cognitive disability, reliance on medical equipment, etc.]

I am providing this information so that you can understand the accommodations I need in order to safely comply with your directives.

Because of my disability, I am **unable to comply with the current relocation requirements** as written. Specifically, I need the following accommodations:

Requested Accommodations (select or customize):

- **Additional time** to pack, organize, or relocate my belongings.
- **Assistance** with moving belongings and/or medically necessary equipment.
- **Permission to stay temporarily in an accessible location** until safe and appropriate shelter or housing is available.
- **Access to an accessible placement** (e.g., ADA-compliant shelter bed, non-congregate placement, accommodation for a service animal, accommodation for medical devices requiring electricity, etc.).
- **Storage of my property**–including medication, mobility devices, important documents, or medical equipment–so it is not lost, damaged, or destroyed.
- **Advance notice** of any enforcement actions in accessible formats (written, verbal, large print, etc.).
- Other accommodations needed because of my disability:
  [Describe]

These accommodations are **necessary for me to safely comply** with your policies and to avoid harm resulting from my disability. Without them, I cannot meet the stated deadlines or requirements.

Under the ADA and Section 504, public entities must provide reasonable accommodations unless doing so would fundamentally alter the program or create an undue burden. Please let me know **in writing** if you believe any requested accommodation cannot be provided and please propose any available alternatives that would meet my disability-related needs.

I ask that you respond to this request as **soon as possible**, and before taking any enforcement action that could affect me, my property, or my safety.

You may contact me at:

Phone (if available): _____

Email (if available): _____

Alternative contact
person (optional): _____

Thank you for your prompt attention to this ADA accommodation request.

Sincerely,

[Name]

Location: [Encampment location / cross streets]

Optional Attachment (Advocates May Add):

- Medical verification letter
- List of medically necessary equipment
- Copy of prior accommodation requests

Advocate Takeaways

1. Even in the shifting legal environment, disability rights remain among the strongest tools available to advocates. Courts consistently affirm that public entities must consider disability-related needs before conducting sweeps or enforcing camping bans. Documented requests for reasonable modifications–such as extra time, physical assistance, access to medical equipment, or alternative shelter–can trigger legal obligations and often determine the success of a case. Advocates should encourage clients to articulate these needs clearly, even informally.
2. Litigation is most effective when it combines multiple legal theories. ADA and Section 504 claims can be reinforced through Fair Housing Act arguments, Fourth and Fourteenth Amendment claims related to property and due process, and state law claims requiring notice, property storage, and accessible services. Robust documentation–from medical records to descriptions of mobility limitations or reliance on support networks–often plays a decisive role in securing injunctions or settlements.

3. Courts increasingly recognize that sweeps uniquely harm disabled residents through the loss of medical devices, disruption of care, and the trauma of sudden displacement. Advocates should frame these harms explicitly as disability discrimination and emphasize that *Grants Pass* does not diminish ADA protections.

4. Improved data collection–including disability screening, tracking of accommodation requests, documentation of lost medical equipment, and audits of shelter accessibility–is essential for both litigation and policy reform. Cross-sector collaboration with healthcare providers, harm reduction teams, disability service agencies, and legal advocates strengthens documentation and helps tailor modification requests.

5. Engaging municipalities early can lead to meaningful reforms, such as establishing written reasonable accommodation policies, embedding ADA coordinators in homelessness response teams, improving advance-notice procedures, and ensuring safe storage of personal property. While preventing harmful sweeps is urgent, long-term goals should include accessible shelter design, reformed camping ordinances, improved coordinated entry systems, and expanded permanent supportive housing for disabled residents.

Conclusion

Criminalizing homelessness does nothing to address its root causes: lack of affordable housing, inadequate shelter capacity, insufficient disability and healthcare supports, deep economic inequality, and systemic ableism. For disabled people, criminalization magnifies instability, worsens health, strips away essential devices and documentation, and entrenches long-term exclusion.

Even after *Grants Pass*, disability rights laws remain powerful. Reasonable modifications can halt harmful sweeps; enforcement that disregards disability can constitute unlawful discrimination; and multi-theory litigation continues to win meaningful protections.

Grounding advocacy in disability civil rights is not only a legally effective strategy–it is a moral imperative. Upholding the dignity, safety, and human rights of unhoused disabled people requires persistent, disability-conscious advocacy backed by careful documentation, community collaboration, and structural reform. Public entities have clear legal obligations, and advocates have a strong framework for holding governments accountable while advancing housing justice for disabled residents.

For More Information

For more information on how to use disability rights laws to challenge punitive policing and the criminalization of disabled unhoused people contact: Disability Rights Education and Defense Fund (https://dredf.org/). To connect with advocates across the nation working to end homelessness and advocate for housing as a human right, visit Housing Not Handcuffs (https://housingnothandcuffs.org/).

ASHLAND CITY COUNCIL
BUSINESS MEETING MINUTES
Tuesday, May 19, 2026

I. EXECUTIVE SESSION 5:00 p.m.

a. To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed pursuant to ORS 192.660 (2)(h).
Council Present: Councilors Sherrell, DuQuenne, Dahle, Bloom, Kaplan, and Hansen. Staff Present: Johan Pietila, Carmel Zahran, Sabrina Cotta, and Jordan Rooklyn. Media present. Damian Mann from Ashland.news

II. BUSINESS MEETING

Council Present: Mayor Graham (via Zoom), and Councilors Sherrell, Dahle, Bloom, Kaplan, DuQuenne, and Hansen.
Staff Present:

Sabrina Cotta	City Manager
Jordan Rooklyn	Deputy City Manager
Johan Pietila	City Attorney
Bryn Morrison	Interim Finance Director
Brandon Goldman	Community Development Director

Chair Dahle called the meeting to order at 6:00 p.m.

a. Land Acknowledgement**

DuQuenne read the land acknowledgement.

III. PLEDGE OF ALLEGIANCE

Sherrell led the pledge of allegiance.

IV. ROLL CALL

V. MAYOR'S/ CHAIR OF THE COUNCIL ANNOUNCEMENT

a. Proclamation in Honor of Building Safety Month

Dahle read the proclamation into the record.

VI. APPROVAL OF MINUTES

a. Minutes of the May 4, 2026 – Study Session Meeting
b. Minutes of the May 5, 2026 - Business Meeting

Bloom moved to approve the minutes. Kaplan seconded the motion.
Roll Call Vote: Sherrell, Dahle, Bloom, Kaplan, DuQuenne, and Hansen -YES. Motion passed.

VII. CONSENT AGENDA

a. *Pre-Approval For Grant Acceptance of an AIG and AIP Grant Offer from the Federal Aviation Administration*
b. *Beach Creek Property Transfer to Trusted Homes*

Hansen moved to approve the consent agenda. Sherrell seconded the motion.

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

VIII. SPECIAL PRESENTATIONS

IX. PUBLIC FORUM

Concerns highlighted procedural issues in the City's May 2025 budgeting session, focusing on the need for motions and votes as per the charter. The community stressed the economic importance of Ashland Community Hospital and backed efforts to find a new owner. Criticism of inadequate school safety led to an apology for prior remarks. Frustration was expressed over the limited public comment time at a study session. There was a proposal to leverage the crises at Ashland Community Hospital and Southern Oregon University as opportunities to create a health sciences program and potentially establish a second medical school at SOU.

X. PUBLIC HEARING

Public Hearing and First Reading – Ordinance Language Change (Set #3)

Pietila introduced the set of ordinances, noting they emerged from a staff code modernization working group aimed at streamlining, updating, and correcting issues in the municipal code.

a. 3299 An Ordinance Amending AMC 13.04 Construction, Repair and Alteration of Sidewalks, Section 13.04.020 Duty to Repair and Clear Sidewalks

Pietila explained the amendment clarifies that landowners are responsible for adjacent sidewalk maintenance even when a public right-of-way utility easement lies between the sidewalk and the property. Councilors discussed the concern that no clear and objective standards for sidewalk repair are referenced in the code and suggested adding a hyperlink on the City's AMC webpage to the applicable standards rather than incorporating them directly into the ordinance, allowing the standards to be updated without amending the code. Pietila confirmed this was feasible.

Public Hearing Open

No speakers

Public Hearing Closed

Bloom moved to approve the first reading of the following ordinance, and schedule second reading during the June 2, 2026, Council meeting: 3299 An Ordinance Amending AMC 13.04 Construction, Repair and Alteration of Sidewalks, Section 13.04.020 Duty to Repair and Clear Sidewalks. Sherrell seconded the motion.

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

b. 3300 An Ordinance Amending AMC Section 14.04.060 Water Connects Outside the City Limits

Pietila explained that this amendment shifts authorization for water connections outside city limits (but within the Urban Growth Boundary) from the Council to the Public Works Director, streamlining operational decisions. Council discussion clarified that the ordinance provision applies specifically to properties within 100 feet of the water line in cases where a well or water system has failed, rather than large-scale developments. It was noted that this application is limited to properties that are expected

to eventually be annexed, with the assurance that property owners will remain financially responsible for the connection costs.

Public Hearing Open

No speakers

Public Hearing Closed

Bloom moved to approve first reading of Ordinance 3300 An Ordinance Amending AMC Section 14.04.060 Water Connects Outside the City Limits, and schedule second reading at the June 2, 2026, Council meeting. Kaplan seconded the motion.

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

c. *3301 An Ordinance Amending AMC 14.08 Sewer System - Rates, Section 14.08.030 Connection Outside City, Inside Urban Growth Boundary And Section 14.08.031 Connection Outside Urban Growth Boundary*

Pietila explained this is the sewer equivalent of Ordinance 3300, shifting connection authorization from the Council to the Public Works Director under the same rationale.

Public Hearing Open

No speakers

Public Hearing Closed

Hansen moved to approve first reading of 3301 An Ordinance Amending AMC 14.08 Sewer System - Rates, Section 14.08.030 Connection Outside City, Inside Urban Growth Boundary and Section 14.08.031 Connection Outside Urban Growth Boundary. Bloom seconded the motion.

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

d. *3302 An Ordinance Relating to Wastewater Regulations Amending AMC 14.09 to Include Section 14.09.030 & 14.09.040*

Pietila explained that the City currently lacks a provision prohibiting harmful wastewater discharges. This ordinance regulates fat, oil, and grease (FOG) discharges into the collection system, which have caused blockages and increased maintenance costs. Councilors discussed the implementation timeline, related cost burden to restaurants, grease traps as an industry-standard and legal requirement with an existing central dump station on the Plaza and private pickup services available to businesses.

Public Hearing Open

No speakers

Public Hearing Closed

Kaplan moved to approve first reading and schedule second reading during the June 2, 2026, Council meeting for Ordinance 3302 An Ordinance Relating to Wastewater Regulations Amending AMC 14.09 to Include Section 14.09.030 & 14.09.040. DuQuenne seconded the motion.

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

e. *3303 An Ordinance Amending AMC 15.04 Buildings and Construction, Section 15.04.210 Demolition or Relocation of Structure*

Pietila explained that the amendment streamlines regulations by updating definitions and shifting decision-making to the Community Development Director, with appeals handled by a hearings officer. It modernizes notice procedures and adds redevelopment flexibility, allowing dwellings of any size. Goldman highlighted key changes: eliminating an old demolition review committee in favor of the hearings officer, transferring public notice duties from applicants to the City, and removing the need to advertise structures for relocation, saving applicant time. He clarified the shift from "economic feasibility" to "economic viability" requires a professional to evaluate rehab costs, aligning with policy intent. Councilors discussed whether it was the City's role to prohibit an owner from demolishing their own property, but noted the amendment represented a procedural improvement over existing code.

Public Hearing Open

No speakers

Public Hearing Closed

Kaplan moved to approve first reading and schedule second reading during the June 2, 2026, Council meeting for Ordinance 3303 An Ordinance Amending AMC 15.04 Buildings and Construction, Section 15.04.210 Demolition or Relocation of Structure. Sherrell seconded the motion.
Roll Call Vote: Sherrell, Dahle, Kaplan, and Hansen -YES. Bloom and DuQuenne – No. Motion passed.

f. 3304 An Ordinance Amending AMC 15.28 Fire Prevention Code

Pietila described this as a housekeeping ordinance that updates the fire prevention code reference to the most current edition, makes grammatical corrections, and correctly names the Fire and Life Safety Division. Councilors asked whether the ordinance could reference the "current" fire code rather than a specific edition year and Pietila noted the Fire Marshal had recommended the specific edition reference, which includes language covering future amendments.

Public Hearing Open

No speakers

Public Hearing Closed

Hansen moved to approve first reading of the following ordinance and schedule a second reading during the June 2, 2026 Council meeting for Ordinance 3304 An Ordinance Amending AMC 15.28 Fire Prevention Code. Sherrell seconded the motion.
Roll Call Vote: Sherrell, Dahle, Kaplan, Bloom, DuQuenne, and Hansen -YES. Motion passed.

XI. ORDINANCES, RESOLUTIONS AND CONTRACTS

a. Resolution Adopting Miscellaneous Fees for Fiscal Year 2027

Morrison presented the annual resolution adopting miscellaneous fees and charges effective July 1, 2026. It was noted that most fees were adjusted using the CPI-U West Region index at 3.1%, with Public Works and Electric using the Engineering News Record Construction Industry Index at 2.7%, and airport fees using the All-Urban Consumers CPI at 2.73% per lease contract requirements. There were no new fees; ambulance fees (set by Jackson County) and an infrequently used municipal court default judgment fee were removed.

Councilors asked whether a written cost allocation methodology document existed, when a cost-of-service study had last been conducted across departments, and expressed concern about escalating

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fees. Councilors also asked about the relationship between fee levels and participation/commerce activity and discussed the difference between cost allocation methodology (the internal framework for how costs are distributed across departments) and cost recovery policy (how much of a service's cost should be charged to users). It was noted that cost allocation activity visible in OpenGov showed significant year-over-year variation in some funds that a flat 3.1% fee increase would not address. It was acknowledged that while an internal cost allocation plan exists for enterprise funds, a comprehensive methodology documenting cost recovery assumption for all miscellaneous fees does not currently exist and developing one would require significant staff time across departments.

A suggestion was made to separate the question of procedure for cost allocations from the broader policy conversation about cost recovery levels and proposed moving forward with the existing fee schedule while establishing a process for deeper review. Staff confirmed that if the resolution were not passed, fees from the prior resolution would remain in effect, resulting in minimal short-term disruption.

After further conversation and amendment, the following motion was adopted:
Hansen moved to approve Resolution 2026-07 adopting the miscellaneous fees and charges schedule for Fiscal Year 2027 and repealing prior fee Resolution 2025-26, as amended to exclude building and community development/planning fees. Dahle seconded the motion.
Roll Call Vote: Sherrell, Kaplan, Hansen, and Graham – YES. Bloom, Dahle, and DuQuenne – NO. Motion passed.

b. *Personal Services Contract Renewal for Ashland Chamber of Commerce (DBA Travel Ashland) Destination Marketing Activities*

Rooklyn introduced the item, noting that Travel Ashland had been contracted for destination marketing on a one-year basis at the start of the biennium following significant contract restructuring, and was returning to seek a one-year renewal. Travel Ashland's partnership and data-sharing over the past year was commended.

Katherine Cato, Executive Director of Travel Ashland, presented the year's performance highlights, including:

- 9% increase in visitor days, surpassing 1.3 million, with visitor spending rising 22% to over $91.7 million.
- TLT tax collections matched or surpassed pre-pandemic levels; July–December 2025 exceeded 2019 figures.
- Main visitor hubs include Portland, Sacramento, and Eugene, while Los Angeles leads Use of TravelAshland.com.
- Younger visitors on the rise, with 29% aged 25–44.
- Hotel occupancy paced year over year; vacation rentals increased by 4%.
- Over 9 million Google ad views and 500,000 impressions on social media.
- Ashland is among 22 Oregon locales verified by Wheel the World for accessibility.
- Initiation of the Amplify Ashland program, aiding four local businesses in marketing enhancement.

Rooklyn noted that TLT tax collections had grown 12% in the same period against 9% visitor day growth, suggesting approximately 5–7 percentage points of the spending increase were inflation-driven. Councilors asked whether a conference-focused grant program should be considered for the next biennium and sought suggestions for improvement. Travel Ashland operates with one of the smallest destination marketing budgets in Oregon and urged continued and increased investment in tourism infrastructure and marketing.

Bloom moved to renew the personal services contract with the Ashland Chamber of Commerce for the provision of destination marketing services for an additional year. Kaplan seconded the motion.

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

XII. UNFINISHED BUSINESS

a. Review Of Pedestrian/Bicyclist Wayfinding Signage Design Costs

Rooklyn presented a cost breakdown for wayfinding signage as requested by the Council. The options for kiosks included a custom Corten steel kiosk ($12,920/unit installed with lighting), off-the-shelf steel kiosk ($10,413/unit without installation/lighting), and a lower-cost wood option. Rooklyn focused on kiosk designs, with pedestrian signs dependent on site conditions. For Phase 1, they anticipate 16–20 pedestrian signs for routes from downtown to the Railroad District, watershed trailheads, and the University District. Approximately 30 sign toppers are planned, with potential involvement from Ashland High School's metal fabric class for cost-effective production. Discussions also touched on gateway signage for the south end of Ashland, near Exit 14. Feedback indicated interest in larger pieces, and staff will further explore an "Ashland, Oregon" gateway sign.

Bloom moved to direct staff to move forward with the custom Corten kiosk design and the "A" option for the pedestrian signs. Hansen seconded the motion.

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

XIII. NEW BUSINESS

XIV. CITY MANAGER REPORT –

a. Look Ahead

The camping ordinance and houseless services discussion was rescheduled to June 1; the south side development conversation was moved to July 20.

b. May City Manager Report

- Staff is conducting an internal review of potential community impacts from the SOU situation on the community and city services; findings will be presented at the joint meeting on June 3**.**
- Ambulance Service Area: A deep-dive analysis will be presented in August/September**.**
- Insurance pre-renewal efforts are underway to prevent future cost increases.
- The City has signed on to a three-year study with ECO Northwest (shared with a group of cities and school districts) to explore reducing pension liability, costing $2,400.
- UKG payroll/HR software implementation is progressing; utility billing software evaluation is near completion.

- Strategic Plan Engagement is underway. As of May 4, over 1,000 survey responses had been received, with outreach continuing at markets and community events.
- Water Treatment Plant: An owner's representative/project manager has been selected. The construction contract is expected before Council in October/November.
- East Main Park is out for rebid with construction expected this summer; Hunter Tennis Courts bid closes May 26; fountain work is progressing; the driving range redesign is underway.

The pension obligation bond study is designed for the City to act when market conditions are favorable, ensuring preparedness without delay. The impact of increasing fuel costs, which have doubled from budgeted figures, was inquired about. It was stated that a detailed financial analysis of this impact, especially on the general fund, would be provided at the June 3 joint meeting.

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

Bloom reported that the early learning grant application window is open. He urged anyone aware of childcare providers to direct them to the application.

Sherrell announced that it is Historic Preservation Week, with the following upcoming events:

- May 20: Tombstone Tales at the Ashland Cemetery, 2:00–5:00 PM
- May 21: Historic Preservation Award Ceremony at Pioneer Hall
- May 22**:** Self-guided tour of Mountain View Cemetery.

He also reminded the community that fire season has been declared, urging residents to remove shrubs near structures and contact the Ashland Forestry Division for defensible space guidance.

Graham announced that the Ashland School District is moving forward with its Transformation Steering Committee. Kaplan will serve as a member of that committee in his capacity as the Council's long-standing school district liaison, and Mayor Graham will serve as an honorary community adviser.

Dahle noted that Airport Day is scheduled for June 6 and encouraged families to attend.

XVI. ADJOURNMENT

Bloom moved to adjourn. Seconded by DuQuenne
All Ayes. Motion passed.
The meeting was adjourned at 9:00 p.m.

City Recorder Alissa Kolodzinski

Mayor Tonya Graham

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SPEAKER REQUEST FORM

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

1)You will be called forward when it is your turn to speak

2) State your name and speak clearly into the microphone

3) Limit your comments to the time allotted

4) Provide any written materials to the meeting Secretary

5) Speakers are solely responsible for the content of their statement

Date: 5/19/26

Name: (Please Print) PAUL MOZINA

Ashland Resident:

☑ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item): 2025-2027 Biennial Budget

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

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

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Date: 5/19/2026

Name: (Please Print) SUZANNE HAVEMAN

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

NO.

Public Forum Topic (Non-agenda Item):

Ashland Comm. Hospital

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Date: 5/19/2026

Name: (Please Print) Alex Sol

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item): Public Speaking

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

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Date: 5/19

Name: (Please Print) Debbie Neiswander

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number: F

Public Forum Topic (Non-agenda Item): Rant

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

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SPEAKER REQUEST FORM

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Date: 5/19/26

Name: (Please Print)
John Maurer

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number:

Public Forum Topic (Non-agenda Item):
Health Care

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

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SPEAKER REQUEST FORM

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Date: 5/19/26

Name: (Please Print) Lauri Hoagland

Ashland Resident:

☒ YES ☐ NO City: _____

Agenda Topic/Item Number: Public Forum

Public Forum Topic (Non-agenda Item): Ashland Community Hospital

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Council Business Meeting

Date: June 2, 2026

Agenda Item	Committee Member Appointment
Department	Mayor and Council
From	Tonya Graham

TIME ESTIMATE
Consent

CATEGORY
Action Needed - Motion to approve an action

SUMMARY
Approval of Mayor Graham's recommendation for the appointment of Ashleigh Cropper to Position #4 to the Climate and Environment Policy Advisory Committee Appointment with a term ending December 31, 2029.

POLICIES, PLANS & GOALS SUPPORTED
Per the Ashland Municipal Code 2.04.090, all regular advisory committees and boards shall be appointed by the Mayor with the consent of the Council.

BACKGROUND AND ADDITIONAL INFORMATION

FISCAL IMPACTS

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

REFERENCES & ATTACHMENTS
1. Cropper_ Appointment Application for CEPAC_Redacted

From: noreply@civicplus.com
To: Ashland City Recorder; Ashland City Recorder; Dorinda Cottle; Dorinda Cottle
Subject: Online Form Submittal: Appointment Application for City Committee or Commission
Date: Thursday, May 07, 2026 9:15:29 AM

[EXTERNAL SENDER]

Appointment Application for City Committee or Commission

Appointment Process
Thank you for your interest in serving on a committee.

Before applying, we kindly ask that you attend at least one committee meeting, or plan to attend an upcoming meeting. You must also review both the Committee Handbook and Social Media Policy to gain a comprehensive understanding of the committee's responsibilities and expectations.

Once your attendance has been confirmed, the Staff Liaison, Council Liaison, and Committee Chair will schedule a meeting with you to discuss your interest in serving. If you are recommended for an appointment, the Mayor will present your nomination to the City Council for approval.

Name	Ashleigh Cropper
Preferred Pronouns	*Field not completed.*
Committee or Commission You Wish to Serve On	Climate and Environment Policy Advisory Committee
Date You Attended a Meeting	*Field not completed.*
Or Date You Will Attend a Meeting	05/14/2026
I have reviewed the following documents:	Commission and Committee Handbook, Social Media Policy
Address	[redacted]
Phone	[redacted]
Email	[redacted]
Occupation	Portrait Photographer

Educational Background	Masters of Applied Science in Environmental Policy + Management, emphasis in Energy and Sustainability from The University of Denver
Related Experience	Environmental and Sustainability Positions that relate to this committee: Sustainability Department at Regence BlueCross BlueShield, Portland, OR, • Presented educational Power Points to various internal, company-wide departments; designed and created internal sustainability website; wrote articles for internal company website; developed financial analysis and metrics for cost saving strategies; implemented recycling initiative; established an outreach program to network with local businesses and universities involved with sustainability; supported Sr. Manager of CSR. Sustainability Coordinator at ParentLink, Provo, UT Sustainability- Strategized, implemented and enhanced the recycling program for ParentLink; leader for conducting the Energy Star Certification for our 8-floor building; educated company on sustainability initiatives; E-waste management; Carbon-Offset Evaluator; lead of marketing material and PR. Appointed Board Member of Provo Sustainability, Natural Resource Committee: • Appointed board member by the Mayor of Provo City to initiate, consult, and develop Provo City's Green Business Campaign, Utah Recycling Market Development Zone, while implementing corporate social responsibility and sustainable business practices into companies' core business strategies in Provo, UT. Environmental Analyst at Skumatz Economic Research Associates, Superior, CO: • Gather, sort, and analyze primary and secondary data for energy, waste management, recycling and organics. Comparative analysis reports to implement environmental programs for municipalities across the nation. Create summary reports for waste management programs to recommend "best practices", impacts, and costs. Conduct surveys and interviews for program and research evaluation. Gather market research to recommend strategic and policy driven programs nationally.
Interests	Ashland is such a wonderful place where I grew up and was raised. I moved away and then returned to raise my children here. After extensive education and work in Sustainability, Energy and overall Environmental practices I am hoping to apply all I have accumulated into this amazing community. Interests

	and experience in working with local leadership to create, implement, educate and advance environmental plans, energy analysis and recommendations, waste management opportunities, policy advocacy, local business environmental incentive programs.
Availability	Yes, happy to make that happen. Day is preferred but evenings are options.
Additional Information	I lived here since birth until 18 years old. Then returned 6 years ago to raise my children in Ashland. Additional qualifications is that I know how to work within a team and organization. I understand the skills needed to hear and recognizes differences and to work together to create a positive impact for all. I was appointed by the Mayor in Provo, UT to have a similar role as described with CEPAC and have experienced in the supporting and recommending role that requires. I enjoy collaborating, educating, learning, and enhancing together because that is what is needed to thrive within a committee and see positive change within a program like CEPAC.
Signature	Ashleigh [redacted] Cropper

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Council Business Meeting

Date: June 2, 2026

Agenda Item	Elks Building Mural Presentation with John Pugh
Department	City Manager's Office
From	

TIME ESTIMATE
10-minute presentation with 5-minute Q & A

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

SUMMARY

POLICIES, PLANS & GOALS SUPPORTED

BACKGROUND AND ADDITIONAL INFORMATION

FISCAL IMPACTS

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

REFERENCES & ATTACHMENTS
None

Council Business Meeting

Date: June 2, 2026

Agenda Item	Public Hearing for Approval of a Resolution to Levy Taxes for the Fiscal Year July 1, 2026 through June 30, 2027, a Resolution Certifying City of Ashland Services, a Resolution Declaring the City's Election to Receive State Revenues
Department	Finance
From	Bryn Morrison, Deputy Finance Director

TIME ESTIMATE
15

CATEGORY
Action Needed - Motion to approve an action

SUMMARY
The biennial budget for the City provides appropriations and expenditure authority for a two-year period. However, the Council must elect to levy taxes and declare that the City is eligible to receive and elects to receive state revenue sharing annually. Per Oregon Budget Law, the City Council is responsible for completing the approval process following the public hearing. Not approving the Resolutions would cause the City to not receive Property Tax Revenue or State Revenue.

POLICIES, PLANS & GOALS SUPPORTED
Administrative/Governance Goal:
"To ensure ongoing fiscal ability to provide desired and required services at an acceptable level."

BACKGROUND AND ADDITIONAL INFORMATION
Resolution Levying Property Tax. The biennial budget for the City provides appropriations and expenditure authority for a two-year period. However, the Council must elect to levy taxes annually. The Council cannot levy an amount greater than what has been approved by the Budget Committee in either year of the biennium without going through a prescribed public process prior to beginning the biennium.

The Resolution levies the tax at $4.2865 per $1,000 of assessed value and levies a tax for the repayment of the General Obligation Debt in the amount of $202,774 which is consistent with the Budget Committee's approval for repayment of the Fire Station #2 debt.

Resolution Certifying Services and Declaring the City's Election to Receive State Revenue. The Council certifies that the City qualifies for subventions (revenues shared by the state) by resolution each year. Additionally, Council annually adopts a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from taxes imposed as part of state revenue sharing. These are both necessary steps for the second half of the 2025-2027 biennial budget.

FISCAL IMPACTS
The estimated Revenue this will generate in the General Fund is $15.7 million and in the Street Fund $1.7 million. Not approving the Resolutions would cause the City to not receive Property Tax Revenue or State Revenue.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS
I move to approve "A Resolution Levying Taxes for the Fiscal Year July 1, 2026 through June 30, 2027," Such Taxes in the Levy rate of $4.2865/$1,000 of Assessed Value Upon All the Real and Personal Property Subject to Assessment and Levy Within the Corporate Limits of the City of Ashland, Jackson County, Oregon. And the City Council also levies a tax for the repayment of General Obligation Debt in the amount of $202,774," and

I move to approve “A Resolution Certifying City of Ashland Services,” and

I move to approve “A Resolution Declaring the City’s Election to Receive State Revenues.”

REFERENCES & ATTACHMENTS

1. FY 2026-27 Tax Levy Resolution
2. FY 2026-27 Certifying City of Ashland Services Resolution
3. FY 2026-27 Election to Receive State Revenues Resolution

RESOLUTION NO. 2026-09

A RESOLUTION TO LEVY TAXES FOR THE FISCAL YEAR JULY 1, 2026 THROUGH JUNE 30, 2027.

RECITALS:

A. That the City Council of the City of Ashland hereby levies a tax upon all real and personal property subject to assessment and levy within the corporate limits of the City of Ashland, Jackson County, Oregon for general government purposes.

B. The City Council also levies a tax on all taxable property within the City of Ashland as authorized for the repayment of General Obligation Debt.

THE CITY OF ASHLAND HEREBY RESOLVES AS FOLLOWS:

SECTION 1. That the City Council hereby declares taxes levied as follows:

	Bonded Debt	Per $1000/Assessed Value
General Fund - Operations		4.2865
2011 General Obligation Bonds	202,774	
	202,774	

SECTION 2. This resolution is effective upon adoption.

This resolution was duly PASSED and ADOPTED this _____day of _____, and takes effect upon signing by the Mayor.

_____
Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2026.

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

RESOLUTION NO. 2026-11

A RESOLUTION CERTIFYING CITY OF ASHLAND SERVICES

RECITALS:

A. ORS 221.760 provides that for cities located within counties having population over 100,000 to receive state revenues from cigarette, gas and liquor taxes, the State of Oregon must be satisfied that the City provides certain municipal services.

THE CITY OF ASHLAND HEREBY RESOLVES AS FOLLOWS:

SECTION 1. The City of Ashland hereby certifies that is provides the following municipal services:

- Police protection
- Fire protection
- Planning, zoning and subdivision services
- Street construction, maintenance and lighting
- Storm sewers
- Water utilities
- Sanitary sewer
- Electric distribution

SECTION 2. This resolution is effective upon adoption.

This resolution was duly PASSED and ADOPTED this _____day of _____, and takes effect upon signing by the Mayor.

_____
Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2026.

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

RESOLUTION NO. 2026-10

A RESOLUTION DECLARING THE CITY'S ELECTION TO RECEIVE STATE REVENUES

RECITALS:

A. The City must annually adopt a resolution electing to receive an apportionment of the Oregon Department of Administrative Services General Fund revenues derived from tax imposed on the sale of liquor as part of State Revenue Sharing.

B. The City must also attest that it has allowed for recreational marijuana businesses.

C. A public hearing on the City of Ashland's election to receive State Revenues was held on June 2, 2026.

THE CITY OF ASHLAND HEREBY RESOLVES AS FOLLOWS:

SECTION 1. Pursuant to ORS 221.770, the City hereby elects to receive state revenues for fiscal year 2026-2027.

SECTION 2. This resolution is effective upon adoption.

This resolution was duly PASSED and ADOPTED this _____day of _____, and takes effect upon signing by the Mayor.

_____
Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2026.

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

Council Business Meeting

Date: June 2, 2026

Agenda Item	Second Reading of the following Ordinance Language Changes (Set #3): 1. **3299** AN ORDINANCE AMENDING AMC 13.04 CONSTRUCTION, REPAIR AND ALTERATION OF SIDEWALKS, SECTION 13.04.020 DUTY TO REPAIR AND CLEAR SIDEWALKS 2. **3300** AN ORDINANCE AMENDING AMC SECTION 14.04.060 WATER CONNECTS OUTSIDE THE CITY LIMITS 3. **3301** AN ORDINANCE AMENDING AMC 14.08 SEWER SYSTEM - RATES, SECTION 14.08.030 CONNECTION OUTSIDE CITY, INSIDE URBAN GROWTH BOUNDARY AND SECTION 14.08.031 CONNECTION OUTSIDE URBAN GROWTH BOUNDARY 4. **3302** AN ORDINANCE RELATING TO WASTEWATER REGULATIONS AMENDING AMC 14.09 TO INCLUDE SECTION 14.09.030 & 14.09.040 5. **3303** AN ORDINANCE AMENDING AMC 15.04 BUILDINGS AND CONSTRUCTION, SECTION 15.04.210 DEMOLITION OR RELOCATION OF STRUCTURE 6. **3304** AN ORDINANCE AMENDING AMC 15.28 FIRE PREVENTION CODE
Department	Legal
From	Johan Pietila, City Attorney, Carmel Zahran, Assistant City Attorney, Jordan Rooklyn

TIME ESTIMATE
15 minutes

CATEGORY
Action Needed - Motion to approve an action

SUMMARY

This is the second reading of six ordinances to update the Ashland Municipal Code. Improvements largely fall into three categories (1) updating references to the proper authority, and (2) correct for stylistic clarifications.

The corrections and changes were made during First Reading:

ORD 3299: A typo was corrected changing AMNC to AMC in the ordinance title. Under SECTION 1 13.04.020, “Engineering Design Standards” was linked to Public Works Right-of-Way Standard Drawings on the city website.

ORD 3301: Under SECTION 1 14.08.030(D), “consent to the annexation” was linked to the Irrevocable Consent to Annexation template on the city website. Under SECTION 1 14.08.030(F), “preventing the partitioning or

subdivision of the land prior to annexation to the City" was linked to the Irrevocable Consent to Annexation template on the city website.

ORD 3300: Under SECTION 1 14.04.060(B)(3)(i), an apostrophe was added to Director's. Under SECTION 1 14.04.060(C)(3), "consent to the annexation" was linked to the Irrevocable Consent to Annexation template on the city website.

POLICIES, PLANS & GOALS SUPPORTED

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

BACKGROUND AND ADDITIONAL INFORMATION

This is the third of several sets of proposed code updates. These code updates are a combination from Table 2 and 3. Following is a list of the ordinances with a brief description of the proposed changes (see attached AMC Code Change Tables 2&3 Combined for full descriptions):

3299 AN ORDINANCE AMENDING AMC 13.04 CONSTRUCTION, REPAIR AND ALTERATION OF SIDEWALKS, SECTION 13.04.020 DUTY TO REPAIR AND CLEAR SIDEWALKS

a. This ordinance clarifies that even when a public right of way (like a utility easement) lies in between a sidewalk and the property, the owner is still responsible for the sidewalk because it is all in the public right of way.

3300 AN ORDINANCE AMENDING AMC SECTION 14.04.060 WATER CONNECTS OUTSIDE THE CITY LIMITS

a. This involves operational decision making that is better housed with the Public Works Director.

3301 AN ORDINANCE AMENDING AMC 14.08 SEWER SYSTEM - RATES, SECTION 14.08.030 CONNECTION OUTSIDE CITY, INSIDE URBAN GROWTH BOUNDARY AND SECTION 14.08.031 CONNECTION OUTSIDE URBAN GROWTH BOUNDARY

a. The adjustments are updates that align with OAR 340-071-016. Regarding the 300 foot. requirement, DEQ cannot issue a permit if a sewer main is within 300 feet of the property, subsection (i). Additionally, Jackson County no longer regulates septic, the Department of Environmental Quality does.

3302 AN ORDINANCE RELATING TO WASTEWATER REGULATIONS AMENDING AMC 14.09 TO INCLUDE SECTION 14.09.030 & 14.09.040

a. Currently there isn't a code section related to prohibited wastewater discharges and this addition would allow some enforcement activities, specifically for fat/oil/grease discharges to the collection system that create blockages and require additional maintenance activities by the collections crew in order to stop wastewater overflows/spills.

3303 AN ORDINANCE AMENDING AMC 15.04 BUILDINGS AND CONSTRUCTION, SECTION 15.04.210 DEMOLITION OR RELOCATION OF STRUCTURES

a. The proposed amendments streamline demolition and relocation regulations by clarifying permit requirements, updating definitions and standards, shifting decision making to the Community Development Director with appeals to a Hearings Officer, and modernizing notice and review

procedures. The changes also remove outdated provisions and add flexibility in redevelopment requirements, including allowing replacement dwellings of any size.

3304 AN ORDINANCE AMENDING AMC 15.28 FIRE PREVENTION CODE

a. Brings the ordinance up to the most current Oregon Fire Code and corrects grammatical and cross-reference corrections with the Fire code. Section 7 correctly names the Fire and Life Safety Division

FISCAL IMPACTS

There will be no fiscal impact to the City outside of staff time.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

I move to approve the following ordinances:

1. **3299** AN ORDINANCE AMENDING AMC 13.04 CONSTRUCTION, REPAIR AND ALTERATION OF SIDEWALKS, SECTION 13.04.020 DUTY TO REPAIR AND CLEAR SIDEWALKS
2. **3300**AN ORDINANCE AMENDING AMC SECTION 14.04.060 WATER CONNECTS
    a. OUTSIDE THE CITY LIMITS
3. **3301** AN ORDINANCE AMENDING AMC 14.08 SEWER SYSTEM - RATES, SECTION 14.08.030 CONNECTION OUTSIDE CITY, INSIDE URBAN GROWTH BOUNDARY AND SECTION 14.08.031 CONNECTION OUTSIDE URBAN GROWTH BOUNDARY
4. **3302** AN ORDINANCE RELATING TO WASTEWATER REGULATIONS AMENDING AMC 14.09 TO INCLUDE SECTION 14.09.030 & 14.09.040
5. **3303** AN ORDINANCE AMENDING AMC 15.04 BUILDINGS AND CONSTRUCTION, SECTION 15.04.210 DEMOLITION OR RELOCATION OF STRUCTURE
6. **3304** AN ORDINANCE AMENDING AMC 15.28 FIRE PREVENTION CODE

REFERENCES & ATTACHMENTS

1. AMC Set 3 - Proposed Ordinance Changes
2. 3299 Amending 13.04 Section 13.04.020 Sidewalks
3. 3300 Amending 14.04.060 Water Connects Outside City Limits
4. 3301 Amending 14.08 Sewer System
5. 3302 Amending 14.09 Adding 14.09.030 and 14.09
6. 3303 Amending AMC 15.04 Buildings and Construction Section
7. 3304 Amending AMC 15.28 Fire Prevention Code

Recommended Code Language Changes - Set 4

These language changes are substantive changes to help improve city processes, align with current practices, and/or increase efficiencies or improve clarity.

AMC Section	AMC Title	Proposed Change	Reason for Change	First Reading Changes	ORD #
Fire					
15.28	An Ordinance Amending AMC 15.28 Fire Prevention Code	Except as specifically excluded or modified by this chapter, the City of Ashland adopts the ~~2022~~ **2025** Oregon Fire Code and Appendices A through **O** ~~N and Q through T~~**, including any future amendments that may occur from time to time.** SECTION 7: Inspections outside of normal business hours: The ~~Wildfire and Community Risk Reduction Division~~ **Fire & Life Safety Division**	(1) Brings ordinance up to the most current Oregon Fire Code. (2) Makes a few grammatical and x-reference corrections w/ Fire code (3) Section 7 correctly names the Fire and Life Safety Division	None	3304
CommDev					
15.04.210	An Ordinance Amending AMC 15.04 Buildings and Construction, Section 15.04.210 Demolition or Relocation of Structures	(1) Expands on the definition of an "Economic Viability Report" to more specifically address rehabilitation, market analysis, debris diversion plan and redevelopment plan. (2) Clarifies that building permits are still required for demolition but not for another demolition permit under the specified exemptions, (3) Adjusts approval process; contests go to hearings officer and defers to court's process. (4) Removes defunct Demolition Committee, instead shifts decisions to Comm Dev director	The proposed amendments streamline demolition and relocation regulations by clarifying permit requirements, updating definitions and standards, shifting decision making to the Community Development Director with appeals to a Hearings Officer, and modernizing notice and review procedures. The changes also remove outdated provisions and add flexibility in redevelopment requirements, including allowing replacement dwellings of any size.	None	3303
Public Works					
13.04.020	An Ordinance Amending AMC 13.04 Construction, Repair and Alteration of Sidewalks, Section 13.04.020 Duty to Repair and Clear Sidewalks	**Landowners whose property is adjacent to a street with a sidewalk must keep the sidewalk in good repair and remove any obstructions. This responsibility applies even when a public right-of-way lies between the sidewalk and the landowner's property.**	Clarifies that even when a public right of way (like a utility easement) lies in between a sidewalk and the property, the owner is still responsible for the sidewalk because it is all in the public right of way	1. Title correction, AMNC to AMC 2. Engineering Design Standards linked	3299
14.04	An Ordinance Amending AMC Section 14.04.060 Water Connects Outside the City Limits	When properties want water connection, the proposal shifts the authorization from Council to the Public Works Director	Water master planning accounts for development/annexation of all properties within the UGB from a supply standpoint. Involves operational decision making that is better housed with the Public Works Director.	1. Apostrophe added to "Director's" 2. Consent to annexation linked to template	3300
14.08	An Ordinance Amending AMC 14.08 Sewer System - Rates, Section 14.08.030 Connection Outside City, Inside Urban Growth Boundary and Section 14.08.031 Connection - Outside Urban Growth Boundary	**14.08.030:** (1) Shifts connecting to city sewer system inside and outside the UGB from the Council to the Public Works Director and (2) requires applicant to secure a statement from DEQ that the existing sewage system failed and no new permit will be issued. **14.08.031 -** (1)Like .030, shifts authority to PW Director and (2) makes authority corrections as outlined in reason for change (3) removes that provision that it can only apply to buildings completed on or before 1973	**14.08.030 -** Same reason as outlined in 14.04 **14.08.031** The adjustments are updates that align with OAR 340-071-016. Re the 300 ft rq, DEQ cannot issue a permit if a sewer main is within 300ft of the property, subsection (i). Also, Jackson County no longer regulates septic, the Department of Environmental Quality does.	1. Consent to annexation linked to template 2. Non-subdivision of land linked to template	3301
14.09	An Ordinance Relating to Wastewater Regulations Amending AMC 14.09 to Include Section 14.09.030 Prohibited Wastewater Discharges & 14.09.040 Permitted Wastewater Discharges	Regulating prohibited and permitted wastewater discharges.	Currently there isn't a code section related to prohibited wastewater discharges and this addition would allow some enforcement activities, specifically for fat/oil/grease discharges to the collection system that create blockages and require additional maintenance activities by the collections crew in order to stop wastewater overflows/spills.	None	3302

ORDINANCE NO. 3299

AN ORDINANCE AMENDING AMC 13.04 CONSTRUCTION, REPAIR AND ALTERATION OF SIDEWALKS, SECTION 13.04.020 DUTY TO REPAIR AND CLEAR SIDEWALKS

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

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

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

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

SECTION 1. 13.04.020 Duty to Repair and Clear Sidewalks is amended as follows:

~~**It is the duty of the owners of land adjoining any street to maintain in good repair and to remove obstructions from the adjacent sidewalk.**~~

Landowners whose property is adjacent to a street with a sidewalk must keep the sidewalk in good repair and remove any obstructions and must adhere to the City of Ashland's Engineering Design Standards Right-of-Way. This responsibility applies even when a public right-of-way lies between the sidewalk and the landowner's property.

A. The owner of real property responsible for maintaining the adjacent sidewalk shall be primarily liable to any person injured because of any negligence of such person in failing to maintain the sidewalk in good condition.

B. If the City is required to pay damages for the injury to persons or property caused by the failure of the owner to perform the duty which this section imposes, such owner shall compensate the City for the amount of the damages thus paid, plus court costs and fees incurred by the City. The City may maintain an action in any court of competent jurisdiction to enforce the provisions of this Section. (Ord. 2223, amended, 1982; Ord. 1515 § 2, amended, 1967)

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

SECTION 3. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word "ordinance" may be changed to "code", "article", "section", "chapter" or another

word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____day of_____, 2026, and duly PASSED and ADOPTED this _____day of_____, 2026.

SIGNED and APPROVED this _____ day of _____, 2026.

ATTEST:

_____
Alissa Kolodzinski, City Recorder

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

ORDINANCE NO. 3300

AN ORDINANCE AMENDING AMC SECTION 14.04.060 WATER CONNECTS OUTSIDE THE CITY LIMITS

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

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

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

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

SECTION 1. 14.04.060 Water Connections Outside the City Limits are amended as follows:

A. Except as provided herein, no premises located outside the City of Ashland may be connected to the City water system or make use of water obtained through a direct or indirect connection to the City water system.

B. Premises outside the City may be connected to the City water system only as follows:

1. Connections authorized by the Council prior to June 18, 1997.

2. Connections authorized by the **~~Council~~** **Public Works Director** for City or other governmental facilities.

3. Connections authorized by **the** **~~resolution of the Council~~** **Public Works Director** where the **~~Council~~** **Director** finds:

i. The connection is determined, at the **~~Council's~~** **Director's** discretion, to be in the best interest of the City of Ashland and to not be detrimental to the City's water facilities or resources.

~~ii. The applicant secures, in writing, a statement from the Environmental Health Division, Health Department, Jackson County, Oregon, that the existing water system for the premises has failed.~~

~~iii.~~ **ii.** The failed water system cannot feasibly be repaired or improved and there is no other feasible source of water for the premises.

~~iv.~~ **iii.** An Ashland water main or line exists within 100 feet of the premises.

~~v.~~ **iv.** The connection is to premises within the City's urban growth boundary.

C. Connections authorized under subsection B.3 above shall be made only after all the criteria in subsection B.3 and the following conditions have been met:

1. The applicant for water service pays the water connection fee for connections outside the City and the systems development charges established by the City.

2. In the event dwellings or buildings connected to the water system are subsequently replaced for any reason, then the replacement building or dwelling may continue to be connected to the water system of the City as long as the use of the water system will not be increased as determined by the Director of Public Works.

3. The applicant furnish to the City a consent to the annexation of the premises and a deed restriction preventing the partitioning or subdivision of the land prior to annexation to the City, signed by the owners of record and notarized so that it may be recorded by the City and binding on future owners of the premises. The cost of recording the deed restriction shall be paid by the property owner.

4. The property owner shall execute a contract with the City of Ashland which provides for: payment of all charges connected with the provision of water service to the property; compliance with all ordinances of the City related to water service and use; termination of service for failure to comply with such ordinances and that failure to pay for charges when due shall automatically become a lien upon the property. A memorandum of the contract shall be recorded in the county deed records with the cost of recording to be paid by the property owner.

D. The requirements of this section are in addition to, and not in lieu of, land use approvals and authorizations necessary for extraterritorial extension of water service required by Oregon law.

E. Any person who violates any provision of this chapter shall be punished as set forth in AMC 1.08.020, in addition to other legal and equitable remedies available to the City of Ashland, including restriction or termination of service. (Ord. 3144 § 1, amended, 05/16/2017; Ord. 3137, amended, 2017; Ord. 3029, amended, 08/03/2010)

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

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

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____day of_____, 2026, and duly PASSED and ADOPTED this _____day of_____, 2026.

SIGNED and APPROVED this _____ day of _____, 2026.

ATTEST:

_____
Alissa Kolodzinski, City Recorder

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

ORDINANCE NO. 3301

AN ORDINANCE AMENDING AMC 14.08 SEWER SYSTEM - RATES, SECTION 14.08.030 CONNECTION OUTSIDE CITY, INSIDE URBAN GROWTH BOUNDARY AND SECTION 14.08.031 CONNECTION OUTSIDE URBAN GROWTH BOUNDARY

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

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

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

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

SECTION 1. AMC Section 14.08.030 Connection Outside City, Inside Urban Growth Boundary is amended as follows:

An occupied dwelling or building located outside the City of Ashland and inside the urban growth boundary may be connected to the sewer system when such connection is determined by the ~~**Ashland City Council**~~ **Public Works Director** to be in the best interest of the City of Ashland and to not be detrimental to the City's sewerage facilities. Such connection shall be made only upon the following conditions:

A. The applicant for sewer service pays the sewer connection fee and the systems development charges established by the City Council.
B. The applicant pays the full cost of extending the City of Ashland sewer main or line to the property for which sewer service is being requested.
C. ~~**The applicant secures, in writing, statements from the appropriate regulatory authority that the existing sewage system has failed and that the provision of sewer by the City of Ashland does not conflict with the state and local laws, rules and regulations.**~~ **The applicant shall secure, in writing, a statement from the Department of Environmental Quality that the existing sewage system has failed and that no new permit will be issued for repair or replacement.**
D. The applicant furnishes to the City a consent to the annexation of the land, signed by the owners of record and notarized so that it may be recorded by the City and binding on future owners of the land.
E. The applicant provides payment to the City, at the time of annexation, an amount equal to the current assessment for liabilities and indebtedness previously contracted by a public service district, such as Jackson County Fire District No. 5, multiplied by the number of years

remaining on such indebtedness, so that the land may be withdrawn from such public service districts in accord with ORS 222.520 and at no present or future expense to the City.

F. The owner executes a deed restriction preventing the partitioning or subdivision of the land prior to annexation to the City.

G. The land is within the Urban Growth Boundary.

H. In the event of connecting a replacement dwelling or building to the sewer system, the connection does not increase use of the sewer system as determined by the Director of Public Works. (Ord. 3073, amended, 08/21/ 2012; Ord. 2861, amended, 10/03/2000)

SECTION 2. AMC Section 14.08.031 Connection Outside Urban Growth Boundary is amended as follows:

A. Premises located outside the urban growth boundary may be connected to the Ashland sewer system when such connection is determined ~~**Ashland City Council**~~ **by the Public Works Director** to be in the best interest of the City of Ashland and to not be detrimental to the City's sewage facilities. Such connection shall be made only upon the following conditions:

a. The applicant for sewer service pays the sewer connection fee and the systems development charges established by the City Council.

~~**b. The connection is for the use and benefit of dwellings and buildings completed and existing on July 1, 1973.**~~

~~**c.**~~ **b.** An Ashland sewer main or line exists with ~~**100**~~ **300** feet of the premises. No main or lines will be extended to serve properties outside of the Ashland Urban Growth Boundary.

~~**d.**~~ **c. In accordance with all relevant OAR's, the** ~~**The**~~ applicant shall secure, in writing, **a** statement~~**s**~~ from ~~**Jackson County**~~ **the Department of Environmental Quality** that the existing sewage system has failed and that t~~**he provision of sewer by the City of Ashland does not conflict with the Jackson County Comprehensive Plan support documents, rules or regulations**~~ **no new permit will be issued for repair or replacement**.

~~**e.**~~ **d.** The property owner shall execute a deed restriction on the property that states that no further buildings or additions to existing buildings shall be connected to the sewer service.

~~**f.**~~ **e.** The property owner shall execute a contract with the City of Ashland which provides for payment of all charges connected with the provision of sewer service to the property; compliance with all ordinances of the City related to sewer service and that failure to pay for charges when due shall automatically become a lien upon the property. A memorandum of the contract shall be recorded in the county deed records with the cost of recording to be paid by the property owner.

~~B. **The City Council may also provide sewer service outside the urban growth boundary by special contract under such terms and conditions the Council deems appropriate when such connection is in the best interest of the City. (Ord. 2704, amended, 1993)**~~

SECTION 3. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 4. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word "ordinance" may be changed to "code", "article", "section", "chapter" or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____day of_____, 2026, and duly PASSED and ADOPTED this _____day of_____, 2026.

SIGNED and APPROVED this _____ day of _____, 2026.

ATTEST:

_____
Alissa Kolodzinski, City Recorder

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

ORDINANCE NO. 3302

AN ORDINANCE RELATING TO WASTEWATER REGULATIONS AMENDING AMC 14.09 TO INCLUDE SECTION 14.09.030 & 14.09.040

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

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

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

WHEREAS, The City desires to create section 14.09.030 of the Ashland Municipal Code: Prohibited Wastewater Discharges

WHEREAS, The City desires to create section 14.09.040 of the Ashland Municipal Code: Permitted Wastewater Discharges

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

SECTION 1. 14.09.030 Prohibited Wastewater Discharges

No person or business shall discharge or cause to be discharged into the municipal wastewater collection system any substances, materials, or waters that could harm, obstruct or interfere with the system, including but not limited to the following:

- **A. Stormwater, surface water, groundwater, roof runoff, subsurface drainage, or foundation drains.**
- **B. Flammable or explosive liquids, solids, or gases.**
- **C. Solid or viscous substances in quantities or sizes capable of causing obstruction to flow or interference with proper operation of the system.**
- **D. Toxic, poisonous, or hazardous substances in sufficient quantity to injure or interfere with the wastewater collection system, treatment processes, or receiving waters.**
- **E. Any discharge in violation of applicable state or federal pretreatment standards.**
- **F. Any illicit discharge of fats, oils, and grease (FOG), whether of animal, vegetable, or petroleum origin, in quantities that may cause obstruction, blockages, interference, or pass-through within the municipal wastewater collection system.**
- **G. Any substances directly discharge into a manhole or other opening in a public sewer other than through an approved building sewer, unless person or Business has been**

issued a wastewater discharge permit by the city designating the discharge substance and discharge location.

H. **Discharge of pool water or similar recreational water when (1) the amounts are greater than 30,000 gallons or (2) the water contains chlorine, bromine, algaecides or other disinfectants that may interfere with wastewater treatment.**

SECTION 2. 14.09.040 Wastewater Discharges Requiring Authorization

A. **Conditions for Authorization. The City may grant written authorization for discharges to the wastewater collection system from the restrictions set forth in AMC 14.09.030 when the applicant submits a complete application to the Office of Public Works and meets the following minimum requirements:**
    1. **Residual disinfectant concentrations are within the following ranges:**
        i. **Total Residual Chlorine (TRC): ≤ 0.1 mg/L**
        ii. **Total Bromine Residual (TBR): ≤ 3 ppm**
        iii. **The pH shall not be less than 6.0 nor greater than 9.0**
    2. **Swimming pool or similar recreational water, including filter backwash, is discharged to the sanitary sewer only. Alternative discharge methods are prohibited unless the City provides express written approval, in compliance with Department of Environmental Quality practices.**
    3. **The proposed discharge method, rate, and location will not cause flooding or damage to the wastewater system**
    4. **Required supporting documentation, including certified laboratory test results, a site-specific discharge plan, and any other information requested by the City, has been provided.**
B. **Grounds for denial. Authorization will be denied if the applicant fails to meet any conditions set forth in this chapter, provides incomplete or falsified information, or proposes a discharge that threatens public health, the wastewater system, or environmental regulations.**
C. **Application process. Applications for authorization must be submitted to the Office of Public Works on forms prescribed by the City. The City will review complete applications and notify the applicant of approval, approval with conditions, or denial within a reasonable time.**

14.09.050 Wastewater Obligations of Food Servicers

A. **Food service establishments shall install, operate, and maintain grease interceptors or grease traps. Such devices shall be properly sized, located, and maintained in accordance with Plumbing code standards, manufacturer specifications, and applicable state and federal regulations. Failure to install or properly maintain a required grease interceptor or trap shall constitute a violation of this Chapter.**

14.09.060 Penalties

A. **Unauthorized discharges are subject to enforcement actions, including fines, cost recovery, and termination of permitting or services, if applicable.**
B. **Any person who violates Chapter 14.09 – Sewer System Regulation is subject to a Class A violation, as provided under Ashland Municipal Code, Chapter 1.08.030.**

ORDINANCE NO. 3303

AN ORDINANCE AMENDING AMC 15.04 BUILDINGS AND CONSTRUCTION, SECTION 15.04.210 DEMOLITION OR RELOCATION OF STRUCTURES

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

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

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

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

SECTION 1. 15.04.210 Demolition or Relocation of Structures is amended as follows:

A. For purposes of AMC 15.04.210 through 15.04.216, the following terms, phrases, words and their derivations mean:

1. *Demolition.* To raze, destroy, dismantle, or any act or process that may cause partial or total destruction of a structure where less than sixty (60) percent of the structure's external walls will be retained in place; or where less than a **fifty (50) percent** **~~majority~~** of the facade will remain.

2. *Facade.* The front or principal face(s) of a building, excluding an attached garage of a **~~residential~~** structure, sometimes distinguished from the other faces by elaboration of architectural or ornamental details and often serving as the primary entrance.

~~Economic Viability Report. A study that concludes that rebuilding the structure offers greater long-term economic benefits compared to restoration. These benefits include higher market value, increased building equity, improved operational efficiency, and reduced maintenance costs, making rebuilding not only the more financially sound choice but also the more sustainable and energy efficient one.~~

3. Economic Viability Report: A study which demonstrates whether rehabilitation of the existing building would or would not make the current or future use generate a reasonable economic return. To make this assertion an application for demolition approval shall contain the following information:

- **i. The existing building value;**
- **ii. A rehabilitation report that itemizes the cost to rehabilitate the building to correct construction deficiencies. For purposes of this report, rehabilitation costs shall be limited to structural, mechanical, electrical, and plumbing systems necessary to bring the building into compliance with applicable codes and to ensure safe occupancy. Costs**

associated with cosmetic improvements, aesthetic upgrades, or discretionary renovations shall not be included.;

iii. **A market analysis that demonstrates the expected market value of the property following rehabilitation.**

iv. **Debris diversion plan showing construction and demolition materials are salvaged to the greatest extent feasible and diverted from the waste stream.**

v. **Redevelopment Plan for the site that details the nature, appearance and location of the replacement or rebuilt structure.**

4. Hearings Officer: This section adopts the definition as applied in the Ashland Municipal Code, Chapter 2.30, Uniform Administrative Appeals Process.

5. Director: Community Development Director

B. Except as provided in subsection D of this section, a permit is required before any structure, or part of a structure as defined in subsection A.1 of this section, can be demolished or relocated. The permit fees for demolition or relocation of a structure will be set by resolution of the Council.

C. **Exemption to separate demolition/relocation permit requirements - a building permit is always required to demolish or relocate a structure regardless of its exempt status under this section. However, ~~no~~ a separate** demolition or relocation permit is **not** required **and is exempt from the requirements of 15.04.210 to 15.04.216 when the following conditions apply:**

1. **~~For~~ The** structure**s ~~of~~ is ~~less than~~** 500 square feet **or less** in size.
2. For relocation of a structure upon the same lot.
3. **~~To demolish~~ The demolition of** a building declared to be dangerous under **~~the Uniform Code for the Abatement of Dangerous Buildings pursuant to AMC 15.04.010.B~~ the definitions outlined in 15.04.205 "Dangerous Buildings Defined" when determined by the Building Official that the building or structure is not practical to repair and can be exempt from the requirements of providing an Economic Viability Report and redevelopment plan.**

D. In addition to the enforcement provisions of this title, the City Attorney may or, upon order of the City Council, shall immediately commence action or proceedings for the prevention of the demolition or relocation of a structure in the manner provided by law, and may take such other steps and apply to such courts as may have jurisdiction to grant such relief as will prevent the demolition, moving, removal, or damage to a building or structure, or using property contrary to the provisions of this title. The remedies provided for in this section shall be cumulative and not exclusive.

1. For any demolition or relocation in violation of AMC 15.04.210 through 15.04.216, the court shall also have the authority to order the person convicted of the violation to rebuild or restore the structure to its appearance prior to the demolition or to move and restore the building to its original site.

2. For any flagrant violation, the court may impose a fine up to and including the assessed market value of the structure demolished or relocated. A flagrant violation is an act by a person who, after being notified of a violation, intentionally continues it. (Ord. 3238, amended, 06/18/2024; Ord. 2925, amended, 04/18/2006; Ord. 2858, amended, 06/20/2000)

SECTION 2. 15.04.212 Demolition Review Committee is Repealed in its entirety. ~~**The Demolition Review Committee shall be the same as the Board of Appeals as established in AMC 15.04.200. (Ord. 3238, amended, 06/18/2024; Ord. 2925, amended, 4/18/2006; Ord. 2878, amended, 12/04/2001; Ord. 2866, amended, 02/06/2001; Ord. 2858, amended, 06/20/2000; Ord. 2852, added, 01/21/2000)**~~

SECTION 3. 15.04.214 Approval Process is amended as follows:

Applications for demolition or relocation permits will be processed as follows:

A. A complete application must be submitted to the Building Official **and the Community Development Director** and must include all of the required information for the specific action requested. The application must be signed by one (1) or more property owners of the property where the structure is located. The application must be accompanied by the appropriate application fee.

1. The Building Official will review the application to determine if the structure meets any of the exemptions outlined in AMC 15.04.210 C. If the proposed structure does not meet any of the exemptions, then the Director or designee will review the application.

B. Within fourteen (14) days after receipt of a complete application, the ~~**Building Official**~~ **Director or designee** will approve, approve with conditions, or deny the application unless such time limitation is extended with the consent of the applicant. Notice of the decision of the **Director** ~~**Building Official**~~ will be mailed to the applicant within seven (7) days of the decision.

C. If the application is approved, ~~**or if the application is denied and the applicant desires a hearing before the Demolition Review Committee**~~, the **City shall** ~~**applicant must**~~ post and publish a notice of the decision. The notice must be posted on the property in such a manner as to be clearly visible from a public right-of-way and be posted within five (5) business days of the date the applicant received the decision. In addition, the notice must be ~~**published in a newspaper of general circulation**~~ **made available to the public by posting on the city website or local online news outlets** ~~**within the City at least seven (7)**~~ **The yard sign and posting on local online news outlets shall be posted for a minimum of 10** days **to meet the minimum written noticing requirements outlined in the Administrative Appeals Process in AMC 2.30.020. If there are no appeals within the 10 day notification, the approval will be considered final.** ~~**prior to the date requests for hearing must be filed**~~

D. **If the application is denied,** ~~**T**~~**the** applicant or any person may request a hearing before the ~~**Demolition Review Committee**~~ **Hearings Officer** by filing a request for a hearing**.** ~~**with the**~~

~~Building Official~~ **with the Director**. The request for a hearing must~~:~~ **be in accordance with the Administrative Appeals Process outlined in AMC 2.30.020**

~~**1. Be in writing and be filed within ten (10) days of the date of the decision, if the request is by the applicant. Otherwise the request must be filed within ten (10) days of the date the notice is posted or seven (7) days after the notice is published, whichever date is later.**~~
~~**2. Contain the specific grounds for which the decision should be reversed or modified, based on the applicable demolition or relocation standards.**~~
~~**E. The following information is required to be contained in the notices required by this section:**~~
~~**1. Notice of the decision by the Building Official described in subsection B of this section is to contain the following information:**~~
~~**a. The decision of the Building Official and the date of the decision.**~~
~~**b. The requirements of the applicant for posting and publishing notice of the decision.**~~
~~**c. A statement that no hearing will be held before the Demolition Review Committee unless specifically requested.**~~
~~**d. A statement that a request for a hearing by the applicant must be made within ten (10) days of the date the applicant received the decision and that a request for a hearing must include:**~~
~~**(1) The name and address of the applicant;**~~
~~**(2) The file number of the demolition or relocation application; and**~~
~~**(3) The specific grounds for which the decision should be reversed or modified, based on the applicable demolition or relocation standards.**~~
~~**2. The posted and published notices described in subsection C of this section must contain:**~~
~~**a. A brief description of the approval and the application file number;**~~
~~**b. The phone number and address of the Building Official;**~~
~~**c. The date the notice was posted; and**~~
~~**d. A statement that anyone who objects to the approval must file a request for a hearing, on a form furnished by the Building Official, by a date not more than ten (10) days from the date the notice was posted or seven days from the date the notice was published in the newspaper, whichever date is later.**~~

~~**F. If a request for a hearing is timely received, the Demolition Review Committee will conduct a hearing at least fifteen (15) days, but not more than thirty (30) days, from the date of the request.**~~

~~**G. Notice for hearings before the Demolition Review Committee will be published in a daily newspaper of general circulation within the City at least ten (10) days prior to the hearing and mailed to the applicant or authorized agent at least ten (10) days prior to the hearing. In addition, a notice must be posted on the property by the applicant in such a manner as to be clearly visible from a public right-of-way at least ten (10) days prior to the date of the hearing. The applicant must certify, for the record of the hearing, that the posting was accomplished. The posted notice must contain a brief description of the proposal, the time, date and place of the hearing, and the phone number and address for contact with the Building Official.**~~

~~H. Within fifteen (15) days of the hearing, or within fifteen (15) days of the receipt of the report described in AMC 15.04.216.A.1 is received, whichever date is later, the Demolition Review Committee shall issue its decision in writing and mail it to the applicant and all persons who appeared and spoke at the hearing.~~

~~I. The decision of the Demolition Review Committee may be appealed to the City Council by the applicant or someone who spoke at the hearing. In addition, the City Council may review the decision on its own motion. The decision is appealed by filing a notice of appeal with the City Manager. The appeal fee, as set by resolution of the City Council, must accompany the notice of appeal. The appeal must be filed within fifteen (15) days of the date the decision of the committee is mailed. The appeal notice must contain:~~

~~1. The appellant's name and address;~~
~~2. A reference to the decision sought to be reviewed;~~
~~3. A statement that the appellant is the applicant or someone who appeared and testified at the hearing;~~
~~4. The date of the decision being appealed; and~~
~~5. The specific grounds for which the decision should be reversed or modified, based on the applicable standards.~~

~~J. The notice of appeal, together with notice of the date, time and place of the hearing on the appeal by the Council, will be mailed to those who appeared at the hearing before the Demolition Review Committee at least twenty (20) days prior to the hearing. The appeal before the Council shall be a de novo hearing based solely on the evidence in the record made before the Demolition Review Board. The applicant shall have the burden to prove the standards have been met. The Council may affirm, reverse or modify the decision and may approve or deny the request, or grant approval with conditions. The City Council shall make findings and conclusions, and make a decision based on the record before it as justification for its action. The City Council shall cause copies of a final order to be sent to all persons participating in the appeal. (Ord. 3238, amended, 06/18/2024; Ord. 3192 § 114, amended, 11/17/2020; Ord. 2925, amended, 04/18/2006; Ord. 2858, amended, 06/20/2000; Ord. 2852, added, 01/21/2000)~~

SECTION 4. 15.04.216 Demolition and Relocation Standards is amended as follows:

A. For demolition or relocation of structures erected more than forty-five (45) years prior to the date of the application:

1. The applicant must demonstrate that either subsection A.1.a or A.1.b of this section applies:

    a. The structure cannot be rehabilitated or reused on site as part of any economically beneficial use of the property. In determining whether an economically beneficial use can be made of the property, the **Director** ~~Demolition Review Committee~~ may require the applicant to:

(1) Furnish an ~~economic feasibility~~ **Economic Viability Report** ~~report~~ prepared by an architect, developer, or appraiser, or other person who is experienced in rehabilitation of buildings that addresses the estimated market value of the property on which the building lies, both before and after demolition or removal~~;~~ ~~or~~

~~**(2) Market the property utilizing a marketing plan approved by the Demolition Review Committee or by advertising the property in the Ashland Daily Tidings or Medford Mail Tribune at least eight (8) times and at regular intervals for at least ninety (90) days and by posting a for sale sign on the property, four (4) to six (6) square feet in size and clearly visible from the street, for the same ninety (90) day period.**~~

b. The structure proposed for demolition is structurally unsound despite efforts by the owner to properly maintain the structure~~.~~**, and has been declared by the Building Official to be a dangerous building as defined in AMC 15.04.205**

2. In addition to subsection A.1.a or A.1.b of this section, the applicant must also:

a. Submit a redevelopment plan for the site that provides for a replacement or rebuilt structure for the structure being demolished or relocated. The replacement or rebuilt structure must be a minimum of 1,000 square feet, unless the structure being demolished or relocated is less than 1,000 square feet. If the structure is less than 1,000 square feet, the replacement structure must be a minimum of 500 square feet. **Notwithstanding the above, when an existing dwelling unit is removed, it may be replaced with a dwelling unit of any size.** The redevelopment plan must indicate in sufficient detail the nature, appearance and location of all replacement or rebuilt structures. No replacement structure is required, however, if:

(1) The applicant agrees to restrict the property to open space uses and a finding is made that such restriction constitutes a greater benefit to the neighborhood than redevelopment would; or

(2) The structure being demolished or relocated is a nonhabitable accessory structure.

b. Demonstrate, if the application is for a demolition, the structure cannot be practicably relocated to another site.

3. If a permit is issued and the redevelopment plan:

a. Requires a site review permit, no demolition or relocation may occur until the site review permit has been issued, unless the site is restricted to open space uses as provided in subsection A.2 of this section.

b. Does not require a site review permit, no demolition or relocation may occur until the building permit has been issued for the replacement or rebuilt structure, unless the site is restricted to open space uses as provided in subsection A.2 of this section.

4. ~~**The Demolition Review Committee**~~ **The Director** may require the applicant to post with the City a bond, or other suitable collateral as determined by the City Manager, ensuring the safe demolition of the structure and the completed performance of the redevelopment plan.

B. For demolition or relocation of structures erected less than forty-five (45) years from the date of the application:

1. The applicant:

a. Has the burden of proving the structure was erected less than forty-five (45) years from the date of the application. Any structure erected less than forty-five (45) years from the date of the application, which replaced a structure demolished or relocated under this section, shall be considered a structure subject to the standards in this section.

b. Must submit a redevelopment plan for the site that provides for a replacement or rebuilt structure being demolished or relocated. The replacement or rebuilt structure must be a minimum of 1,000 square feet, unless the structure being demolished or relocated is less than 1,000 square feet. If the structure is less than 1,000 square feet, the replacement structure must be a minimum of 500 square feet. **Notwithstanding the above, when an existing dwelling unit is removed, it may be replaced with a dwelling unit of any size.** The redevelopment plan must indicate in sufficient detail the nature, appearance and location of all replacement or rebuilt structures. No replacement structure is required, however, if:

(1) The applicant agrees to restrict the property to open space uses and a finding is made that such restriction constitutes a greater benefit to the neighborhood than redevelopment would; or

(2) The structure being demolished or relocated is a nonhabitable accessory structure.

2. If a permit is issued and the redevelopment plan:

a. Requires a site review permit, no demolition or relocation may occur until the site review permit has been issued, unless the site is restricted to open space uses as provided in this subsection B.

b. Does not require a site review permit, no demolition or relocation may occur until a building permit has been issued for the structure or structures to be replaced or rebuilt, unless the site is restricted to open space uses as provided in this subsection B.

C. For any demolition approved under this section, the applicant is required to salvage or recycle construction and demolition debris, in accordance with a demolition debris diversion plan that complies with the requirements adopted by the Demolition Review Committee. The applicant shall submit such a plan with the application for demolition.

For any relocation approved under this section, the applicant must also comply with the provisions of AMC 15.08. (Ord. 3238, amended, 06/18/2024; Ord. 3192 § 115, amended, 11/17/2020; Ord. 2925, amended, 04/18/2006; Ord. 2891, amended, 11/19/2002; Ord. 2858, amended, 06/20/2000; Ord. 2852, added, 01/21/2000)

SECTION 5. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 6. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word "ordinance" may be changed to "code", "article", "section", "chapter" or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____day of_____, 2026, and duly PASSED and ADOPTED this _____day of_____, 2026.

SIGNED and APPROVED this _____ day of _____, 2026.

ATTEST:

_____
Alissa Kolodzinski, City Recorder

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

ORDINANCE NO. 3304

AN ORDINANCE AMENDING AMC 15.28 FIRE PREVENTION CODE

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

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

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

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

SECTION 1. 15.28 Fire Prevention Code is amended as follows:

15.28.010 Adoption of Oregon Fire Code
15.28.020 Establishment of Duties
15.28.030 Definitions
15.28.050 Fire Protection System Maintenance
15.28.060 Restricted Uses During Fire Season
15.28.070 City of Ashland Modifications to the Oregon Fire Code – ~~**2022**~~ **2025** Edition
15.28.090 New materials, processes or occupancies – Permits required
15.28.100 Penalties
15.28.110 Severability
15.28.120 Firefighting Outside City – Authorized
15.28.130 Firefighting outside City – Resources
15.28.150 Plan Review/Permits – Fees
15.28.160 Code Compliance Inspection/Fees
15.28.170 Cost Recovery Fees

SECTION 2. 15.28.010 Adoption of Oregon Fire Code

Except as specifically excluded or modified by this chapter, the City of Ashland adopts the ~~**2022**~~ **currently adopted** Oregon Fire Code and Appendices A through **O** ~~**N**~~ ~~**and Q through T,**~~ **including any future amendments that may occur from time to time. It** ~~**which**~~ will be referred to in the Ashland Municipal Code as the Oregon Fire Code ("OFC"). One (1) copy of the Oregon Fire Code and appendices shall be filed in the office of the City Recorder. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 1, amended, 04/04/2023; Ord. 3186, amended, 01/ 21/2020; Ord. 3161 § 1, amended, 02/05/2018; Ord. 3104, amended, 2014; Ord. 3037, amended, 09/07/2010; Ord. 2944, amended, 11/06/2007; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

SECTION 3. 15.28.020 Establishment of Duties

The Oregon Fire Code shall be enforced by the Fire Code Official as defined by the Oregon Fire Code. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 2, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

SECTION 4. 15.28.030 Definitions

The following definitions govern the construction of this chapter:

A. "Jurisdiction," as used in the Oregon Fire Code, means the City of Ashland ("Ashland").

~~B.~~ "Department of Fire Prevention," as used in the Oregon Fire Code, means ~~"Wildfire and Community Risk Reduction Division."~~ **Fire & Life Safety Division**

C. "Fire Code Official," as used in the Oregon Fire Code, means the Fire Chief or designee.

D. "Apparatus cost" means the standardized cost, including repairs and depreciation, for the use of Ashland Fire and Rescue ("AF&R") and public works apparatus or equipment, as set forth in adopted regulations of the State Fire Marshal or in City resolution, and the cost for the use of apparatus or equipment of another jurisdiction which may respond to an incident pursuant to statute or intergovernmental agreement.

E. "Direct costs" means those costs of supplies, apparatus and labor incurred by the City or another jurisdiction in responding to an incident and as may be set forth in adopted regulations of the State Fire Marshal or in City resolution.

F. "Direct fire or rescue services" means any service provided by employees of the City (1) to a person whose person or property is injured or threatened with injury; or (2) to a person whose property has injured or threatens to injure another person or another person's property, for which a charge is not otherwise imposed under this code. "Direct fire or rescue services" includes, but is not limited to, the suppression of fires, the rescue of persons or property, the provision of medical assistance, and containment and cleanup of hazardous materials.

G. "Indirect costs" means those costs that are set forth in adopted regulations of the State Fire Marshal or in City resolution, and which are the product of the State "average response availability rate" and the time spent responding to an incident, together with the State "average support services cost per incident," as defined by the State Fire Marshal.

H. "General costs" means direct or indirect costs that are not attributable to any particular person who received direct fire and rescue services.

I. "Gross negligence" means conduct with conscious indifference to or reckless disregard of the rights of others.

J. "Labor costs" means the compensation paid by the City to its employees, including but not limited to base pay, overtime pay and fringe benefits, during the time spent responding to an incident.

K. "Fire prevention organization" (FPO) means the organization or the individual, within the City of Ashland or otherwise delegated, that has the authority to provide

fire prevention, inspection and code enforcement, plan review, investigation, and fire and life safety education.

L. *Occupancy Classification.*

1. *Low-Risk Occupancy.* An occupancy that has a history of low frequency of fires and minimal potential for loss of life or economic loss. Examples of low-risk occupancies could include storage, mercantile, and business.

2. *Moderate-Risk Occupancy.* An occupancy that has a history of moderate frequency of fires or a moderate potential for loss of life or economic loss. Examples of moderate-risk occupancies could include ambulatory health care and industrial occupancies that do not maintain, store, use, or handle hazardous materials in excess of exempt amounts.

3. *High-Risk Occupancy.* An occupancy that has a history of high frequency of fires, high potential for loss of life or economic loss, or that has a low or moderate history of fires or loss of life but the occupants have a high dependency on the built-in fire protection features or staff to assist in evacuation during a fire or other emergency. Examples of high-risk ~~**occpancies**~~ **occupancies** could include multiple-family dwellings, high-rise buildings, hotels, dormitories, lodging and rooming, assembly, ~~child care~~ **childcare**, detention, educational, health care, and industrial.

4. *Critical Infrastructure.* The assets, systems, and networks, whether physical or virtual, that are so vital to the community that their damage or destruction would have a debilitating effect. Examples of critical infrastructures could include water treatment plant, special structures, public safety buildings, and power plants.

M. "Railroad right-of-way" means a right-of-way used for rail transportation.

N. "Scope" establishes the organization and deployment of fire prevention resources for fire prevention inspection and code enforcement activities in existing occupancies, new construction and renovation inspections.

O. "Transportation route" means a roadway or waterway against which no taxes or assessments for fire protection are levied by the City. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 3, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 3161 § 2,, amended, 02/05/2018; Ord. 3081, amended, 04/02/2013)

SECTION 5. 15.28.050 Fire Protection System Maintenance

Fire protection systems service providers providing inspections, tests, and maintenance required by OFC 901.6, and the referenced standards shall be qualified and shall provide the inspections, tests, and maintenance in accordance with the referenced standards and OFC Section ~~**108.3**~~ **109.2**. Failure by a company or individual service provider to follow the referenced standards is a Class I violation. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 4, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 3161 § 3, amended, 02/05/2018; Ord. 3104, amended, 2014)

SECTION 6. 15.28.060 Restricted Uses During Fire Season

A. The City of Ashland will follow the Oregon Department of Forestry ("ODF") burn restrictions and regulations during fire season. Open flame and fire pits are prohibited at high fire index.

Exemption: A seasonal permit for contractors can be obtained for use within the City of Ashland to allow for powered equipment use during fire season (i.e., landscape, construction, etc.). Working on or within one-eighth (1/ 8) of a mile of ODF-protected property requires an additional permit issued from ODF.

B. The Fire Code Official or designees may issue a permit which allows a person to conduct a restricted activity as long as specified fire prevention measures are taken to reduce the potential for fire ignition. Contractors, such as those performing landscape or construction work, may obtain a seasonal permit for use within the City to allow for powered equipment used during fire season. Working on or within one-eighth (1/8) of a mile of ODF-protected property requires an additional permit issued by ODF. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 5, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 3161 § 4, amended, 02/05/2018; Ord. 3037, amended, 09/07/ 2010; Ord. 2944, amended, 11/06/2007; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

SECTION 7. 15.28.070 City of Ashland Modifications to the Oregon Fire Code – ~~**2022**~~ **2025** Edition

Ashland Fire Prevention Code incorporates the Oregon Fire Code 2022 Edition except that the following referenced OFC sections are modified as set forth below:

A. OFC Section ~~**104.6.3**~~ **104.10** is modified by the addition of the following language:

Fire Investigation Reports for fires that are under investigation will not be released until the investigation is complete. Exception: The Fire Chief may release incomplete Fire Investigation Reports if warranted.

B. OFC Section ~~**106.2**~~ **109.2** is modified by the addition of the following language:

1. Inspections outside of normal business hours: The ~~**Wildfire and Community Risk Reduction Division**~~ **Fire & Life Safety Division** will make every attempt to conduct inspections during normal business hours (Monday thru Friday 8 am to 5 pm). If the applicant or business owner's agent requests an inspection outside of normal business hours, or if the Fire Code Official determines a permit inspection is required and there is no other alternative but to conduct the inspection outside of normal business hours, the Fire Code Official shall inform the applicant or business agent there will be an after-hours inspection fee of $150.00. The inspection will not be performed until the required fees have been paid.

For additional information see City of Ashland Fee Schedule.

2. Re-Inspection Fees, each Fire & Life Safety inspection is provided with one additional re-inspection at no additional cost to the business. If a second re-inspection is required, a fee of the base inspection plus
$100 shall be assessed. If a third re-inspection is required, a fee of the base inspection plus $200.00 shall be assessed. If a fourth re-inspection is required, a fee of the base plus $400.00 shall be assessed.
For additional information see City of Ashland Fee Schedule.

C. OFC Section 105.1.1 is modified by the addition of the following language:

A schedule of permit and service fees not more than the actual or average cost of providing service shall be established by resolution of the City Council and periodically amended by Council resolution and kept at Ashland Fire & Rescue and in the City Recorder's office. Required permits include, but may not be limited to, the following list:

1. Operational Permits:
a. Fireworks, public display of
b. Exhibits and trade shows
c. Fumigation and thermal insecticidal fogging
d. Liquid or gas-fueled vehicles or equipment in assembly buildings
e. Pyrotechnic and special effects material
f. Temporary membrane structures, tents and canopies over 400 square feet
g. Activities involving open flames
h. Haunted Houses
i. Marijuana processing

2. Construction/Use Permits:
a. Automatic fire-extinguishing systems
b. Battery Systems
c. Compressed gases
d. Fire alarm and detection systems
e. Fire Pumps
f. Flammable and Combustible Liquid Storage
g. Hazardous Materials
h. Industrial Ovens
i. LP-gas >125 gallons
j. Private Fire Hydrants
k. Spraying or dipping operations
l. Standpipe systems
m. Fire Sprinkler Systems

D. OFC Section ~~**105.6.30**~~ **105.5.37**, Open Burning, is modified by deleting the current language of this OFC provision entirely and adding the following language:

See Ashland Municipal Code 10.30.

E. OFC Section 503.4 is modified by the addition of the following language:

1. The Ashland Police Department shall have the authority to issue fire code citations for the following offenses on public and private properties:
a. Obstruction of marked fire apparatus access roads and fire lanes (Ref. OFC 503.4; 503.2.1)
b. Failure to maintain existing NO PARKING – FIRE LANE signs/markings (Ref. OFC 503.3;

D103.6)

c. Obstruction of fire hydrants and fire protection equipment (Ref. OFC 507.5.4; ORS 811.550(16))

d. The Ashland Police Department may cite the registered owner of the vehicle if the vehicle is found to be standing in violation or tow the vehicle if in the opinion of the officer the parked vehicle is creating a hazard to the community.

F. OFC Section 506.1. Add the following sentence:

The key box shall be installed and maintained in accordance with the manufacturer's instructions, and shall contain keys to gain necessary access as required by the Fire Code Official.

G. OFC Section 507.5.1. Delete and replace with the following:

Where required. Where a portion of the facility or building hereafter constructed or moved into or within the jurisdiction is more than 300 feet from a hydrant on a fire apparatus access road, as measured by an approved route around the exterior of the facility or building, on-site fire hydrants and mains shall be provided where required by the Fire Code Official.

Exceptions:

1. For Group R-3 and Group U occupancies, the distance requirement shall be 300 feet.
2. For buildings equipped throughout with an approved automatic sprinkler system installed in accordance with Section 903.3.1.1, 903.3.1.2, or 903.3.1.3, the distance requirement shall be 600 feet (183 m).

H. OFC Section 307 is modified by deleting the current language of this OFC provision entirely and adding the following language:

Refer to AMC 10.30.

I. OFC Section 901.6, Records, is modified by deleting the current language of this OFC provision entirely and adding the following language:

Records of all system inspections, tests, and maintenance required by the referenced standards shall be maintained on the premises for a minimum of three years and service contractors shall send reports of tests to the City of Ashland Fire & Life Safety Division within thirty (30) days of performing the inspection and test. The manner in which contractors shall submit ITM reports to Ashland Fire & Rescue shall be specified by the Fire Code Official.

J. OFC Section 904.1.1 is modified by the addition of the following language:

Fire protection system service providers providing inspections, tests, and maintenance required by OFC 901.6 and the referenced standards shall be qualified and shall provide the inspections, tests and maintenance in accordance with the referenced standards. Where

the manufacturer requires only manufacturer certified technicians to conduct inspection, testing and maintenance service on their engineered fire protection systems, uncertified technicians shall not service the system. Prior to conducting service in the City of Ashland the technicians shall provide a current manufacturer certification in a manner specified by the Fire Code Official.

K. OFC Section 5601.1.3 is modified by the addition of the following language:

Notwithstanding ORS 480.110 through ORS 480.165 and OAR 837-012-0600 through OAR 837-012-0675, the sale of retail fireworks as defined in OAR 837-012-0610 is prohibited within the City of Ashland.

1. The sale and/or use of retail fireworks as defined in OAR 837-012-0610 is prohibited at all times;
2. The sale and/or use of sparklers as defined in ORS 480.110 is prohibited at all times;
3. The storage of retail fireworks within the City of Ashland is prohibited at all times; and
4. The advertising of retail fireworks or sparklers is prohibited within the City of Ashland in accordance with ORS 480.152 and OAR 837-012-0665.
5. As a limited exception from the prohibitions in provisions 1 through 4 above, the use of fireworks for public display is allowed in conformance with NFPA 1123 Code for Fireworks Display, current edition, with a valid Ashland Fire & Rescue Fireworks Permit.

L. following language:

The scope referred to in Chapter 5601 of the Oregon Fire Code which references the Oregon Revised Statutes and Oregon Administrative Rules related to explosives is amended as follows. The sale, manufacture, possession, transfer and storage of explosives as defined by ORS 480.200(3) are prohibited in all areas within the City of Ashland except as specifically permitted in writing by the Fire Code Official.

M. OFC Section 5704, Above-Ground Storage of Flammable or Combustible Liquids, is modified by the addition of the following language:

The limits referred to in Section 5704.2.9.6.1 of the Oregon Fire Code in which the storage of flammable or combustible Class I and II liquids in above-ground tanks outside of buildings is restricted are established as follows: All City of Ashland residential and historical district areas as defined in the Comprehensive Plan. All installation and removal of above ground storage units requires an operational permit from Ashland Fire & Rescue. New above-ground bulk storage plants for flammable or combustible liquids are prohibited within this jurisdiction.

N. The City of Ashland is prohibiting OFC Section 5707, On-Demand Mobile Fueling Operations within the City Limits.

O. OFC Section 6104, Storage of Liquefied Petroleum Gases – Restricted:

The limits referred to in Section 6104.2 of the Oregon Fire Code, in which storage of liquefied petroleum gas is restricted, are established as follows: All City of Ashland residential and historical district areas as defined in the Comprehensive Plan are limited to the aggregate capacity of any one installation shall not exceed a water capacity of 500 gallons.
Exception: In particular installations, this capacity limit shall be determined by the Fire Code Official, after consideration of special features such as topographical conditions, nature of occupancy, and proximity to buildings, capacity of proposed containers, degree of fire protection to be provided and capabilities of the City of Ashland Fire & Rescue Department.

P. OFC Appendix ~~**A101.11**~~ **A101.1** is modified by the addition of the following language:

A decision by the Ashland Fire Code Official may be appealed to a Board of Appeals established pursuant to Oregon Fire Code Section 108 of the Oregon Fire Code. An appellant aggrieved by the decision of the Board of Appeals may appeal to the Oregon State Fire Marshal as provided in ORS 479.180 if the subject of the appeal concerns a matter governed exclusively by the Oregon Fire Code and the appeal is filed within 10 days of the Board's final order. If an appeal from the decision of the Board of Appeals, however, concerns a matter reserved by this Ashland Fire Prevention Code (Ashland Municipal Code Chapter 15.28) for local decision-making, such an appeal must be submitted in writing to the Ashland City Council within 10 days of the Board's final order. A decision by the City Council shall be the final decision of the City and may not be appealed to the State Fire Marshal.

Q. OFC Appendix D105.1, Aerial Fire Apparatus Access Roads, is modified by deleting the current language of this OFC provision entirely and adding the following language:

Where required. (Buildings or portions of buildings or facilities exceeding 24 feet in height above the lowest level of fire department vehicle access shall be provided with approved fire apparatus access roads capable of accommodating fire department aerial apparatus.) Where the vertical distance between the grade plane and the highest roof surface exceeds 24 feet approved aerial fire access roads shall be provided. For the purposes of this section, the highest roof surface shall be determined by measurement to the eave of a pitched roof, the intersection of the roof to the exterior wall, or the top of parapet walls, whichever is greater. Overhead utility and power lines shall not be located within the aerial fire apparatus access roadway or between the aerial fire access road and the building.

R. OFC Appendix D105.2 is modified by deleting the current language of this OFC provision entirely and adding the following language:

Width. Fire apparatus access roads shall have a minimum unobstructed width of 26 feet in the immediate vicinity of any building or portion of building more than 24 feet in height.

(Ord. 3233, amended, 04/02/2024; Ord. 3218 § 6, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 3161 § 5, amended, 02/05/2018; Ord. 3104, amended, 2014; Ord. 3059, amended, 04/17/2012; Ord. 3037, amended, 09/07/2010; Ord. 3006, amended, 03/02/2010; Ord. 2944, amended, 11/06/2007; Ord. 2932, amended, 10/18/2006; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006; Ord. 2876, amended, 09/04/2001; Ord. 2871, amended, 08/07/2001)

SECTION 8. 15.28.090 New materials, processes or occupancies – Permits required
The Building Official, the Fire Chief and the Fire Marshal shall act as a committee to determine and specify, after giving affected persons an opportunity to be heard, any new materials, processes or occupancies for which permits are required in addition to those now enumerated in the Oregon Fire Code. The Building Official, in accordance with Section 104.9 of the Oregon Structural Specialty Code, shall record and enter in the files of the Building Department any action granting approval of new or alternate materials. (Ord. 3233, amended, 04/02/ 2024; Ord. 3218 § 7, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 3161 § 6, amended, 02/05/
2018; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

SECTION 9. 15.28.100 Penalties
A. Any person violating or causing violation of any of the provisions of this chapter has committed a Class I violation and, upon conviction thereof, is punishable as prescribed in AMC 1.08.020. Such person, firm or corporation is guilty of a separate violation for each and every day during which any violation of this chapter is committed or continued by such person, firm or corporation. This violation can be retroactively applied to the first day the occupant or owner was made aware of the violation by the Fire Code Official.
B. For any violations of this chapter deemed to be life-threatening, a citation can be issued for each and every occurrence, including multiple occurrences in one (1) day. Life-threatening hazards include but are not limited to overcrowding, locking or obstructing doors designated to remain unlocked, and shutting off or removing designated fire protection equipment.
C. The application of the above penalty shall not be held to prevent the enforced removal of prohibited conditions. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 8, amended, 04/04/2023; Ord. 3186, amended, 01/21/ 2020; Ord. 3161 § 7, amended, 02/05/2018; Ord. 3059, amended, 04/17/2012; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

SECTION 10. 15.28.110 Severability
Should any section, paragraph, sentence or word of this chapter or of the code hereby adopted be declared for any reason to be invalid, it is the intent of the City of Ashland that it would have passed all other portions of the ordinance codified in this chapter independent of the elimination herefrom of any such portion as may be declared invalid. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 9, amended, 04/04/2023; Ord. 3186, amended, 01/ 21/2020; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

SECTION 11. 15.28.120 Firefighting Outside City – Authorized
In accordance with ORS 476.290, the Fire Chief or representative is authorized to extinguish uncontrolled fires that are found to be burning in unprotected areas situated outside the boundaries of the City and that are causing or may cause an undue jeopardy to life or property if, in the opinion of the Fire Chief or representative, such fire is causing or may cause an undue jeopardy to life or property. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 10, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006; Ord. 1698 § 1, amended, 1971)

SECTION 12. 15.28.130 Firefighting outside City – Resources
In extinguishing a fire pursuant to AMC 15.28.120, the Fire Chief or representative may employ the same means and resources used by them to extinguish similar fires within the City. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 11, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

SECTION 13. 15.28.150 Plan Review/Permits – Fees
For application in this City, Oregon Fire Code plan review fees shall be established by resolution of the City Council. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 12, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 2929, amended, 08/18/2006; Ord. 2921, amended, 01/05/2006; Ord. 2906, added, 04/06/2004)

SECTION 14. 15.28.160 Code Compliance Inspection/Fees
A. The City of Ashland will follow nationally referenced standards on fire prevention inspection and code enforcement as provided by the National Fire Protection Agency (NFPA 1730). This standard contains minimum requirements relating to the organization and deployment of fire prevention inspection and code enforcement, plan review, investigation, and public education operations. This standard also addresses the strategic and policy issues involving the organization and deployment of fire prevention programs and does not address methods for carrying out specific fire prevention services, activities, and programs.

B. The City of Ashland shall maintain a written statement or policy that establishes the following:

1. Existence of the FPO;
2. Services that the FPO will provide;
3. Basic organizational structure;
4. Expected number of FPO members;
5. Functions that FPO members are expected to perform.

C. *General Requirements.* Fire prevention inspection and code enforcement services, including department personnel, equipment, and all support and resources, shall be structured to meet the organizational objectives. Fire prevention inspection and code

enforcement shall be conducted to ensure compliance with adopted codes and standards. Personnel responsible for fire prevention and code enforcement activities shall meet the job performance requirements in NFPA 1031 and the certification and training requirements for conducting fire code enforcement found in OAR 837-039-0016 for the inspection duties they perform.

D. *Minimum Inspection Frequency.* Existing occupancy fire prevention inspection and code enforcement inspection frequencies shall not be less than:

Occupancy Classification	Frequency of Inspections
High:	Annually
Moderate:	Biennially
Low:	Triennially
Critical Infrastructure:	Per the City of Ashland

The schedule for fire code compliance inspections shall be established by resolution of the City Council. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 13, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 3161 § 8, amended, 02/05/2018; Ord. 2929, amended, 08/18/2006; Ord. 2921, amended, 01/05/2006; Ord. 2906, added, 04/06/2004)

SECTION 15. 15.28.170 Cost Recovery Fees

A. *Fire and Rescue Service Charges Imposed.*

1. Any person receiving direct fire and rescue services from AF&R as a result of a motor vehicle collision, a hazardous materials incident, a victim rescue or an occurrence on a railroad right-of-way or transportation oute that requires AF&R service, shall be liable to the City for the direct and indirect costs incurred by the City in responding to the incident.
2. Whenever a fire is extinguished or attempted to be extinguished by AF&R outside the City of Ashland, the owner of the property involved in such fire shall be liable to the City for the direct and indirect costs of fire and rescue services incurred by the City in responding to the incident.
3. When more than one (1) person receives direct fire and rescue services from AF&R in a single incident, the general costs incurred may be apportioned pro rata among the recipients of the services not otherwise exempt from payment or among the parties involved in the incident, or through any other apportionment which reasonably allocates the costs of the benefits received.

B. *Exemptions from Charges.*

1. Except as provided in this section, a person liable for a charge imposed under AMC 15.28.170 shall be excused from paying the charge if the person presents satisfactory proof to the City that, at the time of the incident giving rise to the charge, the person was

a resident of the City, owned real property within the City, or was the holder of a valid license from the City issued under AMC 6.04.

2. The exemptions of this section do not apply to:
   a. Drivers of vehicles under the influence of alcohol or drugs;
   b. Persons who commit acts of gross negligence or are otherwise in violation of local law or State statute;
   c. Persons causing incidents that require hazardous materials clean-up; or
   d. Fire extinguishment efforts by AF&R on property outside the City of Ashland.

C. *Interest on Charge.* Any charge imposed under this section shall be due to the City upon demand or billing by the City. Any person who fails to pay such charge within ninety (90) days of receipt of a bill from the City shall also pay interest on the charge from the date of the billing at the rate of 12 percent (12%) per year; interest for a fraction of a year shall be prorated.

D. *Use of Payments Received.* Fire and rescue service charges collected by the City shall be deposited in accounts designated for such payments. Funds in such accounts shall be expended only for operational costs of the Fire Department, Police Department, or the Public Works Department, to reimburse the City for costs of administering and collecting charges for fire and rescue services.

E. *Failure to Pay Charge – Violation.*

1. Any person who fails to pay a fire and rescue service charge within ninety (90) days of receipt of a bill from the City, or within such additional time as may be allowed by a written extension of time by the Fire Chief, is in violation of this code. The issuance and enforcement of a citation for this violation is governed by the provisions of AMC 1 and 15, and any other remedy provided by municipal or State law.
2. It shall be a defense in any proceeding that:
   a. The person did not receive fire or rescue services;
   b. The person is exempt from the payment of the charge; or
   c. The charges were improperly computed and billed.
3. Failure to pay a fire and rescue service charge when due shall also subject the obligee to the general penalties for violation of City ordinances and any other remedy provided by municipal or State law.

F. *Appeal Procedures.* A person AF&R determines to be liable for fire and rescue services charges may appeal AF&R's determination as provided in AMC 2.30.020, Administrative Appeals Process. A person whose application for a permit for exemption from fire restrictions is denied by the Fire Code Official or who objects to fire inspection fees or fees imposed by the Fire Code Official for noncompliance with regulations in AMC 15.28 or the Oregon Fire Code may appeal the decision as provided in AMC 2.30.020, which appeal shall be decided in compliance with Appendix A of the Oregon Fire Code. (Ord. 3233, amended, 04/02/2024; Ord. 3218 § 14, amended, 04/04/2023; Ord. 3186, amended, 01/21/2020; Ord. 3081, amended, 04/02/2013)

SECTION 16. Severability. Each section of this ordinance, and any part thereof, is severable, and if any part of this ordinance is held invalid by a court of competent jurisdiction, the remainder of this ordinance shall remain in full force and effect.

SECTION 17. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word "ordinance" may be changed to "code", "article", "section", "chapter" or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions (i.e. Sections 3-5) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C) of the City Charter on the _____day of_____, 2026, and duly PASSED and ADOPTED this _____day of_____, 2026.

SIGNED and APPROVED this _____ day of _____, 2026.

ATTEST:

_____
Alissa Kolodzinski, City Recorder

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

Council Business Meeting

Date: June 2, 2026

Agenda Item	Resolution 2026-12 Ratifying the Drought Emergency Declaration for the City of Ashland
Department	City Manager's Office
From	Sabrina Cotta

TIME ESTIMATE
5 minutes

CATEGORY
Action Needed - Motion to approve an action

SUMMARY
Due to impending drought in the City of Ashland, and following the lead of the State and County, the City is declaring a state of emergency pursuant to AMC 2.62 Emergency Powers.

POLICIES, PLANS & GOALS SUPPORTED

BACKGROUND AND ADDITIONAL INFORMATION
This emergency declaration will ensure the City is able to coordinate with state and federal agencies for needed resources in the event they are needed.

FISCAL IMPACTS
N/A

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS
I move to approve the City Manager's Declaration of a Steate of Emergency Pursuant to AMC 2.62, Emergency Powers

REFERENCES & ATTACHMENTS
1. RESO 2026-12 Ratifying the Drought State of Emergency Declaration
2. Exhibit A_City of Ashland Emergency Management Plan
3. The City Manager's Declaration of a State of Emergency
4. Jackson County Drought

RESOLUTION NO. 2026-12

A RESOLUTION RATIFYING THE CITY MANAGER'S STATE OF EMERGENCY DECLARATION

RECITALS:

A. On April 1, 2026, Jackon County declared a state of emergency due to drought conditions.

B. On April 21, 2026, Governor Kotek declared a statewide drought emergency in multiple Oregon Counties, including Jackson, due to drought conditions.

C. The State of Oregon, pursuant to ORS 401.309(1), authorizes the governing body of Oregon cities and counties to declare a local state of emergency.

D. Ashland Municipal Code Chapter 2.62 prescribes the process for declaration and ratification of emergency for the City of Ashland.

E. The City of Ashland City Manager declared a local state of emergency on May 28, 2026, due to drought conditions.

THE CITY OF ASHLAND HEREBY RESOLVES AS FOLLOWS:

SECTION 1. The City Council hereby ratifies the City Manager's declaration of a state of emergency on May 28, 2026, as set forth in Exhibit A.

SECTION 2. This resolution is effective upon adoption and, in accordance with State Executive Order #26-07, the emergency shall expire on December 31, 2026, unless otherwise amended by resolution

This resolution was duly PASSED and ADOPTED this _____day of _____, and takes effect upon signing by the Mayor.

_____
Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this _____ day of _____, 2026.

_____
Tonya Graham, Mayor

Reviewed as to form:

_____
Johan Pietila, City Attorney

RESOLUTION NO. 2018-26

A RESOLUTION AMENDING AND UPDATING THE CITY OF ASHLAND EMERGENCY MANAGEMENT PLAN

A. Government at all levels has the responsibility to plan for and respond to emergencies resulting from hazards which are known to threaten that government's jurisdiction.

B. The City of Ashland (City) has adopted an emergency management plan to provide for the overall planning and coordination of resources when an emergency exists within the City.

C. The City of Ashland Emergency Management Plan (Plan) provides specific guidelines for City departments to follow during emergencies while complying with the requirements of the National Incident Management System as established by the Federal Emergency Management Authority (FEMA).

D. The City's Plan was originally adopted on November 6, 2012.

E. Pursuant to FEMA guidelines, emergency operations plans should be reviewed regularly and should be formally updated every five (5) years.

F. Pursuant to Ashland Municipal Code Chapter 2.62, Emergency Powers, formal updates to the Plan shall be adopted by resolution of the Council.

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

SECTION 1. Pursuant to Ashland Municipal Code Chapter 2.62, Emergency Powers, the amended and updated City of Ashland Emergency Management Plan attached hereto as "Exhibit A" and incorporated herein by this reference is hereby adopted. The Plan shall be kept on file in the City Recorder's office.

SECTION 2. This resolution is effective upon the date of approval and signature by the Mayor.

ADOPTED by the City Council this 7th day of August, 2018.

ATTEST:

Melissa Huhtala, City Recorder

APPROVED and SIGNED this 7th day of August, 2018.

John Stromberg, Mayor

Approved as to form:

Katrina L. Brown, Assistant City Attorney

City of Ashland
Emergency Management Plan

Prepared for:

City of Ashland
455 Siskiyou Boulevard
Ashland, Oregon 97520

Prepared by:

ecology and environment, inc.
Global Environmental Specialists

City of Ashland
Jackson County, Oregon
EMERGENCY MANAGEMENT PLAN

CITY OF
ASHLAND

July 2018

Prepared for:

City of Ashland
455 Siskiyou Boulevard
Ashland, Oregon 97520

Prepared by:

ecology and environment, inc.
Global Specialists in the Environment

This document was prepared under a grant from the Office of Grants and Training, United States Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of the Office of Grants and Training or the United States Department of Homeland Security.

Preface

This Emergency Management Plan is an all-hazards plan that describes how the City of Ashland will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, Federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including the National Response Framework, State of Oregon Emergency Management Plan, and Jackson County Emergency Operations Plan.

Response to emergency or disaster conditions in order to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of the City of Ashland that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City of Ashland has formally adopted the principles of the National Incident Management System, including the Incident Command System, and the National Response Framework.

Consisting of a Basic Plan and annexes, this Emergency Management Plan is aligned with Federal, State, and County plans and provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the City of Ashland will coordinate resources and activities with other Federal, State, local, community- and faith-based organizations, tribal, and private-sector partners.

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Letter of Promulgation

To all Recipients:

Government at all levels has the responsibility to plan for and respond to emergencies resulting from hazards that are known to threaten the jurisdiction. In view of this fact, the City of Ashland (City) has established an Emergency Management Program to provide overall planning and coordination for emergencies. Emergencies may require the City government to operate in a manner different from normal, day-to-day routines, and may seriously over-extend City resources. This Emergency Management Plan provides specific guidance to City departments during emergencies. The plan will also serve as an indicator of City capability; if the City is unable to provide adequate coverage for a particular resource or potential hazard, alternate sources or contingency plans shall be developed within political and budgetary constraints.

The accomplishment of Emergency Management goals and objectives depends on the development and maintenance of competent program staff, adequate funding, and on familiarization of other City personnel with their emergency responsibilities and this plan. It is hereby directed that review of this plan and overall emergency responsibilities by all City Department Heads be accomplished bi-annually, or as indicated through plan activation or exercise. Thorough familiarity with this plan will result in the efficient and effective execution of emergency responsibilities and in better service to the citizens of Ashland.

Government entities complying with this plan shall not be liable for injury, death or loss of property except in cases of willful misconduct or gross negligence.

This plan has been approved by the City Council. It will be revised and updated as required. All recipients are requested to advise the Fire Chief, serving as the City's Emergency Manager, of any changes that might result in its improvement or increase its usefulness. Plan changes will be transmitted to all addressees on the distribution list.

John Stromberg Mayor	Kelly Madding City Administrator

DATE

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Plan Administration

The Fire Chief, as Emergency Manager, will coordinate review, revision, and re-promulgation of this plan bi-annually or whenever changes occur, such as lessons-learned from exercises or actual events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan may be made without formal City Council approval.

Record of Plan Changes

All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure that the most recent version of the plan is disseminated and implemented by emergency response personnel.

Date	Change No.	Purpose of Update
2011	000	Original Release
2018	2018-001	Update and bring overall information and formatting in line with County and State recommendations.

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their respective Emergency Management Plans when changes are received. The Fire Chief, acting as Emergency Manager, is ultimately responsible for dissemination of all plan updates.

Date	No. of Copies	Jurisdiction/Agency/Person
		Mayor
		City Administrator
		Assistant City Administrator
		Fire Chief
		Police Chief
		Public Works Director
		Chief Finance Officer
		Information Technology Manager
		Community Development Director
		Human Resources Manager
		City Recorder
		Parks Director
		City Attorney
		Assistant City Attorney
		Communications Manager
		Jackson County Emergency Management
		Oregon Emergency Management

* Indicates that the jurisdiction, agency, or person should receive a hard copy as well as an electronic copy.

Emergency Management Plan Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for reviewing specific plan sections and annexes. Changes will be forwarded to the Fire Chief, acting as Emergency Manager, for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

Section/Annex	Responsible Party
Basic Plan	Fire & Rescue – Emergency Manager
Annexes	
Functional Annex 1 Emergency Services	Fire & Rescue Police Department
Functional Annex 2 Human Services	Fire & Rescue – Emergency Manager Parks and Recreation Department
Functional Annex 3 Infrastructure Services	Public Works Department
Functional Annex 4 Recovery Strategy	Fire & Rescue – Emergency Manager
Incident Annex	Fire & Rescue – Emergency Manager

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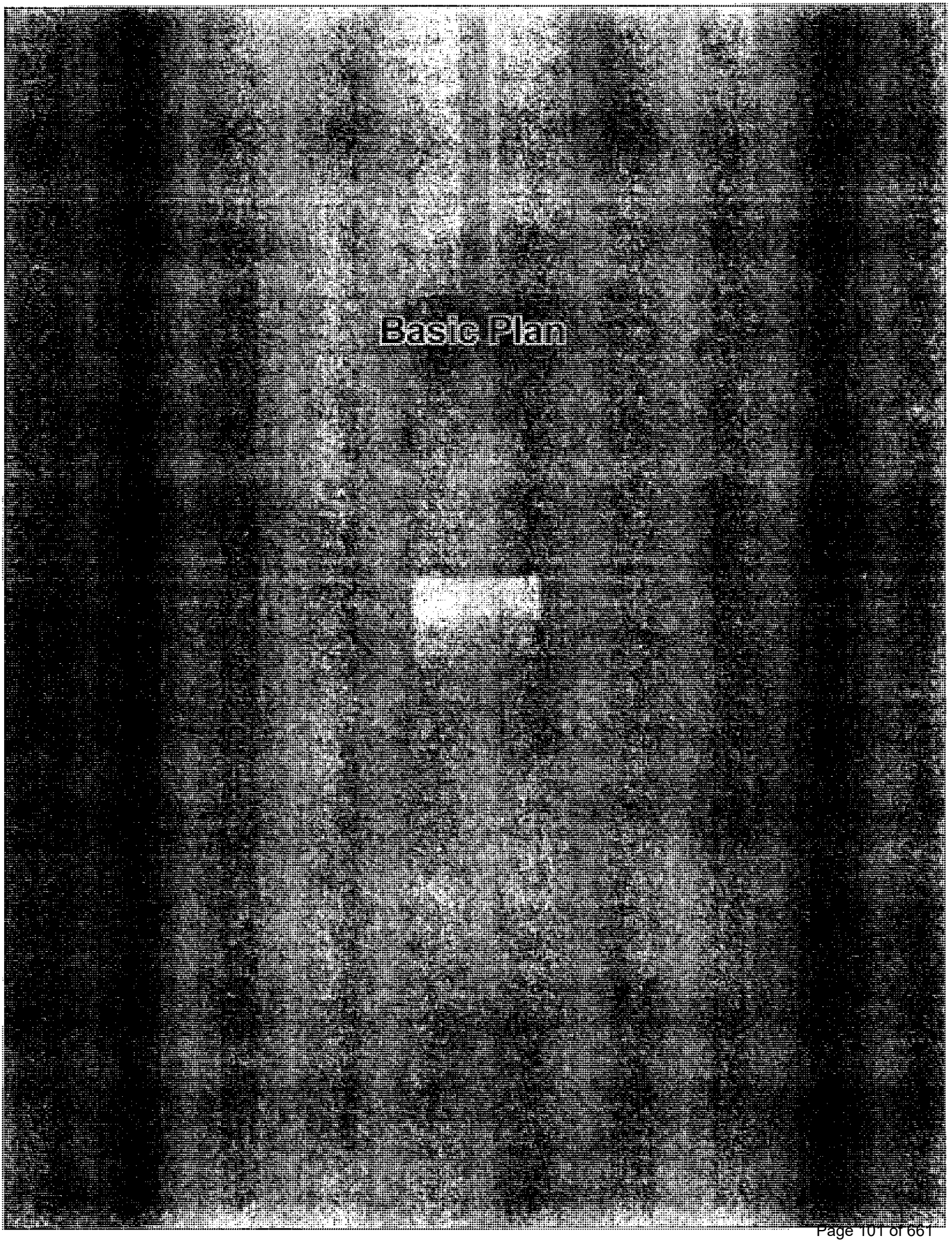
Basic Plan

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1 Introduction

This Chapter establishes the framework within which this Emergency Management Plan exists and how it fits into existing plans. Additionally, the section outlines Federal, State of Oregon (State), Jackson County (County), and City of Ashland (City) emergency management authorities pertaining to the community's roles and responsibilities.

1.1 General

This Emergency Management Plan establishes guidance for the City's actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the City will combine technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, department directors, and other decision makers. Specifically, this Emergency Management Plan describes the roles and responsibilities of the City departments and personnel when an incident occurs, and it establishes a strategy and operating guidelines that support implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

The City views emergency management planning as a continuous process that is linked closely with training and exercises to establish a comprehensive preparedness agenda and culture. This Emergency Management Plan will be maintained through a program of continuous improvement, including ongoing involvement of City departments and of agencies and individuals with responsibilities and interests in these plans.

1.1.1 Whole Community Planning

Every person who lives or works in the City (including populations with access and functional needs) shares responsibility for minimizing the impact of disasters on the community. This includes all emergency management partners, both traditional and nontraditional, such as volunteer-, faith-, and community-based organizations; the private sector; and the public, including survivors of an incident. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety, as well as the self-sufficiency of neighborhoods. To the greatest extent possible, the City will assist its residents in carrying out this responsibility by providing preparedness information, as well as emergency public information and critical public services

during a disaster. However, a major emergency is likely to damage the City's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable residents, who are prepared to take care of themselves and their families, and to assist neighbors in the early phases of an emergency, can make a significant contribution to survival and community resiliency.

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of the Emergency Management Plan is to outline the City's all-hazards approach to emergency operations to protect the safety, health, and welfare of its residents and visitors throughout all emergency management mission areas. Through this Emergency Management Plan the City designates NIMS and the ICS as the frameworks within which all emergency management activities will be conducted.

1.2.2 Scope

The City Emergency Management Plan is intended to be invoked whenever the City must respond to an unforeseen incident or planned event, the size or complexity of which is beyond that normally handled by routine operations. Such occurrences may include natural or human-caused disasters and may impact the City itself, neighboring cities, unincorporated areas of the County, or a combination thereof. Notwithstanding its reach, this plan is intended to guide only the City's emergency operations, complementing and supporting implementation of the emergency response plans of the various local governments, special districts, and other public- and private-sector entities within and around the city but not supplanting or taking precedence over them.

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, leaders of local volunteer organizations that support emergency operations and others who may participate in emergency response efforts. The general public is also welcome to review non-sensitive parts of this plan to better understand the processes by which the City manages the wide range of risks to which it is subject.

1.3 Plan Implementation

Once promulgated by the City Council, this Emergency Management Plan is in effect and may be implemented in whole or in part to respond to:

- Incidents in or affecting the City.
- Health emergencies in or affecting the City.
- Life-safety issues in or affecting the City.

An emergency declaration is not required in order to implement the Emergency Management Plan or activate the Emergency Operations Center (EOC). The

Emergency Manager may implement the Emergency Management Plan as deemed appropriate for the situation or at the request of an Incident Commander.

1.4 Plan Organization

<table>
<tr><th colspan="2">Emergency Management Plan Basic Plan</th></tr>
<tr><td colspan="2">The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the City's emergency management structure. It serves as the primary document outlining roles and responsibilities of City departments and partners during an incident.</td></tr>
<tr><th>Functional Annexes (FAs)</th><th>Incident Annex (IA)</th></tr>
<tr><td>The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and resource request procedures for seeking additional support from County agencies.

For the purposes of this Emergency Management Plan, information regarding common management functions performed by the City and supporting agencies and organizations are streamlined into four FAs. The FAs, which supplement the information in the Basic Plan are:

• FA 1 – Emergency Services
• FA 2 – Human Services
• FA 3 – Infrastructure Services
• FA 4 – Recovery Strategy</td><td>While this Emergency Management Plan has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, the IA supplements the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the most current Hazard Identification and Vulnerability Assessment.

Hazards covered in the IA include:
• Major Fire
• Earthquake
• Severe Weather
• Public Health
• Volcano
• Hazardous Materials
• Transportation Accidents (including Air, Rail, and Road)
• Utility Failure
• Terrorism</td></tr>
</table>

During a major emergency or disaster affecting the County or a portion thereof, City departments and special districts may be asked to support the larger response. Requests for such assistance would come from County Emergency Management.

If the County Emergency Operations Plan (EOP) is implemented during an incident or County-wide emergency declaration, the City will adopt command and control structures and procedures representative of the County's response operations in accordance with the requirements of NIMS and ICS, as necessary.

1.5 Relationship to Other Plans

1.5.1 Federal Plans

The following Federal plans guide emergency preparedness, response, and recovery at the Federal level, and provide support and guidance for state and local operations:

- **Presidential Policy Directive 8.** Describes the Nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States.
- **National Preparedness Goal.** Describes the Nation's security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.
- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.
- **National Incident Management System.** Provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations (NGOs) to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.
- **National Frameworks.** The following National Planning Frameworks, one for each preparedness mission area, describe how the whole community works together to achieve the National Preparedness Goal:
  - Prevention
  - Protection
  - Mitigation
  - Response
  - Disaster Recovery

1.5.2 State Plans

The following State plans guide emergency preparedness, response, and recovery at the State level, and provide support and guidance for local operations:

- **Cascadia Subduction Zone Catastrophic Operations Plan.** Describes the roles and responsibilities of State agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and Federal agencies after a catastrophic earthquake and tsunami.
  - **Cascadia Playbook.** A crosscutting emergency management tool for the State that supports various existing plans and efforts for the first 14 days of a catastrophic incident.

- **Debris Management Plan**. Provides a framework for State agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.
- **Emergency Alert System (EAS) Plan.** This plan, mandated by the Federal Communications Commission, outlines the organization and implementation of the State EAS. It is the guideline for State broadcasters and cable television operators, and State and local entities authorized to use the EAS, to determine the distribution of the President's message, mandated and optional monitoring assignments, and participation by the National Weather Service and local and State emergency agencies.
- **Emergency Management Plan.** The State Emergency Management Plan consists of four volumes:
    - ***Volume I: Oregon Natural Hazards Mitigation Plan.*** Identifies and prioritizes potential actions throughout Oregon that would reduce the State's vulnerability to natural hazards. In addition, the plan satisfies the requirements of the Federal Emergency Management Agency (FEMA) to ensure that Oregon is eligible to receive hazard mitigation and disaster assistance funds from the Federal government.
    - ***Volume II: State of Oregon Preparedness Plan*** *(in development).* Includes the plans and guidance necessary for the State to prepare for the effects of a disaster, including guidance and requirements for the State's training and exercise program.
    - ***Volume III: State of Oregon Emergency Operations Plan.*** Establishes the procedures by which the State coordinates response to an emergency, including processes for resource requests from local and tribal partners, established roles and responsibilities for State agencies, and procedures for activation and operation of the State Emergency Coordination Center (ECC). The plan identifies 18 ESF annexes, which serve as the mechanism for response support to local and tribal partners.
    - ***Volume IV: State of Oregon Recovery Plan.*** Establishes a State Recovery Organization and describes how the State will coordinate short, intermediate, and long-term recovery activities. The plan identifies seven State Recovery Functions that serve as the delivery mechanism for recovery support to local and tribal partners.
- **Fuel Action Plan.** Outlines emergency response procedures for petroleum issues affecting the state. The plan includes action steps the Oregon Department of Energy will take in the event of a small or large-scale fuel shortage or disruption.
- **Oregon Resilience Plan.** Summarizes the science of Cascadia subduction zone earthquakes and estimates their impacts; also provides detailed analysis of the current vulnerability of Oregon's buildings and business

community, and its transportation, energy, communication, and water/wastewater systems.

For more information, visit https://www.oregon.gov/oem/emresources/Plans_Assessments/Pages/default.aspx.

1.5.3 County Plans

The City relies on the County for many critical services during an emergency, so it is vital for the City to be familiar with the County's plans and how they link with City emergency plans.

- **Natural Hazards Mitigation Plan.** The Natural Hazards Mitigation Plan was developed in an effort to reduce future loss of life and damage to property resulting from natural hazards. It is impossible to predict exactly when natural hazard events will occur, or the extent to which they will affect community assets. However, with careful planning and collaboration among public agencies, private sector organizations, and citizens within the community, it is possible to minimize the losses that can result from natural hazards.
- **Integrated Fire Plan.** The Integrated Fire Plan seeks to reduce the risk of wildfire to life, property, and natural resources in the County by coordinating public agencies, community organizations, private landowners, and the public to increase their awareness of and responsibility for fire issues. The Jackson County Integrated Fire Plan is the wildfire chapter of the County's Natural Hazards Mitigation Plan; however, it also meets the national definition of a Community Wildfire Protection Plan.
- **Emergency Operations Plan.** The County EOP details the who, when, and how local, State, and Federal agencies and partners will work together. The plan also contains annexes for each hazard likely to impact the County (identified in the Hazard Vulnerability Assessment), which contain more specific information about planned management activities, as well as more specific agency roles and responsibilities.
- **Departmental Plans.** County departments (such as Roads, the Airport, Health and Human Services, and many others) maintain and practice their own departmental plans to be sure that they are ready to respond to disasters.
- **Continuity of Operations Plan.** Continuity of Operations (COOP) planning helps ensure that County government can continue to deliver services to our citizens during disasters, or anytime that our normal way of doing business is disrupted. County Emergency Management coordinates continuity planning for the county, and works with individual departments to develop and maintain their plans.

For more information, visit http://jacksoncountyor.org/emergency/County-Plans/Overview.

1.5.4 City of Ashland Plans

Similar to the County's plan, the City Emergency Management Plan is part of a suite of plans that address various elements of the City's emergency management program. While the Emergency Management Plan is focused on short-term recovery, other plans address the City's approach to mitigation, continuity, and other aspects of emergency management. These plans, listed below, work in concert with the City Emergency Management Plan:

- **Continuity of Operations Plan.** The City is currently developing a COOP plan. Once this plan has been developed and implemented, it may be used in conjunction with the Emergency Management Plan during various emergency situations. COOP plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Parts of these plans identify essential functions of local government, private sector businesses, and community services, and delineate procedures to support their continuation.
- **Natural Hazard Mitigation Plan.** Mitigation Plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. The planning process is as important as the plan itself. It creates a framework for risk-based decision making to reduce damages to lives, property, and the economy from future disasters. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards. The City of Ashland participated in the development of a Hazard Mitigation Plan, which has been submitted to FEMA for approval.

See Chapter 2 for a more detailed hazard analysis.

1.6 Authorities

1.6.1 Legal Authorities

In the context of this Emergency Management Plan, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, Oregon Revised Statutes (ORS) Chapter 401, which establishes the authority for the highest elected official of the City Council to declare a state of emergency.

The City conducts all emergency management functions in a manner consistent with NIMS. Procedures supporting NIMS implementation and training for the City will be developed and formalized by the City.

As approved by the City Council, the City Administrator has been identified as being responsible for implementation of the City's emergency management program. The Fire Chief, given the collateral title of Emergency Manager, has

been delegated this authority and has the responsibility for the organization, administration, and operations of the Emergency Management Organization (EMO). The Emergency Manager may delegate any of these activities to designees as appropriate.

Table 1-1 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this Emergency Management Plan are based.

Table 1-1 Legal Authorities

Federal

- Federal Emergency Management Agency (FEMA) Policy
  - Crisis Response and Disaster Resilience 2030 (January 2012)
  - FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011)
  - FEMA Administrator's Intent (2015-2019)
  - FEMA Incident Management and Support Keystone (January 2011)
  - FEMA Publication: 1 The Federal Emergency Management Agency (November 2010)
  - FEMA Strategic Plan 2011-2014
  - National Disaster Housing Strategy (January 2009)
  - National Disaster Recovery Framework (September 2011)
  - National Incident Management System (December 2008)
  - National Preparedness Goal (September 2011)
  - National Response Framework (January 2008)
- Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness
- Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003)
- Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006
- Presidential Policy Directive 8: National Preparedness (2008)
- Public Law 107-296 The Homeland Security Act of 2002
- Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007)
- Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)

Table 1-1 Legal Authorities
State of Oregon
– Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management
– Oregon Revised Statutes (ORS) 279B.080 Emergency Procurements
– ORS 294.481 Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency
– ORS 401 Emergency Management and Services
– ORS 402 Emergency Mutual Assistance Agreements
– ORS 403 Public Safety Communications System
– ORS 404 Search and Rescue
– ORS 431 State and Local Administration and Enforcement of Health Laws
– ORS 433 Disease and Condition Control; Mass Gatherings; Indoor Air
– ORS 476 State Fire Marshal; Protection From Fire Generally
– ORS 477 Fire Protection of Forests and Vegetation
– State of Oregon Emergency Operations Plan
Jackson County
– Jackson County Code, Chapter 244, Organization for Emergency Management
City of Ashland
– City of Ashland Municipal Code, Chapter 2.62, Emergency Powers

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

See individual FAs for existing Mutual Aid Agreements.

Copies of these documents can be accessed through the Emergency Manager. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

Authority to implement emergency powers is provided for in Chapter 2.62 of the City of Ashland Municipal Code. This document is provided in Appendix A.

Based on local ordinances and State statutes, a local declaration by the City Council allows for flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources to emergency operations in order to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting State and/or Federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting their resources.

The City Attorney should review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.

1.7.2 City Disaster Declaration Process

A declaration of emergency by the City of Ashland is the first step in accessing State and Federal disaster assistance. When an emergency or disaster arises, and it is determined that conditions have progressed or will progress beyond the work force, equipment, or other resource capacities of the City, a declaration of emergency should be considered.

- The Ashland City Council has the legal authority under Ashland Municipal Code 2.62.010 - 2.62.050, to declare that a Local Emergency exists.
- If a quorum of Councilors cannot be assembled, the City Administrator is delegated this authority.
- If the City Administrator is unable to act due to absence or incapacity, the Acting City Administrator, or the Incident Commander may exercise local Declaration authority.

A declaration shall:

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within City boundaries.
- Estimate the number of individuals at risk, injured, or killed.
- Describe the actual or likely damage caused by the emergency.
- State the type of assistance or resources required to respond to the emergency.
- Estimate the length of time during which the designated area will remain in an emergency status.

- State the specific regulations or emergency measures imposed because of the declaration of emergency.

The declaration of emergency will be written based on the best information available at the time. It may be amended, based on additional information or changes in the situation. The City Attorney may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If County, State, or Federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended, are nearing depletion, or are projected to be inadequate, and that mutual aid agreements have been initiated, as well as contain a specific request for the type(s) of assistance required.

Should the EOC be activated at the time of the declaration, EOC Command and General Staff may have the following responsibilities in the declaration process:

- **EOC Incident Commander or Emergency Manager**: Present the package to the City Council.
- **Operations.** Identify necessary resources and outline special powers needed to respond to the emergency. Assist in initial damage assessment.
- **Planning.** Provide situation and resource summaries and initial and preliminary damage assessments.
- **Logistics.** Compile resource requests
- **Finance.** Assist in preliminary damage assessment and coordinate damage survey activities.

See Appendix B for sample Declaration of Emergency forms.

1.7.3 Jackson County Declaration Process

Under ORS 401.309, a local state of emergency may be declared by the officials listed in the County Emergency Management Ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing Mutual Aid Agreements and then through the State.

If the emergency area is within a city, the Chief Executive(s) of that city must process requests for assistance through the County Emergency Management Office. Requests for a State Declaration shall be made by the Executive Officer(s) of the county in which the emergency event is occurring. State assistance will be provided only after a "good faith" effort has been made, local resources are exhausted or nearing depletion, and Mutual Aid Agreements have been initiated. Local resources include those available under mutual aid or through the county.

The following documents may need to be forwarded to the EOC for action:

- A draft order declaring an emergency, including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster;
- Supporting documentation or findings as determined necessary by the Board of Commissioners; and
- A draft letter to the Governor advising of the County's declaration and the request for a State declaration as appropriate, as well as any requests for assistance.

Requests for State assistance should be forwarded to Oregon Emergency Management (OEM) as soon as practical. These requests may be sent via FAX as the most expedient (if operable and available) method accessible. The OEM FAX number is (503) 373-7833, and the Oregon Emergency Response System fax is 503-588-1378. The original, signed copy will be either mailed or hand delivered, whichever is most secure and appropriate in a given situation.

Requests for State/Federal assistance need to include:

- Language stating that local and County mutual aid resources are depleted or nearly so.
- Specific assistance requirements to be requested (e.g., type and quantity of equipment needed, purpose for which it is needed, and location of the area in need). Multiple requests on the same declaration may be necessary. Be as detailed as possible, and explain the requested mission, not "who" could provide the requested resources.
- Time element: expected duration of event or expected time required to gain control.

1.7.4 State Assistance

The OEM Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. ORS 401.165(6) provides that the County will transmit declaration requests submitted by a City to OEM.

The Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

State resources are provided to the local emergency management organization or to the local Incident Commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest, such as competing resource requests or priority questions.

1.7.5 Federal Assistance

FEMA provides resources, coordination, planning, training, and funding to support State and local jurisdictions when requested by the Governor.

In the event that the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, Federal assistance may be requested. OEM coordinates all requests for Federal assistance through the State ECC. FEMA coordinates the Governor's Presidential request for assistance in accordance with the National Response Framework (NRF).

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-2 provides the policy and operational lines of succession during an emergency for the City.

Table 1-2 City Lines of Succession

Emergency Coordination	Emergency Policy and Governance
Emergency Manager (Fire Chief)	Mayor and City Council
Police Chief	City Administrator
Incident Commander	Emergency Manager (Fire Chief)

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found in the City Administrator's Office. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The City Administrator will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing COOP plans to ensure continued delivery of vital services during an emergency.

1.8.2 Preservation of Vital Records

Each City department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information to achieving the agency mission.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the City Emergency Manager to Jackson County Emergency Management (through the Emergency Management Program Coordinator) according to provisions outlined under ORS Chapter 401.

The Emergency Manager is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Management processes subsequent assistance requests to the State.

1.9.1.1 Emergency Conflagration Act

In the case of emergencies involving fires threatening life and structures, the Emergency Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the Oregon State Fire Marshal (OSFM) to mobilize and fund fire resources throughout the State during emergencies.

When, in the judgment of the City Fire Chief or County Fire Defense Board Chief, an emergency is beyond the control of local fire suppression resources, including primary mutual aid, the Fire Defense Board Chief shall report the conditions of the emergency to the Office of State Fire Marshal and/or request mobilization of support for the department/district. After verifying the need for mobilized support, the OSFM shall, if appropriate, request authorization from the Governor to invoke the Emergency Conflagration Act.

The City Fire Chief is responsible for:

- Contacting the Fire Defense Board Chief to request that the Emergency Conflagration Act be invoked.
- Participating in incident conference call.
- Providing local geographical information system capabilities or maps.
- Working with the Incident Management Team to locate a base camp.
- Maintaining communications with the Incident Management Team throughout the deployment to assist with emergency management and other local issues.

The Fire Defense Board Chief is responsible for:

- Notifying the OSFM via the Oregon Emergency Response System.
- Providing the following information to the OSFM Duty Officer or Chief Deputy:
    - Incident name
    - Contact information

- Type and location of incident
- Situation description
- Confirmation that local and mutual aid resources are depleted
- Incident Commander information
- Weather information
- Resources requested

- Participating in incident conference call.

Requests for invoking the Emergency Conflagration Act should be made when a significant threat exists, e.g.:

- Life-threatening situations (firefighter or public safety)
  - Evacuations currently taking place
  - Advisory evacuations
  - Evacuation plans in place
  - Road, highway, or freeway closure
- Real property threatened
  - Number of structures, commercial, and/or residents
  - Number of subdivisions
  - Population affected
  - Historically significant cultural resources
  - Natural resources, such as crops, grazing, timber, or watersheds
  - Critical infrastructure, such as major power lines
- High damage potential
  - Long-term or short-term damage potential
  - Plausible impacts on community
  - Fuel type, indicating fire size and growth potential
  - Political situations
  - Severity, extreme behavior, and fuel conditions

Source: 2013 Fire Service Mobilization Plan

1.9.2 Financial Management

During an emergency, the City is likely to find it necessary to redirect City funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the City Council. If an incident in the City requires major redirection of City fiscal resources, the City Council will meet in an emergency session to decide how to respond to the emergency funding needs, declare a State of Emergency and request assistance through the County as necessary. The following general procedures will be carried out:

- The City Council will meet in an emergency session to decide how to respond to the emergency funding needs.
- The City Council will declare a State of Emergency and request assistance through the County.

- If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Administrator (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Administrative Services Department and managed through the Chief Financial Officer to identify budgetary shortfalls. The Administrative Services Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted and will be used for filing FEMA Public Assistance reimbursement requests.

1.9.3 Legal Support and Liability Issues

Liability issues and potential concerns among government agencies, private entities, and other response partners and across jurisdictions are addressed in existing mutual aid agreements and other formal memoranda established for the City and its surrounding areas.

The City Attorney's Office will address legal services, including:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
    - Implement wage, price, and rent controls
    - Establish rationing of critical resources
    - Establish curfews
    - Restrict or deny access
    - Specify routes of egress
    - Limit or restrict use of water or other utilities
    - Remove debris from publicly or privately owned property
- Reviewing and advising City officials in determining how the City can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising City officials and department heads regarding record-keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

1.9.4 Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the City to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. City staff will maintain thorough and accurate documentation throughout the course of an incident or event. Incident documentation should include, but is not limited to:

- Incident and damage assessment reports
- Incident command logs
- Cost recovery forms
- Incident critiques and AARs

All documentation related to the City's emergency management program will be maintained in accordance with Oregon's public records and meetings law (ORS 192), subject to applicable exemptions such as for "Public Safety Plans," as appropriate.

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to make contact with their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow required procedures established by each agency and department.

During biological incidents or public health emergencies, such as influenza pandemics, maintaining a resilient workforce is essential to maintaining overall response activities required to protect the County and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while also providing health and medical services during a pandemic or other type of public health emergency. Safety precautions and Personal Protective Equipment decisions will be specific to the type of incident occurring and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 of the County EOP.

While all City agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is expected to develop family emergency plans to facilitate family safety and self-

sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible.

Processes that support employees and their families during emergency situations or disasters will be further developed through ongoing COOP planning.

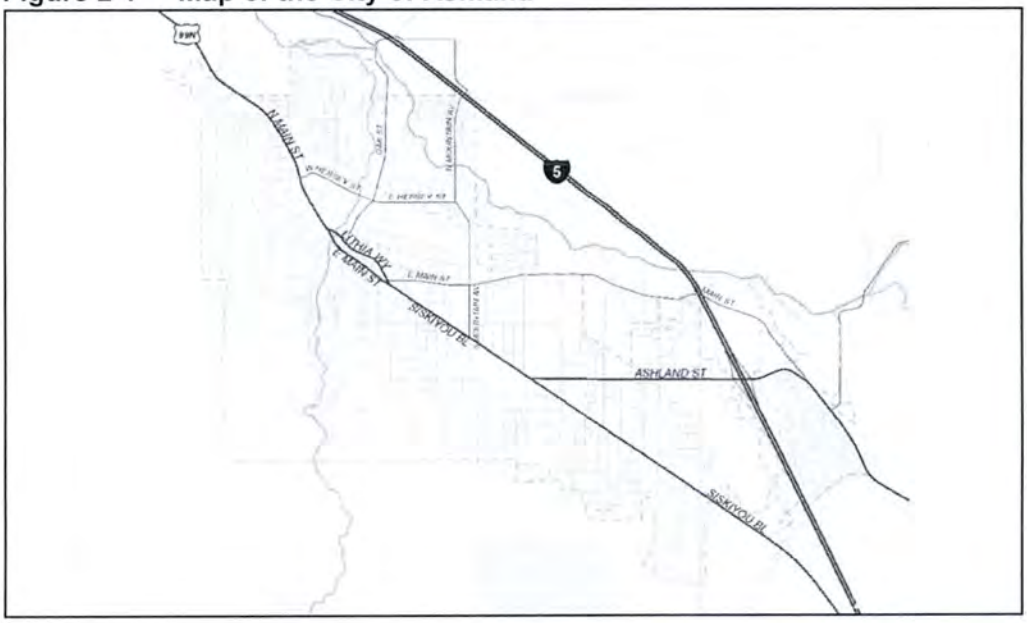
2 Situation and Planning Assumptions

This Chapter of the Emergency Management Plan builds on the scope of discussion in Chapter 1 by profiling the City's risk environment, identifying specific planning considerations, and describing the predicate assumptions underlying this plan. This Chapter ensures that, while taking an all-hazards approach to emergency management, the plan is tailored to the unique risks faced by the City.

2.1 Situation

The City is exposed to many hazards, all of which have the potential to disrupt the community, causing damage, and creating casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. The threat of a war-related incident, such as a nuclear, biochemical, or conventional attack, is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

Figure 2-1 Map of the City of Ashland



2.1.1 Community Profile

The City of Ashland, located 15 miles north of the California border, currently has a population of approximately 20,700, and a total land area of 5.948 square miles (3,806.72 acres). Highways 99 and 66, and Interstate 5, run through the City, as do major cargo and commuter rail lines. Attendant with these routes is the risk of transportation accidents and transportation-related hazardous materials releases. The City of Ashland has a municipal airport, and is in the flight path for a number of commercial and private flights between Portland and San Francisco International Airports that base into Medford Airport. The City receives its water from the 277 million cubic foot reservoir behind Hosler Dam in the Ashland Watershed. Hosler Dam impounds Ashland Creek, which runs at 20 cubic feet per second (cfs) normally in the winter and as low as 5 cfs in the summer months. Ashland also has several small streams in its immediate vicinity, which are subject to slow-rise flooding. Ground saturation associated with heavy rain may cause landslides in steeper areas of the City, and throughout the Ashland Creek Canyon area.

Major growth of tourism-related business in the area has occurred in the past, and is anticipated to continue in the future. With this growth comes the seasonal increase in the local population of approximately 3,500 to 5,000 on a daily basis.

The siting of homes within the wildfire hazard zone, and the historical practice of suppressing natural fire, has dramatically increased the wildfire-fuel load and propensity for catastrophic wildfire impacting residential neighborhoods.

Figure 2-2 Map of Jackson County

2.1.2 Hazards and Threats

The city is exposed to a wide range of natural and human-caused hazards and threats, all of which have the potential to disrupt the community, cause casualties, and/or damage property and the environment. These hazards and threats are discussed in the following sections.

See the Natural Hazard Mitigation Plan for more information regarding natural hazards for the area.

2.1.2.1 Severe Weather

Most common from October through April, snowstorms and windstorms can disrupt the City's utilities, telecommunications, and roadway systems. Damage from windstorms is typically related to the toppling of trees and limbs, and consequent downing of utility infrastructure. Significant storms have sustained winds of 40 miles per hour (mph) with gusts of 55 mph for more than two hours.

Particularly threatening are wintertime winds from the Cascades that funnel through the Rogue Valley at 50 mph. The region's outstanding historic windstorm, the 1962 "Columbus Day" storm, had winds gusting to 104 mph and was described by meteorologists as a cyclone.

Weather extremes with a history of occurrence in Ashland include windstorms, snow and ice storms, and periods of extreme heat and cold.

2.1.2.2 Hazardous Materials Incident

This hazard involves the release or spillage of hazardous chemicals or chemical wastes that pose a serious threat to life, property, and/or the environment. The release or spillage may also generate long-term contamination or toxicity problems. A hazardous materials incident is most commonly associated with a transportation accident (highway, rail, waterway, or pipeline), but may also arise from accidents at fixed facilities.

Hazardous materials are transported through the county in freight trucks using the Interstate 5 corridor, state highways, rail lines, and county roadways.

2.1.2.3 Utility Failure

Power failure is most often caused by severe weather that downs trees or their limbs onto power lines and poles. Traffic accidents involving utility poles are another common cause. In the past few years, wildland fires have threatened transmission lines.

This hazard includes the shortage or loss of power for periods in excess of 24 hours, and shortages of fuels, such as oil, gasoline, and diesel.

2.1.2.4 Fire

Level 2 urban fire occurrences are infrequent within the City of Ashland. Most are handled easily through automatic aid without activation of this plan. In addition,

the City faces the threat of wildland/urban interface fires from large areas of undeveloped property within and adjacent to the City limits.

2.1.2.5 Flood

The hazard generally evolves from a short duration, heavy rain event that may be compounded by heavily saturated or frozen soils and rapid melting of snow and/or ice. Flood impacts are generally concentrated along streams but may also be scattered in low-lying areas of the city. A flood event typically causes property damage and significant transportation and economic disruptions. It may also require short-term shelter and care support for citizens displaced from their homes.

Ashland has several small streams which are subject to slow-rise flooding. These include Ashland Creek, Bear Creek, and Neil Creek. In addition, the City has a large reservoir above the city in the Ashland watershed. Although this area is levied, it may be exposed to dam failure and flooding.

2.1.2.6 Transportation Accident

Transportation accidents may include major automobile or airplane crashes, or train derailments.

2.1.2.7 Earthquake

The Earth's crust is broken into massive pieces called tectonic plates that ride on semi-fluid rock below. Powerful forces generated within the Earth drive these plates. When these plates collide with, slip along, or plunge underneath each other, they produce earthquakes. Most earthquakes are minor in scale and many are too small to even feel. However, a number of quakes ranging in scale from moderate to great occur annually throughout the world and take a heavy toll on lives and property. The Pacific Northwest lies along what is known as the Ring of Fire—an area that experiences frequent earthquake and volcanic activity. Although Oregon's recorded history is relatively free of large magnitude earthquakes, its geologic history shows ample evidence of past periodic, large scale events.

This hazard includes earthquakes themselves, as well as associated hazards, such as landslides, building collapses, and rockfalls. Although Ashland has a history of small earthquakes, actual damage and response has been slight. Recent evaluation of the earthquake potential in the Rogue Valley indicates that earthquake potential has been underestimated, and that the area may experience a "great" earthquake (in excess of 9 on the Richter scale).

2.1.2.8 Drought

A water shortage may arise from a number of causes, but it would most likely derive from drought or a significant diversion/interruption of water supplies supporting Shady Cove. Drought involves a period of prolonged dryness resulting from a lack of precipitation. A severe drought could require that strict conservation measures (more than odd/even watering restrictions) be

implemented to assure an adequate supply of potable water for citizens. Long-term drought conditions typically have devastating consequences for agricultural and other businesses dependent on a good supply of water, and place large areas surrounding the City at higher risk for devastating wildland/urban interface fires.

The city has extended hot and dry weather conditions during the summer and early fall months. Sequential years of below normal rainfall result in severe drought conditions.

Extreme and prolonged drought may threaten drinking water and fire suppression supplies, as well as water-dependent agriculture and industry.

2.1.2.9 Volcano

Cascadia Subduction Zone movement, the movement of continental plates against each other, generates volcanic activity in the Pacific Northwest. The northern reaches of the Cascade Range have been much more active than those in southern Oregon. Mount McLaughlin is considered dormant and may never have erupted. This hazard includes the ash fall that might result from an eruption of Mt. Shasta.

2.1.2.10 Civil Disturbance/Terrorism

This hazard includes riots, protest, strikes, school or workplace violence, demonstrations, and acts of terrorism that can result in the taking of hostage, injuries, and/or deaths, damage to property, sabotage, and extortion. In the case of terrorist incidents, the use of chemical, biological, or nuclear weapons as well as conventional explosives is possible.

2.1.2.11 Public Health Incident

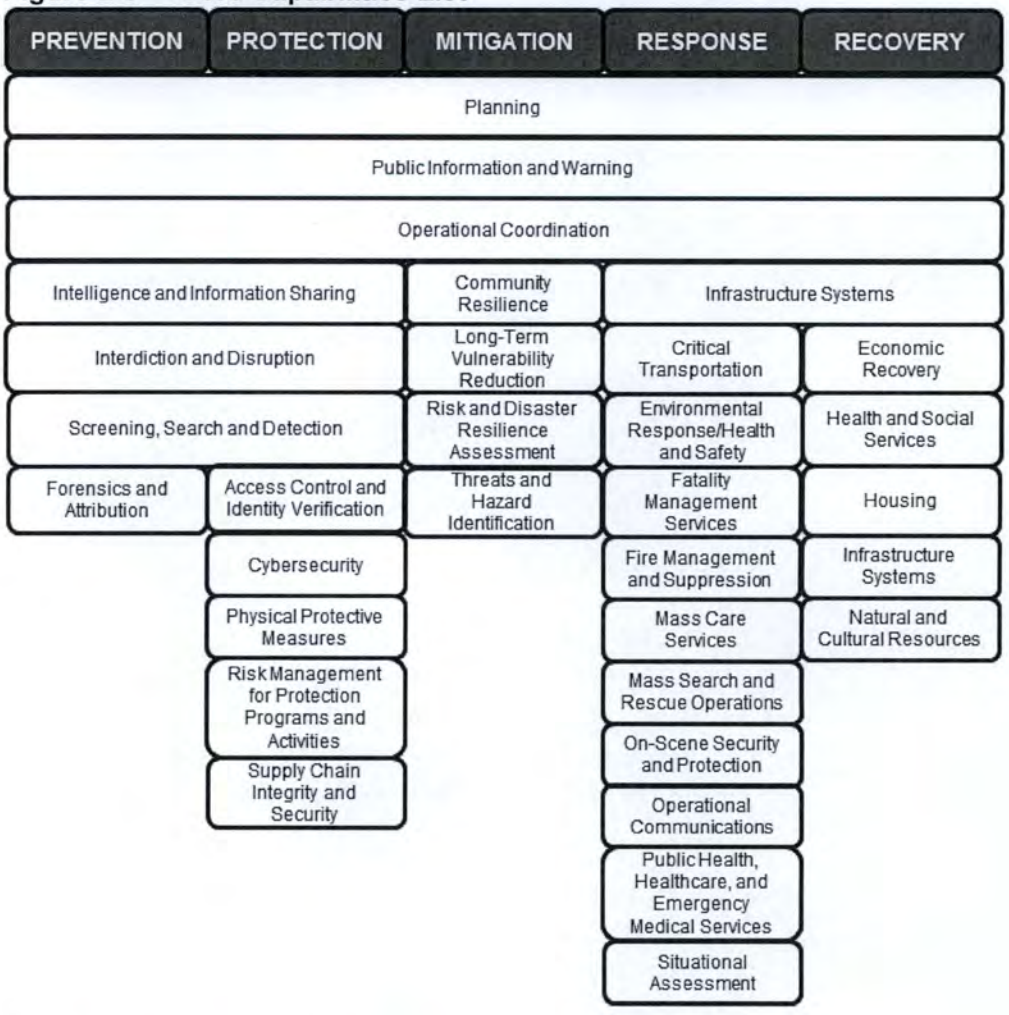
A public health incident could include influenza, Avian flu, or a pandemic of any kind, as well as biological agent release (as an act of terrorism). The effects of a major outbreak outside the City or region could have a serious impact on the community. Ashland depends on daily commerce from outside the region and could be adversely affected without that connection.

2.1.3 Capability Assessment

The availability of the City's physical and staff resources may limit the City's capability to conduct short- and long-term response actions on an independent basis. City response capabilities are also limited even more so during periods when essential staff is on leave, or unavailable for other reasons.

The City has not defined its core capabilities in accordance with the National Preparedness Goal or undertaken a formal capabilities assessment to date. Should an assessment be conducted in the future, it will help emergency responders evaluate, coordinate, and enhance the cohesiveness of their emergency response plans. A community capability assessment is a low-impact, systematic approach to evaluate the City's emergency plan and capability to respond to hazards.

Figure 2-3 Core Capabilities List



2.1.4 Hazard Analysis

In the Hazard Analysis, each of the hazards and threats described above is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion's severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Table 2-1 City of Ashland Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				Total Score
	History [1] (WF=2)	Vulnerability [2] (WF=5)	Maximum Threat [3] (WF=10)	Probability [4] (WF=7)	
	Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)				
Wildfire	20	50	100	70	**240**
Earthquake (Cascadia)	2	50	100	70	**222**
Landslide	10	50	100	56	**216**
Emerging Infectious Disease	12	50	100	49	**211**
Drought	20	50	60	63	**193**
Windstorm	20	30	70	70	**190**
Flood - Riverine	20	30	60	70	**180**
Winter Storm	20	30	60	70	**180**
Earthquake (Crustal)	2	25	70	21	**118**
Volcano	2	5	50	7	**64**

Notes:

1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.
2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected.
3. Maximum Threat addresses the percentage of population or property that could be affected in a worst-case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%–25% could be affected; low = less than 5% could be affected.
4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.

2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources support the delivery of critical and essential services that help ensure the security, health, and economic vitality of the City. Critical Infrastructure and Key Resources include the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the Nation, disruption to which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

Key facilities that should be considered in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events
- Communications and cyber systems, assets, and networks, such as secure City servers and fiber optic communications lines.

2.2 Assumptions and Limitations

The Emergency Management Plan is based on the following assumptions and limitations:

- The City will continue to be exposed to the hazards noted above, as well as others, that may develop in the future.
- Outside assistance will be available in most emergency situations affecting the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- The availability of the City's physical and staff resources may limit the City's capability to conduct short- and long-term response actions on an independent basis. City response capabilities are also limited during periods when essential staff is on vacation, sick, or under furlough due to budgetary constraints.
- It is possible for a major disaster to occur at any time and at any place in the County. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can occur with little or no warning.
- Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this emergency plan.
- Proper implementation of this plan will reduce or prevent disaster-related losses.

3 Roles and Responsibilities

Agencies within the community have varying day-to-day operations and will continue to do so during emergency operations. This Chapter assigns responsibilities specific to a disaster or emergency situation to specific departments and agencies.

3.1 General

Local and County agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain depth of qualified staff within the command structure and response community.

The Jackson County Emergency Management Program Coordinator is responsible for emergency management planning and operations for the area of the county lying outside the corporate limits of the incorporated municipalities of the County. The Mayor or other designated official (pursuant to city charter or ordinance) of each incorporated municipality is responsible for emergency management planning and operations for that jurisdiction. (These responsibilities may be shared with County Emergency Management under agreement.)

Most City departments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below, as well as in individual annexes.

3.2 Emergency Management Organization

The City of Ashland has established an EMO consistent with its authority under ORS 401.305 to 401.335 and Ashland Municipal Code, 2.62.010-2.62.050. Organized under the auspices of the City Council, and under the supervision of the City Administrator, the Emergency Management Staff includes the following personnel:

- Mayor
- City Administrator
- City Attorney
- Fire Chief
- Police Chief
- Public Works Director
- Finance Director
- Director of Parks and Recreation
- City Councilors
- Human Resources Director
- City Recorder
- Director of Community Development
- Director of Municipal Electric Utility
- IT Director

During an emergency, the members of the EMO will assume positions within the framework of the ICS Command and General Staff, and perform the assigned duties outlined in the Emergency Operations Guide.

The EMO for the City is divided into two general groups—the Executive Group and Emergency Response Agencies—and organized by function.

3.2.1 Executive Group

The Executive Group is referred to in this plan as a single body, but it may include representation from each City department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction and, as appropriate, including the private sector.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
    - The jurisdiction, including persons, property, and structures,
    - Vulnerable populations including unaccompanied children and those with service animals, and
    - Individuals with household pets.
- Encouraging residents to be prepared and participate in volunteer organizations and training courses.

3.2.1.1 Mayor and City Council

The role of the Mayor and City Council in emergencies is primarily that of liaison with the public and with the elected officials of other affected or assisting jurisdictions.

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by city ordinance.
- Adopting an Emergency Management Plan and other emergency management related resolutions.
- Declaring a State of Emergency and providing support to the Incident Commander in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.
- Ensuring adequate program staffing and funding.
- Participating in review of this Emergency Management Plan.

3.2.1.2 City Administrator

The City Administrator, or designee, has the ultimate authority and responsibility for the direction and control of City resources during an emergency. On a day-to-day basis, this authority is delegated to the City Department heads, who have the power to establish control of an emergency incident through ICS. The City Administrator, or designee, may reassume the duties of overall Incident Command, if in his or her judgment emergency response will be enhanced by this action. Operational control and incident tactics shall remain with the lead agency.

The City Administrator is responsible for:

- Providing policy level emergency management.
- Ensuring adequate program staffing and funding.
- Maintaining departmental notification/call rosters.
- Establishing internal lines of succession.
- Functioning as a member of the emergency management staff.
- Ensuring staff is trained to assume emergency responsibilities.
- Providing overall incident management and incident strategy during activation (assumption of command is at the discretion of the City Administrator).
- Providing public information.
- Declaring local state of emergency and request Governor's declarations of emergency and disaster through Jackson County as necessary.
- Safeguarding essential records.
- Establishing and maintaining liaison with Mayor and Council.
- Overseeing emergency response and ICS as outlined in this Emergency Management Plan.

3.2.1.3 Fire and Police Chiefs

- Oversee and provide direction to Emergency Management Program.
- Ensure compliance with State and Federal regulations.
- Review the Emergency Management Plan according to established review schedule.
- Ensure necessary revisions of the Emergency Management Plan.
- Coordinate City Emergency Management activities.
- Review and revise Emergency Management Plan according to established review schedule. Develop new annexes as necessary.
- Conduct exercises to test plan and response capability.
- Solicit and incorporate Department input into the planning process and the Emergency Management Plan through the emergency management staff.
- Facilitate training in emergency management for City staff.
- Represent the City in all emergency management activities.
- Provide liaison with other Emergency Management Offices, and with volunteer organizations tasked with emergency responsibilities.

3.2.1.4 Emergency Manager (Fire Chief)

The Fire Chief serves as the Emergency Manager for the City of Ashland. The Emergency Manager has been delegated day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

- Serving as staff advisor to the City Council and City Administrator for emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory.
- Ensuring the operational capability of the City EOC.
- Activating the City EOC.
- Keeping the governing body apprised of the City's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the City and County Emergency Management.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.5 Joint Staff Group

Assesses the incident and provides assistance to the EOC Director in the development of an appropriate emergency response strategy.

Assigned City Officials:

- Primary Responsibility – Fire Chief
- Police Chief
- Public Works Director

Responsibility:

- Supplies procedural guidance and advice to the Director throughout the event.
- Manages personnel within the Emergency Organization who work for their respective departments.
- Analyzes issues and processes

3.2.1.6 City Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities as well as clearly reinforce preparedness expectations. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the Mayor or City Administrator.

3.2.2 Responsibilities by Department

3.2.2.1 All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority focuses on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

City Departments shall retain their identity and autonomy during a declared state of emergency. Each hazard identified within this plan has one or more Departments identified as "lead agencies" tasked with planning for that hazard in all phases and all activity levels. This does not preclude the use of a Unified Command approach to incident management, or the assumption of command by the City Administrator, if such actions are apropos.

All City departments are responsible for:

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy should be filed with the City Administrator and Emergency Manager.
- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with Standard Operating Procedures (SOPs).
- Identifying critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implement procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS-required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Dedicating staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting SOPs and annexes.

3.2.2.2 Fire & Rescue

- Serve as lead agency for structural and wildland fire, explosion, transportation accidents, pre-hospital medical care, hazardous materials, earthquake, and weather-related emergencies.
- Develop guidelines and procedures for responding to emergencies.
- Train personnel in the safe and effective accomplishment of emergency duties.
- Provide emergency response and incident management according to departmental guidelines and the provisions of this plan.
- Establish and enforce fire prevention codes.
- Assist Police and Public Works emergency responses as requested, and within capability.
- Safeguard essential records.
- Maintain internal notification/call rosters.

- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary to Department response.
- Provide fire protection to vital City facilities, shelters, etc.

3.2.2.3 Police Department

- Serve as lead agency for civil disturbances, terrorism, and drug labs.
- Serve as City alert and warning, and activation point.
- Develop operating guidelines and procedures for responding to emergencies.
- Train personnel to safely and effectively carry out emergency responsibilities.
- Provide emergency response and incident management according to Department operating guidelines and the provisions of this plan.
- Provide security for vital facilities, including the EOC, shelters, etc.
- Direct incident/site security.
- Provide support to Fire and Public Works emergency operations as requested and within capability.
- Safeguard essential records.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary for Department response.

3.2.2.4 Community Development

- Assist lead agency for earthquake-related emergencies.
- Develop operating guidelines and procedures for responding to emergencies.
- Train personnel to safely and effectively fulfill emergency duties.
- Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- Provide support to Police and Fire emergency operations as requested, and within capability.
- Direct repair of critical City facilities.
- Assist in damage assessment.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Safeguard essential records.
- Develop and maintain mutual aid agreements necessary for Department response.

3.2.2.5 Public Works Department

- Assist lead agency for flood, drought, volcano, and weather-related emergencies.
- Train personnel in the safe and effective fulfillment of emergency duties.
- Develop operating guidelines and procedures for responding to emergencies.
- Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- Provide support to Police and Fire emergency operations as requested, and within capability.
- Assist in damage assessment.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary to department response.

3.2.2.6 Municipal Electric Utility

- Assist lead agency during emergencies.
- Train personnel in the safe and effective fulfillment of emergency duties.
- Develop operating guidelines and procedures for responding to emergencies.
- Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- Provide support to Police and Fire emergency operations as requested, and within capability.
- Assist in damage assessment.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary to department response. Currently agreements are in place with American Public Power Association and Northwest Public Power Association (Veracity)

3.2.2.7 Legal Department

- Provide legal counsel to EMO.
- Assist in the development of emergency policy, guidelines, and procedures.
- Train personnel in the safe and effective fulfillment of emergency responsibilities.
- Maintain internal notification and call rosters.
- Establish internal lines of succession.
- Safeguard essential records.

3.2.2.8 Parks and Recreation

- Assist lead agency for community-wide emergencies.
- Train personnel in the safe effective performance of emergency management duties.
- Develop operating guidelines and procedures for responding to emergencies.
- Provide support for Fire, Police, and Public Works emergency operations.
- Assume responsibility for emergency activities within city parks system.
- Safeguard essential records.
- Establish internal lines of succession.

3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, emergency medical services (EMS) providers, and the public health, environmental health, and public works departments. This section is organized by function, with the primary responsibility assigned to the appropriate City or County agency.

As of this plan update, the State of Oregon has migrated to an 18 ESF structure for its EOP; however, Jackson County's plan still maintains 15 ESFs. *For more information about the State's 18 ESFs, visit: https://www.oregon.gov/OEM/Documents/Oregon_ESF_Descriptions_One_Page_Job_Aid.pdf.*

3.2.3.1 Transportation

Primary City Agency: Public Works Department
County Agency: Roads & Parks Department, Rogue Valley Transportation District
Community Partners: Mutual aid partners
Primary State Agency: Oregon Department of Transportation
Primary Federal Agency: United States Department of Transportation

Transportation responsibilities include:

- In coordination with the Police department, planning for and identifying high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including populations with access and functional needs).
- Coordinating transportation needs for vulnerable populations.
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.

- Coordinating transportation services, equipment, and personnel using emergency routes.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and reassigning personnel during the evacuation period.

See FA 3 – Infrastructure Services and the County EOP, ESF 1 – Transportation for more details.

3.2.3.2 Communications

Primary City Agency: Fire & Rescue, Police Department
County Agency: Sheriff's Office, Emergency Management
Community Partners: Emergency Communications of Southern Oregon
Primary State Agency: Oregon Department of Administrative Services
Primary Federal Agency: United States Department of Homeland Security

Alert and Warning

Alert and warning responsibilities include:

- Disseminating emergency public information, as requested.
- Receiving and disseminating warning information to the public and key County and City officials.

Communication Systems

Communication responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.

See FA 1 – Emergency Services and the County EOP, ESF 2 – Communications for more detail.

3.2.3.3 Public Works

Primary City Agency: Public Works Department, Community Development Department
County Agency: Roads & Parks Department, Emergency Management
Community Partners: Mutual aid partners, local contractors (e.g., tree removal)
Primary State Agency: Oregon Department of Transportation
Primary Federal Agency: United States Department of Defense/United States Army Corps of Engineers, United States Department of Homeland Security

Public works and engineering responsibilities include:

- Barricading hazardous areas.
- Performing priority restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing of damage to streets, bridges, traffic control devices, the waste-water treatment system, and other public works facilities.
- Removing debris.
- Assessment of damage to City-owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.

See FA 3 – Infrastructure Services and the County EOP, ESF 3 – Public Works and Engineering for more detail.

3.2.3.4 Firefighting

Primary City Agency: Fire & Rescue
County Agency: Fire Defense Board
Community Partners: Mutual aid partners
Primary State Agency: Oregon Department of Forestry, OSFM
Primary Federal Agency: United States Department of Agriculture/Fire Service

Fire service responsibilities include:

- Providing fire prevention before, suppression during and emergency medical aid in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Providing hazardous materials spills containment, planning, and coordination.
- Inspecting shelters for fire hazards.
- Manage the City's 1700 AM emergency radio.
- Manage the City's Smoke and Wildfire Hotline.
- Manage the City's Citizen Alert System.

See FA 1 – Emergency Services and the County EOP, ESF 4 – Firefighting for more detail.

3.2.3.5 Information and Planning

Primary City Agency: Fire & Rescue (Emergency Management)
County Agency: Emergency Management, Emergency Management Advisory Committee
Community Partners: None at this time
Primary State Agency: OEM
Primary Federal Agency: United States Department of Homeland Security/FEMA

The following activities are necessary for the City to compile, analyze, and coordinate overall information planning activities during a disaster:

- Providing a centralized location for the receipt and dissemination of incident information.
- Coordinating with City departments, community partners, and County agencies.
- Collecting, processing, analyzing, and disseminating information to guide response and recovery activities.
- Collecting and aggregate damage assessment data.
- Coordinating incident planning in the EOC, including development of information products.

See Chapter 5 – Command and Control, FA 1 – Emergency Services, and the County EOP Basic Plan and ESF 5 – Emergency Management for more detail.

3.2.3.6 Mass Care

Primary City Agency: Ashland Parks and Recreation
County Agency: Health and Human Services
Community Partners: American Red Cross
Primary State Agency: Oregon Department of Human Services
Primary Federal Agency: United States Department of Health and Human Services

The City relies on the support of the County to provide Shelter and Mass Care Services and has adopted the procedures outlined in the County EOP. Jackson County Emergency Management Office, with support from the Southern Oregon Chapter of the American Red Cross, is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, ESF 6, Housing and Human Services and ESF 11, Agriculture and Natural Resources. Mass care, emergency assistance, and housing and human services responsibilities include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the Shelter Management program (stocking, marking and equipping, etc.) for natural disasters.
- Coordinating support with other City and County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the American Red Cross and Salvation Army).
- Identifying sources of clothing for disaster victims (may coordinate with the Salvation Army or other disaster relief organization).
- Securing sources of emergency food supplies (with the American Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the City or County, local volunteers, or organized disaster relief agencies such as the American Red Cross.
- Coordinating special care requirements for sheltered groups, such as unaccompanied children and the elderly.

See FA 2 – Human Services and the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.7 Resource Support

Primary City Agency: Fire & Rescue (Emergency Management), Finance Department
County Agency: County Administration, Roads & Parks, Emergency Management
Community Partners: Local religious organizations and volunteer organizations
Primary State Agency: Oregon Department of Administrative Services
Primary Federal Agency: United States Department of Homeland Security/FEMA

Logistics management and resource support responsibilities include:

- Establishing procedures for employing temporary personnel for disaster operations.
- In cooperation with law enforcement, establishing and maintaining a staffing reserve.
- Coordinating deployment of reserve personnel to City departments requiring augmentation.

- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

See FA 1 – Emergency Services and the County EOP, ESF 7 – Logistics Management and Resource Support for more detail.

3.2.3.8 Health and Medical

Public Health Services

Primary City Agency: Fire & Rescue (Emergency Management)
County Agency: Health and Human Services
Community Partners: Local hospitals and clinics, mutual aid partners
Primary State Agency: Oregon Health Authority (OHA)
Primary Federal Agency: United States Department of Health and Human Services

The City relies on the County to provide public health and human services. The County Health Department Director is responsible for coordinating public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents or biological or chemical toxin incidents in urban or rural areas in the county. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in the County EOP, ESF 6 – Housing and Human Services and ESF 8 – Public Health and Medical Services of the County EOP. Public health responsibilities include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations, including making provisions for the vulnerable populations.
- Coordinating with the Medical Examiner and Funeral Directors to provide identification and disposition of the dead.
- Coordinating mass vaccination chemoprophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

See FA 2 – Human Services and the County EOP, ESF 8 – Public Health and Medical Services for more detail.

Medical Services

Primary City Agency: Fire & Rescue
County Agency: Health and Human Services
Community Partners: Local ambulance service agencies, hospitals and clinics, mutual aid partners
Primary State Agency: OHA
Primary Federal Agency: United States Department of Health and Human Services

Emergency medical service responsibilities include:

- Coordinating provision of EMS.
- Requesting additional EMS assets as necessary.

See FA 1 – Emergency Services and the County EOP, ESF 8 – Public Health and Medical Services for more detail.

3.2.3.9 Search and Rescue

Primary City Agency: Fire & Rescue
County Agency: Sheriff's Office
Community Partners: Mutual aid partners
Primary State Agency: OEM, OSFM
Primary Federal Agency: United States Department of Defense, United States Department of Homeland Security/FEMA, and United States Coast Guard

Search and rescue responsibilities include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.

See FA 1 – Emergency Services and the County EOP, ESF 9 – Search and Rescue for more detail.

3.2.3.10 Hazardous Materials

Hazardous Materials Response

Primary City Agency: Fire & Rescue
County Agency: Fire Defense Board
Community Partners: Mutual aid partners
Primary State Agency: OEM, OSFM Regional Hazardous Materials Team (Region 8)
Primary Federal Agency: United States Department of Defense, United States Department of Homeland Security/FEMA, and United States Coast Guard

Oil and hazardous materials responsibilities include:

- Conducting oil and hazardous materials (chemical, biological, etc.) response.
- Assessing the health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and State agencies.
- Providing protective actions.
- Conducting environmental short- and long-term cleanup.

Radiological Protection

Primary City Agency: Fire & Rescue
County Agency: Emergency Management
Community Partners: None at this time.
Primary State Agency: OHA, Radiation Protection Services, OSFM Regional Hazardous Materials Team No. 3
Primary Federal Agency: United States Environmental Protection Agency

Radiological protection responsibilities include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing City and County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or Federal government.
- Providing monitoring services and advice at the scene of accidents involving radioactive materials.

See FA 1 – Emergency Services and the County EOP, ESF 10 – Oil and Hazardous Materials for more detail.

3.2.3.11 Food and Water

Primary City Agency: Ashland Parks and Recreation
County Agency: Emergency Management
Community Partners: American Red Cross, Salvation Army
Primary State Agency: Oregon Department of Human Services
Primary Federal Agency: United States Department of Homeland Security/FEMA

Responsibilities related to food and water include:

- Assessing the community's food and water needs.
- Identifying food and water resources.

- Storing food and water resources.
- Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.
- Coordinating transportation of food and water resources to the community.

See FA 2 – Human Services for more detail.

3.2.3.12 Energy

Primary City Agency: Public Works Department, Municipal Electric Utility
County Agency: Roads & Parks
Community Partners: Private Utilities, Mutual aid partners
Primary State Agency: Oregon Public Utility Commission
Primary Federal Agency: United States Department of Energy

Energy and utilities related responsibilities include:

- Working with local energy facilities to restore damaged energy utility infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See FA 3 – Infrastructure Services and the County EOP, ESF 12 – Energy for more detail.

3.2.3.13 Military Support

Primary City Agency: City Police Department
County Agency: Sheriff's Office
Community Partners: None at this time.
Primary State Agency: Oregon Military Department
Primary Federal Agency: United States Department of Defense

Responsibilities related to military support include:

- Working with the Oregon Military Department when it is necessary for them to:
  - Coordinate, employ, and control Oregon National Guard forces and military resources in order to assist civil authorities with the protection of life and property and to maintain peace, order, and public safety.
  - Mobilize and stage personnel and equipment to restore/preserve law and order and provide support to other ESFs as directed by the State ECC and within Oregon National Guard capabilities.

- Coordinate with the active Federal military to ensure mutual support during Federal disaster relief operations.

3.2.3.14 Public Information

Primary City Agency: Administrative Services Department
County Agency: County PIO
Community Partners: Local media (print, television, and electronic)
Primary State Agency: OEM
Primary Federal Agency: United States Department of Homeland Security/FEMA

Responsibilities related to public information include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Arranging for media representatives to receive regular briefings on the City's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of Spanish-only-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.

See FA 1 – Emergency Services and the County EOP, ESF 15 – External Affairs for more details.

3.2.3.15 Volunteer and Donations Management

Primary City Agency: Fire & Rescue (Emergency Management)
County Agency: Rogue Valley Community Organizations Active in Disaster, Emergency Management
Community Partners: Community Emergency Response Teams (CERTs), Red Cross, community- and faith-based organizations
Primary State Agency: OEM
Primary Federal Agency: FEMA

Responsibilities related to volunteer and donations management include:

- Coordinating the identification and vetting of volunteer resources.
- Matching volunteer resources and donations with the unmet needs of the community.
- Maintaining a donations management system to ensure effective utilization of donated cash, goods, and services.
- Providing guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.

- Directing unaffiliated volunteers to and coordinating with government-sponsored/organized volunteer organizations, such as CERTs, Red Cross, Fire Corps, and/or Medical Reserve Corps, Volunteers in Police Services, and volunteers associated with the faith-based community in completing their assigned tasks.

See FA 2 – Human Services and the County EOP, ESF 10 – Oil and Hazardous Materials for more detail.

3.2.3.16 Law Enforcement Services

Primary City Agency: Police Department
County Agency: Sheriff's Office
Community Partners: Local law enforcement agencies
Primary State Agency: Oregon State Police
Primary Federal Agency: United States Department of Justice

Law enforcement responsibilities include:

- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic, crowd control, and site security.
- Isolation of damaged area.
- Providing damage reconnaissance and reporting.
- Evacuating disaster areas.

See FA 1 – Emergency Services and the County EOP, ESF 13 – Public Safety and Security for more information.

3.2.3.17 Agriculture and Animal Protection

Primary City Agency: Fire & Rescue (Emergency Management)
County Agency: Health and Human Services Department
Community Partners: Fairgrounds
Primary State Agency: Oregon Department of Agriculture
Primary Federal Agency: United States Department of Agriculture

Agriculture and natural resources–related responsibilities include:

- Provision of nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Protecting the safety and well-being of household pets.

See FA 2 – Human Services and the County EOP, ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.18 Business and Industry

Primary City Agency: Administrative Services
County Agency: Emergency Management
Community Partners: Area business and industry
Primary State Agency: Oregon Business Development Department
Primary Federal Agency: Small Business Administration

Responsibilities related to business and industry include:

- Coordinating with business and industry partners to facilitate private-sector support to response and recovery operations.
- Identifying short-term recovery assistance to business and industry partners.
- Facilitating communication between business and industry partners and the local, tribal, and state emergency management organizations.
- Providing economic damage assessments for impacted areas.

3.2.3.19 Recovery

Primary City Agency: Fire & Rescue (Emergency Management), City Council
Supporting City Agencies: All other departments
County Agency: Emergency Management, County Administrator, Board of Commissioners
Community Partners: Mutual aid partners
Primary State Agency: OEM
Primary Federal Agency: United States Department of Homeland Security

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with County and State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support providing assistance as needed.
- Locating, purchasing and coordinating delivery of resources necessary during or after an incident in the City.

See FA 4 – Recovery Strategy and the County EOP, ESF 14 – Long-Term Community Recovery for more detail.

3.2.3.20 Evacuation and Population Protection

Primary City Agency: Police Department
County Agency: Sheriff's Office
Community Partners: Mutual aid partners
Primary State Agency: Oregon State Police
Primary Federal Agency: United States Department of Homeland Security

Evacuation and population protection responsibilities include:

- Defining responsibilities of City departments and private sector groups.
- Identifying high hazard areas and corresponding number of potential evacuees.
- Coordinating evacuation planning, including:
  - Movement control,
  - Health and medical requirements,
  - Transportation needs,
  - Emergency Public Information materials, and
  - Shelter and reception location.
- Developing procedures for sheltering-in-place.

See FA 1 – Emergency Services for more details.

3.2.3.21 Damage Assessment

Primary City Agency: Community Development Department
County Agency: County Auditor, Finance Director
Community Partners: None at this time
Primary State Agency: OEM
Primary Federal Agency: United States Department of Homeland Security/FEMA

Damage assessment responsibilities include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Compiling estimates of damage for use by City officials in requesting disaster assistance.
- Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

See FA 4 – Recovery strategy for more details.

3.2.2.22 Coordination with Special Facilities

Primary City Agency: Fire & Rescue (Emergency Management)
County Agency: Emergency Management
Community Partners: None at this time
Primary State Agency: OEM
Primary Federal Agency: None at this time

Coordination with special facilities (e.g., schools, care facilities, correctional institutions) responsibilities includes:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.
- Preparing and maintaining emergency plans and SOPs.

3.2.3.23 Other Agency Responsibilities

Other City department and agency heads not assigned a specific function in this plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the City Administrator.

3.3 Local and Regional Response Partners

The City's emergency organization is supported by a number of outside organizations, including the County, service organizations, and the private sector.

3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City and County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private sector responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from incidents that impact private sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private sector organizations can help.

- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management, and public awareness during response and throughout the recovery process.

3.3.2 Nongovernmental and Faith-Based Organizations

NGOs and faith-based organizations play enormously important roles before, during, and after an incident. In the City, NGOs such as the American Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. NGOs and faith-based organizations also collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of NGOs and faith-based organizations in an emergency may include:

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food and shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping to coordinate assistance.

3.3.3 Individuals and Households

Although not formally a part of the City's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Utilizing the Opt-In feature of the Citizen Alert System.
- Preparing emergency supply kits and household emergency plans which consider all members of the household, including children and pets.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

3.4 County Response Partners

County departments and agencies are assigned emergency response tasks based on their statutory responsibilities and functional expertise.

See the County EOP for details on the County's EMO and detailed roles and responsibilities for County departments.

3.5 State Response Partners

Under the provisions of ORS 401.055 through 401.155, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-Declared Emergency. The administrator of OEM is delegated authority by ORS 401.260 to 401.280 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the Federal government.

Under the direction and control of department heads, agencies of State government represent the State emergency operations organization. Responsibility for conducting emergency support functions is assigned by the Governor to the department best suited to carry out each function applicable to the emergency situation. Some State agencies may call upon their Federal counterparts to provide additional support and resources following established procedures and policies for each agency.

See the State of Oregon EOP for the State's emergency management organization and detailed roles and responsibilities for State departments.

3.6 Federal Response Partners

Federal response partners are typically requested by OEM in the event that State resources become limited or specialized services are needed. In most instances, Federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the Federal level follow the Oregon Emergency Management Plan and, if necessary, the NRF.

See the NRF for the Federal government's emergency management organization and detailed roles and responsibilities for Federal departments.

4 Concept of Operations

This Chapter of the Emergency Management Plan states the community's response and recovery priorities, provides concepts to guide the community through the phases of emergency operations, and provides a guide for multi-jurisdictional coordination and incident command.

4.1 General

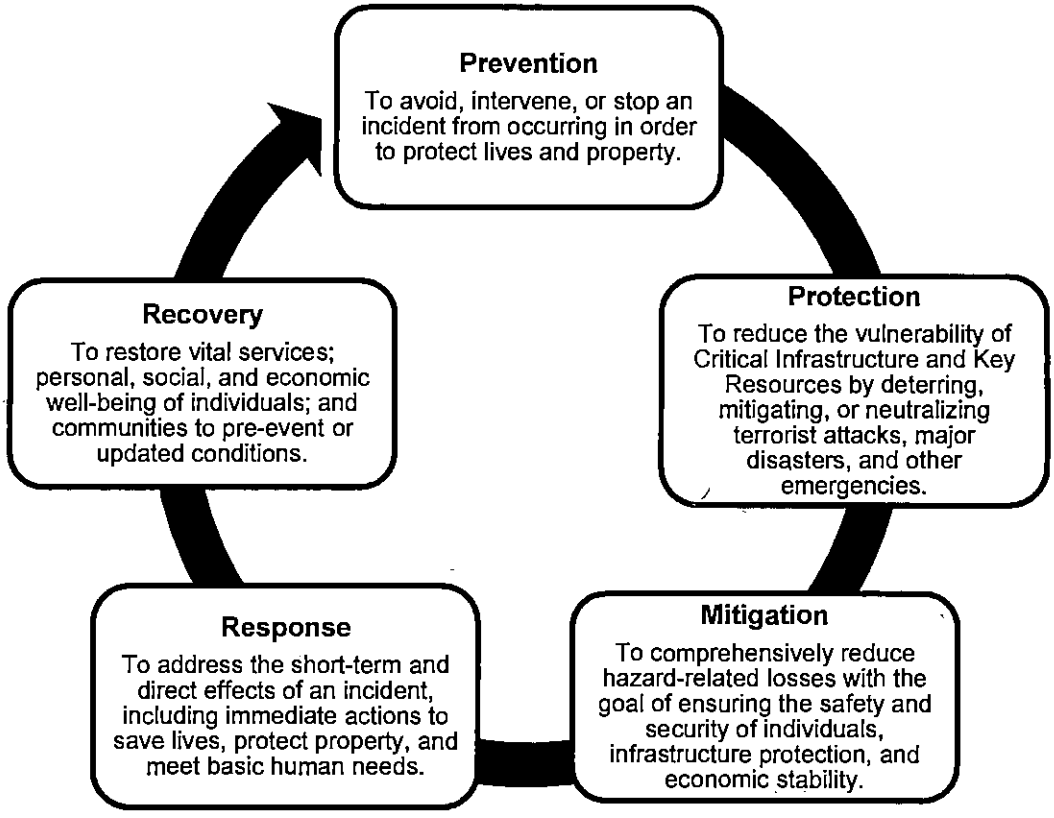
Primary roles involved during the initial emergency response will focus on first responders, such as fire districts/departments, police departments and public works departments, sometimes also involving hospitals, local health departments, and regional fire and hazardous material teams. In all emergency situations and circumstances, saving and protecting human lives receive priority.

The City is responsible for emergency management and protecting life and property from the effects of emergency and disaster events within this jurisdiction. This Emergency Management Plan will be used when the City or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events where City resources are limited and/or have been expended.

4.2 Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, which is based on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. The focus of this Emergency Management Plan is response and short-term recovery actions. Nevertheless, this plan both impacts and is informed by activities conducted before and after any emergency operations take place and is designed to assist the City in the following five mission areas.

Figure 4-1 Emergency Management Mission Areas



4.3 Emergency Priorities

4.3.1 Response

Response activities are taken immediately after an incident and a transition into recovery activities will take place as soon as conditions permit. Both response and recovery activities can take place concurrently until the life safety and protective actions are completed.

1. **Lifesaving:** Efforts to save lives and implement operations to minimize risks to public health and safety.
2. **Property:** Actions to reduce impacts to public infrastructure and minimize property damage.
3. **Environment:** Activities to mitigate long-term impacts to the environment.

4.3.2 Recovery

It is the responsibility of government to assist the public and private sector with recovery from disaster. A widespread disaster will likely impact the ability of businesses to function, disrupt employment, and interrupt government services and impact tax revenues. Recovery is one of the four phases of emergency management. This Emergency Management Plan is not a recovery plan; that

document is a separate endeavor. However, both response and recovery activities often take place concurrently until life safety and protective actions are completed. Recovery operations are the actions taken to protect lives and property while helping impacted areas of the City meet basic needs and resume self-sufficiency, returning to a "new normal" for the community.

1. **Damage Assessment:** Determine structure impacts to the City
2. **Debris Removal:** Coordination of debris collection and removal
3. **Infrastructure Restoration:** Facilitate restoration of CIKR

Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities and power, as well as garbage and debris removal. These functions must recover early in the incident to support life, health and safety of the population, and to support response missions.

4.4 Incident Levels

Incident levels assist response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations will not always fit neatly into these levels, and any incident has the potential to intensify and expand. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents.

4.4.1 Level 1

Level 1 situations are often referred to as "routine" crisis management or emergency situations that can be handled using resources available at the incident location. For these situations, it may not be necessary to implement an emergency plan. Outside assistance is usually not required.

Examples of Level 1 incidents include small chemical spill, small fire, limited duration power failure, and normal fire and police response requests.

4.4.2 Level 2

Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 911 call for police, fire, or medical assistance. Examples include hazardous materials spills and traffic incidents with multiple injuries. The Incident Commander may implement selected portions of the City Emergency Management Plan.

Examples of Level 2 incidents include large or multiple structure fires, structural collapse, significant hazardous materials release, extended power or utility outage, severe flooding, multi-fatality incident, or an external emergency that may affect City response agencies or operations.

The following incidents require an automatic Level 2 activation:

- Disruption of service and traffic flows on major transportation routes for more than four hours.
- Mass casualty incidents.
- Wildland fire.
- Structural fires fourth alarm or greater.
- Moderate to major hazardous materials incidents.
- Any major evacuation expected to last more than four hours.
- Flood or other severe weather warnings issued by Medford Office of the National Weather Service.
- Hosler Dam failure/or imminent threat.

4.4.3 Level 3

Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples of such situations include an airliner crash in populated area, a major earthquake, etc. Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

Examples of Level 3 incidents include major explosion, major hazardous materials release, major earthquake, or a terrorism incident.

4.4.4 National Incident Management System Incident Levels

While the City uses incident levels that are consistent with the County and State EOPs, incident types at the Federal level are based on the following five levels of complexity that ascend from relatively minor incidents (Type 5, e.g., vehicle fire) to a major disaster (Type 1) resulting in high impact on the City and requiring national response resources (source: United States Fire Administration).

Incident levels identified in this Emergency Management Plan will transition to the NIMS incident levels in the following circumstances:

- Federal agencies are involved in response and recovery operations (Type 3), or
- National resources are impacted (such as waters of the United States), requiring response from Federal agencies.

Refer to Table 4-1 for further information on NIMS incident levels.

Table 4-1 National Incident Management System Incident Levels	
Type 5	■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	■ Command staff and general staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. ■ No written IAP is required but a documented operational briefing will be completed for all incoming resources. ■ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.

Table 4-1 National Incident Management System Incident Levels	
Type 2	■ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of Resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.5 Incident Management

4.5.1 Activation and Notification

The emergency system is activated anytime a police, fire, or public works employee responds to a request for emergency assistance. The responder becomes the Incident Commander, and is in charge of the incident until it is has been resolved, or until relieved by a ranking officer from his/her own agency, or by an officer from the lead agency. Ultimate command authority lies with the City Administrator.

When an emergency situation arises and it is determined that the normal organization and functions of City government are insufficient to effectively meet response requirements, the Emergency Manager will implement all or part of this Emergency Management Plan. In addition, the Emergency Manager may partially or fully activate and staff the City EOC based on an emergency's type, size, severity, and anticipated duration. An Emergency Declaration is not required to implement the Emergency Management Plan or activate the EOC.

The Emergency Manager may implement the Emergency Management Plan as deemed appropriate for the situation or at the request of an Incident Commander. Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Manager with the following information:

- Operational status.
- Readiness and availability of essential resources.
- Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.).

Significant concerns and issues dealing with potential or actual loss of life or property.

Emergency Communications of Southern Oregon in Medford serves as the 24-hour notification point for the City of Ashland, and is responsible for notifying and activating additional levels of assistance as directed by the Incident Commander or as indicated in this plan. In the event that emergency traffic within the 9-1-1 center makes it difficult for dispatch personnel to complete EOC staff notifications in a timely manner, a "telephone tree" will be utilized by dispatch to contact EOC staff. The notifying party should ensure that messages are conveyed effectively so that emergency management staff available for duty assignments are aware of the EOC activation.

Notification of impending emergencies may also be received via the Law Enforcement Data System, from police or fire dispatch agencies, or from the general public.

Table 4-2 Required Notifications by Incident Level

Incident Level	Required Notifications
Level 1	Personnel identified by the activating official.
Level 2	Mayor City Administrator, or designee Assistant City Administrator All Department Heads or designees Cooperating Agencies CERT
Level 3	City Administrator, or designee Assistant City Administrator All Department Heads, or designees City Council and Mayor notification Cooperating Agencies CERT

Warnings, emergency information and notifications, or disaster reports received by City personnel will be relayed to the Emergency Manager, Fire Chief, Police Chief, and/or ECSO. City response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, internet/email, and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each department. External partners will be notified and coordinated through the EOC as appropriate.

4.5.2 Initial Actions

Upon implementation of all or part of this Emergency Management Plan, the Incident Commander (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary. *See FA 1 – Emergency Services Annex for more detail.*
- Initiate emergency sheltering procedures with the American Red Cross and other community partners if evacuation procedures are activated. *See FA 2 – Human Services Annex for more detail.*
- Instruct appropriate City emergency service providers to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- Request the City Council to prepare and submit a formal Declaration of Emergency through County Emergency Management when it is determined that local resources will not meet the needs of local emergency operations.
- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.
- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See FA 4 – Recovery Strategy Annex for additional information regarding community recovery procedures.*

4.5.3 Communications and Warning

Traditional communication lines, such as landline telephones, cellular phones, faxes, pagers, internet/e-mail, and radio, will be used by City response personnel throughout the duration of response activities. *See FA 1 – Emergency Services for more detail.*

4.5.4 Alert and Warning

A public warning and broadcast system is established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Fire Department also operates an emergency information

radio on 1700 AM, as well as a Smoke and Wildfire Hotline at 541-552-2490. The Emergency Manager shall provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. FA 1 – Emergency Services provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.

City response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, internet/email, and radio throughout the duration of response activities as long as these resources are available.

Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each individual agency. External partners can be activated and coordinated through the City EOC.

4.5.5 Communications

The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responder and public safety, and will be used by all City personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and City staff, as well as personnel from neighboring jurisdictions, the County, or State to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

4.5.5.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through the use of systems, personnel, and equipment. In recognition that successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within a stressful and often chaotic context of a major response. Interoperable voice, data, or video-on-demand communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

4.5.6 Direction and Control

Direction and control of City emergency operations will be conducted via ICS and the Multi-Agency Coordination System, as described in Chapter 5, Command and Control.

The City EMO is responsible for maintaining the readiness of the EOC and identifying and training support staff. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

4.5.7 Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and provide the basis for emergency alert and warning (when an incident alert is not received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies, intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as collection of severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, and during Level 1 and 2 incidents when the EOC is not fully activated, the City, primary agencies, and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated.

4.5.7.1 Coordination with State Fusion Center

If a criminal or terrorist incident is suspected, the City Police Department will notify the Oregon Terrorism Information Threat Assessment Network (TITAN) Fusion Center (OTFC) through the County Sheriff's Office. During a terrorist incident, the OTFC will support situational awareness and intelligence gathering functions.

The State of Oregon maintains the Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The OTFC and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from terrorism and terrorist activity by providing an "all crimes, all threat, and all hazard" information clearinghouse for Federal, State, local, and tribal law enforcement agencies. The center's goals are to identify, prevent, detect, disrupt, and assist in investigating terrorism-related crimes by providing an efficient, timely, and secure mechanism to exchange critical information among law enforcement agencies at all levels, State executive leadership, government

agencies, and the City's public and private-sector partners. The OTFC supports these goals by:

- Providing pre- and post-terrorism event investigatory support, with analysis and dissemination of the conclusions.
- Maintaining the State of Oregon Terrorism Suspicious Activity Report intake log.
- Providing real-time intelligence/information support, previously coordinated, to OEM and other appropriate emergency management agencies during an emergency event or operation.
- Provide updated intelligence related to all crimes or terrorism-related activities to local, State, and Federal law enforcement agencies as requested or required.
- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through the TITAN.
- Provide an OTFC staff member to be collocated within the State ECC in the event of an emergency.
- Provide terrorism-related alerts, bulletins, and assessments to public and private-sector companies and organizations as requested or required.

4.5.8 Resource Management

When the EOC is activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and use of all City resources. In a situation where resource allocations are in dispute, the City Administrator has the final allocation authority. City resources will be allocated according to the following guidelines:

- Deploy resources according to the following priorities:
    1. Protection of life.
    2. Protection of responding resources.
    3. Protection of public facilities.
    4. Protection of private property.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Coordinate citizen appeals for assistance through the PIO at the EOC. Use local media to provide citizens with information about where to make these requests.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for County, State, and Federal resources through an emergency declaration.

4.5.8.1 Resource Typing

Resource typing is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency, and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation.

4.5.8.2 Credentialing of Personnel

At this time, the City has not implemented a formalized credentialing program. Should one by implemented, it will be developed with technical assistance from OEM and will provide for documenting personnel and authenticating and verifying their qualifications.

The City's credentialing program may include the following elements:

- Conduct identity enrollment of personnel in accordance with approved standards.
- Identify type and quality personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness required for the position.
- Certify personnel based on completion of identity vetting and meeting qualifications for position to be filled.
- Card personnel after completing certification of identity, qualifications, and typing.
- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensure that personnel are credentialed only while they maintain employment and qualifications.

4.5.9 Emergency Public Information

Emergency public information involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders under all hazard conditions. To ensure that appropriate information is distributed to all populations within the community, the EMO will seek to develop public and private partnerships with fixed and mobile service providers, local officials, and State agencies, representatives from access and functional needs populations such as non-English-speakers and the disabled community, staff from nonprofit emergency support organizations, representatives from fixed facilities, third-party emergency alert and telephone notification vendors, and broadcasters. These partnerships help inform overall guidance of emergency public information message development, standards of practice, and evaluation tools, and help refine public information plans and procedures.

The PIO is a member of the Command Staff responsible for interfacing with the public, media, and other agencies during all emergency mission phases. During an emergency, the PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information and is an important link between the EMO and the community. The information the PIO provides to a community can call people to action, educate and inform, change behavior and attitudes, create a positive impression of the City's emergency management organization, and prepare the community for an emergency.

4.6.9.1 Methods of Public Information Dissemination

Clear, accurate, and consistent information must be disseminated to the public during an emergency for the public to take appropriate protective actions. The information must be distributed in a variety of methods to ensure accessibility and comprehensive penetration of the message. Methods of public information dissemination include the following:

- **Press releases** – A press release is a prepared written news release that uses current data and information.
- **Media briefing or conference** – A briefing is an exchange of information on a single topic and typically includes a question-and-answer period, whereas a conference is a gathering of media where reporters expect to be able to ask questions on a variety of topics.
- **Print Media** – Print media, including newspapers and magazines, allow PIOs to disseminate public information, such as detailed information, background, and input from subject matter experts.
- **Radio** – In addition to warnings issued by the EAS, radio allows PIOs to release audio clips and sound bites to the public.
- **Television** – PIOs may utilize television to disseminate visuals, sound bites, and graphics to the public.
- **Internet** – The internet is a dynamic communication conduit that includes webpages, RSS feeds, and email and can be used as a strategic path for sharing information during an emergency.
- **Newsletters/Mailers** – Information sent directly to the public can provide details on events and activities as well as background information on the City's emergency management programs.
- **Social Media** – Web-based platforms may be used for alerting the public in the sudden onset of and rapidly developing disasters, direct communication with large groups of constituents, building situational awareness, fostering transparency and accountability, obtaining feedback, and responding quickly to rumors and misinformation. Common types of social media are:
    - Blogs
    - Social networking (e.g., Facebook, Twitter, Nextdoor)
    - Media sharing (e.g., YouTube, Flickr, Pinterest, Instagram)
    - Wiki

- **Call Center** – May be used as a way to divert unnecessary calls away from the 9-1-1 system, gather information to increase situational awareness of the incident, and disseminate emergency public information.

Each distribution method has strengths and weaknesses. The PIO must determine the best methods of media distribution to reach all populations within the City and must ensure that the weakness of each system is covered by the strength of another. Additionally, the PIO must ensure that all communications are accurate, consistent, and coordinated to avoid public confusion. Pre-planning, message maps, easily adapted messages to be recorded, and the creation of partnerships can help the PIO determine what message formats and dissemination methods will be the most accessible to the population of the City.

4.5.10 Access and Functional Needs Populations

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Also referred to as Vulnerable Populations and Special Needs Populations, Access and Functional Needs Populations describes members of the community who experience physical, mental or medical care needs who may require assistance before, during and after an emergency incident after exhausting their usual resources and support network.

See FA 2 – Human Services for additional information on Access and Functional Needs Populations.

4.5.11 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by the affected population. The County will coordinate with local animal owners, veterinarians, and animal advocacy groups to address animal related issues that arise during an emergency.

4.5.12 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with short- and long-term recovery operations.

The following issues will be considered when demobilizing:

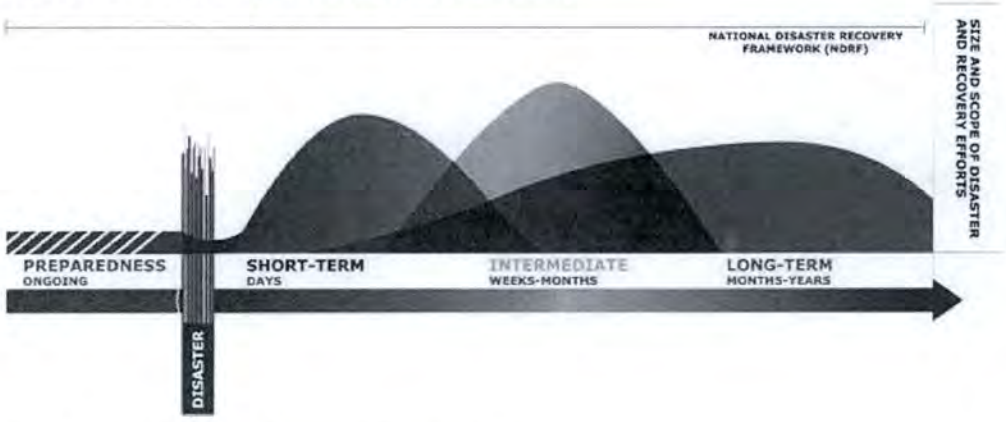
- Identification of surplus resources and probable resource release times.
- Demobilization priorities as established by the on-scene Incident Commander and/or EOC Incident Commander.
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Incident Commander.
- Repair and maintenance of equipment, if necessary.

4.5.13 Transition to Recovery

Once immediate response activities have been completed, the City will turn towards recovery to restore government function and community services. Certain recovery activities may begin prior to the completion of all response activities. For example, restoration of lifeline utilities may commence while emergency sheltering is still ongoing.

It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster may disrupt employment, interrupt government services, impact the ability of businesses to function, and impact tax revenues within the City. This Emergency Management Plan is not a recovery plan; however, the City recognizes that response and recovery activities often take place concurrently until life safety and emergency protective actions are completed.

Figure 4-2 Disaster Recovery Continuum



Source: National Disaster Recovery Framework

Short-term recovery operations take place in the days to weeks following an incident and focus on stabilizing activities. This phase of recovery involves restoring vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the City can concentrate on intermediate and long-term recovery efforts, which focus on restoring the community to a "new normal" or improved state.

Intermediate recovery operations take place in the weeks to months following an incident and focus on rebuilding activities. This phase of recovery involves repairing damaged infrastructure and buildings, providing financial, social, and psychological support to community members, and mitigating future risks.

Long-term recovery operations take place in the months to years following an incident and focus on revitalizing activities. This phase of recovery addresses

complete redevelopment and revitalization of the impacted area, continued rebuilding activities, and a focus of building self-sufficiency, sustainability, and resilience.

During the recovery period, the City will review and implement mitigation measures, collect lessons-learned and share them within the emergency response community, and reassess this Emergency Management Plan, including annexes, to identify deficiencies and take corrective actions. Resources to restore or upgrade damaged areas may be available if the City demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See FA 4 – Recovery Strategy for more details.

5 Command and Control

This Chapter of the Emergency Management Plan highlights the setting in which the EOC exists. It details the location, capabilities, and policies of the EOC. Additionally, it outlines a process for establishing operations within the EOC, including activation, EOC procedures, and deactivation.

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Administrator. The Assistant City Administrator, acting as Emergency Manager, will maintain direction and control of the City EMO unless this task is otherwise delegated. City emergency operations, both on-scene and in the EOC, will be conducted in a manner consistent with NIMS, including use of ICS.

During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event.

5.2 On-Scene Incident Management

The initial City response structure consists of the Incident Commander and single-resource agencies (i.e., Public Works Department, Police Department, and the Fire Department). Depending on the incident, the Public Works Director, Police Chief or the Fire Chief may act as both the Incident Commander as well as chief of their respective resource agencies. During the initial response an Incident Commander from the appropriate agency will be located at the on-scene incident command post and will assume the responsibilities of the public information officer, liaison officer, and safety officer command staff responsibilities until these responsibilities are delegated.

The local emergency lead department responding shall:

- Assume incident command upon arriving on scene.
- Establish liaison for cooperating resources.
- Establish an appropriate Command Post, mark it, and advise responders to its location.
- Fill subordinate positions and assign resources as necessary according to standard operating procedures.
- Surrender overall incident command to ranking officers or to the City Administrator as deemed appropriate.

- The Incident Commander will set up a Unified Command structure if more than one jurisdiction has legal responsibility for responding to the emergency.
- Assisting jurisdictions or agencies not included in the Unified Command will provide liaison to the Command organization as requested.

As the incident progresses, and to maintain an adequate span of control, the initial response structure will expand into an ICS structure, supported by full command and general staff positions.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, the City may activate the State ECC and assign an Incident Commander. The City will require and request additional personnel to support this expanded structure. Depending on the incident type, the Public Works Department, Police Department, and Fire Department will support the Operations Section Chief. Other City departments (e.g., Administrative Services) may support the expanded command or general staff roles as applicable. Following a declaration of emergency, the City may receive assistance from the County and may utilize and support the County ICS structure. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the Incident Commander may change to meet the needs of the incident.

Outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used only as an adjunct to existing City services, and then only when the situation threatens to expand beyond the City's response capabilities.

5.4 Emergency Operations Center

Incident response activities will be supported from the EOC and will be activated upon notification of a possible or actual emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will, in fact, become the seat of government for the duration of the crisis. The EOC will serve as a multi-agency coordination center, if needed.

5.4.1 Emergency Operations Center Activation

During emergency operations and upon activation, the EOC staff will assemble and exercise Direction and Control, as outlined below.

- The EOC will be activated by the Emergency Manager who then will assume or designate the role of Incident Commander. The Incident Commander will assume responsibility for all operations and direction and control of response functions.

- The Incident Commander will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and Federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Emergency Manager will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

See Appendix C – Incident Action Planning Cycle for more information on the activities that occur during an operational period and the development of an Incident Action Plan (IAP).

5.4.2 Emergency Operations Center Location

The **primary location** for the City EOC is:

Ashland Fire Station #1
455 Siskiyou Boulevard
Ashland, Oregon 97520

If necessary, the **alternate location** for the City EOC is:

Ashland Fire Station #2
1860 Ashland St.
Ashland, OR 97520

Figure 5-1 **Primary Emergency Operations Center**

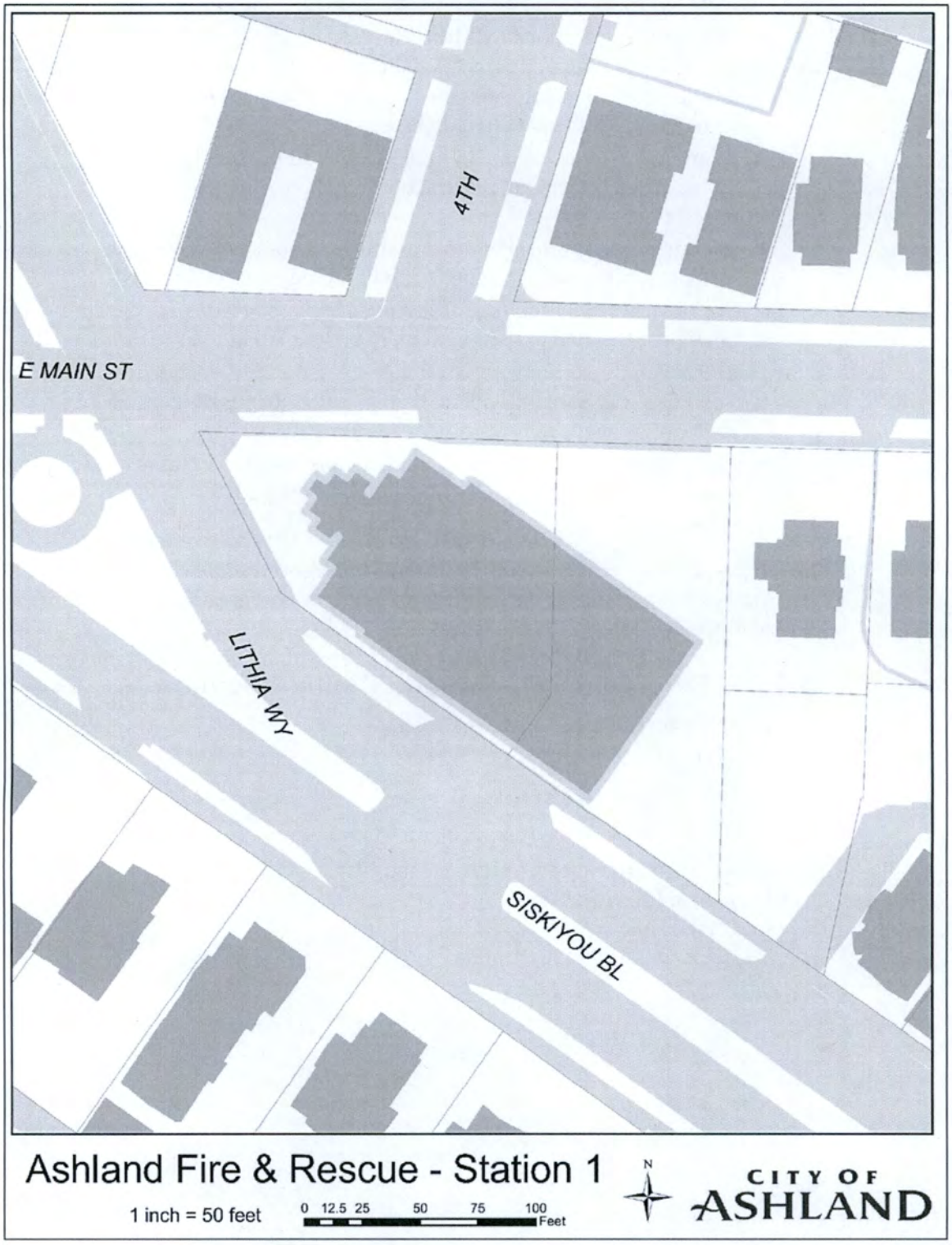
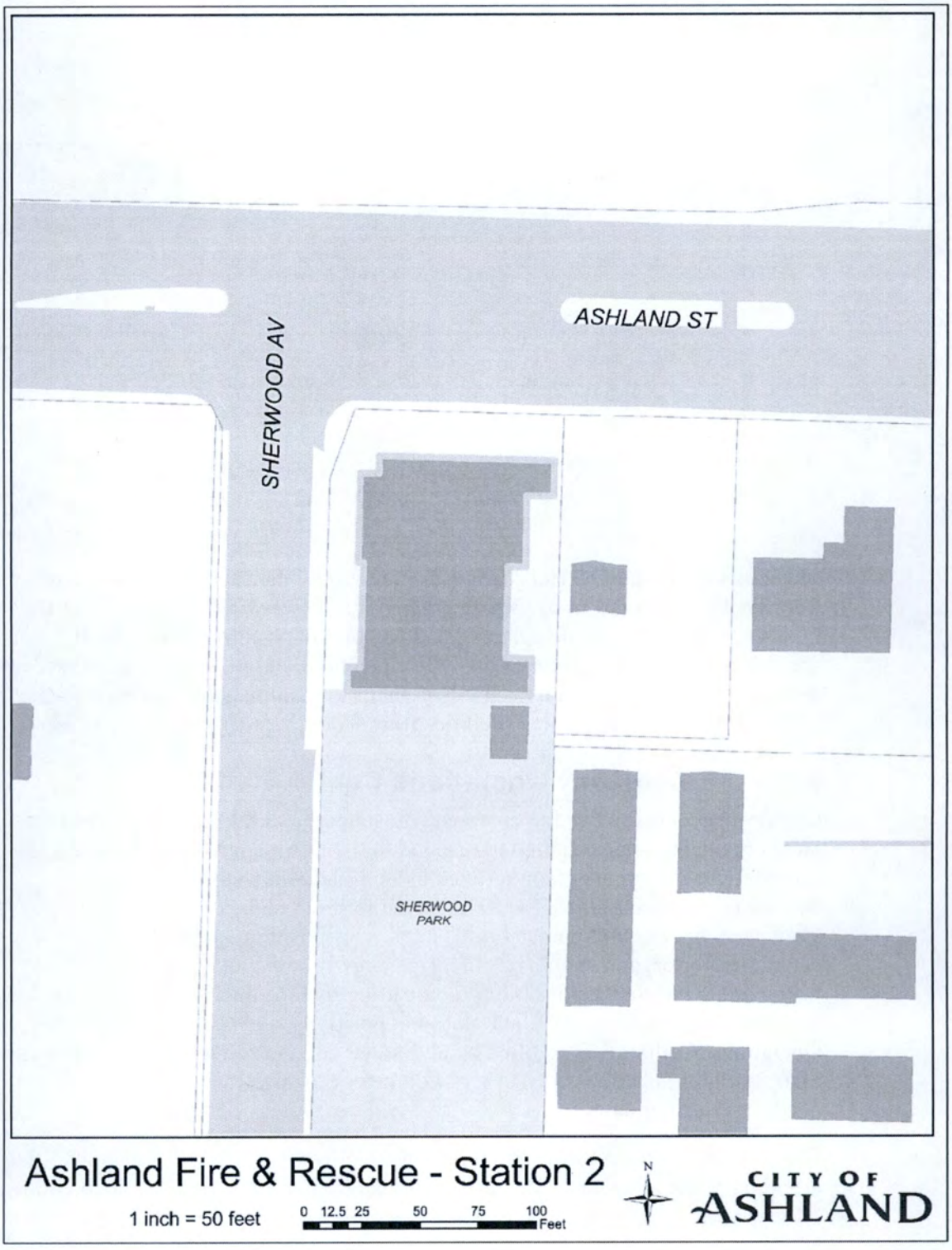


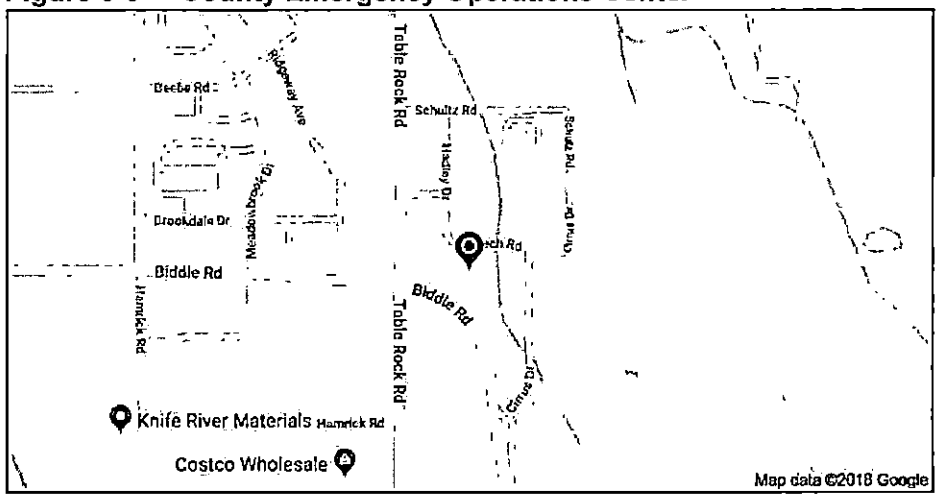
Figure 5-2 Alternate Emergency Operations Center



The **County EOC** is located at:

Emergency Communications of Southern Oregon
400 Pech Road
Medford, OR 97502

Figure 5-3 County Emergency Operations Center



The location of the EOC can change, as required by the needs of the incident. Coordination and control of City emergency resources will take place from the EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Incident Commander will designate an alternate facility. The EOC Incident Commander may request the use of the County EOC or County facilities from County Emergency Management.

5.4.3 Emergency Operations Center Staffing

City departments involved in emergency response, and the emergency management organization are required to respond to the EOC, and will assume positions according to the organization outlined in the Emergency Operations Guide. Personnel assigned to the EOC have the authority to make the decisions associated with their Command or General Staff position, and to commit their department or organization's resources in support of the incident. The Incident Commander has the responsibility for ensuring that the appropriate Command and General Staff positions are filled. Sub-unit positions, and positions within the Operations Section, will be filled by additional City personnel and representatives of assisting jurisdictions/agencies, or volunteer organizations as required by the needs of the emergency.

Due to limited personnel and resources available in the City, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency and add depth to existing City emergency management and response organizations.

5.4.4 Access and Security

During an emergency, access to the EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Incident Commander may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.4.5 Deactivation

Each incident will be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the on-scene Incident Commander, EOC Incident Commander, and Emergency Manager (or designee), if different from the EOC Incident Commander.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information. This alternative should be weighed against the option of immediately requiring staff to manage recovery operations as part of their daily responsibilities.

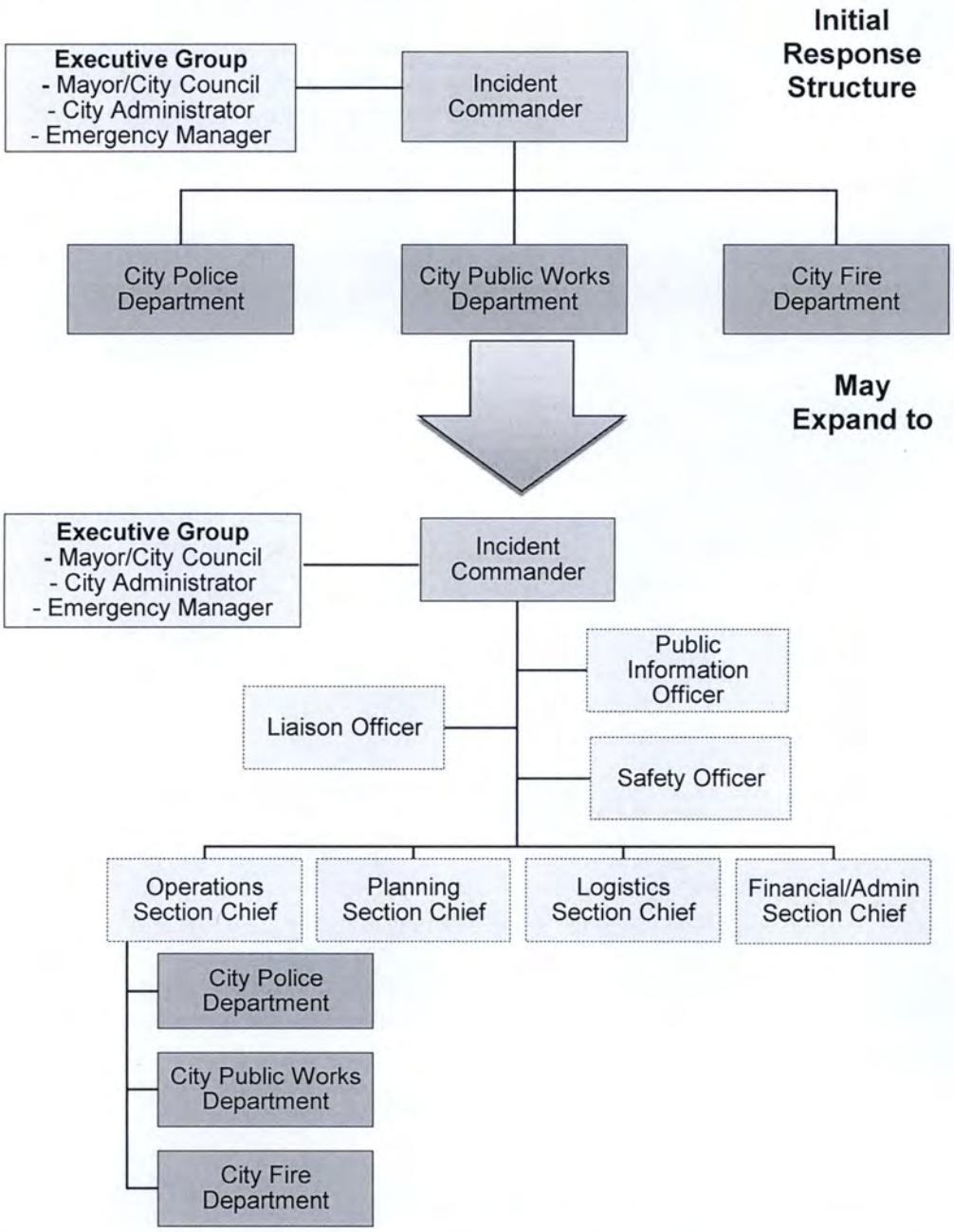
Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened and emergency operations re-initiated at any time.

5.5 Incident Command System

ICS is a standardized, flexible, and scalable, all-hazards incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions. The City has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this Emergency Management Plan; however, this document is not an EOC manual. A transitional ICS organizational chart for the City is presented in Figure 5-4.

Figure 5-4 Example of a Scalable Command Structure for the City



5.5.1 Emergency Operations Center Incident Commander

The EOC Incident Commander is responsible for operation of the EOC when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Incident Commander is responsible for:

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.
- Approving and supporting implementation of an IAP.
- Coordinating activities supporting emergency operations.
- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
    - Safety Officer
    - PIO
    - Liaison Officer
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Incident Commander may change to meet the needs of the incident.

5.5.2 Emergency Operations Center Command Staff

5.5.2.1 Safety Officer

The Safety Officer position generally applies to incident scenes and is responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site control measures.
- Monitoring and assessing the health and safety of response personnel and support staff (may be necessary for EOC as well).
- Preparing and implementing a site Health and Safety Plan and updating the Incident Commander regarding safety issues or concerns, as necessary (may be necessary for EOC as well).
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary for EOC as well).

5.5.2.2 Public Information Officer

A lead PIO will most likely coordinate and manage a larger public information network representing local, County, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network and may utilize a Joint Information System (JIS) and, if applicable, participating in a Joint Information Center (JIC).
- Implementing information clearance processes with the Incident Commander.

- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations, such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the American Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the Incident Commander, government officials, and stakeholders.

The annexes attached to this plan contain general guidelines for the City governmental entities, organizations, and County officials and departments to carry out responsibilities assigned at the City EOC or other designated facility where response efforts will be coordinated.

5.5.3 Emergency Operations Center General Staff

5.5.3.1 Operations Section Chief

The Operations Section Chief position is typically filled by the lead agency managing response activities for a specific type of incident. The Operations Section is organized into functional units representing agencies involved in tactical operations.

The Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP, including:
  - Managing field response activities
  - Directing implementation of unit operational plans
  - Requesting resources as needed
- Managing and incorporating community partners and stakeholders (private entities, companies, and NGOs) into response operations.

The following agencies and organizations are typically included in the Operations Section:

- **Fire Services** - emergencies dealing with fire, earthquake with rescue, or hazardous materials.

- **Law Enforcement** - incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- **Public Health Officials** - contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- **Public Works** - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- **Private entities, companies, and NGOs** may also support the Operations Section. Examples of support these organizations may provide include:
    - Grass roots social media support for situational awareness, as well as identifying and connecting resources to residents in need
    - Non-hazardous debris clearance collection and disposal

5.5.3.2 Planning Section Chief

The Planning Section is responsible for forecasting future needs and events of the response effort while ensuring implementation of appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary.
    - For terrorist incidents, liaise with the OTFC.
- Preparing and disseminating the IAP including developing alternatives for tactical operations.
- Conducting planning meetings.
- Maintaining resource status.

5.5.3.3 Logistics Section Chief

The Logistics Section is typically supported by the units responsible for Supply, Food, Communications, Medical, Facilities, and Ground Support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:

- Providing and managing resources to meet the needs of incident personnel.
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Estimating future support and resource requirements.
- Assisting with development and preparation of the IAP.

5.5.3.4 Finance/Administration

The Finance/Administration Section is specific to the incident type and severity of resulting impacts. In some instances, agencies may not require assistance, or only a specific function of the section may be needed that can be staffed by a technical specialist in the Planning Section. Potential units assigned to this section include: Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

5.5.4 Unified Command

Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single IAP. Each participating agency maintains its individual authority, responsibility, and accountability.

Table 5-1 presents a comparison of a single Incident Commander and Unified Command.

Table 5-1 Comparison of Single Incident Commander and Unified Commander

Single Incident Commander	Unified Command
The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional areas activities are directed toward accomplishment of the strategy.	The individuals designated by their jurisdictional and organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Source: ICS-300: Intermediate ICS for Expanding Incident Student Manual.

5.5.5 Area Command

An Area Command is a management structure established to oversee the organization of multiple incidents handled by separate ICS organizations, or very large incidents that involves multiple ICS organizations. Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control, and does not have operational responsibilities. If activated, the Area Command:

- Sets overall incident-related priorities:

- De-conflicts incident management objectives with other ICS organizations and established policies.
- Allocates critical resources according to incident-related priorities.
- Identifies critical resource needs and reports them to the EOCs.

■ Conducts oversight:

- Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment.
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

5.5.6 Joint Information

Joint Information Center

The JIC is a central location to facilitate consistent and coordinated public information during operations, established by the Incident Command. This JIC is established when the singular PIO is overtaxed by their responsibilities, or multiple agencies become involved in the incident. The JIC serves to ensure that the City and supporting agencies are providing the public with coordinated interagency messaging. The JIC helps to ensure that rumors and inaccurate information are minimized to maintain public confidence in the incident operations. The JIC location should be identified as soon as multi-agency coordination begins, and the location should be supplied with necessary equipment and resources.

Operations within the JIC are scalable. The JIC may exist as a meeting place for the City PIOs to coordinate messaging, or may exist as a location for multiple agencies to develop complex information campaigns. JICs may be established at the State and Federal level as well, to ensure consistency of messaging at those levels. Incident Command may elect to establish a number of types of JICs, including:

- Incident JIC: Physical location integrated with the Incident Commander and easy for media to access.
- Virtual JIC: Established when a physical location is impractical; incorporates the use of technology and communication devices.
- Satellite JIC: A small-scale, off-site location from Incident Command or the EOC. Generally established to support a more robust JIC.

Joint Information System

A JIS is a structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and

executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

5.5.7 Multi-Agency Coordination

In the event that the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (MAC Group). Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include "multiagency committees" and "emergency management committees." A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

5.5.8 Quick Reference Emergency Organization Matrix

Position	Primary Official 1	Primary Official 2
POLICY GROUP	**Mayor and City Council**	
Command Staff Director	City Administrator	Assistant to the City Administrator
JOINT STAFF	**Fire Chief, Police Chief, and Public Works Director**	
Public Information Officer	City PIO	Division Fire Chief
Legal Officer	City Attorney	Assistant City Attorney
Safety Officer	Police Lieutenant	Police Sergeant
Liaison Officer	Fire & Life Safety Division Chief	As Assigned
OPERATIONS SECTION CHIEF	**Deputy Fire Chief (Operations)**	**Deputy Police Chief**
Fire & Rescue Unit/EMS	Battalion Chief	Battalion Chief
Law Enforcement Unit	Police Sergeant	Police Sergeant
Public Works Unit	Deputy Public Works Director	Public Works Superintendent
Utilities Unit	Director of Electric Utilities	Assistant General Manager Admin-AMP
Care and Shelter	Parks and Recreation Director	As Assigned

Position	Primary Official 1	Primary Official 2
PLANNING SECTION CHIEF	**Community Development Director**	**Planning Manager**
Damage Assessment	Building Official	Building Inspector
Documentation Unit	City Clerk	As Assigned
Demobilization Unit	TBD	TBD
Recovery Unit	TBD	TBD
Resource Status Unit	Planning Manager	TBD
Situation Status Unit	Senior Planner	TBD
Facilities	Public Works Facilities (Wes)	Public Works Project Manager (Kaylea)
LOGISTICS SECTION CHIEF	**Public Works Superintendent**	**Deputy Finance Director**
Supply Unit	Deputy Finance Director	Purchasing Agency
Support/Personnel Unit	HR Director	HR Analyst
Transportation Unit	Maintenance Safety Supervisor	TBD
Information Systems / Communications Unit	Computer Services Manager	AFN Manager
FINANCE SECTION CHIEF	**Administrative Service Director**	**Administrative Services Manager**
Cost Unit	Accounting Analyst	Customer Service Supervisor
Time Unit	Admin Service Manager	Payroll Analyst
Claims Unit	Risk Management Specialist	Finance Administrative Assistant
Procurement Unit	Purchasing Agent	Finance Clerk

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6 Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

At a minimum, this Emergency Management Plan will be formally reviewed and re-promulgated every five years to comply with State requirements. This review will be coordinated by the City of Ashland Emergency Manager and will include participation by members from each of the departments assigned as lead agencies in this Emergency Management Plan and its supporting annexes. This review will:

- Verify contact information.
- Review the status of resources noted in the plan.
- Evaluate the procedures outlined in this plan to ensure their continued viability.

In addition, lead agencies will review the annexes and appendices assigned to their respective departments. A more frequent schedule for plan review and revision may be necessary.

Recommended changes should be forwarded to:

City of Ashland Emergency Manager
Ashland Fire Station #1
455 Siskiyou Boulevard
Ashland, OR 97520

6.2 Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

The City Emergency Manager specifically coordinates training for City personnel and encourages them to participate in trainings hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the City. The Emergency Manager maintains

records and lists of training received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and command and general staff. NIMS identifies these positions as follows:

- EMS personnel.
- Firefighters.
- Law enforcement personnel.
- Public works/utility personnel.
- Skilled support personnel.
- Other emergency management response personnel.
- Support/volunteer personnel at all levels.

Table 6-1 provides the minimum training requirements for the City's emergency personnel.

Table 6-1 Minimum Training Requirements

Emergency Personnel	Training Required
All personnel with a direct role in emergency management or emergency response	IS-100, IS-700
First-line supervisors, mid-level management, and Command and General Staff	IS-100, -200, -700
Supervisory role in expanding incidents or a management role in an Emergency Operations Center	IS-100, -200, -700 ICS-300
Management capacity in an Area Command situation or Emergency Operations Center	IS-100, -200, -300, -700, -701 ICS-300, -400
Public Information Officers	IS-702
Resource management	IS-703
Development of mutual aid agreements and/or mutual aid operational plans	IS-706
Planning	IS-800
Additional information about training requirements can be found on the Oregon Emergency Management website at http://www.oregon.gov/OEM/Documents/nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.	

6.3 Exercise Program

The City will conduct exercises throughout the year to test and evaluate this Emergency Management Plan. Whenever feasible, the City will coordinate with neighboring jurisdictions and State and Federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the City will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at http://hseep.dhs.gov.

The Emergency Manager will work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.4 Event Critique and After Action Reporting

In order to document and track lessons-learned from exercises, the Emergency Manager will conduct a review, or "hot wash," with exercise participants after each exercise. The Emergency Manager will also coordinate an After Action Report (AAR), which will describe the objectives of the exercise and document the results of the evaluation.

Similarly, reviews and AARs will be facilitated after an actual disaster that will document activities of the incident to improve the City's readiness.

6.5 Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats, disasters, and what to do when an emergency occurs. The City maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the City's overall readiness.

Information about the City's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the City's website.

6.6 Funding and Sustainment

It is a priority of the City to fund and maintain an EMO that ensures the City's ability to respond to and recover from disasters. The Emergency Manager will work with City Council and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure Council is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.

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A City Authorities

Chapter 2.62
EMERGENCY POWERS

Sections:

2.62.010 Definitions
2.62.020 City Administrator Responsibility
2.62.030 Declaration and Ratification of Emergency
2.62.040 Authority of City Administrator
2.62.050 Regulations of Persons and Property
2.62.060 Additional Powers During Emergency
2.62.070 Termination of State of Emergency

2.62.010 Definitions

The following words and phrases whenever used in this chapter shall be construed as defined in this section unless from the context a different meaning is intended.

A. "Emergency" includes any human caused or natural event or circumstances causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, spills or releases of oil or hazardous material, contamination, disease, blight, infestation, civil disturbance or riot.

B. "Emergency Management Plan" means that plan entitled "City of Ashland Emergency Management Plan" adopted by resolution of the council or as may be amended from time to time in subsequent resolutions.

2.62.020 City Administrator Responsibility

The City administrator is responsible for implementation of the Emergency Management Plan. When the administrator determines that a state of emergency exists, the administrator shall make a declaration to that effect and request the mayor to call a special meeting of the council in order to ratify the declaration of emergency. The special meeting of the council shall occur as soon as possible after the declaration of emergency. Notwithstanding section 2.04.110, notice of the special meeting need not be written and need not be delivered at least 36 hours in advance.

2.62.030 Declaration and Ratification of Emergency

A. The declaration by the City administrator of a state of emergency shall:

1. State the nature of the emergency.
2. Designate the geographical boundaries of the area subject to the emergency controls.

3. State the duration of time during which the area so designated shall remain an emergency area.

4. State any special regulations imposed as a result of the state of emergency.

B. The ratification by the council may also authorize additional specific emergency powers for the duration of the emergency period set forth in the declaration.

2.62.040 Authority of City Administrator

During a declared emergency, the City administrator shall have authority to:

A. Exercise, within the area designated in the proclamation, all police powers vested in the City by the Oregon Constitution, city charter and city ordinances in order to reduce the vulnerability of the City to loss of life, injury to persons or property and human suffering and financial loss resulting from emergencies, and to provide for recovery and relief assistance for the victims of emergencies.

B. Direct any department of the City to utilize and employ city personnel, equipment and facilities for the performance of any activities designed to prevent or alleviate actual or threatened damage due to the emergency, and may direct the departments to provide supplemental services and equipment to federal, state or local agencies to restore any services in order to provide for the health and safety of the citizens of the City.

C. Designate persons to coordinate the work of public and private relief agencies operating in such area and exclude from such area any person or agency refusing to cooperate with and work under such coordinator or to cooperate with other agencies engaged in emergency work.

D. Require the aid and assistance of any state or other public or quasi-public agencies in the performance of duties and work attendant upon the emergency conditions in such area.

E. Clear or remove from publicly or privately owned land or water, debris and wreckage which may threaten public health or safety, or public or private property.

1. In exercising this authority the City administrator may:

   a. Accept funds from the federal government or the State of Oregon for the purpose of removing debris or wreckage from publicly or privately owned land or water.

   b. Present to the State of Oregon unconditional authorization for removal of such debris or wreckage from public and private property and, in the case of removal of debris or wreckage

from private property, agree to indemnify the state government against any claim arising from such removal.

2. Whenever the City administrator provides for clearance of debris or wreckage pursuant to this section, employees of the City or individuals appointed by the City administrator are authorized to enter upon private lands or waters and perform any tasks necessary to the removal or clearance operation.

3. Except in cases of willful misconduct, gross negligence or bad faith, any employee or individual appointed by the City administrator authorized to perform duties necessary to the removal of debris or wreckage shall not be liable for death of or injury to persons or damage to property.

2.62.050 Regulations of Persons and Property

When a state of emergency is declared to exist and has been ratified, the City administrator:

A. May order the following measures in the interest of the public health, safety, or welfare, in the area designated as an emergency area:

1. Redirect city funds for emergency use and suspend standard city procurement procedures.

2. Establish a curfew that fixes the hours during which all other than officially authorized personnel may be upon the public streets or other public places.

3. Prohibit or limit the number of persons who may gather or congregate upon any public street, public place, or any outdoor place.

4. Barricade streets and prohibit vehicular or pedestrian traffic, or regulate the traffic on any public street leading to the emergency area for such distance as necessary under the circumstances.

5. Evacuate persons.

6. Prohibit the sale of alcoholic beverages.

7. Prohibit or restrict the sale of gasoline, or other flammable liquids.

8. Prohibit the sale, carrying, or possession of any weapons or explosives of any kind on public streets, public places, or any outdoor place.

9. Curtail or suspend commercial activity.

10. Turn off water, gas, or electricity.

11. Control, restrict and regulate by rationing, freezing, use of quotas, prohibitions on shipments, price fixing, allocation or other means, the

use, sale or distribution of food, fuel, clothing and other commodities, materials, goods and services.

12. Close all roads and highways in such area to traffic or limit the travel on such roads to such extent as the City administrator deems necessary and expedient.

13. Order such other measures necessary for the protection of life or property, or for the recovery from the emergency.

B. All orders issued under authority conferred by this section shall have the full force and effect of law during the declaration of a state of emergency. All existing laws, ordinances, rules and orders inconsistent with this chapter shall be inoperative during this period of time and to the extent such inconsistencies exist.

2.62.060 Additional Powers During Emergency

During the existence of an emergency, the City administrator may:

A. Enter into purchase, lease or other arrangements with any agency of the United States or the State of Oregon for temporary housing units to be occupied by disaster victims.

B. Accept or borrow funds from or passed through by the State of Oregon for temporary housing for disaster victims.

C. Upon determination that the City will suffer a substantial loss of tax and other revenues from a major disaster and that there is a demonstrated need for financial assistance to perform its governmental functions, apply to the federal and state government, or request the state to apply on the City's behalf, for grants and loans and to receive, on behalf of the City, such grants and loans.

D. Determine the amount needed to restore or resume the City's governmental functions, and to certify the same to the State of Oregon or the federal government.

2.62.070 Termination of State of Emergency

The City administrator shall terminate the state of emergency by proclamation when the emergency no longer exists, or when the threat of an emergency has passed. The state of emergency proclaimed by the City administrator may be terminated at any time by the council.

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B Sample Disaster Declaration Forms

DECLARATION OF STATE OF EMERGENCY

To: _____,
Jackson County Office of Emergency Management

From: _____,
City of Ashland, Oregon

At _____ (time) on _____ (date),

a/an _____ (description of emergency incident or event type) occurred in the City of Ashland threatening life and property.

The current situation and conditions are:

_____

_____

_____

The geographic boundaries of the emergency are:

_____

_____

WE DO HEREBY DECLARE THAT A STATE OF EMERGENCY NOW EXISTS IN THE CITY OF ASHLAND AND THAT THE CITY HAS EXPENDED OR WILL SHORTLY EXPEND ITS NECESSARY AND AVAILABLE RESOURCES. WE RESPECTFULLY REQUEST THAT THE COUNTY PROVIDE ASSISTANCE, CONSIDER THE CITY AN "EMERGENCY AREA" AS PROVIDED FOR IN ORS 401, AND, AS APPROPRIATE, REQUEST SUPPORT FROM STATE AGENCIES AND/OR THE FEDERAL GOVERNMENT.

Signed: _____

Title: _____ Date & Time: _____

This request may be passed to the County via radio, telephone, or fax. The original signed document must be sent to the County Emergency Management Office, with a copy placed in the final incident package.

C References

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended, April 2013. Accessed on 30 July 2018 at: http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended
- Homeland Security Act of 2002 (Public Law 107-296). Accessed on 30 July 2018 at: http://www.dhs.gov/key-dhs-laws
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295). Accessed on 30 July 2018 at: http://www.dhs.gov/key-dhs-laws
- Homeland Security Policy Directive/HSPD-5: Management of Domestic Incidents. Accessed on 30 July 2018 at: http://www.fas.org/irp/offdocs/nspd/hspd-5.html
- Presidential Policy Directive/PPD-8: National Preparedness. Accessed on 30 July 2018 at: http://www.dhs.gov/presidential-policy-directive-8-national-preparedness

FEMA Policy

- The FEMA Publication 1: The Federal Emergency Management Agency, November 2010. Accessed on 30 July 2018 at: http://www.fema.gov/media-library/assets/documents/25272
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, FDOC 104-008-1, December 2011. Accessed on 30 July 2018 at: https://www.fema.gov/media-library-data/20130726-1813-25045-0649/whole_community_dec2011__2_.pdf
- FEMA Incident Management and Support Keystone, January 2011. Accessed on 30 July 2018 at: http://www.fema.gov/media-library/assets/documents/26688
- National Incident Management System, December 2008. Accessed on 30 July 2018 at: http://www.fema.gov/national-incident-management-system
- National Preparedness Goal, First Edition, September 2011. Accessed on 30 July 2018 at: http://www.fema.gov/national-preparedness-goal
- FEMA Administrator's Intent (FY 2015-2019). Pub. April 2013. Accessed on 30 July 2018 at: https://www.hsdl.org/?abstract&did=734577
- FEMA Strategic Plan, FY 2014-2018. Accessed on 30 July 2018 at: https://www.fema.gov/de/media-library/assets/documents/96981
- Crisis Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty, January 2012. Accessed on 30 July 2018 at: https://www.fema.gov/media-library/assets/documents/24174
- National Response Framework, Third Edition, June 2016. Accessed on 30 July 2018 at: https://www.fema.gov/media-library/assets/documents/117791

- National Disaster Recovery Framework, Strengthening Disaster Recovery for the Nation, September 2011. Accessed on 30 July 2018 at: http://www.fema.gov/media-library/assets/documents/24647?fromSearch=fromsearch&id=5124
- National Disaster Housing Strategy, January 2009. Accessed on 30 July 2018 at: http://www.fema.gov/media-library/assets/documents/24600
- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010. Accessed on 30 July 2018 at: http://www.fema.gov/media-library/assets/documents/25975
- Incident Action Planning Guide, January 2012. Accessed on 31 March 2014 at http://www.fema.gov/media-library-data/20130726-1822-25045-1815/incident_action_planning_guide_1_26_2012.pdf

State

- State of Oregon Emergency Operations Plan, as revised November 2013. Accessed on 30 July 2018 at: https://www.oregon.gov/oem/emresources/Plans_Assessments/Pages/CEMP.aspx
- Oregon State Fire Marshal (OSFM), Fire Service Mobilization Plan. 2017. Accessed on 30 July 2018 at: https://www.oregon.gov/osp/SFM/docs/2017_MobPlanFinal.pdf
- Emergency Declaration Guidelines for Local Elected and Appointed Officials. September 2011. Accessed on 30 July 2018 at: https://www.oregon.gov/oem/Documents/decl_guide.pdf
- Oregon Revised Statutes 2017 Edition. Chapters 401 through 404. Accessed on 30 July 2018 at: https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx
- Oregon Administrative Rules – Chapter 104: Oregon Military Department. Accessed on 30 July 2018 at: http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_104/104_tofc.html

County

- Jackson County Code, Chapter 244, Organization for Emergency Management
- Jackson County Emergency Operations Plan

Other

- City of Ashland Municipal Code, Chapter 2.62, Emergency Powers
- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

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D Acronyms and Glossary

Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CERT	Community Emergency Response Team
cfs	Cubic Feet Per Second
City	City of Ashland (governing body)
COOP	Continuity of Operations
County	Jackson County (governing body)
DSHS	Department of Social and Health Services
DRC	Disaster Recovery Center
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FSA	Farm Service Agency
HazMat	Hazardous Materials
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
JIC	Joint Information Center
JIS	Joint Information System
MAC Group	Multi-Agency Coordination Group
MOU	Memorandum of Understanding
mph	Miles per Hour

NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NRC	National Response Center
NTSB	National Transportation Safety Board
ODA	Oregon Department of Agriculture
OEM	Oregon Emergency Management
OHA	Oregon Health Authority
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSFM	Oregon State Fire Marshal
OSHA	Occupational Safety and Health Administration
OTFC	Oregon Terrorism Fusion Center
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
SAR	Search and Rescue
SBA	Small Business Administration
SOP	Standard Operating Procedure
State	State of Oregon (governing body)
TITAN	Oregon Terrorism Information Threat Assessment Network
USDA	United States Department of Agriculture
VA	Veterans Administration

Glossary of Key Terms

Actual Event: A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

After Action Report (AAR): The AAR documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the AAR.

Agency Representative: A person assigned by a primary, assisting, or cooperating State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Agency: A division of government with a specific function offering a particular kind of assistance. In Incident Command System (ICS), agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

All Hazards: Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Audit: formal examination of an organization's or individual's accounts; a methodical examination and review.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Available Training Facilities: Available facilities refer to locations that are readily and immediately available to be utilized for NIMS training.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is

organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Chain-of-Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for managing the following functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command Staff: In an incident management organization, the Command Staff consists of the Incident Commander; the special staff positions of Public Information Officer, Safety Officer, Liaison Officer; and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Committed Activities: Actions that an individual or an agency/department have agreed to see through until completion.

Common Communications Plan: An interoperable communications plan designed to be utilized for multi-agency and multi-jurisdictional incident management operations. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Constraints/Impediments Limitations or restrictions in conducting NIMS activities. The following list defines the constraints/impediments:

> **Education:** The knowledge or skill obtained or developed by a learning process.
>
> **Equipment:** Instrumentality needed for an undertaking or to perform a service including its associated supplies. Equipment can range from small personal items such as search and rescue gear (flashlights, dusk masks, etc.) to large-scale multi-jurisdictional systems (radio repeater systems, computer networks, etc.).

Exercise: Opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Federal Standards: Common rules, conditions, guidelines or characteristics, established by the Federal Government.

Funding: Sources of revenue that are allocated or can be allocated (pre-designated emergency funds) to support preparedness initiatives.

Organization: Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Personnel: Paid and volunteer staff who meet required qualification and certification standards necessary to perform assigned missions and tasks. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Plans: Documents such as procedures, mutual aid agreements, strategies, and other publications that may describe some of the following: governance, management, standard operating procedures, technology, and activities in support of defined missions and tasks. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Policy: A course of action, guidance, or principle intended to influence and guide decisions, actions, and other matters.

Training: Specialized instruction and practice to improve performance and lead to task proficiency.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Action Plan: A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.

Corrective Action: Improved procedures that are based on lessons-learned from actual incidents or from training and exercises.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: Title assigned to someone leading a Branch in ICS.

Disciplines: A group of personnel with similar job roles and responsibilities. (e.g. law enforcement, firefighting, HazMat, EMS).

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency Incident: An urgent need for assistance or relief as a result of an action that will likely lead to grave consequences.

Emergency Management Assistance Compact: The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

Emergency Operations Centers (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Emergency: Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency is any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Entry-level First Responder: Entry-level first responders are defined as any responders who are not a supervisor or manager.

Equipment Acquisition: The process of obtaining resources to support operational needs.

Equipment: The set of articles or physical resources necessary to perform or complete a task.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Evaluation: The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Exercise: Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel (from first responders to senior officials) to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.

Federal Preparedness Funding: Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams that directly or indirectly support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.

Federal: Of or pertaining to the Federal Government of the United States of America.

Flexibility: A principle of the NIMS that provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

Framework: A conceptual structure that supports or contains set of systems and/or practices.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term "function" is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

Funding: Financial resources available to assist in achievement of tasks associated with NIMS implementation.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Grantee: A person/group that has had monies formally bestowed or transferred.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section (See Division).

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Homeland Security Exercise and Evaluation Program: A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. Homeland Security Exercise and Evaluation Program also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at http://www.hseep.dhs.gov.

Improvement Plan: The AAR documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the AAR.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. For additional information, please see the NIMS document, page 96.

Incident Command Post: The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management system which provides for the adoption of an integrated organizational structure. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. For additional information please refer to the NIMS document, page 14 at http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf .

Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team: The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident: An occurrence or event, naturally or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident-Specific Hazards: Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, earthquake, flood.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Institutionalize ICS: Government officials, incident managers and emergency response organizations at all jurisdictional levels adopt the ICS and launch activities [in FY 2005] that will result in the use of the ICS for all incident response operations. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it reaches those who need it to perform their missions effectively and safely.

Interagency: An organization or committee comprised of multiple agencies.

Interoperability & Compatibility: A principle of NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

Interstate: A region comprised of multiple states.

Intrastate: A region within a single state.

Inventory: An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

Joint Information Center: A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the Joint Information Center.

Joint Information System: Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jnrisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional

authority at an incident can be political or geographical (e.g., City, County, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Lessons Learned: Knowledge gained through operational experience (actual events or exercises) that improve performance of others in the same discipline. For additional information please visit https://www.llis.dhs.gov/

Leverage: Investing with borrowed money as a way to amplify potential gains.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Local Government: A County, municipality, City, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Logistics: Providing resources and other services to support incident management.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 United States Code 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Measure: A determination of a jurisdiction's specific level of NIMS compliance, evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

Metric: Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two categories; tier 1 and tier 2.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons-learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations—state, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems: A Multi-Agency Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities (NIMS, 33).

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit http://www.fema.gov/emergency/nims/rm/ma.shtm.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and behavioral health services requirements of the ESF 8 in the National Response Framework.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and NGOs to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Integration Center: Provides strategic direction for and oversight of the National Incident Management System. Supports routine maintenance and the continuous refinement of the system and its components over the long term.

National Response Framework: A guide to how the United States conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

National: Of a nationwide character, including the State, local, and tribal aspects of governance and policy.

NIMS Adoption: The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system.

NIMS Baseline: An initial assessment of NIMS compliance conducted in 2005 and/or 2006 by participating jurisdictions at State, Territorial, local, and tribal levels.

NIMS Compliance Assistance Tool: The NIMS Compliance Assistance Tool will be a self-assessment instrument for State, territorial, tribal, local, private sector, and non-governmental organizations to evaluate and report their jurisdiction's achievement of all NIMS implementation activities.

NIMS Promotion and Encouragement: Activities such as meetings (e.g., conferences, working groups, etc.), mailings (e.g., newsletters, letters, etc.), email, or other established methods (e.g., broadcast media).

NIMS Standard Curriculnm: A curriculum designed to provide training on the NIMS. This curriculum will be built around available federal training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum. Initially, the curriculum will be made up of NIMS awareness

training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards. (http://www.fema.gov/pdf/emergency/nims/nsctd.pdf)

Non-Governmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of Non-Governmental Organizations include faith-based charity organizations and the American Red Cross.

No-Notice Events: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Planning: A method to developing objectives to be accomplished and incorporated into an EOP.

Preparedness Assistance Funding Streams: Funds made available by Federal Departments and agencies to support State, local, and tribal entities to prepare for, respond to, and manage the consequences of an all-hazards incident. Allocation of

preparedness funding is stipulated in a grant or guidelines of a particular program. Monies can be used toward equipment acquisition, planning, operations, training, management and administration, exercises, and mitigation against all hazards.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and NGOs to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preplanned Event: A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Principle Coordinator: The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Public Information Systems: The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery Plan: A plan developed by a state, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons-learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

Resource Typing Standard: Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

Resource Typing: Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information, please visit http://www.fema.gov/emergency/nims/rm/rt.shtm .

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response Asset Inventory: An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

Response Assets: Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Scalability: The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Self-certification: Attest as being true or as meeting a standard based on an agency's or department's own evaluation of itself.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Equipment List: A list issued annually to promote interoperability and standardization across the response community at the local, state, and federal levels by offering a standard reference and a common set of terminology. It is provided to the responder community by the Interagency Board for Equipment Standardization and Interoperability (IAB). The SEL contains a list of generic equipment recommended by the IAB to organizations in preparing for and responding to all-hazards.

Standard Operating Procedures (SOPs): A complete reference document that details the procedures for performing a single function or a number of independent functions.

Standardization: A principle of NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

Standardized Terminology: Commonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRF to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.

State: When capitalized, refers to the governing body of Oregon.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: Plans, policies and procedures for how the jurisdiction will achieve NIMS Implementation or the general direction selected to accomplish incident objectives set by the Incident Commander.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Supporting Techuologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to state, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile home park design and hazardous material assessments).

Territory: A geographical area belonging to or under the jurisdiction of a governmental authority; a part of the United States not included within any State but organized with a separate legislature.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Training Curriculum: A course or set of courses designed to teach personnel specific processes, concepts, or task-oriented skills.

Training: Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional (see Area Command).

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 United States Code 742f(c) and 29 Code of Federal Regulations 553.101.

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Functional Annexes

1 FA 1 – Emergency Services

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FA 1 Tasked Agencies	
Primary Agencies	Emergency Manager (Fire Chief) Police Department Fire & Rescue
Supporting Agencies	Public Works Department Jackson County Emergency Management Jackson County Sheriff's Office Jackson County Health and Human Services Emergency Communications of Southern Oregon

1 Purpose and Scope

This annex outlines the basic City of Ashland (City) emergency services necessary to respond to a disaster. It outlines the main roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization, as outlined in the Basic Plan of this Emergency Management Plan, is designed to provide support to local emergency services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures of local response agencies.

This annex covers the following functions:

- Emergency Communications
- Firefighting
- Search and Rescue (SAR)
- Hazardous Materials Response
- Public Safety and Security (Law Enforcement)
- Emergency Public Information
- Evacuation and Population Protection

Emergency services information that is specific to a unique hazard (e.g., hazardous materials releases, terrorism, flood response, etc.) can be found in the appropriate Incident Annex.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- **Law Enforcement:** The Jackson County (County) Cooperative Policing Plan and the Mutual Aid Agreement are formal agreements among local law enforcement agencies to provide back-up law enforcement calls for services, both emergency and non-emergency.

- **Fire Services:** There are mutual aid agreements among local fire services and the State of Oregon (State), fire departments belonging to the Rogue Valley Fire Chief's Association, as well as a mutual aid agreement regarding ambulance services.
- **Energy:** Ashland Municipal Electric Utility has mutual aid agreements with Northwest Public Power Association, American Public Power Association, and Bonneville Power Administration.
- **Public Works:** The Public Works Department has mutual aid agreements with Jackson County and Oregon Department of Transportation.
- **Search and Rescue:** Provisions in Oregon State law for SAR can be found in Oregon Revised Statutes (ORS) 404 and include the following key items:
  - ORS 404.110. Delegation of SAR authority to the JCSO.
  - ORS 404.115. Restriction of access to the SAR area.
  - ORS 404.120. Requirement to adopt an SAR Plan for the County.
  - ORS 404.125. Provisions for critique of an SAR incident.
  - ORS 404.130. Assignment of an SAR incident number.
  - ORS 404.300–404.325. Provisions regarding equipment and signaling devices.
  - ORS 404.350. Rescue of companion animals.

3 Situation and Assumptions

3.1 Situation

The City may encounter situations in which many, or all, of its emergency response agencies need to be activated. The primary emergency service agencies are the City's Public Safety Answering Point, Emergency Communications of Southern Oregon, the City Police Department, and Ashland Fire & Rescue. If additional response resources are needed, mutual aid is available from neighboring local governments and the County.

3.2 Assumptions

- City emergency services agencies are able to handle routine and small-scale emergencies within their existing capabilities and response plans and procedures.
- A natural or human-caused emergency or disaster may occur at any time requiring response capabilities beyond those normally available to the City.
- Emergency personnel are trained in the Incident Command System (ICS)/National Incident Management System (NIMS).
- Utilization of the City Emergency Management Plan does not require activation of the Emergency Operations Center (EOC). The need to activate the EOC will be determined at the time by the City Emergency Manager or Incident Commander.

- In an emergency, the City may assume a Unified Command approach.
- Due to limited City resources, and depending on the extent of an emergency, the City may not be able to meet the requests for emergency response/recovery assistance from other units of local government in the County during a major emergency.
- Both the media and the public will expect and demand that information regarding an emergency be provided in a timely manner.
- The local media, particularly radio and television, can perform an essential role in providing emergency instructions and status information to the public. Jackson County Emergency Management can activate the National Emergency Alert System (EAS) broadcasts. Webpages, and social media sites may also be useful in providing this information. The City operates a 1700 AM radio station, as well as a notification program called Nixle, to provide emergency information to the public.
- Most of the public will receive and understand official information related to evacuation.
- Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by local government authorities. However, some individuals may refuse to evacuate. It is also assumed that most evacuees will use private transportation means; however, transportation may have to be provided for some.
- City staff/emergency responders will work to address the concerns of access and functional needs populations who may have trouble understanding or accessing official emergency information.
- Time constraints, route limitations, and hosting facilities' capacities to accommodate evacuees could significantly stress and deplete local resources.

4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Emergency Manager (Fire Chief)

- Activate the EOC, if necessary.
- Report to the EOC to assume overall responsibility for City government activities.
- Regularly brief the City Council on developments in the situation.
- Designate an alternative EOC location, if necessary.
- Assign a representative of the City to the County EOC, if applicable.
- Coordinate the flow of public information to ensure consistency and appropriateness.

4.2 Emergency Communications of Southern Oregon

- Maintain emergency contact lists for agencies and communities served.
- Maintain primary and backup equipment.
- Notify Emergency Management and other appropriate agencies of situations affecting the City.

4.3 Ashland Fire & Rescue

- Participate in the Joint Staff (Fire Chief)
- Provide a qualified representative to the EOC to fill role of Fire Branch Director in the Operations Section.
- If necessary, provide for the safety of personnel and their families before they report to their duty stations. Any firefighters who are unable to get to their home departments should report to the closest fire station and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist law enforcement in traffic/crowd control as necessary.
- Coordinate activities through the City EOC.
- Specific departmental duties and responsibilities are contained in the Fire & Rescue emergency response plans and procedures.

4.4 Police Department

- Participate in the Joint Staff (Police Chief)
- Provide a qualified representative to the EOC to fill role of Law Enforcement Branch Director in the Operations Section.
- Provide for the safety of personnel and their families before they report to their duty stations. Any police department employees who are unable to get to their home departments should report to the closest police department and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist in traffic/crowd control as necessary.
- Assume primary responsibility for closing and/or rerouting traffic on city streets to assist movement of people, keep people out of danger, and/or keep them from impeding emergency response activities.
- Coordinate and assist the Public Works Department and other public works agencies in closing roads and/or rerouting traffic through the City, if applicable.
- Specific departmental duties and responsibilities are contained in the Police Department emergency response plans and procedures.

4.5 Public Works Department

- Participate in the Joint Staff (Public Works Director)

- Provide a qualified representative to report to the EOC to assume overall responsibility for Public Works activities under the direction of the Operations Chief.
- Provide for the safety of personnel and their families prior to reporting to their duty stations. Any public works employees who are unable to get to their home departments should report to the closest public works department and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist the Police Department in closing streets and/or rerouting traffic, as applicable.
- Provide damage assessment information to the City EOC, as applicable.
- Follow the specific departmental duties and responsibilities contained in the Public Works Department emergency response plans and procedures.

4.6 Other City Departments

- Provide support activities as outlined in the City Emergency Management Plan.

4.7 Other Organizations

- Organizations such as Oregon Department of Transportation (ODOT), Oregon State Police, local ambulance service, and local hospitals may assign liaisons as points of contact within the City EOC for coordination and communication.

5 Concept of Operations

5.1 General

The City has established this Emergency Management Plan in accordance with NIMS and designated the Fire Chief as the Emergency Management Organization's Emergency Manager. The Emergency Manager is responsible for developing and training an Emergency Management Organization capable of managing the response and recovery of a major emergency in accordance with the provisions of this plan.

Oregon Revised Statutes 401.305 and 401.335 give the City responsibility and authority to direct activities that will allow the City to mitigate, prepare for, respond to, and recover from emergencies or major disasters. The Emergency Management Plan may be implemented at the discretion of the Emergency Manager or Incident Commander.

Day-to-day supervision of the Emergency Management Plan is the responsibility of the Emergency Manager. If the EOC is activated, the Incident Commander (or designee) is responsible for organizing, supervising, and operating the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone service is interrupted, members of the Operations and General Staff should ensure the safety of their families and then report to the EOC.

The City Administrator has the authority to involve any or all City personnel in the response to a disaster or other emergency incident. The declaration of an emergency nullifies leaves and vacations as deemed necessary by the Mayor or City Council.

Emergency contact information for the EOC staff is housed in the City Administrator's Office.

5.2 Emergency Communications

Emergency Communications of Southern Oregon serves as the formal alert and warning and emergency message distribution point for the City. Emergency messages may be received via radio, telephone, or the Law Enforcement Data System and will be distributed according to departmental procedures. Messages that affect the overall emergency preparedness of the City, such as information about the movement of hazardous materials or weather alerts, will be distributed to the appropriate response agencies and the Emergency Manager. It is the responsibility of the Emergency Manager or Incident Commander to determine what further notifications should be made and actions taken in response to the message.

When communication-related activities are staffed in the EOC, the communication representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to communication.
- Share situation status updates related to communication to inform development of Situation Reports.
- Participate in, and provide communication-specific reports for, EOC briefings.
- Assist in development and communication of communication-related actions to tasked agencies.
- Monitor ongoing communication-related actions.
- Share communication-related information with the Public Information Officer (PIO) to ensure consistent public messaging.
- Coordinate communication-related staffing to ensure that the function can be staffed across operational periods.

5.2.1 Alert and Warning

The effectiveness of an alert and warning system depends largely upon the specificity and clarity of instructions and upon whether the public perceives the

warning entity as credible at the time the warning is issued. In addition, messages must be geographically precise, repeated more than once, and broadcast in more than one medium.

The City operates a mass notification system known as Nixle; an AM Radio Station 1700; and The Smoke and Wildfire Hotline. There is a Hosler Dam siren notification system that operates in the floodplain area of Ashland Creek. Additionally, mobile police and fire vehicle public address systems, and door-to-door contacts may be used. Police and fire vehicle public address systems and door-to-door contacts are either last-resort or used for highly localized hazards. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately or in combination to alert and warn the public of an emergency. In addition, special facilities such as schools, hospitals, utilities, and industrial facilities may need notification.

5.2.1.1 General Guidelines

- Upon detection of an emergency condition arising within the City, the Incident Commander will decide whether there is a need for immediate alert, attempt to notify the Emergency Manager, and direct its implementation.
- The City may also receive warning information from the County by telephone, the Oregon State Police, Fire Net, and Oregon Emergency Management through the Law Enforcement Data System. When warning information is received by telephone, the information should be confirmed by a return telephone call.
- When warning information is received via telephone, the Command staff of the department shall determine the need for further alert and warning, devise the message and means of delivery, and direct its implementation.
- If the emergency is localized, City emergency response personnel will alert residents in the area by the Nixle system, telephone, mobile public address systems and/or door to door contact. Evacuation planning should take into account the fact that certain industrial facilities may need time to shut down vital operations before they can evacuate.
- When appropriate, Emergency Alert System authorized personnel shall provide preliminary (best available) public protection information to local radio stations for immediate broadcast.
- Updated information will be given to the public through the methods outlined above.
- A log of all warnings issued during the incident, shall be maintained by the Information Officer or the Emergency Management official issuing the warning.
- Rumor control may become essential to the public information effort. The phone banks assigned to the EOC may establish a "message center" function, under the direction of the Logistics Section Chief and PIO to respond to inquiries from the public.

5.2.1.2 Emergency Alert System

The EAS consists of broadcast stations linked together and to government offices to provide emergency alert and warning to the public. The system may also be used to call back off duty personnel in the event of phone system failure.

All messages shall be approved by the Incident Commander, and then will be coordinated with the Information Officer to ensure that conflicting information is not issued.

5.2.1.3 Cable Television Alert

The Cable Alert System provides immediate interruption of cable television programming for emergency messages.

All messages shall be approved by the Incident Commander, then will be coordinated with the Information Officer to ensure that conflicting information is not issued.

5.2.1.4 Mobile Public Address Systems

Ashland Police and Fire District vehicles are equipped with mobile public address systems that may be used for alert and warning.

Direction of these alert systems shall be the responsibility of the Incident Commander through the Operations Section.

All messages shall be approved by the Incident Commander, and coordinated with the Information Officer to ensure that conflicting information is not issued.

If applicable, prior to dissemination, Emergency Management Staff will be advised.

5.2.1.5 Door-to-Door Alert

Door-to-door alert may be necessary in the event of a rapidly emerging incident, which poses a clear threat to public safety. Residents will be directed to temporary shelter depending upon the weather, and the expected duration of the emergency.

Direction of this activity shall be the responsibility of the Incident Commander through the Operations Section Chief. Ashland's Community Emergency Response Team (CERT) may be used to assist with this process.

All messages shall be approved by the Incident commander and coordinated with Information Officer to ensure conflicting information is not issued.

See the Jackson County EOP, ESF 2 – Communications for more details.

5.2.2 Emergency Communications Systems

Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be degraded by a particular hazard occurrence. The City has access to the Government Emergency Telecommunications Service https://www.dhs.gov/government-emergency-

telecommunications-service-gets and Wireless Priority Service at https://www.dhs.gov/wireless-priority-service-wps through the Office of Homeland Security.

Equipment is available to provide communications necessary for emergency operations. To the greatest extent possible, landline and cellular telephones, pagers, and e-mail will be the primary system for notification of key officials and critical workers.

Additional communications equipment required for emergency operations will be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies.

5.3 Fire Services

The primary Fire Services agency for the City of Ashland is Ashland Fire & Rescue. Disaster operations for fire services will be an extension of normal agency and facility duties. Responsibilities include fire control, hazardous material and oil/fuel spill response, and radiological protection operations. During emergency situations, fire service teams may also be assigned to perform additional emergency tasks, including providing fire protection for temporary shelters, assisting law enforcement personnel in route alerting, or going door to door to warn citizens who cannot be reached by primary warning systems.

A designated representative shall serve as the EOC Fire Branch Director, coordinating the flow of fire and rescue information and processing requests for additional fire and rescue resources, granting them as appropriate.

Fire service personnel are responsible for assessing threat hazards posed by fire, radiological materials, and other hazardous materials. They also recommend to the Incident Commander appropriate protective actions for emergency responders, including requirements for personal protective equipment. In addition, fire service personnel are responsible for recommending appropriate protective actions to ensure public safety in the immediate vicinity of a threat.

Fire & Rescue is responsible for the timely issuance of fire warnings and information to the public and for notifying appropriate City management. In the event of an evacuation, warning may be delegated to the Police Department as part of the evacuation process. In the event of a natural or technological disaster that could increase the chances of fire, or during periods of extremely hot, dry, and windy weather, additional public information briefings may be conducted.

See the Jackson County EOP, ESF 4 – Firefighting for more details.

5.4 Emergency Medical Services

Emergency Medical Services (EMS) in the City are provided by Fire & Rescue. EMS is a type of emergency service dedicated to providing out-of-hospital acute medical care and/or transport to definitive care, to patients with illnesses and injuries that the patient or the medical practitioner, believes constitutes a medical

emergency. Disaster operations for EMS will be an extension of normal agency and facility duties. Coordination between EMS, search and rescue, and fire service providers is necessary to ensure emergency operational readiness. EMS will provide field medical care as needed during emergency situations and coordinate necessary medical transportation.

See the Jackson County Ambulance Service Area Plan and the Jackson County EOP, ESF 8 – Public Health and Medical Services for more details.

5.5 Search and Rescue

SAR for the City will be conducted by the Jackson County Sheriff's Office. SAR operations can involve several different scenarios, including:

- Rescuing survivors or recovering bodies from debris following a disaster such as a severe weather event or earthquake.
- Rescuing survivors or recovering the bodies of lost hunters or hikers in remote portions of the area.
- Rescuing survivors or recovering bodies of plane crashes.
- Rescuing survivors or recovering bodies involved in accidents on waterways.

Regardless of the situation, search and rescue operations will likely be a multi-agency event involving responders from a number of local emergency response agencies, local volunteer organizations, and possibly State agencies.

See the Jackson County Search and Rescue Plan and the Jackson County EOP, ESF 9 – Search and Rescue for more details.

5.6 Hazardous Materials Response

Hazardous materials response includes ensuring actions are taken to mitigate, clean up, and dispose of hazardous materials and minimize the impacts of incidents. Fire & Rescue has a limited capacity to address hazardous materials incidents. Additional resources need to be requested through the State Regional Hazardous Materials Teams located in Medford (Region 8).

See the County Hazardous Materials Response Plan and the Jackson County EOP, ESF 10 – Oil and Hazardous Materials for more details.

5.6.1 Information Sources

5.6.1.1 Chemical Transportation Emergency Center

CHEMTREC (800-424-9300) provides 24- hour immediate advice by telephone with data on 350,000 chemicals. CHEMTREC will:

- Contact the shipper and manufacturer of the hazardous materials to advise them of the spill.
- Notify the National Response Center (NRC) IF REQUESTED

- Can provide a phone-link between the Hazardous Materials (HazMat) Teams and several different chemical experts and send hard copy via computer or fax.
- Serve as the National Poison Antidote Center. By contacting CHEMTREC, a conference call can be established with toxicologists from several poison control centers.

5.6.1.2 National Response Center

The NRC (800-424-8802), which is operated by the United States Coast Guard, receives reports from spillers and acts as the notification, communications, technical assistance, and coordination center for the National Response Team. The NRC is a single access point for accessing all federal agencies involved with hazardous materials. Being operated by the United States Coast Guard, it is the contact point for accessing the Pacific Strike Team, a specially trained and equipped hazardous materials team with expertise in handling water related spills.

5.6.1.3 Oregon State Fire Marshal's Hazardous Substance Employer Survey

The Oregon State Fire Marshall (OSFM) can be reached through Oregon Emergency Response System. The OSFM maintains information from the State's Hazardous Substance Employer Survey, which annually inventories all businesses in the State for chemicals that are being manufactured, stored, and used at their locations. While this is good information, not all businesses have complied with regulations that require data to be sent to the State. Oregon Regional Response Teams will have this information available on their on-board computers.

The OSFM provides an updated list of companies that have reported Extremely Hazardous Substances in the Ashland Fire Department's area of coverage on an annual basis, which is available through the Fire Department.

5.6.1.4 Oregon Poison Control Center

The Oregon Poison Control Center (503-494-8968 or 800-452-7165) provides the following services:

- 24-hour service with expertise on hazardous materials exposure.
- Has a toxicologist available for consultation on chemical related health issues.
- Has familiarity with Regional HazMat Teams and their level of training.
- Has excellent follow-up capability for patient treatment and care.
- Has the ability to get information on trade secrets in a timely manner
- Provides recommendations on decontamination procedures.

5.6.1.5 Safety Data Sheets

Safety Data Sheets are required by the Occupational Safety and Health Administration (OSHA) as the primary communications link between chemical

manufacturers and users. They provide brief information about the hazards that may be anticipated in an emergency situation involving a particular substance.

Safety Data Sheets provide a good source of information, but definitive answers on toxicity and treatment for exposed victims should be sought from the Poison Control Center.

5.6.1.6 Printed Resources

- There are many different guidebooks to cross reference, starting with the Department of Transportation's Emergency Response Guidebook. Responders should use multiple sources as quickly as they can.
- The Department of Transportation's Guidebook is only useful for the first few minutes of an incident until more detailed information can be obtained from technical resources.

5.6.2 Training Levels

- Per OSHA 29 Code of Federal Regulations 1910.120, City employees shall not work outside their scope of training, knowledge, and skill level.
- Individuals who are likely to witness or discover a hazardous substance release will be trained to the First Responder Awareness level. This group should include police officers and Public Works field personnel.
- Individuals that respond to releases will be trained to the First Responder Operations level. This would include Fire Department personnel.
- The Fire Department will have personnel trained to the On-Scene Incident Commander level. Personnel trained to this level will respond and take command of a hazardous materials incident as soon as possible. Note: the first arriving unit will take command until personnel trained to the On-Scene Incident Commander level arrive.

5.7 Law Enforcement Services

The City's primary law enforcement agency is the Police Department. Disaster operations for law enforcement will be an extension of normal agency and facility duties. Responsibilities include maintenance of law and order, traffic control, and crowd control.

The City Police Chief is responsible for directing the City's law enforcement response to a major emergency and coordinating response activities with the EOC. The Chief, or a designated representative, shall serve as the EOC Law Enforcement Branch Chief, coordinating the flow of law enforcement information, processing requests for additional law enforcement resources, and allocating them, as appropriate.

Law enforcement emergency operations will be an extension of the normal responsibilities of the Police Department. All responding law enforcement agencies have the responsibility to ensure operational capabilities. The Police

Department is responsible for coordinating law enforcement services, including the following tasks:

- Assess the situation, determine its impact on law enforcement operations, and identify additional resource needs.
- Secure the area to prevent additional injury or damage.
- Law enforcement agencies will establish inner and outer perimeters to secure a disaster scene. A strict policy of limited access to the disaster area will be rigidly enforced to ensure the safety and well-being of the community. All movement into and out of the area will be requested through the established command post.
- Provide traffic and crowd control.
- Evaluate the credibility of intelligence information.
- Investigate crime scenes.
- Coordinate warning and evacuation/shelter-in-place operations.
- Provide security for evacuated areas, critical facilities, and resources.
- Provide situation reports to the EOC.
- Enforce mandatory health measures.
- Report road damage or blockage to EOC Damage Assessment Unit.
- Establish traffic control points to divert traffic from damaged or overloaded roads.
- Deny entry to evacuated or dangerous areas by unauthorized persons.
- Provide additional security, if necessary, for:
    - Transportation and sheltering of prisoners from the jail and youth from Juvenile Department programs.
    - Public shelters or other mass care facilities.
    - Critical facilities such as field medical operations, health and medical providers, point-of-dispensing operations (including escorting Strategic National Stockpile supplies), chain-of-custody environmental samples, utility installations, food distribution centers, storage locations, distribution sites, and government offices.
- Coordinate with the District Attorney and presiding judge(s) when incidents impact the arrest, prosecution, incarceration, or release of prisoners, or delay due process.

When the need for multiple agency response becomes apparent or several jurisdictions become involved, Incident Command may transition from field operations to the EOC. If appropriate, a Unified Command will be established. EOC activities will be determined by the Incident Commander and may include: 1) identifying incident objectives and priorities; 2) assigning, monitoring, and coordinating incident resources; and 3) determining the need for additional resources.

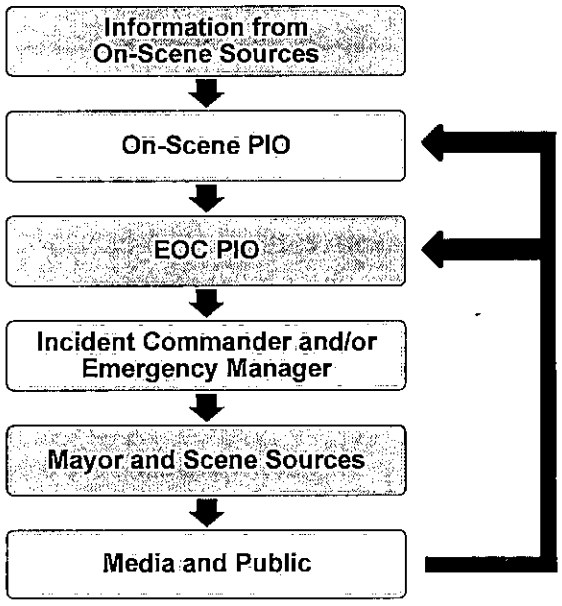
See the Jackson County EOP, ESF 13 – Public Safety and Security for more details.

5.8 Emergency Public Information

The City PIO is located in the City Administrator's Office. Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the Incident Commander. Once the EOC is activated, PIO functions are directed from the EOC, with news releases approved by the Emergency Manager and/or Incident Commander. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.

5.8.1 Information Flow

Incident information flow shall be routed as follows.



Appendix A-2 of this annex contains guidelines for the release of information to the media.

5.8.2 Joint Information System

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A Joint Information System may be established in conjunction with the ICS and a local and/or regional Joint Information Center (JIC) will be established under Unified Command. During a regional or statewide event, the City will ensure that procedures are coordinated with those implemented by State and regional PIOs.

Depending on the size and nature of an incident, the JIC may be co-located with an existing EOC/command post or could be designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the general public and media partners.
- Implement information clearance processes set by the Incident Commander.
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

5.8.3 Media Briefing Facilities

During a major emergency or disaster, media briefing areas may be established in a facility that is capable of handling the media briefings. The media briefing area should always be coordinated with the EOC Incident Command and placed some distance away from the incident location and separated from the EOC to keep critical activities free from media interference.

5.8.4 Media Access to the Scene

- In cooperation with the EOC and the Safety Officer, the Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration of the safety of media personnel, the impact on response, and the wishes and concerns of the victims.
- If it is not safe or practical to admit all media representatives to the scene, a media "pool" may be created, in which media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a "staged" photo opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.
- Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy.
- Victims and families should be provided access to public officials without having to face media, as appropriate.
- The media may be allowed access to response personnel, at the discretion of the Incident Commander, only if such an interview does not interfere with the response effort.
- Response personnel will not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the Incident Commander and the department of jurisdiction.

5.8.5 Dissemination of Ongoing Emergency Public Information

- The PIO is responsible for:
- Collecting, coordinating, and disseminating emergency information.
- Advising on-scene and EOC Command on information and media issues.
- Advising City officials.

- Responding to media and public inquiries.
- Using an established Joint Information System (JIS) structure and procedures to coordinate incident information.
- Staffing the JIC based on incident-specific needs.

A single telephone number for the public to call for emergency information may be activated to assist in preventing or correcting public misinformation about an incident. This line is staffed by call-takers trained to handle public calls and knowledgeable about current incident status. Information will be released as directed by the Incident Commander.

5.8.6 Training Recommendations for Public Information Officers

During an emergency or disaster, PIOs must be able to assemble information quickly, organize it, and use it to develop effective messages for release to the public. They must understand the ICS and how they work together to coordinate information for the public through a JIS and JIC. To ensure that PIOs possess the needed skills and background to perform these critical duties, the City recommends that all PIOs complete the following training in order to qualify for JIC duty:

- FEMA Introduction to Incident Command System training IS-100
- FEMA NIMS and Introduction training IS-700
- FEMA NIMS Public Information Systems training IS-702

5.9 Evacuation and Population Protection

Emergencies or disasters may require the evacuation of people from hazard areas to areas of lower risk. During emergencies such as floods, earthquakes, hazardous materials spills/releases, accidents or threats involving radiological materials, major fires, and others, Ashland emergency responders or EOC personnel may determine that the evacuation of all or part of the community is prudent to minimize loss of life.

An evacuation is the removal of persons from the path of a threat prior to impact, and is the responsibility of the Police Department. Removal of victims from an area impacted by a hazard is considered a rescue, and will be conducted according to this plan.

In Oregon, the responsibility for ordering an evacuation rests with local government or the governor. In Ashland, formal authority to order an evacuation lies with the City Administrator/designee. Under emergency conditions, this authority is delegated to the Incident Commander.

5.9.1 Identification of Need

Not all emergencies requiring protective action on the part of the public necessitate evacuation. The Emergency Manager and Incident Commander must weigh the risks of leaving the population unprotected against the risks of

sheltering in place or evacuating. Before an evacuation can be implemented, the following activities must be performed:

- Identify high-hazard areas, including those that may be impacted if the incident escalates or conditions change.
- Identify potential evacuation routes, their capacities, and their vulnerability to the hazard (see Appendix B-3 of this annex for the City's evacuation traffic policy).
- Alert and warn the public at risk. Include specific information about the risk, the protective actions that need to be taken, and the possible risks of non-compliance.

5.9.2 Determination of Time Needed for Evacuation

To determine evacuation time requirements, the following factors should be considered:

- Time from response to decision to evacuate.
- Time needed to alert and instruct the public, depending upon the time of day and other factors.
- Time needed to mobilize the population, once warned;
- Time required to evacuate the hazard area.

5.9.3 Evacuation of Access and Functional Needs Populations

Populations with access and functional needs within the City of Ashland that may need special assistance during evacuations include children attending private, public and pre- schools, residents of assisted living facilities, nursing homes, and residents of apartment complexes for the elderly.

The Logistics Section may assist in procurement of specialized transportation resources such as ambulances, vehicles for transporting the handicapped, and buses.

5.9.4 Implementation Guidelines

The Incident Commander, regardless of agency or whether on-scene or in the EOC, shall:

- Determine the need to evacuate an area.
- Determine the extent of the area to be evacuated.
- Develop an evacuation plan.
- Activate the alert and warning system, and
- Direct the implementation of the evacuation plan.

In the event of a major evacuation in response to an incident under the overall Command of a non-law enforcement agency:

- The Incident Commander should designate a Unified Command between that agency and the Police Department to facilitate coordination of evacuation operations.

The Emergency Management Staff will utilize the alert and warning guidelines to warn the public of the emergency condition, and provide the public with evacuation and shelter information.

The Incident Commander will ensure that secure perimeters are established, if needed, and provide criteria for access to them.

The Incident Commander will identify appropriate reception areas for evacuees, and shall assign personnel to provide liaison to those persons in the reception area, and security to the reception area.

The Ashland Parks and Recreation Department should be requested to begin arranging shelter.

As the emergency response progresses and more information becomes available, the PIO will utilize the procedures described in this plan to provide the media and the public with information on:

- Modes of transportation for evacuees unable to provide their own.
- The reason for the evacuation.
- The location of reception or shelters.
- Possible results of failure to evacuate.

Notify the Oregon Emergency Management and Jackson County Emergency Management of the evacuation.

After the emergency event has ended:

- Emergency Management Staff will allow the early return of persons needed to staff essential services and to open vital businesses as soon as this can be done safely.
- Emergency Management Staff will direct a general return to the incident area as soon as possible.
- The PIO will advise the public and the media of the termination of the evacuation order and the lifting of the security perimeter.

5.9.4 Sheltering in Place

If sufficient time is not available to evacuate and/or the nature of the incident makes evacuation unsafe, Incident Command may choose to direct those in the affected area to shelter in place. Sheltering in place restricts affected people to their current locations. Other restrictions may also be necessary (see Appendix A-1 of this annex for EAS message format).

See the Jackson County EOP, Support Annex C – Evacuation for more details.

5.10 Developing Incident and Planning Objectives

Objectives are the backbone for conducting all planning, response, and recovery activities. The first step in developing good objectives for an incident response is to understand the priorities, as follows:

- Priorities define overarching requirements—what to accomplish in order of importance.
- Objectives must be based on incident priorities.
- Priorities guide the precedence by which objectives are addressed.
- Initial priorities may be driven in part by the delegation of authority.
- Every plan, incident, response, and recovery situation always has its priorities. Priorities should be built based on the whole community core capabilities.
- The next step in developing good objectives involves the following steps:
- Frame the problem—what are the essential elements of the issue to be addressed?
- Use the objective to describe what is to be accomplished—and where, if possible—but not how or by whom.
- Provide enough detail to make the objective meaningful.
- Allow the necessary flexibility—ensure that the objective and its results can be used as a metric.
- Ask, "is the objective attainable?" Determine whether the objective can be met with available resources.
- Ask, finally, "what is the objective's priority when compared to other identified issues?" Order the objectives based on the order of priority or urgency.

Adapted from FEMA's Incident Action Planning Guide.

5.11 Geographic Information System Mapping and Data Management

Mapping capabilities and equipment may be provided through the Public Works Department and other partners.

6 Annex Development and Maintenance

The Emergency Manager is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing emergency services, the City will incorporate elements of emergency services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support emergency services for the City:

- Jackson County Emergency Operations Plan, 2010.

  - ESF 2 – Communications
  - ESF 4 – Firefighting
  - ESF 9 – Search and Rescue
  - ESF 10 – Oil and Hazardous Materials
  - ESF 13 – Public Safety and Security
  - ESF 15 – External Affairs
- Jackson County Search and Rescue Plan
- Jackson County Ambulance Service Area Plan
- Jackson County Hazardous Materials Response Plan
- State of Oregon Fire Services Mobilization Plan.
- Northwest Area Contingency Plan, 2010.

8 Appendices

- Appendix A – Emergency Public Information Materials
  - A-1 – Emergency Alert System Templates
  - A-2 – Guidelines for Release of Information to the Media
  - A-3 – Sample Media Statement Format
- Appendix B – Evacuation
  - B-1 – Evacuation Order
  - B-2 – Evacuation Checklist
  - B-3 – Evacuation Traffic Policy
  - B-4 – Evacuation Guidelines
  - B-5 – Ashland Street Network with Bridges and Culverts
  - B-6 – Wildfire Evacuation Route

Appendix A Emergency Public Information Materials

A-1 Emergency Alert System Templates

A-2 Guidelines for Release of Information to the Media

A-3 Sample Media Statement Format

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Appendix A-1 Emergency Alert System Templates

EVACUATION:

The City of Ashland is managing a(n) _____ emergency. A State of Emergency has been declared. The Incident Command and Ashland City Council are requesting the immediate evacuation of the area between_____ on the east, on the west,_____ on the north and _____ on the south due to _____ Please take medications, and personal hygiene supplies with you and evacuate to (a point) _____ by traveling _____. Failure to evacuate may result in life endangerment. The American Red Cross is opening shelters for those affected by the evacuation at _____. If you need help evacuating your home, please signal emergency workers by placing a white cloth on your front door or calling the City at _____.

SHELTER IN PLACE:

The Incident Command and Ashland City Council are urging citizens for the area between _____ on the east, _____ on the west, _____ on the north and _____ on the south _____ south to take the following protective actions due to _____. Stay indoors with all windows closed. If you must go outdoors for any reason, _____. Failure to follow these instructions may result in damage to _____. Please stay tuned to this station for further details.

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Appendix A-2 Guidelines for Release of Information to the Media

The following guidelines shall be used in evaluating and releasing information concerning the incident:

1. Accurate information will be provided to the media. Facts that can be confirmed should be released as soon as possible. If little information is available, the following statement should be issued:

   "We are aware that an (incident/accident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location), and will alert the media at least 1/2 hour prior to the briefing. At this time, the briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance."

2. Emergency information dissemination should be restricted to approved, specific, and verified information concerning the incident and should include:

   a. Nature and extent of emergency occurrence.

   b. Impacted or potentially affected areas of the City.

   c. Advice on emergency safety procedures, if any.

   d. Activities being conducted by the City to combat the hazardous conditions or mitigate the effects.

   e. Procedures for reporting emergency conditions to the EOC.

3. Information concerning the incident should be consistent for all members of the media.

4. Information should be presented in an objective manner.

5. Rumor control is vital during emergency operations. Sensitive or critical information must be authorized and verified before release. Unconfirmed rumors or information from unauthorized sources may be responded to in the following manner:

   "We will not confirm _____ until we have been able to check out the information through authorized sources. Once we have confirmed information, we will release it to all members of the press at the same time."

6. Information that media representatives often request includes:

   a. Emergency: What is it?

   b. Location: Where is it?

c. What caused it?

d. Time: When did it occur? How long will it last?

e. Fatalities: Are there any? How many?

f. Injuries: Are there any? How Many? What is the nature of the injuries?

g. Injured: Where are they being treated? Where can family members call to get information?

h. Involved agencies: What agencies responded? How many? What level of involvement do they have?

7. Do not release information that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:

   a. Personal conjecture about the course of the emergency or the conduct of response.

   b. Opinions about evidence, or a suspect or defendant's character, guilt, or innocence.

   c. Contents of statements used in alibis, admissions, or confessions.

   d. References to the results of various tests and examinations.

   e. Statements that might jeopardize the testimony of witnesses.

   f. Demeaning information/statements.

   g. Information that might compromise the effectiveness of response and recovery.

8. In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the District Attorney's and Medical Examiner's office.

9. Confidential information is not to be released. This includes home phone numbers of City personnel, volunteer emergency workers, and any unpublished fire stations and City telephone numbers.

10. Public information briefings, releases, interviews, and warnings shall be logged and tape-recorded. Copies shall become part of the final incident package.

11. Do not commit to firm briefing times unless it is certain these times can be kept.

Appendix A-3 Sample Media Statement Format

MEDIA RELEASE

Date: _____

Time: _____

Press Release #: _____

TYPE OF INCIDENT: _____

Location: _____

Date: _____ Time: _____

Narrative details about incident: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

For further information, please contact _____

at _____.

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Appendix B Evacuation

B-1 Evacuation Order

B-2 Evacuation Checklist

B-3 Evacuation Traffic Policy

B-4 Evacuation Guidelines'

B-5 Ashland Street Network with Bridges and Culverts

B-6 Wildfire Evacuation Route

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Appendix B-1 Sample Evacuation Order

1. An emergency condition, as a result of_____, exists in the City of Ashland, and the City has declared a State of Emergency.
2. The City has determined that there is a need to evacuate portions of the City.
3. Such evacuation is needed to ensure the safety of the public. Therefore:
   _____
   _____
4. The City of Ashland is requesting the immediate evacuation of:
   _____
   _____
5. The City of Ashland requests that those needing special assistance call _____ or place a white flag, (towel, rag, paper, etc.) on the front door knob or in the front window. The above number has been established to respond to evacuation assistance requests.
6. The City of Ashland is restricting all entry into the hazard area. No one will be allowed to re-enter the area after _____am/pm.
7. Information and instructions from the City of Ashland will be transmitted by broadcast radio. Public information will also be available from American Red Cross representatives at shelters now being opened to the public for emergency housing.
8. As resources allow, a reception area or American Red Cross shelter is located at:
   _____
9. The City of Ashland will advise the public of the lifting of this order when public safety is assured.

Date _____ Signed _____

Mayor

Date _____ Signed _____

Incident Commander

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Appendix B-2 Evacuation Checklist

✓	Action Item	Assigned
	PLANNING:	
	1. Determine area(s) at risk: ▪ Determine population of risk area(s) ▪ Identify any special facilities and functional needs populations in risk area(s)	
	2. Determine evacuation routes for risk area(s) and check the status of these routes.	
	3. Determine traffic control requirements for evacuation routes.	
	4. Estimate public transportation requirements and determine pickup points.	
	5. Determine temporary shelter requirements and select preferred shelter locations.	
	ADVANCE WARNING:	
	6. Provide advance warning to special facilities and advise them to activate evacuation, transportation, and reception arrangements. Determine if requirements exist for additional support from local government.	
	7. Provide advance warning of possible need for evacuation to the public, clearly identifying areas at risk. Consider using Ashland's Community Emergency Response Team and/or Nixle system.	

✓	Action Item	Assigned
	8. Develop traffic control plans and stage traffic control devices at required locations	
	9. Coordinate with special facilities regarding precautionary evacuation. Identify and alert functional needs populations.	
	10. Ready temporary shelters selected for use.	
	11. Coordinate with transportation providers to ensure that vehicles and drivers will be available when and where needed.	
	12. Coordinate with school districts regarding closure of schools.	
	13. Advise neighboring jurisdictions that may be affected of evacuation plans.	
	EVACUATION:	
	14. Advise neighboring jurisdictions that an evacuation recommendation or order will be issued.	
	15. Disseminate the evacuation recommendation or order to special facilities and functional needs populations. Provide assistance in evacuating, if needed.	
	16. Disseminate evacuation recommendation or order to the public through available warning systems, clearly identifying areas to be evacuated.	

✓	Action Item	Assigned
	17. Provide amplifying information to the public through the media. Emergency public information should address: ▪ What should be done to secure buildings being evacuated ▪ What evacuees should take with them ▪ Where evacuees should go and how they should get there ▪ Provisions for functional needs population and those without transportation	
	18. Staff and open temporary shelters	
	19. Provide traffic control along evacuation routes and establish procedures for dealing with vehicle breakdowns on such routes.	
	20. Provide transportation assistance to those who require it.	
	21. Provide security in or control access to evacuated areas.	
	22. Provide situation reports on evacuation to the County.	
	RETURN OF EVACUEES	
	23. If evacuated areas have been damaged, reopen roads, eliminate significant health and safety hazards, and conduct damage assessments.	
	24. Determine requirements for traffic control for return of evacuees.	

✓	Action Item	Assigned
	25. Determine requirements for and coordinate provision of transportation for return of evacuees.	
	26. Advise neighboring jurisdictions that return of evacuees will begin.	
	27. Advise evacuees through the media that they can return to their homes and businesses; indicate preferred travel routes.	
	28. Provide traffic control for return of evacuees.	
	29. Coordinate temporary housing for evacuees who are unable to return to their residences.	
	30. Coordinate with special facilities regarding return of evacuees to those facilities.	
	31. If evacuated areas have sustained damage, provide the public information that addresses: ▪ Documenting damage and making expedient repairs ▪ Caution in reactivating utilities and damaged appliances ▪ Cleanup and removal/disposal of debris ▪ Recovery programs	
	32. Terminate temporary shelter and mass care operations.	

✓	Action Item	Assigned
	33. Maintain access controls for areas that cannot be safely reoccupied.	

Appendix B-3 Evacuation Traffic Policy

In the event of an evacuation in the City:

1. All City employees not directly involved in the incident shall be available for traffic control and direction.

2. The City has the authority to close local roads and to restrict access to and from all areas of the City.

3. Roads under the jurisdiction of the Oregon Department of Transportation (ODOT) would be authorized for closure by the ODOT District Manager; in the case of a crime or fire, the authority includes the Oregon State Police.

4. The Ashland Police Department has the authority to remove stalled and parked vehicles that impede the flow of traffic.

5. Traffic flow direction may be altered, reversed, etc. at the direction of the Incident Commander when the situation warrants.

6. Changes in traffic flow will be coordinated with the County Sheriff, Oregon State Police, ODOT, and City of Ashland Public Works.

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Appendix B-4 Evacuation Guidelines

Document:	Evacuation Guidelines
Section & #:	Model Operational Guidelines
Adoption Date / Update:	June 16, 2015 / April 2018
Developed/Updated By:	Chief Karns / BC Lawless
Review Date:	June 2019

Purpose

The purpose of this policy is to develop guidelines to assist personnel in management of incidents involving evacuations.

Scope

Any incident involving the evacuation of residents from a hazard area requires a close coordination with multiple agencies. A Unified Command will be established between the various jurisdictions having authority and PIOs will be fully utilized to facilitate public and other notifications. Authority to order evacuation comes from ORS 162.255.

General provisions

- The Incident Commander has the authority to order an evacuation.
- Incident Commanders should utilize the Evacuation Checklist for developing incident mitigation.
- A Unified Command shall be located and established when events are multi-jurisdictional
- The Incident Commander shall identify the current situation, prioritize problems, and order resources in a timely manner to facilitate orderly evacuations.
- Command Staff considerations shall be evaluated upon arrival.
- A PIO shall be requested and an Evacuation Group shall be formed if evacuations are currently underway, or are imminent. Evacuation information must be disseminated to first responders, residents, businesses, media, dispatch centers, and other stakeholders.
- Establish a command structure that meets the current needs, can be expanded to incorporate the future needs of the incident, and is designed to effectively manage evacuations.

Pre-Incident Considerations

- All agencies are encouraged to conduct preplanning for identified target hazard evacuation risks inclusive of potential event types (i.e. large gathering evacuation for a special event or a known potential for a localized flood event etc.). Educating residents on Ready/Set/Go is highly encouraged.

- Preplanning should include but not be limited to: identified local evacuation/sheltering locations; local protocols for requesting immediate evacuation support resources; developing necessary agreements and MOU's for resource access and use; evacuation travel routes and traffic control plans; and contact list of critical partners, planning and operational templates to be used during the event.
- Conduct localized exercises and train in-house responders in evacuation processes and incident management.
- Develop local response protocol for formation of Evacuation Group for IA/emerging incident evacuation processes that can lay a successful foundation for an expanding incident.
- All preplanning should be done in accordance with Rogue Valley Fire Chief's Association and OSFM recommended best practices.

Evacuation Group Considerations

- IA or Emerging Event: The IC or Unified Command will most likely be faced with limited resources for executing mitigation efforts and evacuations. Early critical decision making will be required to address the highest incident priority and initial response resources may be required to engage in early evacuation processes rather than mitigation efforts. Every effort should be made to ensure clear communications of the priority, the need to shift in effort, and maintaining effective incident management.
- Early incident organization is key and Task Force/Strike Team or Divisional/Group resources may be called upon to quickly transition as the incident dictates from mitigation to evacuation. This may continue to occur until such time as relief resources arrive or the incident threat is mitigated.
- For wildland fire incidents involving evacuations, the most likely management plan will involve wildland resources focusing on mitigation/control efforts and structural resources focusing on structure protection and evacuation efforts. The formation of an Evacuation Group with appropriate levels of overhead and coordination will be key to incidents with rapid incident growth potential.
- Be prepared to manage:
    - Re-entry of residents
    - Refusal to evacuate
    - Road closures / Road Blocks
    - Additional assistance can be obtained through local SAR or Trained CERTs where available.
- Utilize the Ready/Set/Go (Level 1, 2, 3) program for tiered evacuations:
    - **Ready – Level 1**
        - Be ready for the potential to evacuate
        - Have a "go kit" ready
        - Have an evacuation plan for your family and pets

- Be fire wise and create a defensible space

- **Set – Level 2**
  - This level indicates significant danger, if you decide to stay, be ready to evacuate at a moment's notice
  - This may be the only notice your receive if conditions worsen
  - Supply your "go kit" with all the essentials to last 2 weeks
  - Stay connected with emergency information and evacuation routes
- **Go – Level 3**
  - If you chose not to evacuate, emergency services may not be able to assist you
  - Grab your "go kit" and leave immediately
  - Follow your evacuation plan and stay informed

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Rogue Valley Fire Chief's Association Evacuation Checklist

Considerations for a small localized event that affects less than 10 structures and can be handled with minimal resources:

___ Incident Command located and established

___ Identify current situation/problems/potential

___ Prioritize problems /order resources

___ Notify Emergency Management

___ Command Staff Page Requested

- ___ Yes
- ___ No

___ Request PIO (Consider 2 for larger incidents - 1 w/ IC and 1 w/ Evacuation Group/Branch)

___ Establish Evacuation Group with PIO and Law assigned

___ Establish Divisions/Groups as necessary (Escalating incidents)

___ Establish Structural Branch if Unified Command (Larger incidents 10 or more homes)

___ Incident Commander or Branch Director to determine (Based on size of incident)

- ___ Number of structures threatened
- ___ Determine level of evacuation (one, two, or three)
- ___ Identify area to evacuate
  - Street name _____
  - Address block _____
  - Mile marker _____
  - Other _____

___ Method of notifying residents

- ___ I/A resources ___ Law
- ___ Nixle in Jo/Jac County ___ Other

___ **Keep PIO and Evacuation Group/Branch informed!**

___ Shelter location/s for people and animals

___ Evacuation Routes/Roadblocks/Security

___ Special considerations

*Elderly *Handicapped *Animals

*Care facility *Other

___ Plans for return of residents (utilize PIO/Emergency Management/Law)

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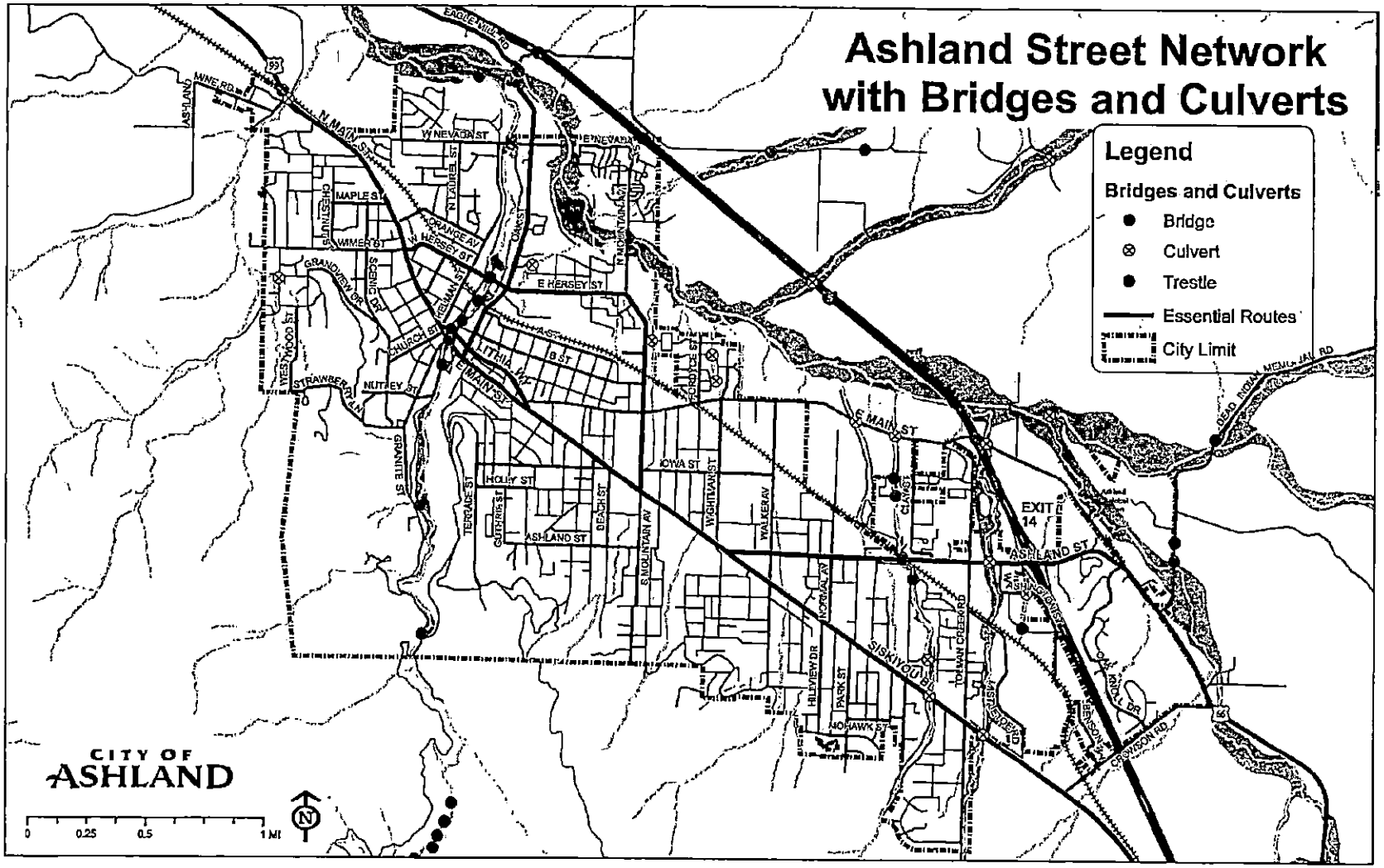
Appendix B-5 Ashland Street Network with Bridges and Culverts



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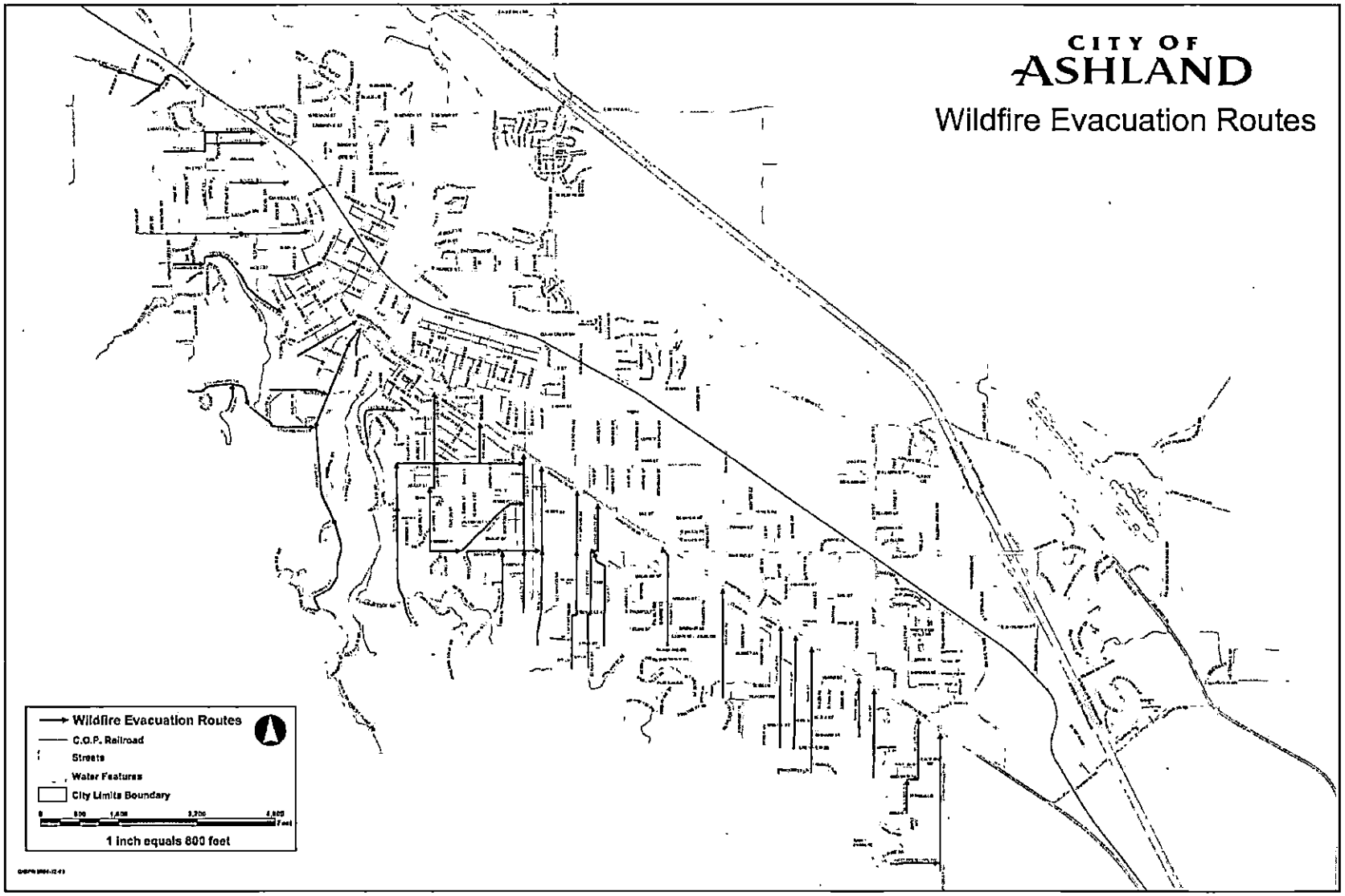
Appendix B-6 Wildfire Evacuation Route



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2 FA 2 – Human Services

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FA 2 Tasked Agencies	
Primary Agencies	Ashland Emergency Manager Jackson County Health and Human Services American Red Cross
Supporting Agencies	Fire & Rescue Community Emergency Response Team Ashland Parks & Recreation Jackson County Emergency Management Jackson County Sheriff's Office Ashland School District Local Volunteer and Faith-Based Organizations

1 Purpose and Scope

This annex provides information regarding the City of Ashland's (City's) response to the needs for mass care/sheltering, human services, and public health support for victims of natural and technological emergencies and disasters. It outlines basic roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization, as outlined in the Basic Plan of this Emergency Management Plan, is designed to provide support to local human services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures of local response agencies.

This annex covers the following functions:

- Mass Care
- Emergency Assistance
- Housing
- Human Services
- Public Health Services
- Care of Emergency Response Personnel and Emergency Operations Center (EOC) Staff
- Agriculture and Animal Protect
- Volunteer and Donations Management

For larger events that may require short- or long-term housing for disaster victims, Jackson County (County) Emergency Management coordinates this need with the City Emergency Manager. Emergency shelter includes the use of pre-identified shelter sites in existing structures, creation of temporary facilities or shelters, and use of other facilities outside the incident area, should evacuation be necessary.

Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items, such as food, water, and ice is managed and coordinated via established sites within the City. Some situations may require coordination and management of volunteer services and donated goods to maximize benefits without hindering response activities.

Emergency response agencies for the City will also identify and coordinate assistance for Access and Functional Needs Populations (also called Special Needs and Vulnerable Populations) within the impacted area. Access and Functional Needs Populations describes members of the community who experience physical, mental, or medical care needs who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- Sheltering and feeding citizens during a disaster is the task of the American Red Cross and Ashland Parks and Recreation.
- The Red Cross has agreements with approximately 30 businesses and schools in Ashland. Ashland incident management staff may request that a shelter be opened by calling the Southwest Oregon Chapter of The American Red Cross at 541-779-3773 or 1-800-433-9285.

3 Situation and Assumptions

3.1 Situation

Emergencies or disasters can necessitate evacuation of people from residences that are temporarily uninhabitable, damaged, or destroyed. Providing for these victims will consist of making facilities and services available and coordinating activities with government agencies and volunteer disaster assistance organizations. Emergency shelter or housing needs may be short or long term. When such needs arise, it is the responsibility of the City to work with the various human service agencies to meet them.

3.2 Assumptions

- Although City government has primary responsibility for implementing and coordinating the resources and services included in this annex, the Red Cross will manage and coordinate sheltering and mass care operations to the extent of its capability. The Salvation Army will support these operations, and other professional and/or

volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations will continue to do so.

- The Red Cross will have agreements in place for use of specific shelters that could be activated by calling the local Red Cross representative. These shelters may be used for specific events associated with the City and County, as well as housing evacuees from neighboring counties if the need arises.
- Permission to use Red Cross-approved facilities for disaster operations and sheltering will be obtained and agreed upon in writing. Pre-identified facilities intended for shelter and mass care will be available and operational at the time of need.
- City government and other available response agencies will manage and coordinate all shelter and mass care activities until the Red Cross has arrived on scene, assessed the situation, and activated procedures for preparing and operating shelters.
- Assistance will be available through mutual aid agreements with the County, other counties, other regions, and State of Oregon (State) and Federal emergency agencies and organizations.
- Unique demands will be placed on the delivery of human services, including crisis counseling, emergency assistance, and the care of access and functional needs groups. As a consequence, the clientele groups of both local and State human service organizations will increase.
- Under localized emergency conditions, a high percentage of evacuees will seek lodging with friends or relatives rather than go to established facilities.
- If the threat of an evacuation is due to a visible hazard or has been discussed in the media, some spontaneous evacuation will occur prior to an implementing order. Therefore, mass care operations may have to commence early in any disaster period.

4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Emergency Manager (Fire Chief)

- Coordinate emergency preparedness planning and exercise activities with the Red Cross.
- Identify local government's authority, responsibility, and role in providing long-term temporary emergency housing for disaster victims.
- Assess the situation and issue appropriate notifications to activate and staff the EOC, including notification of the Red Cross, if it is

determined that a representative is needed to coordinate emergency food and shelter.

- Establish a communications link with affected jurisdictions, volunteer agencies, and the public and ensure that they are kept informed of available shelters.
- Assist in coordinating logistics to support operations and ensure that the provisions of any memorandum of understanding (MOU) are implemented, as necessary.
- Coordinate with local, State, and Federal agencies in damage assessment and cost recovery activities, as well as identify long-term temporary emergency housing options.
- Ensure that necessary communication activities are conducted to inform the public of disaster recovery activities, including information regarding long-term temporary emergency housing assistance.
- Continue to assist in restoration of normal services and operations, as appropriate.
- Conduct an After Action Report regarding the overall effectiveness of the City's efforts in providing emergency food and shelter.

4.2 American Red Cross

It is not the intent of the City to supplant the Red Cross as the primary provider and coordinator of emergency housing, sheltering, and feeding services; however, the City is not relieved of its obligation for the welfare of its citizens in times of emergencies, as outlined in Chapter 401 of the Oregon Revised Statutes.

- Develop and maintain plans, procedures, and policies for establishing, managing, and operating a feeding and sheltering system to meet the needs created by a major disaster.
- Develop and maintain MOUs with local governments to define and clarify roles and responsibilities in preparing for and responding to disasters.
- Participate in the annual training exercises conducted by the City Emergency Management Organization to test the Emergency Management Plan.
- Implement the response actions outlined in the MOU with the City, as necessary.
- Evaluate the direct or indirect effects of the hazard on available shelter resources.
- Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers. Community Emergency Response Team may be utilized and requested through Ashland Fire & Rescue.

- Coordinate activities with voluntary organizations active in disaster; faith-based organizations; other social service agencies; and local, State, and Federal government to provide emergency food and shelter.
- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare a report on the condition of shelter facilities and make arrangements for returning them to normal use.
- Compile a record of emergency expenditures.
- Critique the provision of shelters for people displaced from their residences and institute reforms, as required.

4.3 Fire & Rescue

- Provide personnel, supplies, materials, and facilities as available in support of this function.
- Establish a shelter Emergency Medical Services response plan.
- Provide fire and line safety inspections, as appropriate.

5 Concept of Operations

5.1 General

The City Council has overall responsibility for ensuring the welfare of citizens and visitors within the City during an emergency or disaster. In cooperation with available volunteer disaster assistance organizations, the City Emergency Manager will ensure the provision of basic human services. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, the City will assist and coordinate the post-disaster housing needs of the homeless. While coordinated City/Red Cross decision-making is desirable, the Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) will provide additional support for disaster victims.

In the case of unmet needs, the Emergency Manager will make requests for County assistance via the EOC to County Emergency Management. Some emergencies will not entail mass care assistance but will still require a limited amount of emergency food and clothing.

Initial preparedness efforts will begin with identification of population groups requiring special assistance during an emergency (e.g., senior citizens and the handicapped). Needs should be matched to capabilities and resources, and any gaps should be addressed through planning, training, and exercises. When an incident occurs and evacuation is required, preparations will begin for receiving evacuees at selected facilities. Essential personnel, including volunteers, will be alerted; pre-positioned material resources (cots, blankets, food, etc.) will be made ready; and medical facilities will be alerted to the possibility of receiving evacuee patients. Participating agencies will provide food and clothing as needed, assist

with registration of evacuees/victims, and provide information to assist victims needing additional services. Once the incident transitions to the recovery phase, the human needs of victims should be continually assessed and met as necessary via one or more Disaster Recovery Center.

5.2 Mass Care

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. The Red Cross will assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in Red Cross shelters.

5.2.1 Shelter

Protective shelters are life-preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations.

The American Red Cross will provide shelter staff, logistical support, and communications with the assistance of Ashland's Parks and Recreation. In addition, the Red Cross will manage evacuee registration and provide basic medical services to shelter residents. The Red Cross can provide quarantine for carriers of infectious diseases, but cannot provide decontamination for hazardous materials or radiological emergencies. This duty remains with the Incident Management staff (Hazardous Materials).

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Public school facilities will receive prime consideration for use as emergency mass care facilities; such use will be coordinated with school officials. Selected facilities will be located far enough from the hazard area to preclude the possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained by the Red Cross. The City Administrator will obtain permission from owners to use other facilities as required. When Red Cross facilities are opened, the Red Cross will be responsible for maintaining all functions and staffing according to Red Cross policy. The Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to the City during the first 72 hours of an incident include:

- Predetermined sheltering sites and supplies available through the Red Cross.
- General purpose tents available through the Oregon National Guard and requested by the County EOC to Oregon Emergency Management.

- If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the City EOC staff may serve as the City Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, the Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support back-up communications, if needed.

Food will be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and, if possible, should include meeting dietary requirements of victims with special dietary needs. The Red Cross will be responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies. The American Red Cross will coordinate all mass feeding and other services needed at open shelters within the City's jurisdiction with City Emergency Management via the City EOC.

Shelter/lodging facility managers will be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC will be landline and cellular phones. If telephones cannot be used or are overloaded, law enforcement personnel may provide radio assistance. Shelter facility managers should arrange for persons in their facilities to monitor prescribed communication sources for guidance and announcements.

5.2.2 Sheltering Service and Companion Animals

The City, the Red Cross, and other organizations or groups providing sheltering and mass care will comply with Americans with Disabilities Act (ADA) requirements for service animals, with the facility owners' limitations, and with County and State of Oregon Health Code requirements.

Pets are not allowed in Red Cross shelters due to Health Department regulations. However, the American Red Cross will help coordinate with Jackson County and the American Humane Association to arrange for food and sheltering of animals during disasters. Evacuees should provide food and water for pets prior to leaving their homes. Jackson County Animal Control may be able to provide limited shelter for threatened small animals. Depending on the emergency, evacuees may be requested to provide food and water for pets prior to leaving their homes, or they may take small animals to a pet care facility at their own direction and expense.

5.3 Food and Water

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice through Federal, State, and local governmental entities and non-governmental organizations is coordinated at these sites. The Red Cross will coordinate all bulk distribution

activities needed within the City's jurisdiction with the City Emergency Manager via the City EOC. Activities to consider when planning for providing food and water after a disaster includes:

- Assessing the food and water needs for areas impacted by the disaster.
- Identifying food and water resources.
- Storing food and water resources.
- Collecting and sorting of food and water supplies.
- Transporting food and water resources to impacted areas.
- Assuring the safety of the food and water.

5.4 Emergency Assistance

5.4.1 Disaster Welfare Information

Disaster Welfare Information collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunifying family members within the affected area. The Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing person's lists. County Amateur Radio Emergency Services provides support to the Red Cross and City Emergency Management in gathering, disseminating, and managing disaster welfare information.

5.4.2 Disaster Resource Center(s)

Upon a Presidential disaster declaration, a Disaster Resource Center may be established. In addition to numerous grant and assistance programs available through the Disaster Resource Center, the Individual and Family Grant Program provides grants to meet disaster-related necessary expenses or serious needs for which assistance by other means is either unavailable or inadequate.

Logistics Section personnel may be called upon to arrange a large facility (often a school, church, or community center) to serve as a Disaster Recovery Center. The Federal Emergency Management Agency is responsible for operating Disaster Recovery Centers, which are often located in facilities such as schools, churches, and community centers. A Disaster Recovery Center provides a location where citizens can meet with local, State, Federal, and volunteer agency representatives to apply for disaster assistance. Advertising of these facilities will be coordinated by the Public Information Officer through the Joint Information Center, located in the Federal/State disaster field office. Federal, State, local and volunteer agencies may provide or accept applications for the following services through the Disaster Recovery Center:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, technical assistance, and Federal grants for the purchase or transportation of livestock.
- Information regarding the availability of and eligibility requirements for food stamps.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster-related benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.
- Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments.
- Veterans' assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration (VA) if a VA-insured home has been damaged.
- Other specific programs and services appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, etc. for State and Federal damage assessment teams.

If Federal mobile homes are to be supplied for use as emergency shelters, the Logistics Section may assist in site choice and preparation consistent with the City's local comprehensive land use plan.

5.5 Long-Term Housing

All housing needs identified during and following emergency incidents or disasters impacting the City will be coordinated through County Emergency Management via the County EOC. In some disaster situations, the Federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family or friends, or in commercial facilities. To the greatest extent possible, local and County government will coordinate post-disaster housing needs for the homeless population.

5.6 Human Services

5.6.1 Behavioral Health

The City relies on Jackson County Health and Human Services for behavioral health services during a disaster. Details regarding the provision of these services in provided in the County EOP.

Additional agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and Access and Functional Needs Populations include:

- Area hospitals.
- County and regional volunteer organizations.
- Local nursing homes and care facilities.

See the Jackson County EOP, Emergency Support Function (ESF) 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more details.

5.6.2 Access and Functional Needs Populations

The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and Federal regulations and guidance. The City will seek the assistance of Jackson County Health and Human Services and other human service agencies or organizations to assist in coordinating the emergency housing, sheltering, and feeding of Access and Functional Needs Populations. The following is a detailed description of the types of support individuals within each functional need category may require:

- **Maintaining Independence.** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, ostomy supplies, etc.); durable medical equipment (wheelchairs, walkers, scooters, etc.); service animals; and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.
- **Communication.** Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.
- **Transportation.** Individuals who cannot drive or who do not have vehicles may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped vehicles or vehicles suitable for transporting individuals who use

oxygen) or information about how and where to access mass transportation during an evacuation.

- **Supervision.** Before, during, and after an emergency, individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's disease, or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves, and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
- **Medical Care.** Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with managing unstable, terminal, or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require the support of trained medical professionals.

5.6.2.1 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the City and, whenever possible, the City will consider preparedness, evacuation, and shelter operations, and public outreach and education activities that identify those issues particular to children. In particular, these issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of children. This includes involving members of the community familiar with children's issues.
- **Evacuation.** Identifying where children are located (schools, daycare centers) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula, and food appropriate for all ages; portable cribs and playpens; and staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycare centers.

5.6.2.2 Household Pets and Service Animals

Whenever possible, the City will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to household pets and service animals. These issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community familiar with pet and service animal issues.

- **Shelter.** Identifying resources for food and crates, as well as staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

See the Jackson County EOP, SA F – Animals in Disaster for more details.

5.6.2.3 Managing, Transportation and Communicating

Agencies and organizations involved in managing, transporting, and communicating with Access and Functional Needs Populations during an emergency and pertaining to mass care include:

- Area hospitals
- Private clinics and care facilities
- Red Cross and other volunteer agencies
- School districts
- Local radio stations serving the City
- Citizen Alert System/Everbridge

Nursing homes and residential care facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities.

5.6.2.4 Programs in Place

The City has the following programs in place for vulnerable populations:

- Rogue Valley Council of Governments
- Options for Homeless Residents of Ashland

To learn more about the Federal Emergency Management Agency's Office of Disability Integration and Coordination and the Functional Needs Support Services Guidance, visit http://www.fema.gov/about/odic/.

See the Jackson County EOP, SA G – Special Needs Populations for more details.

5.7 Public Health Services

Jackson County Health and Human Services provides health, and welfare services to all citizens within Jackson County. Contact with the Department during a major emergency will be through Jackson County Emergency Management or the County EOC.

Services provided by Jackson County Health and Human Services may include:

- Upon request, screening shelter residents and visitors for communicable diseases.
- Establishing and monitoring isolation space.

- Providing staff and supplies for immunizations as directed by the medical officer.
- Providing advice on sanitation measures for emergency food and water.
- Monitoring garbage and waste disposal.

Health and Human Services will request emergency medical, health and welfare services not available in the County from the Oregon Health Authority.

See the Jackson County EOP, ESF 8 – Public Health and Medical Services for more details.

5.8 Volunteer and Donations Management

Responsibilities related to volunteer and donations management include:

- Coordinating the disaster response activities of volunteers affiliated with City-recognized community and faith-based groups.
- Coordinating and/or providing guidance on the management and/or utilization of solicited donations (physical and monetary) received by City-recognized community and faith-based groups.
- Managing spontaneous/unaffiliated volunteers and unsolicited donations and referring those resources to appropriate City recognized community and faith-based groups.
- Providing guidance to community and faith-based groups engaged in the management of spontaneous/unaffiliated volunteers and/or unsolicited donations as requested.

All volunteer and donations management-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Requests for assistance with volunteer and donations management will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the County EOC.

5.9 Agriculture and Animal Protection

5.9.1 General

County Emergency Management and other County departments and organizations will coordinate and/or provide the agriculture and natural resources services they are equipped to and then coordinate with other emergency response partners, especially Oregon Department of Agriculture (ODA) and United States Department of Agriculture (USDA), for emergencies that affect the local agricultural food supply, animal and plant health, and the well-being of animals in the County. If the provided services still are not adequate, the County can declare a state of emergency in accordance with the declaration requirements in the

County EOP Basic Plan. If the County EOC is activated, agriculture and natural resources services will be coordinated through the County EOC.

5.9.2 Agricultural Food Supply

The County will coordinate with its emergency response partners regarding the safety and viability of locally grown food (including items grown in private gardens) potentially affected by an emergency event (such as drought, flooding, a terrorist act involving hazardous or radioactive materials, etc.). This will entail coordinating with ODA, USDA, County Health and Human Services, and others regarding the safety of the local food supply and, for a national emergency, the safety of the national food supply, in order to inform and protect persons in the County.

5.9.3 Animal and Plant Diseases and Health

Domestic animals, wild animals, plants, and the timber industry could be vulnerable to the spread of animal or plant diseases related to an emergency. The County has procedures and policies specific to managing disease control and the health of certain animals and plants affected by an emergency, which are referenced in Clackamas County's ESF 8 – Public Health and Medical Services. Important elements to consider include the identification and control of animal and plant diseases associated with or exacerbated by an emergency; isolation or quarantine of animals; and the disposition of animals killed by the emergency or required to be destroyed as a result of the emergency.

The County will coordinate with emergency response partners for related information and services. With support from the Oregon Department of Human Services, the County will be the principal point of contact for an outbreak of a highly infectious/contagious animal or zoonotic (capable of being transmitted from animals to people) disease posing potential impacts to human health.

The ODA in particular has broad expertise with animal and plant diseases and health, including the authority to:

- Declare an animal health emergency.
- Impose restrictions on importations of animals, articles, and means of conveyance.
- Quarantine animals, herds, parts of the State, and the entire State and create quarantine areas.
- Stop the movement of animals.
- Require the destruction of animals, animal products, and materials.
- Animal quarantine measures will be implemented through county Public Health Departments and do not require a court order.

5.9.4 Care and Assistance for Animals

The County recognizes that care and concern for domestic animals might delay and affect emergency actions necessary for the well-being of humans. Animals in Disasters planning should address care and assistance for livestock, household

pets, other domestic animals that are not household pets (e.g., horses), and wild animals affected by an emergency. This includes concerns such as sheltering them, evacuating them, and aiding injured or displaced animals. The County will coordinate with local emergency response partners to accomplish this, including County Emergency Management (which might open animal evacuation shelters, for instance, at a local school), local veterinarians, the ODA (for livestock and other domestic animals that are not pets), and Oregon Department of Fish and Wildlife (for wild animals).

Persons in the City and County have the primary responsibility for the health and welfare of their livestock, household pets, and other domestic animals and will be encouraged to provide for their care in an emergency to the extent possible. This is best handled by public information campaigns as part of emergency preparedness.

Additional information is provided in Clackamas County's EOP, Support Annex 3 – Animals in Disaster.

5.9.5 Natural and Cultural Resources and Historic Properties

Local soil and water conservation districts and other state and federal organizations will take the lead for assessing threats to natural resources from an emergency, including water quality, air quality, forest land, fishing, wildlife, soil quality, and others. The County will coordinate with the State Historic Preservation Office and others regarding impacts to cultural resources and historic properties owned or managed by the County.

Important emergency response entities will include County and State Forestry Departments, local soil and water conservation districts, Oregon Department of Environmental Quality, Oregon Department of Fish and Wildlife, and tribal organizations.

5.9.6 Policies and Authorities

The ODA, in accordance with Oregon State law, specifically Oregon Revised Statutes, Chapter 596 (Disease Control Generally) and Oregon Administrative Rules 603 Division 11, has the authority to:

- Declare an animal health emergency.
- Impose restrictions on importations of animals, articles, and means of conveyance.
- Quarantine animals, herds/flocks, parts of the State, and the entire State; create quarantine and isolation areas.
- Stop the movement of animals.
- Require the destruction of animals, animal products, and materials.
- Specify the method for destruction and disposal of animals, products, and materials.
- Indemnify owners for animals destroyed.
- Employ deputy state veterinarians and livestock inspectors.

Farm Service Agency (FSA) programs are administered through the USDA and are subsequently activated by the United States Secretary of Agriculture in support of a natural hazard event, such as drought. These include:

- Noninsured Assistance Program
- Emergency Conservation Program
- Emergency Conservation Reserve Program Haying and Grazing Assistance
- Emergency loans

Not all FSA programs require a disaster declaration prior to activation.

The FSA has local offices throughout the State, including in Oregon City, that are often co-located with the Natural Resources Conservation Service and/or the local soil and water conservation district office. More information about programs administered by the FSA can be accessed via the following website: http://disaster.fsa.usda.gov/fsa.asp

5.10 Care of Response Personnel and EOC Staff

Unexpected emergencies may require City employees to remain on duty without the opportunity to return home to check on their families. The Welfare Unit within the EOC Logistics Section will assign personnel to make contact by phone or in person to on duty personnel families, and relay status back to the Emergency Center. Welfare Unit staff will ensure that the status of the families of on-duty personnel is relayed to the employee. In addition, the Public Information Officer will establish a number for family members to call to get information or leave messages for on-duty personnel.

Emergency Communications of Southern Oregon maintains a comprehensive list of all city employees, their addresses, and dependents. Home phone numbers and addresses are privileged information and not to be released to the media or to the public without prior approval.

Response personnel will be released to their homes or stations to sleep. If necessary, space may be arranged in a shelter. This shelter should be different than the one used for disaster victims or evacuees.

Families of response personnel may be sheltered together in the event of an extended incident involving a major shelter operation. This will facilitate keeping families informed and help maintain the morale of response personnel.

6 Annex Development and Maintenance

The Emergency Manager is responsible for regular review and maintenance of this annex. To ensure that City staff is familiar with their roles in providing human services, the City will incorporate elements of human services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support human services for the City:

- County Emergency Operations Plan
  - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services
  - ESF 8 – Public Health and Medical Services
  - ESF 11 – Agriculture and Natural Resources
  - ESF 14 – Long-Term Community Recovery
  - SA F – Animals in Disaster
  - SA G – Special Needs Populations
- Jackson County Health and Human Services Emergency Operations Plan

8 Appendices

Appendix A Shelter Materials

- A-1 Shelter Survey Form
- A-2 Sample Shelter Agreement

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Appendix A Shelter Materials

A-1 Shelter Survey Form

A-2 Sample Shelter Agreement

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Appendix A-1 Shelter Survey Form

This form is intended to record information needed to make decisions when it becomes necessary to open a shelter.

Directions:
Please print all information. Complete one survey for each area within a facility that is to be used as a shelter or, if the entire facility is to be used as a shelter, for each facility. Complete all sections as thoroughly as possible, indicating numbers, space dimensions, etc.

This form is generic to many types of facilities; some of the questions on this form may not apply to every site. In such cases, answer not applicable (N/A).

General Facility Information

Facility Information

Facility Name:	
Name/Description of area in this facility being surveyed for use as a shelter (e.g., gymnasium):	
Are there other areas in this facility being surveyed? If yes, name them.	
Governing Agency/Owner:	
Street Address:	
Town/City:	Zip Code:
Latitude:	Longitude:
Map Locator Information (map name, page, grid):	
Mailing Address (if different):	
Business Phone Number: ( ) -	Fax Number: ( ) -
E-mail Address (if applicable):	
Primary Contact to Authorize Facility Use: Name: _____ Day Phone: (_____) _____-_____ After Hours/Emergency Phone: (____) ____-____ Mobile Phone: (_____) _____-_____ E-mail:_____	**Alternate Contact to Authorize Facility Use:** Name: _____ Day Phone: (_____) _____-_____ After Hours/Emergency Phone: (____) ____-____ Mobile Phone: (_____) _____-_____ E-mail:_____

Primary Contact to Open Facility:	**Alternate Contact to Open Facility:**
Name: _____	Name: _____
Day Phone: (_____) _____-_____	Day Phone: (_____) _____-_____
After Hours/Emergency Phone: (___) _____-_____	After Hours/Emergency Phone: (____) _____-_____
Mobile Phone: (_____) _____-_____	Mobile Phone: (_____) _____-_____
E-mail: _____	E-mail: _____

Facility Physical Information

*****Attach a sketch or copy of the facility floor plan. *****

Availability for Use/Use Restrictions

Some facilities are only available during certain times due to other activities. Please indicate the periods that the facility is available.

☐ Facility available for use at any time of the year

☐ Facility **only** available for use during the following time periods:
From: to
From: to

☐ Facility **is not** available for use during the following time periods:
From: to
From: to

Is the facility within 5 miles of an evacuation route? ☐ Yes ☐ No

Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? ☐ Yes ☐ No

Are there trees, towers, or other potential hazards that could impact the safety of the facility or block access to it after a disaster? ☐ Yes ☐ No
If yes, please describe:

Is smoking allowed in the facility buildings? ☐ Yes ☐ No
Is smoking allowed on the facility grounds? ☐ Yes ☐ No

Capacity

Shelter Capacity - How many persons can be accommodated for sleeping?

Area available for shelter use:

Length: _____ x Width: _____ = Total Area: _____

Record only useable space. For example, if a room is 600 square feet but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.

The area listed above ☐ is ☐ is not ☐ is partially disabled accessible.

Calculation of Shelter Capacity (Total Area ÷ Square feet per person = Capacity)

Recommended range of square feet per person by shelter type:
Evacuation shelter: 15 to 30 square feet per person
General shelter: 40 to 60 square feet per person
Access and Functional Needs Shelter: 80 square feet per person

Type of Shelter	Total Area	Square Feet/ per person	Capacity *
☐ Evacuation			
☐ General			
☐ Access and Functional Needs			

* Does the actual layout of the area being surveyed decrease the usable space and significantly impact the capacity of the area? If so, explain.

Seating Capacity - How many persons can be accommodated in fixed (not pull-out) seating areas (bench and flip-up type seating)?

☐ Bench	Measured Linear Feet of Bench _____ ÷ 16 ft²/person = Bench Seating Capacity _____
☐ Chairs	Number of Chairs Counted = _____ = Seating Capacity _____
☐ Not Applicable	

Parking

Number of on-site parking spaces (do not include on-street parking in this figure):

Number of handicapped parking spaces:

Do curb cuts exist in and exiting the parking area that are at minimum 35 inches wide? ☐ Yes ☐ No

When the facility **is** in normal use (e.g., school in session):	When the facility **is not** in normal use (e.g., school not in session):
☐ On-site parking is adequate for shelter residents	☐ On-site parking is adequate for shelter residents
☐ Off-site parking is available as noted below (e.g., on streets around the school): _____ _____	☐ Off-site parking is available as noted below (e.g., on streets around the school): _____ _____
☐ There is **not** adequate on-site or off-site parking available	☐ There is **not** adequate on-site or off-site parking available

General Facility Construction

Facility Construction		Number of stories:	Approximate year of construction:
☐ Wood Frame	☐ Prefabricated		
☐ Concrete	☐ Trailer	Elevator: ☐ Yes ☐ No	Chair Lift: ☐ Yes ☐ No
☐ Masonry	☐ Bungalow		
☐ Metal	☐ Pod		
☐ Portable Classroom	☐ Other	Where, in relation to shelter area?	Quantity:
If "Other," describe:			

☐ Accessible doorways (minimum 35 inches wide)	☐ Ramps (minimum 35 inches wide): ☐ Fixed ☐ Portable
☐ Automatic doors or appropriate door handles	☐ Level Landings

Open Space: Indicate quantity and size (square feet)
☐ Athletic Field(s):
☐ Fenced Court(s):
☐ Secured Playground Area
☐ Other:

Fire Safety

Some facilities that appear to be suitable for sheltering might not meet local fire codes based on building capacity. It is recommended that local codes be examined to determine if the facility meets them.

Does the facility have inspected fire extinguishers?	☐ Yes ☐ No
Does the facility have functional fire sprinklers?	☐ Yes ☐ No
Does the facility have a fire alarm?	☐ Yes ☐ No
If yes, choose one:	☐ Manual (pull down) ☐ Automatic
Does the fire alarm directly alert the fire department?	☐ Yes ☐ No
Does the facility have an internal fire hose system?	☐ Yes ☐ No
Does the facility have smoke detectors in/near the shelter area?	☐ Yes ☐ No

Sanitation Facilities

Indicate the quantity of only those sanitation facilities that will be accessible to shelter staff and residents near the area being surveyed for use as a shelter. If more than one area within the facility is being surveyed, only describe the sanitation facilities that will be for the exclusive use of the shelter area described in this survey.

Standards for ADA-compliant, accessible features for people with disabilities:

Toilets: Bathroom stall (38 inches wide); Grab bars (33–36 inches wide)

Showers: Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower head (48 inches in height) or Hand-held spray unit with hose accessible for people with disabilities:

Sinks: Sink (34 inches in height); Towel dispenser (39 inches in height)

	Urinals		Toilets		Showers		Sinks	
	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant
Men's								
Women's								
Unisex								
Total								

Are there any limitations on the availability of these facilities? ☐ Yes ☐ No

If yes, describe limitations (e.g., only during specific time blocks, etc.):

Are there baby diaper changing tables in any of the restroom facilities? ☐ Yes ☐ No

Food Preparation Facilities		
☐ There are no food preparation or food service capabilities at this facility		
☐ Full-Service Kitchen: food is stored, prepared, and served on site. If full-service, number of meals that can be produced: _____		
☐ Food is prepared off site by a central kitchen and served on site Central Kitchen Contact: _____ Phone Number: ( )		
☐ Warming Oven Kitchen		
Appliances/Equipment: Indicate quantity and size (square feet) as appropriate.		
Refrigerators:	Walk-in Refrigerators:	Industrial Refrigerators:
Freezers:	Walk-in Freezers:	Roasters:
Burners:	Griddles:	Warmers:
Ovens:	Convection Ovens:	Microwaves:
Steamers:	Steam Kettles:	Food Processors:
Ice Machines:	Sinks:	Number of Sink Compartments:
Commercial Dishwasher *(approved sanitation levels)*:	Non-commercial Dishwasher:	
Location of equipment if in area other than kitchen:		

Dining Facilities		
Dining area on site: ☐ Yes ☐ No	Location:	
Snack Bar: ☐ Yes ☐ No	If yes, seating capacity:	
Cafeteria: ☐ Yes ☐ No	If yes, seating capacity:	
Other indoor seating: ☐ Yes ☐ No	If yes, describe; include size and seating capacity:	
Total estimated seating capacity for eating:		
Standards for accessible for people with disabilities Tables (28-34inches in height); Serving Line/Counter (28-34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? ☐ Yes ☐ No If yes, number:	Are serving line/counters accessible? ☐ Yes ☐ No	Are aisles accessible? ☐ Yes ☐ No

Additional comments related to food preparation or dining areas:	

Health Service Facilities

Number of private rooms available:	Access to locked refrigeration? ☐ Yes ☐ No
Total square footage of available space for health care needs:	
Location of health service area:	

Laundry Facilities

Number of clothes washers:	Number of clothes dryers:
Availability to shelter operator	☐ Yes ☐ No
Are laundry facilities coin operated?	☐ Yes ☐ No
Special conditions or restrictions:	

Facility Services Information

Electricity

Emergency (generator power) on site: ☐ Yes ☐ No	Capacity in kilowatts:	
Is facility staff required to operate emergency generator? ☐ Yes ☐ No		
This generator powers: ☐ Facilities throughout the shelter area ☐ Only emergency lights and other critical circuits in the shelter area ☐ No generator serves the shelter area		
Estimated run-time without refueling (in hours):	☐ Auto start ☐ Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: ☐ Yes ☐ No	If yes, quantity (in gallons):	
Utility Company/Vendor:	Emergency Phone Number: ( ) -	
Generator Fuel Vendor:	Emergency Phone Number: ( ) -	
Generator Repair Contact:	Emergency Phone Number: ( ) -	

Heating

Source of heat: ☐ Electric ☐ Natural Gas ☐ Propane ☐ Oil ☐ Gasoline ☐ Diesel
Shelter area is heated: ☐ Yes ☐ No

Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -
Cooling	
Source of cooling: ☐ Electric ☐ Natural Gas ☐ Propane	
Shelter area is air conditioned: ☐ Yes ☐ No	
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -
Water	
Source of Water: ☐ Municipal ☐ Well(s) ☐ Trapped Water	
If trapped, potable (*drinkable*) storage capacity in gallons:	Non-potable (*undrinkable*) storage capacity in gallons:
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -
Cooking: *refer to **Food Preparation Facilities** for additional information on facility cooking capacities.	
Source of Cooking Energy: ☐ Electric ☐ Natural Gas ☐ Propane	
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -

Communications Information

Radio:
Is there an NOAA Weather Radio at this facility? ☐ Yes ☐ No If yes, where is it located?
Is there an emergency communications (ham) radio at this facility? ☐ Yes ☐ No If yes, where is it located? Who is trained/authorized to operate it? Name: Contact #: ( )
Telephone/fax machines:
Telephone Service: ☐ Traditional Landline ☐ VOIP (internet line)

Are there business telephones available to shelter staff: ☐ Yes ☐ No	If yes, list any restrictions:
Are there business telephones available to shelter occupants: ☐ Yes ☐ No	If yes, list any restrictions:
Are there accessible telephones (49 inches from floor)? ☐ Yes ☐ No If yes, number of accessible phones:	Is there Telecommunications Devise for the Deaf (TDD) availability? ☐ Yes ☐ No
Are there Earpiece telephones (volume adjustable)? ☐ Yes ☐ No	Are there Fax machines available to shelter staff? ☐ Yes ☐ No
Is there speaker telephone/conference availability? ☐ Yes ☐ No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Computers:	
Type of internet service connection: ☐ Dial-up ☐ High-Speed ☐ Cable ☐ Wireless	
Computers available to shelter staff: ☐ Yes ☐ No	Is there public access to computers? ☐ Yes ☐ No
Number of computers:	
Location of computers for evacuee use:	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Television:	
Is there a TV available for shelter use?	☐ Yes ☐ No
Location of cable TV drop for shelter area:	

Shelter Management Information

This section is designed to identify shelter use capabilities of the facility for registration, management, and pet-care.

Shelter Management	
Location of shelter registration:	Is there a computer network drop in this area? ☐ Yes ☐ No

Location of office for shelter management team:	Is there a computer network drop in this area? ☐ Yes ☐ No
	Phone number in this office:
Shelter supply kit is located:	
Key for kit is located:	

Pet Care Capacity: if applicable

Pets could be housed:

☐ On-site in existing facility Capacity:_____
☐ On-site using additional resources (Tents/Trailers) Capacity:_____
☐ Combination of existing facility and additional resources
☐ Off-site

Location of pet intake area:	Location of pet shelter area:

Is the space used for the pet shelter area near chemicals: ☐ Yes ☐ No

Location of outdoor pet walking area:

Facility Staff

Facility personnel required when using facility:	☐ Yes	☐ No
Facility kitchen staff required when using facility kitchen:	☐ Yes	☐ No
Voluntary organizations *(such as church or fire auxiliaries)* required when using the facility:	☐ Yes	☐ No
Sanitation/Maintenance staff required:	☐ Yes	☐ No
Will any of the above groups be experienced or trained in shelter management?	☐ Yes	☐ No

Shelter Agreement Information

Does the facility/owner have a current agreement for use as emergency shelter?	☐ Yes	☐ No

Date: Updated:

Additional information about agreement, if applicable:

Additional Notes (use additional page as needed):

Survey completed/updated by:	**Date:**
Printed name and title of authorized facility personnel:	*Signature of authorized personnel:*
Agency/Organization of authorized facility personnel:	
Printed name and title of shelter surveyor:	*Signature of shelter surveyor*
Agency/Organization of surveyor:	

Shelter Determination:

☐ Facility can be used as general emergency shelter.
☐ Facility can be used as an evacuation shelter.
☐ Facility can be used as an access and functional needs shelter.
☐ Facility can be used as a pet-friendly shelter
☐ Facility will not be used as a shelter.

Facility is ADA-compliant: ☐ Partially ☐ Fully ☐ Not ADA Accessible

Is this shelter entered in the National Shelter System (NSS)? ☐ Yes ☐ No
NSS ID:_____

Appendix A-2 Sample Shelter Agreement

The City of Ashland coordinates the provision of mass care services to individuals, families, and communities impacted by a disaster. Certain disaster relief activities are supported by private facility owners who permit their buildings to be used as a temporary shelter for disaster victims and designated community organizations, like the American Red Cross or Salvation Army, who support relief activities. This agreement is between the City of Ashland and a facility owner ("Owner") so that the City can use the facility as an emergency shelter during a disaster that directly or indirectly impacts the City.

Parties and Facility

Owner:

Legal name: _____

Chapter: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

_____

_____

_____

City of Ashland

City Department/Agency: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

_____

_____

_____

Copies of legal notices must also be sent to:

Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write "See attached facility list" and attach a facility list, including the complete street address of each building that is part of this agreement).

_____

_____

_____

_____

Terms and Conditions

- Use of Facility: Upon request, and if feasible, the Owner will permit the City of Ashland to use the facility on a temporary basis as an emergency public shelter.
- Shelter Management: The City of Ashland will have primary responsibility for the operation of the shelter and will designate a member of the relief organization personnel as Shelter Manager, to manage the sheltering activities. The Owner will designate a Facility Coordinator to coordinate with the Shelter Manager regarding the use of the facility by the City of Ashland.
- Condition of Facility: The Facility Coordinator and Shelter Manager (or designee) will jointly conduct a pre-occupancy survey of the facility before it is turned over to the City of Ashland to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the City of Ashland should not use while sheltering in the facility. The City of Ashland will exercise reasonable care while using the facility as a shelter and will make no modifications to the facility without the express written approval of the Owner.
- Food Services: Upon request by the City of Ashland, or Shelter Manager, and if such resources exist and are available, the Owner will make the food service resources of the facility, including food, supplies, equipment, and food service workers, available to feed the shelter occupants. The Facility Coordinator will designate a Food Service Manager to coordinate the provision of meals at the direction of and in cooperation with the Shelter Manager. The Food Service Manager will establish a feeding schedule, determine food service inventory and needs, and supervise meal planning and preparation. The Food Service Manager and Shelter Manager will jointly conduct a pre-occupancy inventory of the food and food service supplies in the facility before it is turned over to the City of Ashland.
- Custodial Services: Upon request by the City of Ashland, and if such resources exist and are available, the Owner will make the facility's custodial resources, including supplies and custodial workers,

available to provide cleaning and sanitation services at the shelter. The Facility Coordinator will designate a Facility Custodian to coordinate the provision of cleaning and sanitation services at the direction of and in cooperation with the Shelter Manager.

- Security: In coordination with the Facility Coordinator, the Shelter Manager, as he or she deems necessary and appropriate, will coordinate with law enforcement regarding any public safety issues at the shelter.
- Signage and Publicity: The City of Ashland may post signs identifying the shelter as a City of Ashland emergency shelter in locations approved by the Facility Coordinator and will remove such signs when the shelter is closed. The Owner will not issue press releases or other publicity concerning the shelter without the express written consent of the Shelter Manager. The Owner will refer all media questions about the shelter to the Shelter Manager.
- Closing the Shelter: The City of Ashland will notify the Owner or Facility Coordinator of the closing date for the shelter. Before the County vacates the facility, the Shelter Manager and Facility Coordinator will jointly conduct a post-occupancy survey, to record any damage or conditions. The Shelter Manager and Facility Coordinator or Food Service Manager will conduct a post-occupancy inventory of the food and supplies used during the shelter operation.
- Reimbursement: The City of Ashland will reimburse the Owner for the following:
  - *Damage to the facility or other property of Owner*, reasonable wear and tear expected, resulting from the operations of the City of Ashland. Reimbursement for facility damage will be based on replacement at actual cash value. The City of Ashland will select from among bids from at least three reputable contractors. The City of Ashland is not responsible for storm damage or other damage caused by the disaster.
  - *Reasonable costs associated with custodial and food service personnel* that would not have been incurred but for the City of Ashland's use of the facility for sheltering. The City of Ashland will reimburse at a per-hour, straight-time rate for wages actually incurred but will not reimburse for (i) overtime or (ii) costs of salaried staff.
  - *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such costs would not have been incurred but for the City of Ashland's use of the premises (both parties must initial all utilities to be reimbursed by the City of Ashland):

	Owner initials	City initials
Water		
Gas		
Electricity		
Waste Disposal		

The Owner will submit any request for reimbursement to the City within 60 days after the shelter closes. Any request for reimbursement for food, supplies or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel and the dates and hours worked at the shelter.

- Insurance: The City of Ashland and designated relief organizations that support mass care activities shall carry insurance coverage in the amounts of at least $1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The City of Ashland shall also carry Workers' Compensation coverage with statutory limits for the jurisdiction within which the facility is located and $1,000,000 in Employers' Liability.
- Indemnification: The City of Ashland shall defend, hold harmless, and indemnify the Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the City of Ashland during the use of the premises.
- Term: The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

Owner (legal name)	
By (signature)	By (signature)
Name (printed)	Name (printed)
Title	Title
Date	Date

3 FA 3 – Infrastructure Services

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FA 3 Tasked Agencies	
Primary Agencies	Public Works Department
Supporting Agencies	Building Department Fire & Rescue Jackson County Emergency Management Jackson County Road Department Oregon Department of Transportation Local Utilities: Water: City of Ashland Sewer: City of Ashland Electricity: Ashland Municipal Electric Utility Gas: Avista Natural Gas Telephone(s): CenturyLink

1 Purpose and Scope

This annex provides information regarding the coordination of infrastructure, public works, damage assessment, and engineering services during all phases of emergency management. It outlines basic roles and responsibilities for primary agencies, provides a concept of operations to assist the City of Ashland (City) in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization, as outlined in the Basic Plan of this Emergency Management Plan, is designed to provide support to local infrastructure services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures of local response agencies.

The annex covers the following functions:

- Transportation
- Infrastructure Repair and Restoration
- Energy and Utilities
- Debris Management

See FA 4 for information on Damage Assessment.

2 Policies and Agreements

The following policies and agreements are currently in place to support infrastructure services for the City:

- Oregon Water/Wastewater Agency Response Network (ORWARN); ORWARN is composed of member utilities providing voluntary emergency assistance to each other. ORWARN facilitates rapid and short-term deployment of emergency services, in the form of personnel, equipment, and materials.

3 Situation and Assumptions

3.1 Situation

The City has identified critical infrastructure and resources to be protected and prioritized during an emergency event or disaster, to the greatest extent possible. During an emergency situation, the protection of human lives will take precedence during all facets of response, and essential services within the City will be maintained as long as conditions permit.

In addition, a utility failure would impact the availability of essential services such as the water supply, electrical power, natural gas, telephone, and sanitary sewer services. While a failure may result from natural or human-created causes, the severity of the incident must be measured by the duration of the disruption of the service and its impact on life and property.

3.2 Assumptions

- Response operations for the City Public Works Department will include assisting law enforcement and fire services in traffic control and rescue operations and clearing and maintaining critical lifeline routes.
- In a natural hazards event such as flood, windstorm, or earthquake response, the City Public Works will generally be assigned or assume the lead agency role.

4 Roles and Responsibilities

4.1 Emergency Manager (Fire Chief)

- Regularly brief the Mayor and City Council on situational developments.
- Collect resource requirement information from all City departments.
- Evaluate the situation and determine whether the Emergency Management Plan needs to be implemented.
- Assess developing conditions and evaluate their potential impact.
- Research sources of needed resources.
- Establish and maintain contact with the Jackson County (County); provide updates on developing conditions.
- Consider activating the Emergency Operations Center (EOC).
- Document actions taken and costs incurred.
- Facilitate post-incident analysis.

4.2 Public Works Department

The Public Works Department is responsible for public works and engineering activities for disasters, for Recovery operations, and for coordinating fuel and power needs. Primary responsibilities include:

- Developing and maintaining an emergency notification list of department personnel.
- Opening emergency response routes for rescue and life-saving operations.
- Restoring streets and managing street traffic, including traffic control devices.
- Restoring wastewater (sanitary sewer) and storm water system capacities.
- Restoring and operating sanitary sewer pump stations and pressure mains.
- Interfacing with utility providers to ensure timely restoration of services.
- Removing and disposing of debris from public rights-of-way and City property that was a direct result of a disaster event.
- Maintaining storm water flow.
- Administering of existing contracts and developing new ones to restore infrastructure and services.
- Keeping the City's fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well-being; this will be given top priority during an emergency.
- Keeping the City's emergency generators operational.
- Coordinating with the police to assist in traffic control.
- Developing and maintaining operating procedures for disaster response.
- Establishing contracts and relationships with contractors and vendors who may play key roles in repair and restoration of County infrastructure.
- Requesting assistance through the County, if necessary.
- Documenting incident actions and costs incurred.
- Notifying regulating agency(s), as appropriate.

4.3 Fire & Rescue

The Fire Department is responsible for:

- Notifying appropriate personnel of the developing situation.
- Assessing the department's minimum resource needs to maintain operations.

- Evaluating potential safety issues and making recommendations to the Safety Officer.
- Providing communication resources and support as needed.
- Providing fire suppression personnel and equipment to support public works response and recovery activities.
- Establishing priorities for debris clearance.

4.4 Police Department

The Police Department is responsible for:

- Alerting personnel of developing conditions.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential security and safety issues and making recommendations to the Safety Officer.
- Providing police personnel and equipment to support public works response and recovery activities.
- Providing communication resources and support as needed.

4.5 Building Department

- Supporting Public Works Engineering in conducting surveys of damaged structure.

4.6 Parks and Recreation

- Provides equipment and personnel as requested for back up.
- Coordinates field response and recovery efforts with Public Works.
- Provides building maintenance functions as needed.

4.7 Local Utilities

- Coordinating response activities with City Public Works regarding restoration of services.
- Making repairs and restoring services as soon as possible.
- Supporting the City with equipment, personnel, etc., as appropriate.

5 Concept of Operations

5.1 General

When the Emergency Management Plan is implemented, all activities and resources in support of infrastructure services will be coordinated by the City EOC staff as identified and managed using the Incident Command System. The City Public Works Department is the lead agency for infrastructure operations and solid waste (debris) management.

Public Works will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public Works will also place emphasis on supporting law enforcement, fire, and search and rescue services with evacuation and traffic control capabilities. Other operational priorities include:

- Damage assessment (see FA 4).
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Identification and labeling of uninhabitable/unsafe structures.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).
- Coordination with utility restoration operations (power, gas, and telecommunications).
- Prioritization of efforts to restore, repairs, and mitigate infrastructure owned by the City and County.

Public Works will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

See the Jackson County EOP, Support Annex B – Damage Assessment for more details.

5.2 Transportation

Emergency transportation operations involve:

- Identification of areas impacted and people at risk.
- Identification, designation, and maintenance of access and egress routes.
- Arrangements to obtain additional emergency transportation resources, with highest priority given to resources needed for protection of life.
- Designation of transportation bases, staging areas, and refueling and repair facilities.
- Coordination with neighboring jurisdictions to ensure that transportation priorities and routes are consistent and coordinated.

When transportation-related activities are staffed in the EOC, the Public Works Department representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to transportation infrastructure from the field/scene.
- Share situation status updates related to transportation infrastructure to inform development of Situation Reports.

- Participate in, and provide transportation-specific reports for, EOC briefings.
- Assist in development and communication of transportation-related actions to tasked agencies.
- Monitor ongoing transportation-related actions.
- Share transportation-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate transportation-related staffing to ensure the function can be staffed continuously across operational periods.

See the Jackson County EOP, Emergency Support Function (ESF) 1 – Transportation for more detail.

5.3 Infrastructure Repair and Restoration

When public works-related activities are staffed in the EOC, the public works and engineering representatives will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to public works.
- Share situation status updates related to public works to inform development of Situation Reports.
- Participate in, and provide public works-specific reports for, EOC briefings.
- Assist in development and communication of public works–related actions to tasked agencies.
- Monitor ongoing public works-related actions.
- Share public works-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate public works-related staffing to ensure that the function can be staffed across operational periods and into short-term recovery.

See the Jackson County EOP, ESF 3 – Public Works and Engineering for more details.

5.4 Energy and Utilities

Utility failures generally occur with little or no warning. Fortunately, they will likely be isolated to a portion of the City. If the incident involves a City utility, i.e., water or sanitary sewer/electric, Public Works and the Electric Department responsibilities cover all phases of the planning process, including the development and maintenance of each department's standard operating procedures. For other utility failures, such as natural gas and telephone service, the planning responsibility includes coordination with the utility(s) affected, as well as evacuation and shelter planning for the affected population.

Energy- and utility- related actions may include:

- Collecting, evaluating, and sharing information regarding energy/utility system damage and estimations of the impact of outages/failures within affected areas.
- Coordinating restoration of service in impacted areas.
- Ensuring backup power and utility sources for critical facilities.

See the Jackson County EOP, ESF 12 – Energy and the Oregon Fuel Action Plan for more details.

5.5 Debris Management

A debris management plan defines the roles, responsibilities, and procedures and provides guidance for development and implementation of all elements involved in managing debris removal operations in the response and recovery phases of a disaster.

The Jackson County Road Department will address larger debris management issues for the County. If needed, the City will request the following infrastructure services from County Emergency Management:

- Identification and labeling of uninhabitable/unsafe structures.
- Establishment of priorities and processes for issuing demolition and building permits.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.

6 Annex Development and Maintenance

The Public Works Department is responsible for regular review and maintenance of this annex. To ensure that City staff is familiar with their roles in providing infrastructure services, the City will incorporate elements of infrastructure services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support infrastructure services for the City:

- County Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 3 – Public Works and Engineering
  - ESF 12 – Energy
  - SA B – Damage Assessment

- Oregon Fuel Action Plan
- Oregon Recovery Plan

8 Appendices

- None at this time.

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4 FA 4 – Recovery Strategy

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FA 4 Tasked Agencies	
Primary Agencies	Emergency Manager Public Works Department Building Department
Supporting Agencies	Finance Department Fire & Rescue Jackson County Emergency Management American Red Cross Rogue Valley Council of Governments

1 Purpose and Scope

This annex outlines the basic City of Ashland (City) services and resources necessary to recover from a disaster. It covers the following functions:

- Damage Assessment
- Public Assistance
- Individual Assistance

In addition, this annex outlines the scope of long-term recovery activities as defined in the National Disaster Recovery Framework. The City has not developed a formal Recovery Plan to date, but will take the functional elements of long-term recovery into consideration in its recovery planning as described in Section 5.9 of this annex.

2 Policies and Agreements

The following policies and agreements are currently in place to support recovery for the City:

- None at this time.

3 Situation and Assumptions

The recovery phase of an emergency is the period of time following the response period, when actions are taken to help citizens return to a normal, or safer, life as soon as possible after an emergency.

Recovery is both a short- and long-term process. In the short term, emphasis is placed on restoring vital services to the community and identifying and providing basic needs to the public. Long-term recovery restores the community to its normal state, or better. It is at this point that knowledge gained by the incident is converted to mitigation measures for future hazard risks.

Local, Jackson County (County), and Federal government are responsible for assisting the public and private sectors in disaster recovery. A widespread disaster may affect the functionality of business, disrupt employment, interrupt government services, and impact tax revenue. Recovery is a function undertaken

during and after an event, along with the response. Expeditious recovery will limit costs, damages, and long-term impacts on the community. The purpose of this Recovery Strategy annex is to provide a strategy for the City to coordinate its recovery efforts with its partners at the State of Oregon (State) and Federal levels.

In most cases, recovery begins during an event's response phase, when damage is identified and assessed. Damages are classified as being in the private or public sector. The extent of damages in dollars will determine what, if any, State or Federal assistance may be available during the recovery phase. To request this assistance, a local proclamation of emergency must be made and communicated to the Governor. Good record keeping and mitigation planning will support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private non-profit organizations support recoveries as well. The American Red Cross (Red Cross) and Salvation Army are examples of those involved in such efforts. The Governor can also request direct assistance from selected Federal agencies without a formal presidential declaration.

4 Roles and Responsibilities

During recovery, many of the Section Chiefs' responsibilities and activities continue, but sometimes with a change in focus. These responsibilities are described below.

4.1 Emergency Operations Center

- Activate the disaster assessment team or process. Ensure that damage information is received from private nonprofit organizations.
- Receive and compile disaster information to:
  - Share the information with the appropriate County and municipal agencies.
  - Prioritize response and recovery activities.
  - Determine whether additional resources are needed.
  - Submit forms to County Emergency Management as needed.
- Coordinate with appropriate agencies to address unmet needs.
- Receive and disseminate information to decision makers to prioritize recovery efforts and determine the need for State or Federal assistance.
- Coordinate the involvement of community response partners regarding the Preliminary Damage Assessment (PDA) and disaster declaration process.
- Assist County, State, and Federal agencies with conducting PDAs.
- Ensure that documentation of disaster-related response and recovery costs is complete.
- Coordinate with local officials to identify and recommend mitigation projects.

4.1.1 Operations Section

- Coordinate restoration of roads, bridges, and essential services; essential service facilities; and work on long-term reconstruction.
- Coordinate temporary housing and long-term shelter operations for displaced individuals.
- Coordinate initial damage assessments.

4.1.2 Planning Section

- Demobilize resources.
- Document of emergency activities.
- Create situation status reports.
- Coordinate resource management with the Logistics Section and Incident Commander.
- Create incident-specific maps to assist in damage assessment and recovery efforts.

4.1.3 Logistics Section

- Make arrangements for Disaster Recovery Center (DRC) for the Federal Emergency Management Agency (FEMA).
- Document emergency activities.
- Coordinate resource management with the Planning and Finance Sections.

4.1.4 Finance Section

- Keep records of all costs incurred.
- Document emergency activities.
- Prepare documents for submission to State and Federal government.
- Coordinate and document damage assessment.

4.1.5 Public Information Officer

- Disseminate public information.
- Document all emergency activities.

4.2 City Departments

4.2.1 Public Works Department

- Provide qualified representative to report to the Emergency Operations Center (EOC) to assume overall responsibility for damage assessment activities.
- Coordinate with Building, Planning and Urban Renewal Departments in Recovery phase.
- Supply fuel for emergency vehicles at scene if necessary.

- Supply staff to assist if City Hall relocation is activated.
- Serve as liaison for transportation with local, state and federal needs.
- Coordinate flood, drainage and sewer problems.
- Make sure Engineering Division coordinates with Building Department on structural integrity for rescue work and for occupancy after a disaster.
- Recognize City Engineer will conduct a Structural Damage Survey for FEMA with the help of the Building Department.

4.2.2 Building Department

The Building Department is responsible for structural damage surveys, supports disaster recovery functions and flood way and plain.

- Support Public Works Engineering in conducting surveys of damaged structure.
- Prepare damage reports for the Emergency Operations Center and the City Administrator.
- Condemn damaged buildings and post.
- Support recovery functions of disaster.
- Coordinate with City Engineer on Structural Damage Survey for FEMA.

4.2.3 Finance Department

- Provide qualified representative to report to the EOC and assume responsibility for all necessary fiscal activities.
- Financial Department duties and responsibilities include tracking, analyzing, approving, and reporting fiscal activities in support of recovery operations.
- Helps disaster victims understand the procedures and complete paperwork necessary for State and Federal assistance programs.

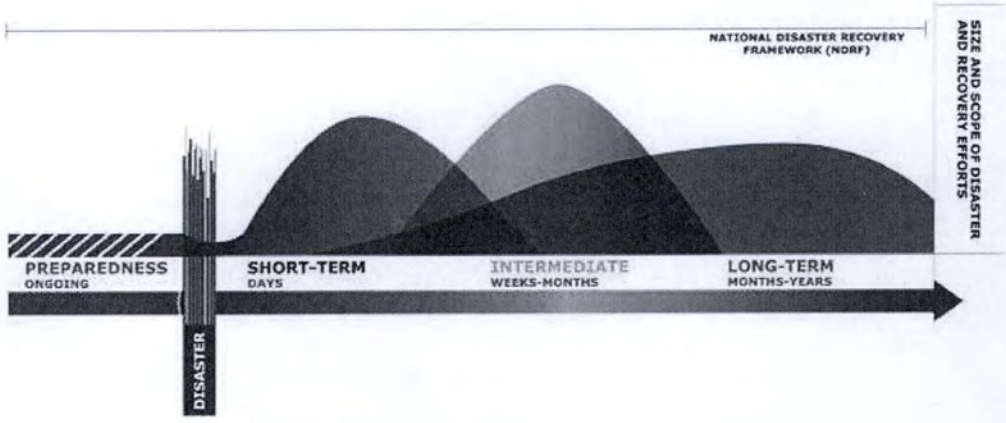
4.2.4 Other City Agencies

- Assist with the damage assessment and disaster declaration processes as requested.
- Document disaster-related response and recovery costs.
- Coordinate with local officials to identify and recommend mitigation projects.

5 Concept of Operations

5.1 General

Disaster recovery is a continuum of overlapping activities and efforts. These efforts include pre-disaster planning and short-term, intermediate, and long-term recovery activities, as outlined in this section.



5.1.1 Local Emergency Declaration

When the City is faced with an emergency or disaster condition that requires a coordinated response beyond that which occurs routinely and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements, the City Administrator (or designee) may decide to declare a local emergency.

A local emergency declaration provides City officials with the additional authority that may be needed to address emergency conditions; can facilitate large-scale evacuations; and, once the appropriate response is beyond the capability of the City, can set the stage for requesting State assistance.

See the Basic Plan, Chapter 1 for procedures for declaring a state of emergency.

5.1.2 Local Request for County and State Assistance

If an emergency has occurred wholly within the boundaries of the City, a request for assistance from the State must be submitted to the County for transmittal to Oregon Emergency Management (OEM) for consideration by the Governor. The State has a reasonable expectation that counties will endeavor to assist cities within their jurisdictions before turning to the State and/or Federal government for assistance.

Requests for assistance submitted to the County for transmittal to the State must include:

- The type of emergency or disaster.
- The location(s) affected.

- Deaths, injuries, and population still at risk.
- The current emergency conditions or threat.
- An initial estimate of the damage and impacts.
- Actions taken and resources committed by local governments.
- Specific information about the assistance being requested.

Additional information about the emergency declaration process and guidelines for requesting state emergency declaration or request for federal assistance can be found here: http://www.oregon.gov/oem/Documents/decl_guide.pdf.

5.1.3 Federal Recovery Efforts

Community recovery assistance from the County and Federal levels comes in the form of activating Emergency Support Function (ESF) 14 – Long-Term Community Recovery. This support function provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments; nongovernmental organizations; and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF 14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding and by providing technical assistance for community recovery and recovery planning support. For information regarding County recovery procedures, refer to ESF 14 in the County EOP. For information at the Federal level, ESF 14 can be found at https://www.fema.gov/protecting-our-communities.

NOTE: Detailed information regarding local and state recovery processes can be found at http://www.oregon.gov/OEM/Documents/OR_RECOVERY_PLAN_DEC%202014.pdf.

5.2 Readiness

Focus: Preparing **Timeline:** Ongoing

Readiness efforts that build community and organization resiliency are paramount to the initiation, implementation, and success of recovery efforts. Specific efforts that must be undertaken in the readiness phase include:

- Pre-disaster planning, including maintenance and improvements of this plan, as well as local and tribal recovery plans, based on lessons learned and after action reports.
- Mitigation planning and project implementation at all levels for natural, technological, and human-caused disasters.
- Building community capacity, including policy development and implementation, resource management, community education, infrastructure protection, recovery organization maintenance, and whole community planning and coordination.
- Conduct disaster readiness exercises and after action meetings.

5.3 Short-Term Recovery Activities

Focus: Stabilizing **Timeline:** Days to weeks

Short-term recovery focuses on stabilizing communities. This phase of recovery addresses health and safety needs beyond rescue, the assessment of damages and needs, the prioritization and restoration of basic infrastructure, and the mobilization of recovery organizations and resources.

Short-term recovery activities may include:

- Mass care and sheltering.
- Removal of debris on primary transportation routes.
- Support businesses with temporary infrastructure.
- Ongoing surveillance and response to the public health impacts of a disaster.
- Identifying those in need of emotional/psychological support.
- Emergency and temporary medical care.
- Assessment and understanding of risks and vulnerabilities to mitigate impacts.
- Short-term recovery activities, which are guided by the Emergency Management Plan and coordinated through the EOC.

5.4 Intermediate Recovery

Focus: Rebuilding **Timeline:** Weeks to months

Intermediate recovery focuses on rebuilding the community. This phase of recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

Intermediate recovery activities may include:

- Provision of interim housing.
- Repair and restoration of infrastructure.
- Support to reestablish businesses.
- Engaging of support networks to provide ongoing emotional/ psychological support to those in need.
- Ensuring continuity of public health and health care services.
- Social services assistance to vulnerable populations, including food programs, unemployment programs, and self-sufficiency programs.
- Mitigation of future impacts through education of the community on ways to rebuild stronger.

5.5 Long-Term Recovery Activities

Focus: Revitalizing **Timeline:** Months to years

Long-term recovery focuses on revitalizing the community. This phase of recovery may continue for months or years and addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and the transition to self-sufficiency, sustainability, and resilience.

Long-term recovery activities may include:

- Implementation of long-term housing solutions.
- Rebuilding of infrastructure to meet future needs.
- Long-term economic revitalization.
- Ongoing psychological/emotional support.
- Reestablishment of disrupted public health and health care resources.
- Ensuring continuation of key social services to support vulnerable populations.
- Implementation of long-term mitigation strategies.

See Section 5.9 for additional information on Long Term Recovery

5.6 Damage Assessment

Damage assessment is conducted in two phases: initial damage assessment (IDA) and secondary damage assessment. The IDA, a Planning Section responsibility, provides supporting information for the disaster declaration and is the responsibility of the City. The secondary damage assessment is an in-depth analysis of long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the Red Cross.

- The timely and accurate assessment of damage to public or private property will be of vital concern to local officials following a disaster and will have great bearing upon the manner in which recovery is conducted in the City.
- Damage assessments may need to be undertaken at different periods during a disaster event: a "windshield" survey may be conducted initially to obtain an overall general impression of the event's impact as part of preparing to issue the disaster declaration. A more detailed damage assessment will need to be performed to document the need for State and Federal aid.
- County, State, and Federal assistance will depend upon the adequate and timely documentation of the results of the disaster on the local community.

See the Oregon IDA and PDA Public Infrastructure Instruction Manual for more information.

5.6.1 Windshield Surveys

During the initial phase of an event with widespread property damage (such as windstorm, earthquake, etc.), normal communication links may not exist. It will

be important to get an account of the damage as soon as possible so in order to prioritize resource assignments.

As appropriate after an event, units from appropriate agencies may begin a process called "windshield surveys." Windshield surveys consist of response agency units driving throughout the City in a systematic manner to survey predetermined high-priority facilities. When damage is discovered, a description of the situation is to be reported. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

5.6.2 Initial Damage Assessment

During an emergency or disaster, local governments conduct a quick initial assessment of damages and impacts, sometimes as part of a request for State or Federal resources to augment local ones. The Emergency Program Coordinator coordinates this assessment and usually assigns some IDA responsibilities to other local government departments.

The IDA evaluates the damages and costs related to a disaster, the impact of the disaster on the community, and which State, Federal, or volunteer agency programs might be able to provide needed assistance. With respect to Federal assistance, a determination during the IDA of the extent of affected homes, businesses, and public facilities assists State officials in determining whether they need to follow up with other damage or impact assessments, including perhaps a PDA for Individual Assistance, Public Assistance, or both.

As soon as it can safely be done during or following the event, local officials should complete the Initial Damage Assessment Summary Report Form and forward it to the County. Counties should forward the completed form to OEM.

- **Priority #1: Public Safety and Restoration of Vital Services**
  - Emergency Operations
    - EOC
    - Fire stations
    - Police department
    - City facilities
  - Hazardous Industries
    - Hazardous occupancy industry
    - Natural gas pipelines
    - Electrical power stations and other similar facilities
  - Utilities and Transportation Infrastructure
    - Sanitary sewer
    - Storm and water lines
    - Bridges and overpasses
  - Medical facilities
    - Mass care and shelter facilities
    - Medical clinics
  - Other Vital Public Services

- Schools and other public facilities
- Food supplies
- Other major businesses

- **Priority #2: Assessment of Damage to Support Emergency or Major State of Emergency Declaration**
  - Multi-family complexes
  - Single-family residences
  - Other businesses

5.6.3 Preliminary Damage Assessment

The IDA should provide the basis for subsequent assessment activities. PDAs most often occur during the recovery phase after initial response activities have taken place. Finance Section personnel should be able to perform the tasks outlined below.

- Identify damaged facilities and lead State and federal damage assessment teams to them.
- Document expenditures in response to events for which a declaration has been requested. The State of Oregon standard for cost estimating is contained in the State Forestry Fire Plan. If the City can document actual costs, these should be used to develop accurate cost estimates.
- In the event that the Finance Section is not staffed, the City Manager (or designee will) coordinate this activity.

The City Public Works Department will provide personnel to lead damage assessment teams. Volunteers may be trained and can be expected to lead damage assessment teams for Priority #2 Initial Damage Assessments. Additional support may be available from the County.

See the State Disaster Recovery Guidebook, Part I – Overview for more detailed information on damage assessment.

5.7 Public Assistance

Requests for Public Assistance for the City will be coordinated with County Emergency Management.

5.7.1 Eligible Entities and Projects

Eligible applicants under the Public Assistance Program are units of local government, state agencies, organizations, and agencies of tribal populations, and private nonprofit organizations that meet certain criteria.

To be eligible for assistance, a project must result from a Presidentially declared emergency or major disaster, must lie within the designated disaster area, must be the responsibility of an eligible applicant, and must not fall within the authority of another Federal agency.

5.7.2 Request for Public Assistance

Applicants notify FEMA of their intent to apply for public assistance by filing a Request for Public Assistance form. The request form is an applicant's official notification to FEMA of their intent to apply for Public Assistance. The form outlines general information identifying the applicant, including the applicant's name, address, and primary and secondary contacts. If the applicant is unable to submit the request form to OEM at the Applicants' Briefing, the applicant must submit the form within 30 days of the date of designation of the County for Public Assistance. An applicant need not wait until all damage is identified before requesting assistance.

Federal and State personnel will review each request form to ensure applicant eligibility. Once a request form has been submitted, the project formulation process can begin. Project formulation is the process of documenting the eligible facility, the eligible work, and the eligible cost for damaged projects.

5.7.3 Steps to Obtain Disaster Assistance

There are five primary steps to obtaining public disaster assistance:

- A request form is submitted by the applicant.
- A Public Assistance Coordinator is assigned to each applicant.
- The applicant presents a list of damages to the Public Assistance Coordinator at the kickoff meeting. This list serves as the basis for completing Project Worksheets. The applicant then has 60 days from the date of the kickoff meeting to report or identify damages to FEMA.
- The Public Assistance Coordinator and State staff work with the applicant/subgrantee to identify any special considerations, ensure that all damage and emergency work costs are identified, and ensure that the scope-of-work on Project Worksheets is eligible and complete.
- Upon approval of Project Worksheets, the funds are obligated to OEM, who is the grantee and will disburse Public Assistance funds to the subgrantee. Federal funds for small projects will be disbursed after approval, and Federal funds for large projects will be disbursed as work is accomplished.

See http://www.oregon.gov/oem/emresources/disasterassist/Pages/Damage-Assessment.aspx for more detailed information on public assistance.

5.8 Individual Assistance

Individual Assistance programs strive to meet the disaster-related needs of individuals and families while utilizing disaster assistance resources as efficiently as possible. Disaster recovery officials especially strive to avoid duplication of benefits. Efficient use of recovery resources is also aided by providing assistance through a sequence of programs. Those with serious unmet disaster-related needs proceed through each step until all avenues, public and private, have been explored to meet those needs.

5.8.1 Insurance

Claims should be made in accordance with appropriate insurance policies in effect for the hazard that caused the disaster. Disaster assistance programs are not a replacement for proper insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as comprehensive as that provided by insurance policies. Moreover, most natural disasters that affect an individual or family are not widespread enough to result in the implementation of Federal disaster assistance programs. Hence, in the vast majority of cases, insurance and voluntary agency assistance is the only avenues for helping families and individuals to recover.

5.8.2 Voluntary Agency Assistance

Many voluntary agencies provide disaster recovery assistance to individuals and families. Like insurance, voluntary agencies should be viewed as having resources that are utilized prior to governmental disaster assistance programs. In cases for which there is a Presidential declaration of emergency, access to some voluntary agency assistance may be gained at or through DRCs. Most voluntary agency assistance is intended to meet immediate disaster-related needs such as shelter, food, clothing, health and medical care (including counseling and mental health assistance), essential household furnishings, bedding, transportation, and, sometimes, temporary assistance to rent housing.

See Appendix D, Typical Individual Assistance for additional individual assistance programs.

5.8.3 Disaster Recovery Centers

The Logistics Section may be called upon to arrange for a large facility to serve as a DRC, where citizens can meet with federal/ state/local and volunteer agency representatives to apply for disaster assistance. Appropriate facilities include schools, churches, and community centers. Advertising of these facilities will be coordinated by the Public Information Officer through the Joint Information Center (if activated) located in the Federal/State Disaster Field Office.

Local, State, and Federal entities will:

- If individual assistance is authorized, establish a local disaster recovery assistance center to assist qualified citizens with filing claims for financial or housing assistance.
- If public assistance is authorized, dispatch assessors to develop, in coordination with local representatives, disaster survey reports for public damage and response costs.
- Provide technical assistance and advice regarding recovery and mitigation activities to both citizens and public agencies, as appropriate.

- Coordinate public information and assistance activities with the EOC Public Information Officer and keep local authorities informed of assistance provided to local residents, businesses, and local entities.
- Identify and coordinate with State and Federal agencies regarding a location for the DRC.

Federal, state, local, and volunteer agencies may provide or accept applications for the following services through the DRC:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing, so that families can return to their damaged homes.
- Disaster unemployment and job-placement assistance for those unemployed as a result of a Major Disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, and technical assistance, and federal grants for the purchase or transportation of livestock.
- Information on the availability of food stamps and eligibility requirements.
- Individual and family grants to meet disaster- related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster related tax benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster caused mental health problems.
- Social Security assistance for recipients or survivors, such as death or disability benefits or monthly payments.
- Veteran's assistance, such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veteran's Administration if a Veterans Administration-insured home has been damaged.
- Other specific programs and services as appropriate to the disaster.

See http://www.oregon.gov/oem/emresources/disasterassist/Pages/Damage-Assessment.aspx for more detailed information on individual assessment.

5.9 Long-Term Recovery

5.9.1 National Disaster Recovery Framework

The National Disaster Recovery Framework is a guide that enables effective recovery support to disaster-impacted States, tribes, territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

The National Disaster Recovery Framework is consistent with the principles set forth in the Presidential Policy Directive 8, National Preparedness, which directs FEMA to work with interagency partners to publish a recovery framework. It is the first framework published under the Presidential Policy Directive reflecting the core recovery capabilities by supporting operational plans as an integral element of a National Preparedness System. It is a first step toward the Presidential Policy Directive 8 objective to achieve a shared understanding and a common, integrated perspective across all mission areas—Prevention, Protection, Mitigation, Response, and Recovery—in order to achieve unity of effort and make the most effective use of the nation's limited resources.

The National Disaster Recovery Framework defines:

- Core recovery principles.
- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders, as well as guidance for pre- and post-disaster recovery planning.
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safer.

The National Disaster Recovery Framework introduces six new Recovery Support Functions that provide a structure to facilitate problem solving, improve access to resources, and foster coordination among State and Federal agencies, nongovernmental partners and stakeholders. Each Recovery Support Function has coordinating and primary Federal agencies and supporting organizations that operate together with local, State, and Tribal government officials, nongovernmental organizations, and private-sector partners.

The National Disaster Recovery Framework presents three positions that provide focal points for incorporating recovery considerations into the decision-making process and monitoring the need for adjustments in assistance where necessary and feasible throughout the recovery process. These positions are Federal Disaster Recovery Coordinator, State or Tribal Disaster Recovery Coordinators, and Local Disaster Recovery Managers.

5.9.2 Community Planning and Capacity Building

The core recovery capability for community planning is the ability to effectively plan and implement disaster recovery activities, engaging the whole community to achieve their objectives and increase resilience. The goal of recovery planning for the City is to unify and coordinate expertise and assistance programs from across the City and in coordination with the County to aid in restoring and improving the ability of the City to organize, plan, manage, and implement recovery. Recovery planning assists the City in developing a pre- and post-disaster system of support for their communities emphasizing the integration of hazard mitigation throughout planning process. Recovery planning will serve as a forum for helping to integrate the nongovernmental and private-sector resources into City recovery planning processes.

5.9.3 Economic Recovery

The core recovery capability for economic recovery is the ability to return economic and business activities (including agricultural) to a state of health and develop new economic opportunities that result in a sustainable and economically viable community. Economic recovery is a critical and integral part of recovery. Disasters damage not only property but also entire markets for goods and services. The speed and effectiveness of returning a community to self-sufficiency and vitality depend upon quickly adapting to changed market conditions, reopening businesses, and/or establishing new businesses. Businesses employ workers, provide for community needs and services, and generate revenue once again, allowing the community, both its members and government, to provide for itself.

5.9.4 Health and Social Services Recovery

The core recovery capability for health and social services is the ability to restore and improve health and social services networks to promote the resilience, health, independence, and well-being of the whole community. The City will participate in locally led recovery efforts to address public health, health care facilities and coalitions, and essential social service needs.

5.9.5 Housing Recovery

The core recovery capability for housing is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Like infrastructure and safety services, housing is a critical and often challenging component of disaster recovery. It is critical because local economies cannot recover from devastating disasters without adequate housing, especially affordable housing. It is challenging because many years' worth of housing repair, rehabilitation, reconstruction, and new construction often need to occur at an accelerated pace as a result of a disaster. These conditions create design, construction, labor, materials, logistics, inspection, and financing issues.

5.9.6 Infrastructure Systems Recovery

The core recovery capability for infrastructure systems is the ability to efficiently restore the infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. This function promotes a holistic approach to disaster recovery coordination, support, planning, and implementation for infrastructure systems that serve the community.

5.9.7 Natural and Cultural Resources Recovery

The core recovery capability for natural and cultural resources is the ability to protect these resources, including historic properties, through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them in a manner consistent with post-disaster community priorities and in compliance with appropriate environmental and cultural resources laws. This function coordinates departments and agencies working together to provide information and assistance to communities seeking to protect and restore natural and cultural resources during recovery.

6 Annex Development and Maintenance

The Emergency Program Coordinator is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing disaster recovery services, the City will incorporate elements of recovery into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support recovery for the City:

- County Emergency Operations Plan
  - ESF 14 – Long-Term Recovery
  - SA B – Damage Assessment
- State of Oregon Recovery Plan
- State of Oregon Disaster Recovery Guidebook
- National Response Framework
  - ESF 14 – Long-Term Community Recovery
- National Disaster Recovery Framework

8 Appendices

- Appendix A – Damage Assessment Materials
  - A-1 – Initial Damage Assessment Checklist
  - A-2 – Preliminary Damage Assessment Checklist
  - A-3 – Initial Damage Assessment Summary Report Form
- Appendix B – Public Assistance Materials
- Appendix C – Individual Assistance Materials
  - C-1 – Disaster Recovery Center Requirements Checklist

- C-2 – FEMA Disaster Recovery Center Requirements Worksheet

■ Appendix D – Typical Individual Assistance Programs

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Appendix A Damage Assessment Materials

A-1 Initial Damage Assessment Checklist

A-2 Preliminary Damage Assessment Checklist

A-3 Initial Damage Assessment Summary Report Form

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Appendix A-1 Initial Damage Assessment Checklist

As its name suggests, an Initial Damage Assessment (IDA) is meant to be an *initial* assessment of the damage and impacts caused by the disaster. Do not spend a great deal of time on details at this stage. The IDA only needs to outline enough damage and impacts to the community to bring in the right programs for a closer assessment.

All those using information obtained from an IDA should be cautioned concerning the limitations of the data and should expect variations between this initial assessment and the actual number of applications received should disaster assistance programs be offered.

General

The following guidelines should be followed when conducting an IDA:

- Examine and note areas of major damage and damage that is likely to be expensive to repair and mitigate.
- Although insured losses should be noted, do not spend a great deal of time trying to collect detailed insurance information during the IDA. Determining the details of insurance in place is time consuming and unnecessary at this stage. If detailed insurance information is needed, it can be collected during a second assessment, such as the joint Preliminary Damage Assessment (PDA).
- *Note: An exception to this rule is "small disasters," which require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead a Small Business Administration "damage survey."*
- The Individual Assistance IDA Field Data Collection Form is designed to assist you in conducting the IDA for homes and businesses.
- The Infrastructure (Public Assistance) IDA Data Collection Form may assist you in conducting the IDA for public sector damages.
- Analyze IDA data based on the following questions:
    - Is the damage such that only immediate personal needs exist? If so, these needs can probably be met by volunteer organizations such as the American Red Cross (Red Cross), Salvation Army, Mennonite Disaster Service, and others.
    - Is the damage primarily to the agricultural sector? If so, you may want to ask the State to look into U.S. Department of Agriculture assistance.
    - Are the impacts primarily to businesses that have suffered significant damage or other problems that would cause loss of revenue? If so, you may want to ask the state to look into Small Business Administration (SBA) programs.

- Is the damage primarily to homes? If so, perhaps the State should request SBA assistance or request an Individual Assistance joint PDA.
- Is the damage primarily to publicly owned facilities? If so, perhaps the State should request a Public Assistance joint PDA.

Whom to Involve

Since speed and accuracy are essential in obtaining the maximum amount of information in the shortest amount of time, more than one person should be involved in the IDA process. The Emergency Program Coordinator should assemble a team to assist, including members such as:

- Red Cross officials: depending on the capabilities of the Red Cross branch that serves your area, you may want to ask the Red Cross to coordinate the IDA effort with respect to homes and to assess the number of persons significantly impacted by the disaster. In some cases, the Red Cross will have already done so; you may be able to utilize information they have already gathered.
- Building inspectors and tax assessors from local governments, and appraisers from lending institutions or insurance companies, to evaluate buildings, manufactured homes, and businesses.
- City/County engineers, public works officials, utility officials, etc. to assess damages to roads, bridges, other public facilities, and utility systems.
- Hospital and urgent care facility officials for information on injuries and fatalities.
- School district officials to provide school damage figures.
- County health officials to assess of disaster effects on community health.
- Officials in charge of levees, drainage systems, private nonprofit, recreational facilities, etc.
- County agent for farm and ranch damage assessment.

Collecting Initial Damage Assessment Data by Telephone Bank

Local jurisdictions may want to establish a telephone bank to collect IDA information on damage and impacts to homes and businesses. If you decide to utilize the telephone bank approach, work with local media to reach affected individuals, families, and businesses. For each, try to collect at least the following:

- Name of individual, family, or business.
- Address of the damaged or impacted structure.
- Mailing address if different.

- Telephone numbers where the person reporting the damage or impacts can be reached.
- If the damaged structure is a home, is it a primary home or a second home? Is it a rental? If so, count the home twice: once as a home, a second time as a business. Try to obtain the appropriate points of contact for both the tenant and owner.
- Is the loss/damage insured?
- Obtain a brief description of, and, if possible, estimated cost associated with, the damage or impact; collect only enough information to allow you to categorize the damage as minor, major, or destroyed. Also note homes and businesses that are not damaged but that are directly impacted, such as loss of potable water, loss of septic system, loss of driveway access, etc. Homes meeting these criteria should be noted as "affected habitable"; businesses as "interrupted."

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Appendix A-2 Preliminary Damage Assessment Checklist

To prepare for the arrival of State and Federal joint Preliminary Damage Assessment (PDA) officials, local jurisdictions should do as much of the following as time permits.

General

- The Emergency Program Coordinator should coordinate the PDA or designate a PDA Coordinator. The person in this position should have a working knowledge of the PDA process and forms and thorough familiarity with local geography, government officials, and public facilities.
- Line up appropriate officials who will become the local government representatives on the joint PDA Teams. For Individual Assistance, consider assessors, building department inspectors, etc. For Public Assistance, consider building department inspectors, road department engineers and technicians, bridge engineers, etc.
- Prepare maps that note the locations and nature of the damage.
    - Delineate any areas where the damage is primarily to homes, businesses, and agricultural land.
    - Indicate the location of each damaged public facility and the government agency responsible for its care.
    - Mark the location of sites where disaster-related costs were incurred.
    - If possible, all damage sites should be identified by local officials before State/Federal inspectors arrive.
- On the same maps, indicate the best routes of travel, accounting for roads and bridges that are out of service due to the disaster and methods for efficient routing such as travel "loops" likely to be taken by the joint PDA Teams.
- Also on the maps, indicate areas where major utilities are still out of service, areas with septic tanks or wells, areas that are still experiencing the effects of the disaster, and health and safety hazards such as hazardous materials spills, biological hazards, downed power lines, etc.
- If possible, have photographs of damage sites available for State and Federal inspectors.
- Assemble and briefly summarize information on the resources committed by the jurisdiction in responding to the disaster. Be sure to include the time commitment, overtime, etc. of the City staff who have been involved.
- Ask everyone involved in the joint PDA to look for ways of rebuilding so there is less damage and hardship next time; provide these ideas to the hazard mitigation PDA teams.
- Set up a joint PDA Team support facility that includes:

- Tables and chairs
- Displays, such as maps, chalk boards, dry erase boards, flip charts, bulletin boards, etc.
- Telephones and telephone directories
- Copies of the Oregon Blue Book
- One or more photocopiers
- Availability of drinking water, coffee, etc.
- Restrooms
- If available and appropriate, your Emergency Operations Center can serve as the joint PDA Team support facility.

- Make arrangements for a facility to conduct the joint PDA public official and team briefings such as a courtroom, public auditorium, lecture hall, etc.
- Be prepared to provide high clearance vehicles for the use of the teams; these vehicles should be driven by the local representative and should comfortably seat up to five people.
- If necessary, assist State and Federal joint PDA team members to find lodging and meals during their stay in the disaster area.

Individual Assistance

- Develop a written summary of the impacts of the disaster, including the following information:
  - Have there been injuries or deaths? Are persons missing?
  - Are families isolated due to the disaster?
  - Is public health and safety significantly compromised?
  - Is debris on private property a health and safety hazard? Does it prevent access to homes?
  - Are services such as medical care, schools, mail delivery, public transportation, communication, etc. significantly affected?
  - Are utilities (electric, gas, water, sewer, drainage systems, dikes, etc.) out of service? When will service be restored? Are outages widespread or concentrated in one area?
  - Have many private vehicles been destroyed?
  - Is there increased unemployment due to the disaster?
- Gather and assemble the following information about the area(s) affected by the disaster:
  - Which affected areas are urban, suburban, and rural? Commercial? Industrial? Delineate these areas on the teams' maps.
  - What was the economic base and condition prior to the disaster?
  - What was the pre-disaster market value of homes in the disaster area(s)? Be prepared to provide dollar ranges to fit "high," "medium," and "low" categories.

- Ask the American Red Cross to make available any information they have collected during their "windshield" and "on-site detailed" damage assessments.
- Work with Oregon Emergency Management and the Federal Emergency Management Agency to find out what you can about insurance coverage in force in the disaster areas. FEMA will conduct some of this research from its regional office.
- What resources are available in the area to provide temporary housing for displaced persons? Are there vacant rental homes, mobile homes, or apartments?
- If flooding has occurred, make estimates for the team regarding the duration of flooding, as well as water depths and velocities. Was the water contaminated with chemicals? Sewage? Other?
- Assign local, State, Federal, and volunteer agency officials to each team; have each team cover both dwellings and businesses in a geographic area.
- Dispatch teams to their areas; have each team report back to the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, one or more geographic areas may be assigned to a team or teams likely to finish before others.

Public Assistance

- Develop a written description of the impacts of the disaster on local government, including:
  - Population served by the local government.
  - Budget balance before and after the disaster.
  - Capability of local government to deal with the interruption or loss of essential public services, continuing public health and safety problems, and loss of public facilities, equipment, materials, etc.
  - Public service impacts that will continue without Federal assistance, including deferral of permanent repairs, reductions in ongoing services, delays in planned capital improvements, continued isolation of families or communities, etc.
- If the time the joint PDA will begin has been well established, make appointments for the team at sites where the damage or the impact of the damage is greatest.
- In lieu of making appointments, develop a list of contacts for each damage site, including telephone numbers, and times when they are easiest to reach.
- Ensure that local government representatives designated to serve on joint PDA Teams have a knowledge of repairs already completed and

repairs needing to be made, as well as a knowledge of the location of damage sites.

- Be prepared to provide State and Federal officials a detailed cost breakdown of labor, equipment, materials, and supplies for all completed work, including work completed through contracts with private-sector companies. While a variety of forms can be used to summarize these items, the format chosen must document who, what, when, where, and how.
- Be prepared to describe which sites will be repaired or reconstructed by contract, and which will be repaired by local forces. If a contractor's estimate has been received, have it available for the State and Federal inspectors.
- If damaged facilities are to be rebuilt to conform with new codes, specifications, or standards, be prepared to provide inspectors with copies of the specifications, local resolutions, ordinances, etc. that require upgrading of the facilities.
- Time permitting: Using as many "Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Forms" as necessary, develop a list of work performed and facilities damaged as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include work that has and has not been completed. Organize the information by category of work.
- Assign local, State, and Federal officials to each team; have each team cover a geographic area.
- Dispatch the teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so one or more geographic areas may be assigned to a team or teams likely to finish before the others.

Hazard Mitigation

- Think of the joint PDA as an opportunity to quickly identify hazard mitigation opportunities before much of the permanent repair work has been accomplished.
- Talk with the people who helped you to accomplish the Initial Damage Assessment about hazard mitigation opportunities they discovered during this process; provide this information to the State and Federal inspectors (Federal Emergency Management Agency and Small Business Administration).
- Resources permitting, assign a local representative to join Federal Emergency Management Agency and Oregon Emergency Management hazard mitigation staff assigned to accomplish the hazard mitigation portion of the joint PDA. Assemble as many teams as

appropriate and as resources permit; often there will be only one hazard mitigation PDA team per local jurisdiction.

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Appendix A-3 Initial Damage Assessment Summary Report Form

Electronic copies of the following damage assessment forms can be found at https://www.oregon.gov/OEM/emresources/disasterassist/Pages/Damage-Assessment.aspx.

Individual Assistance Initial Damage Assessment Field Data Collection Form

- Estimated Disaster Economic Injury Worksheet For Businesses
- Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Form - Instructions for form are attached (Excel Spreadsheet)
- Individual Assistance Initial Damage Assessment and Preliminary Damage Assessment Calculation and Summary Form
- Initial Damage Assessment Summary Report Form (Excel Spreadsheet)
- Individual Assistance Joint Preliminary Damage Assessment Team Assignments
- Joint Preliminary Damage Assessment Individual Assistance Field Form (Adapted from Federal Emergency Management Agency [FEMA] Form 76-39)
- Public Assistance Preliminary Damage Assessment Site Estimate (Joint FEMA-OEM Form adapted from a FEMA Form)
- Public Assistance Preliminary Damage Assessment Summary (FEMA Form 90-80)

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Appendix B Public Assistance Materials

Electronic copies of the following public assistance materials can be found at https://www.oregon.gov/OEM/emresources/disasterassist/Pages/Public-Assistance.aspx.

Request for Public Assistance (FF90-49)

- Hazard Mitigation Proposal (FF90-61)
- Project Worksheet (FF90-91)
- PW-Damage Description and Scope of Work Continuation Sheet (FF90-91A)
- PW-Cost Estimate Continuation sheet (FF90-91B)
- PW-Maps and Sketches Sheet (FF90-91C)
- PW-Photo Sheet (FF90-91D)
- Validation Worksheet (FF90-118)
- Project Validation Form (FF90-119)
- Special Considerations Questionnaire (FF90-120)
- PNP Facility Questionnaire (FF90-121)
- Historic Review For Determination of Adverse Effect (FF90-122)
- Force Account Labor Summary Record (FF90-123)
- Materials Summary Record (FF90-124)
- Rented Equipment Summary Record (FF90-125)
- Contract Work Summary Record (FF90-126)
- Force Account Equipment Summary Record (FF90-127)
- Applicant's Benefit Calculation (FF90-128)

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Appendix C Individual Assistance Materials

C-1 Disaster Recovery Center Requirements Checklist

C-2 FEMA Disaster Recovery Center Requirements Worksheet

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Appendix C-1 Disaster Recovery Center Requirements Checklist

General Information

Disaster Recovery Centers (DRCs) are sited only in jurisdictions where the need exists and local officials request them. There are no State or Federal reimbursement for costs associated with use of the building selected (e.g., rent and utility costs).

Local officials must be willing to provide security at the facility during daily operations. DRCs may be open for as short as a few days, and as long as a few weeks. Site selection for DRCs is a joint local, State, and Federal responsibility. This process is facilitated when local officials have prepared ahead of time and identified buildings that could serve as DRCs.

Required

The following should be considered in identifying possible facilities to serve as DRCs:

- The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the DRC). This may vary from as few as 1200 to more than 4,500 square feet. Consequently, it is advisable to identify a variety of buildings of different sizes in different locations within your jurisdiction.
- Sufficient tables and chairs for the needs of the situation should be readily available (either in the facility or easily moved to the facility). Each agency working at the facility will need at least one table and five chairs.
- The building must have heat, electricity, good lighting, potable water, rest rooms, and adequate parking.
- Appropriate emergency medical support should be quickly available to the building.
- Appropriate fire protection should be readily available.
- Access to and through the building must be barrier-free for disabled persons. (DRCs must meet Americans with Disabilities Act requirements and have a certification to that effect from the local building official on file prior to the disaster.)
- The building owner must be willing to allow the Federal Emergency Management Agency and the Small Business Administration to install telephone lines.

Preferred

- The public should generally be familiar with the building.
- The building should be proximate to most of the affected population. Travel time should be reasonable for most of the people affected by the disaster. Public transportation should be available, if possible.
- Custodial support should be available at the facility.
- An indoor waiting area near the entrance to the building is helpful.
- Bilingual support should be available, if appropriate.
- Child care is a useful addition if it can be provided at the facility.
- Local officials should be prepared to help provide supplies, such as trash cans, writing pads, pencils, local telephone directories, maps of the disaster area(s), string, masking tape, etc.

Appendix C-2 FEMA Disaster Recovery Center Site Requirements List

FEMA DRC SITE REQUIREMENTS WORKSHEET

The following is the worksheet that FEMA uses to evaluate potential DRC facilities:

Date site evaluated:	Primary or secondary site (circle one)
Site address:	County name:
Site contact/telephone number:	City name:
After hours contact/telephone:	County E.M. Director/telephone:
Site accessible hrs: days:	Site keys: location and who has them?

DRC SITE REQUIREMENTS	YES/NO	COMMENTS
Proximate to affected area(s)?		
Parking adequate? (preferably 40 spaces or more, but no fewer than 20 spaces)		
Electricity, water, lighting adequate? - adequate power available for fax machines and computers? - water system functioning? - emergency lighting system available? - exterior lighting available?		
Secure, safe, and sanitary facility? - building sound, of good construction, and non-leaking condition? - electric wiring in sound condition or sealed off from contact with staff and clients? (no exposed wiring - no missing receptacle cover plates or damaged receptacles) - sprinkler system operating or fire extinguishers available? - dry floors with no holes or other obstructions? - heating and/or cooling system(s) verified as inspected and functioning properly? - restrooms functional or portable units available? - adequate ventilation of working area? - can doors be locked? - are windows secure? - parking lot lighted/safe for staff and clients to walk to their cars?		
Lease or use agreement?		
Agreement between county/city officials?		
Building is handicap accessible? - adequate handicap parking? - ramp for wheelchair (if necessary)? - doorways wide enough to accommodate wheelchair? - restrooms handicapped accessible, including wheelchair?		
Space required: (1,200 sq. ft. minimum)		
Existing telephones available to FEMA? Number?		
Incoming telephone cable capacity? - number of pairs feeding the facility and cable type? - pre-existing service and telephone or circuit numbers? - contact local telephone company to verify availability of circuits to support minimum of 16 phone lines - Verify that inside wiring can be easily accomplished. Existing cabling may not be reliable. Insure that access to areas including ceilings, telephone rooms, and crawl spaces is available.		
Tables and chairs available to FEMA? Number? (minimum 15 tables, 60-75 chairs)		
Fax available to FEMA? - number of faxes: _____ - make/model #: _____ (identify for each in comments)		
Janitorial and trash pickup services? Frequency?		
Crowd control devices such as ropes, cones, etc.?		

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Appendix D Typical Individual Assistance Programs

Typical Individual Assistance Programs
HUMANITARIAN SERVICE GROUPS (e.g., American Red Cross, Church Groups, Voluntary Organizations, Community Service Groups) **Funded by:** Agency or group **Administered by:** Agency or group at temporary or permanent locations **Details:** These services can be requested by individuals or by local or state officials. Services provided include immediate emergency aid such as clothing, food, medical assistance, shelter, cleanup help, transportation, furniture, and medical supplies
EMERGENCY FOOD STAMP PROGRAM **Funded by:** Food and Nutrition Services (U.S. Department of Agriculture [USDA]) **Administered by:** State Department of Social and Health Services (DSHS) **Details:** Provides food coupons to qualified disaster victims. Requires a request to the USDA by the DSHS, based on request to DSHS by State Emergency Management in coordination with local Emergency Management.
INSURANCE ASSISTANCE **Administered by:** American Insurance Association, Federal Emergency Management Agency, and National Flood Insurance Program **Details:** Provide counseling regarding insurance problems or questions.
CONSUMER PROTECTION **Administered by: State Attorney General's Office** **Details:** Provides counseling regarding consumer problems, such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. May involve coordination with the Insurance Commissioner and/or legal counsel.

Typical Individual Assistance Programs

CRISIS COUNSELING

Administered by: Jackson County Health and Human Services

Details: Available only after a special request by the Governor and approved by the Federal Emergency Management Agency. Provides referral services and short-term counseling for mental health problems caused or aggravated by a disaster.

INDIVIDUAL AND FAMILY GRANT PROGRAM

Funded by: 75% Federal, 25% State

Administered by: State Emergency Management

Provides assistance to individuals and families to permit them to meet disaster-related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement for an insurance program.

TEMPORARY HOUSING PROGRAM

Funded by: 100% Federal

Administered by: Federal Emergency Management Agency

Details: Provides financial assistance or government-owned dwellings, if available, for those whose primary residences are uninhabitable due to a disaster.

DISASTER LOANS

Funded by: U.S. Small Business Administration

Administered by: U.S. Small Business Administration

Physical Disaster Loans - Low-interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters.

Business Loans (Physical Disaster Loans) - Low-interest loans to businesses for repair, replacement, or rehabilitation of disaster-damaged property.

Economic Injury Disaster Loans - For businesses suffering economic loss as a result of a single sudden physical event of catastrophic nature. The Small Business Administration's maximum loan is $500,000. Funds can be used for indebtedness and operating expenses.

Typical Individual Assistance Programs
EMERGENCY LOANS, FARMERS HOME ADMINISTRATION **Administered by:** USDA **Details:** Provides low-interest loans to farmers, ranchers, and agricultural operators (either tenant-operator or owner-operator) for physical and production losses. Loans may also be used to repair or replace farm property and supplies or for repayment of farm operating debts incurred during the disaster year. Loans may also be available if approved by the USDA, following a governor's request
DISASTER UNEMPLOYMENT ASSISTANCE **Funded by:** Federal Emergency Management Agency **Administered by:** U.S. Department of Labor through the State Employment Security Department **Details:** Provides weekly benefit payments to those out of work due to a disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.
TAX ASSISTANCE **Administered by:** Internal Revenue Service and Tax Information for Indian Tribal Governments **Details:** Provides counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses, or farming/ranching operations. Benefits may also result from filing amended state income tax returns.
SOCIAL SECURITY BENEFITS **Funded by:** Social Security Administration **Administered by:** Social Security Administration **Details:** Assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and Social Security Insurance payments.

Typical Individual Assistance Programs
VETERAN'S BENEFITS **Funded by:** Veterans Administration (VA) **Administered by:** Veterans Administration **Details:** Assistance in applying for VA death benefits, pensions, insurance settlements, and adjustments to VA-insured home mortgages. VA representatives will also record address changes, if necessary.
LEGAL SERVICES **Administered by:** Federal Emergency Management Agency **Details:** Free legal counseling to low-income persons for disaster-related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

Incident Annex

Incident Annex

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1 Hazard Descriptions

The following incidents are included within this annex and include action items and information specific to the incident type.

- Natural Hazards:
  - Earthquake
  - Major Fire
  - Public Health Incident
  - Severe Weather (including thunderstorm and lightning, tornado, windstorm, hailstorm, severe winter storm, landslide, generalized flooding, and drought)
  - Volcano
- Human-Caused and Technological:
  - Hazardous Materials
  - Transportation Accidents (including air, rail, and roads)
  - Terrorism
  - Utility Failure

1.1 Earthquake

An earthquake of 5 or greater on the Richter scale may or may not cause widespread damage, but it is a situation that may warrant activation of the Emergency Operations Center (EOC) to better coordinate the flow of information and damage assessment needs.

Initially, the lead agencies for earthquake response will be the Police and Fire Departments. As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the EOC's Operations Section lead may be transitioned to the Fire Department.

As emergency response transitions from rescuing casualties to restoring critical services, the Public Works Department may be expected to assume the role of lead department in the Operations Section for the City of Ashland's (City's) earthquake response. Public Works Department efforts in this response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

See the Natural Hazard Mitigation Plan for more information.

1.2 Major Fire

A major fire is an instance of uncontrolled burning that may involve grasslands, brush, or woodlands, as well as multiple structures. There is an increasing vulnerability to such fires, due to the increasing number of homes in fire-prone areas. The costs of fighting wildland fires today, including using heavy equipment, helicopters, office and communications equipment, and feeding and housing responders, can easily exceed expectations. Fuel, slope, weather, and development are key components in wildfire hazard identification.

The lead agency for major fire response will be the Fire Department, with support from the Police Department to control traffic.

See the Natural Hazard Mitigation Plan for more information.

1.3 Public Health

For the purpose of this annex, the following incidents are included under public health:

- Endemic and pandemic outbreaks
- Contamination concerns
- Bio- and chemical terrorism

Each public health incident may have its own characteristics, including interaction with other hazards identified in this annex. For example, water contamination could be the result of massive flooding.

The nature of the public health incident will determine agency involvement, but it is anticipated that Jackson County (County) Health and Human Services Department will serve as the lead agency.

1.4 Severe Weather

For the purpose of this annex, the following individual hazards are included under severe weather:

- Flooding (generalized)
- Hailstorm
- Landslides
- Severe winter storm
- Thunderstorm and lightning
- Tornado
- Windstorm
- Drought – areas that may experience impacts

Each hazard may have its own characteristics, including the time of year it is most likely to occur, severity, and associated risk; however, many hazards are interrelated. For example, wind is a factor in thunderstorms and severe winter storms and hailstorms and rain can contribute to landslides.

The nature of the severe weather will determine agency involvement, but the Public Works Department will be heavily involved in leading operations.

See the Natural Hazard Mitigation Plan for more information.

1.5 Volcano

Oregon's vulnerability to volcanic events varies statewide. The Cascade Mountains, which separate Western Oregon from Central Oregon, pose the greatest threat of volcanic activity. Regions that include the Cascade Mountains are most vulnerable to the effects of a volcanic event. Within the State of Oregon (State), there are several volcanoes that may pose a threat of eruption—most notably, Mount Hood, which most recently erupted about 200 years ago, as well as the Three Sisters, and Mt. Jefferson, which have not erupted for about 15,000 years but are not considered extinct.

Initially, the lead agencies for volcano response will be the Police and Fire Departments. After the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the EOC's Operations Section lead may be transitioned solely to the Fire Department. As emergency response transitions from rescuing casualties to restoring critical

services, the Public Works Department may be expected to assume the role of lead department in the Operations Section for the City's volcano response. Public Works Department efforts in this response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

See the Natural Hazard Mitigation Plan for more information.

1.6 Hazardous Materials

Hazardous materials are stored, used, and transported using roads, rail lines, pipelines, or flight paths. Numerous industries and businesses use chemicals that pose a threat to their own private property and employees. In addition, in some instances where a hazardous materials plume is released, it may affect neighboring businesses and communities.

The lead agency for hazardous materials response will be the Fire Department, with support from the Police Department to control traffic.

1.7 Transportation Accidents (Including Air, Rail, and Road)

The Federal Aviation Administration and National Transportation Safety Board (NTSB) have the authority and responsibility to investigate all accidents involving aircraft. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the Federal Aviation Administration may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

The NTSB has the authority and responsibility to investigate accidents involving selected rail accidents. The Federal Railroad Administration monitors the occurrence of train accidents and incidents 24 hours a day, seven days a week, 365 days a year.

Motor vehicle accidents that occur on roadways within the City would not normally constitute a major emergency under the Emergency Management Plan, unless hazardous materials or mass casualties/fatalities complicate the incident. The City Fire and Police Departments will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site.

1.8 Terrorism

This annex can be applied to incidents involving weapons of mass destruction and chemical, biological, radiological, nuclear, and explosive (CBRNE) materials.

The City Police Department has the lead role in terrorism crisis management within the City and the County Sheriff's Office maintains authority in unincorporated segments of the County. The lead agencies for the State and federal government are the Oregon State Police and the Federal Bureau of Investigation (FBI), respectively.

The laws of the United States assign primary authority to state and local governments to respond to the consequences of terrorism; the federal government provides assistance as required. The City and County EOCs typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health and Human Services Department will be assigned the lead local role in terrorism consequence

management for incidents involving biological agents. The Oregon Office of Emergency Management and Federal Emergency Management Agency are the State and federal consequence management leads.

1.9 Utility Failure

A utility failure can happen at any time and is a disruption to the normal operations of electricity, water, gas, and telephone services. While causes of these shortages may be natural or human-caused, the severity of the incident must be measured by how seriously the shortage amount and duration impacts life and property.

The type of utility will determine agency involvement, but the Public Works Department and Ashland Municipal Electric Utility will be heavily involved in leading operations. Involvement from utility companies will be required to ensure service restoration.

2 Pre-Incident Actions

2.1 General

The following pre-incident action items are appropriate to most incidents; however, the actions should be evaluated for appropriateness in any given situation and do not replace common sense or standard operating procedures (SOPs).

- Determine the key stakeholders that should be notified of the arising situation.
- Consider limited activation of the EOC.
- Conduct pre-incident planning for protective actions (e.g., sheltering-in-place, evacuation, activation of warming shelters).
- Identify and review established evacuation routes and alternate routes for areas vulnerable to the incident.
- Prepare public information materials to inform residents and businesses of protective measures. Utilize multiple media types, including print, television, radio, and social media.
- Identify and review existing agreements for mutual support and identify additional community partners, including local contractors, vendors, and private organizations that may be able to assist.
- Anticipate potential unmet needs or resource shortfalls and identify strategies for meeting those needs.
- Identify and review procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.
- Identify and review existing SOPs and agency-specific protocols specific to the incident. Ensure that copies of all documents are available to response personnel as necessary.
- Ensure that all departments are notified to provide situational awareness to the Emergency Manager and/or the EOC if activated.
- Prepare disaster declaration materials if appropriate. Brief key leadership.
- Conduct just-in-time training based on incident requirements.

2.2 Earthquake

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor the Pacific Northwest Seismic Network (https://www.pnsn.org/).
- Identify potential protective measures, including:
  - Pre-identified evacuation routes and alternate routes for areas vulnerable to earthquakes to ensure accuracy.
  - Appropriate infrastructure protection measures in landslide-prone areas.
- Evaluate current resources and identify potential needs and shortfalls (e.g., bridge-free evacuation routes, assembly sites, viable shelter locations).

2.3 Major Fire

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor updated fire danger ratings detailing weather trends, fuel types, and likely fire characteristics.
- Identify potential protective measures, including:
  - Pre-identified evacuation routes and alternate routes for areas vulnerable to the fire.
  - Relocation of equipment and personnel out of vulnerable areas.
- Evaluate current resources and identify potential needs and shortfalls (e.g., water sources, equipment, personnel).

2.4 Public Health

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Coordinate with the County Health and Human Services Department to monitor and report the presence of contagious infection within the City.
- Identify potential protective measures, including:
  - Encourage personnel to wear face masks.
  - Encourage personnel to obtain vaccinations.
  - Encourage work-from-home options.
- Evaluate current resources and identify potential needs and shortfalls (e.g., medical supplies and equipment, personnel).
- Engage with public health organizations to ensure the presence of adequate supplies and medical equipment.
- Identify and review drinking water quality plans.
- Identify and review wastewater and sewage disposal plans.

2.5 Severe Weather

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor weather reports (http://www.weather.gov/, http://www.spc.noaa.gov/).
- Identify potential protective measures, including:
  - Review pre-identified cooling center locations.
  - Review pre-identified warming center locations.
  - For precipitation and flooding, identify areas that will likely need sandbagging to protect residents and property.
- Evaluate current resources and identify potential needs and shortfalls (e.g., cooling centers, warming centers, alternative water sources, sandbags).
- Participate in severe weather preparedness activities, seeking an understanding of interactions with participating agencies in a severe weather scenario.

2.5.1 Flooding

In addition to the pre-incident actions listed in Sections 2.1 and 2.5, the following action items may be appropriate:

- Monitor expected rainfall and river, creek, and tributary levels.
- Identify potential protective measures, including:
  - Pre-identified evacuation routes and alternate routes for areas vulnerable to flooding.
  - Appropriate infrastructure protection measures in landslide/flood-prone areas (coordinate with the Engineering Division to establish procedures).
- Evaluate current resources and identify potential needs and shortfalls (e.g., sandbags, equipment, clear evacuation routes, assembly sites, shelter locations).
- Become familiar with flood-prone areas and the challenges they face.
- Ensure that sandbags and other necessary equipment and supplies are prepared and ready to use.

2.5.2 Drought

In addition to the pre-incident actions listed in Sections 2.1 and 2.5, the following action items may be appropriate:

- Monitor rainfall, weather, crop conditions, and water availability.
- Identify potential protective measures, including:
  - Identify alternative sources of drinking water.
  - Work with the local water service provider to implement water conservation efforts.
  - Work with local farmers to implement herd management strategies.
- Evaluate current resources and identify potential needs and shortfalls (e.g., potable water, water for agricultural needs, financial support).
- Pre-designate alternative sources of drinking water in case of drought or other water shortage event.

2.6 Volcano

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor volcanic activity and wind direction.
- Identify potential protective measures, including:
  - Pre-identified evacuation routes and alternate routes for areas vulnerable to projected ash fall.
  - Implement shelter-in-place plans.
  - Identify traffic control needs.
- Identify potential resource needs (e.g., ash removal equipment, masks, shelters).

2.7 Transportation Accident (Including Air, Rail, and Road)

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor weather reports for severe weather that may make it challenging for drivers, pilots, and rail operators to see and/or control their vehicles, aircraft, and railcars (e.g., excessive rainfall, fog, snow, ice).
- Identify potential protective measures, including:
  - Assess the City's transportation infrastructure (e.g., roads, bridges, and traffic control devices) and implement an emergency transportation route plan.
  - Close roads or bridges that are experiencing flooding or icy conditions.
- Evaluate current resources and identify potential needs and shortfalls (e.g., traffic management supplies, personnel, mass fatality and mass casualty needs).
- Ensure that City personnel are aware they should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.

2.8 Terrorism

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor social media and other avenues for potential terrorism-related threats.
- Identify potential protective measures, including:
  - Shelter-in-place resources and activities.
  - Pre-identified evacuation routes and alternate routes for potential targets of terrorist activity.
- Evaluate current resources and identify potential needs and shortfalls (e.g., personnel trained in hazardous materials response, shelter-in-place supplies).
- Ensure that City personnel have a basic awareness of hazardous materials response and whom to contact.

2.9 Utility Failure

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor severe weather reports that may affect utilities (e.g., high winds, drought, flooding).
- Identify potential protective measures, including:

- Remove tree branches or trees from power line areas.
- Coordinate with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in determining proper precautions and emergency actions prior to a utility failure.
- Confirm emergency contact information for each utility that provides service in the area.
- Check emergency generators to ensure they are in working condition.
- Review hazard information for vital facilities and the impact of a major utility failure on one or more of those facilities.
- Coordinate with utilities to procure and produce information for distribution to the public (e.g., "What to Do When the Lights Go Out").

■ Evaluate current resources and identify potential needs and shortfalls (e.g., generators, equipment for clearing roads of debris, personnel).

3 Response Phase Actions

3.1 General

The following response action items are appropriate to most incidents; however, the actions should be evaluated for appropriateness in any given situation and do not replace common sense or SOPs.

■ Activate local warning/alert systems as appropriate.
■ Assist the EOC Safety Officer in ensuring that actions are taken to protect personnel and emergency equipment from possible damage by the incident.
■ Conduct EOC operations in accordance with the Incident Action Planning process. See https://goo.gl/FaMF8T for more information.
■ Activate mutual aid as needed including placing backup teams on standby.
■ Ensure that all required notifications have been completed. Consider the following:
  - Local, regional, state, and federal agencies/entities that may be able to mobilize resources to support local response efforts
  - Mutual aid partners
  - Private-sector partners with which existing contracts are in place
  - Adjacent jurisdiction EOCs
  - Agency operations centers
■ Coordinate resource access, deployment, and storage in the operational area and track resources as they are dispatched and/or used.
■ Determine the need for an emergency/disaster declaration and submit as needed.
■ Facilitate public information through the Public Information Officer (PIO) with approval by the EOC Incident Commander.
■ If appropriate, establish and/or participate in a Joint Information Center and designate a lead PIO for the City.
■ Maintain incident documentation, including financial records, for potential reimbursement.
■ Develop appropriate reports to maintain situational awareness, including, but not limited to:

- Damage assessment
- Repair and restoration of essential services and vital systems needed
- Injuries and deaths
- Major equipment damage accrued during response activities

- Develop and delivery situation reports (recurring action at regular intervals). *[Incident Command System (ICS) Form 209 – Incident Status Summary]*
- Develop and regularly update the Incident Action Plan (recurring action). *[ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, ICS 208 – Safety Message, Incident Map]*

3.2 Earthquake

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor the Pacific Northwest Seismic Network for aftershocks.
- Monitor secondary hazards associated with earthquakes (e.g., ruptured utility lines, hazardous spills, fires, building collapses, landslides).
- Implement protective measures (e.g., evacuation, assembly sites, shelter activation, traffic control, search and rescue).
- Coordinate debris management activities (e.g., clear right-of-way, establish temporary debris storage sites).
- Identify transportation resources to move people and equipment as necessary.

3.3 Major Fire

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor weather reports, including wind, expected rainfall, and thunderstorm reports.
- Monitor secondary hazards associated with fires (e.g., public health, erosion, landslides, introduction of invasive species, changes in water quality).
- Implement protective actions (e.g., evacuations, relocation of equipment and personnel).
- Coordinate debris management activities (e.g., clear right-of-way, establish temporary debris storage sites).

3.4 Public Health

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to coordinate with the County Health and Human Services Department to monitor and report the presence of public health incidents within the City.
- Implement protective measures, in coordination with the County Health and Human Services Department, to minimize the spread of disease (e.g., wash hands frequently, wear mask, vaccinations, work from home).
- Establish access control to quarantine areas through local law enforcement agencies.

- Collect and report vital statistics to the County Health and Human Services Department or the County EOC if activated, including injuries and/or deaths due to the public health emergency.
- Coordinate with the County to plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.
- Coordinate with the County Health and Human Services Department to ensure that public information being released is appropriate and in line with their messaging.

3.5 Severe Weather

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor weather reports to project potential damage and determine the affected areas.
- Monitor secondary hazards associated with severe weather (e.g., landslides, agricultural water needs, transportation infrastructure damage).
- Implement protective measures (e.g., activate warming or cooling centers, provide sandbag materials and equipment, traffic control measures).
- Coordinate debris management activities (e.g., clear right-of-way, establish temporary debris storage sites).

3.5.1 Flooding

In addition to the response actions listed in Sections 3.1 and 3.5, the following action items may be appropriate:

- Continue to monitor expected rainfall and river, creek, and tributary levels.
- Monitor secondary hazards associated with flooding (e.g., landslides, infrastructure damage, soil erosion and land degradation, epidemic diseases, poisoning, unhygienic conditions, sedimentation, traffic accidents, water pollution, waterlogging/salinity).
- Implement protective measures, including:
    - Coordinate debris removal from necessary areas (e.g., storm drains, bridge viaducts, main arterial routes, public rights-of-way, dams).
    - Activate law enforcement resources (e.g., curfew enforcement, road closures, security).
    - Establish infrastructure protection measures in landslide/flood-prone areas.
- Identify resource needs (e.g., sandbags, equipment, assembly sites, shelters) and request additional support through mutual aid, private contractors, and the County.
- Activate search and rescue operations as necessary.

3.5.2 Drought

In addition to the response actions listed in Sections 3.1 and 3.5, the following action items may be appropriate:

- Continue to monitor rainfall, temperatures, crop conditions, and water availability.
- Monitor secondary hazards associated with drought (e.g., wildfires, economic).
- Implement protective measures (e.g., water conservation efforts, voluntary or mandatory water use restrictions, herd management strategies).

- Work with the PIO and local extension office to provide information and advice to farmers affected via media releases and increase drought education and outreach to the general public.
- Identify resource needs (e.g., potable water, support to farmers).

3.6 Volcano

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor volcanic activity and wind direction to project potential spread of ash, fires, and/or gases.
- Monitor secondary hazards associated with volcanic activity (e.g., ground deformation, lahars, landslides, building roof collapses).
- Implement protective measures (e.g., evacuations, shelter-in-place, traffic control, promote wearing masks, promote staying indoors, open shelters).
- Identify resource needs (e.g., ash removal equipment, masks, fire suppression equipment).
- Work with the PIO to provide information to the public regarding health protective measures and appropriate ash removal methods.

3.7 Hazardous Materials

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Monitor current and forecasted weather to project a potential spread of the hazardous materials plume (recurring action).
- Activate the Regional Hazardous Materials Team through the Oregon Emergency Response System at 1-800-452-0311 for technical assistance.
- Determine the type, scope, and extent of the hazardous materials, incident (recurring action). Verify reports and obtain estimates of the area that may be affected. [ICS Form 209: Status Summary]
    - Notify 911 dispatch, supporting agencies, adjacent jurisdictions, and liaisons of the situation.
    - Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.
    - Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with applicable guidance.
- Ensure that proper containment methods have been implemented by first responders until hazardous materials response teams arrive.
- Establish a safe zone and determine a location for on-site staging and decontamination. Reevaluate as the situation changes.
- Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.
- Support access control to the incident site through local law enforcement agencies.

- If applicable, establish immediate gross decontamination capability for victims.
- Notify hazardous materials supporting agencies.
- Ensure that all required hazardous notifications have been completed.

REQUIRED NOTIFICATIONS

- The Oregon Department of Transportation should be contacted for incidents occurring on state highways.
- Appropriate key stakeholder and partners for incidents that pose an actual or potential threat to state parks, recreational areas, historical sites, environmental sensitive areas, tourist routes, or other designated areas.
- If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.

- Coordinate with the responsible party (if known) and the Oregon Department of Environmental Quality on using private contractors for clean-up.

3.8 Transportation Accidents (Including Air, Rail, and Road)

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor weather reports for severe weather.
- Conduct a scene assessment to determine appropriate level of emergency medical, transportation, and hazardous materials response. Based on the location of the accident, mass casualty, and/or evacuation procedures may be required. [ICS Form 209: Status Summary]
- Implement protective measures (e.g., road/bridge closures, alternate routes).
- Identify resources needed to support the incident (traffic management supplies, personnel, mass fatality and mass casualty support).
- Secure the crash site to maintain integrity of the accident site (after fire suppression and victim rescue operations are completed).
- Ensure that all required notifications have been completed.

REQUIRED NOTIFICATIONS

- Aircraft accident:
  - Federal Aviation Administration
  - Contact the National Transportation Safety Board prior to removing deceased victims or moving aircraft wreckage. (Safety Office, 425-227-2000, 24 hours)
  - Oregon Department of Transportation (State Highways)
- Railroad accident:
  - Prior to removing any victims or wreckage, the Incident Commander or EOC Incident Commander should contact the railroad company's emergency response center, as well as the National Transportation Safety Board.
- State highway accident: Oregon Department of Transportation
- Appropriate key stakeholder and partners for incidents that pose an actual or potential threat to state parks, recreational areas, historical sites, environmental sensitive areas, tourist routes, or other designated areas.
- If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.

- Coordinate the collection, storage, and disposition of all human remains and their personal effects from the accident site.
- Coordinate provision of up-to-date information to friends and family of victims (if not already being handled by another agency). Consideration should be given to keeping the friends and family of the victims in a central location, protected from the press, and where information can be provided to them as it becomes available.
  - Allow the rail company, airline, or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.
- Support the removal of debris in coordination with, or under the direction of, investigating agencies such as the Transportation Security Administration, NTSB, and FBI.
- Coordinate with the American Red Cross to provide shelter and family referral services through the EOC.

3.9 Terrorism

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to work with County, State, and FBI resources to monitor terrorist activities.
- Mobilize appropriate emergency personnel and first responders. When necessary, send fire services, emergency medical services, hazardous materials, law enforcement, public health, and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.
- Ensure that all required notifications have been completed.

REQUIRED NOTIFICATIONS

- Notification of the Oregon State Police and the Federal Bureau of Investigation is required for all terrorism incidents.
- If an incident occurs on state highways, ensure that the Oregon Department of Transportation has been notified.
- Notification of appropriate key stakeholders and partners is required for incidents that pose an actual or potential threat to state parks, recreational areas, historical sites, environmental sensitive areas, tourist routes, or other designated areas.
- If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.

- Activate and participate in Unified Command. Unified Command may consist of City, County, regional, state, and federal crisis management and consequence management agencies.
- Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.
- Implement protective actions (e.g., evacuations, sheltering). *Refer to the United States Department of Transportation Emergency Response Guidebook for determining the appropriate evacuation distance from the source.*
- Activate public notification and advisory procedures.
- Clear immediate area and notify appropriate first responders if an explosive device is found.
  - Be cognizant of any secondary devices that may be on site.
  - Be cognizant that CBRNE agents may be present.
- Control and investigate the crime scene and collect evidence, photographs, and video recordings.

See Section 3.6 for hazardous materials specific information.

3.10 Utility Failure

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor severe weather reports that may affect utilities.
- Monitor secondary hazards associated with utility failure (e.g., traffic accidents due to signals being out, public health concerns, communication difficulties, heating and cooling difficulties).
- Implement protective measures (e.g., utilize backup generators, clear debris from roads).
- Identify the following:
  - General boundary of the affected area
  - Extent of utility disruption
  - Immediate needs of response forces or utilities
  - Estimated time of repair or duration of outage
  - Estimated population affected
- Coordinate with the American Red Cross to open shelters as appropriate.

- Establish communication with and request a liaison from the utility as appropriate.

4 Recovery/Demobilization Phase Actions

Recovery/demobilization actions begin once the threat to public safety has been eliminated. The following recovery action items are appropriate to most incidents; however, the actions should be evaluated for appropriateness in any given situation and do not replace common sense or SOPs.

- Continue to monitor incident-specific secondary hazards.
- Coordinate with the American Red Cross to determine how long shelter operations will be continued, if activated during the incident.
- Implement intermediate and long-term recovery activities.
- Develop a strategy for transitioning the coordination and communication mechanisms for ongoing recovery efforts (e.g., role of the EOC, situational awareness updates, and communications protocols).
- Consider long-term environmental impacts and remediation needs and implement actions.
- Develop a Demobilization Plan to assist in an orderly demobilization of emergency operation. [ICS Form 221 – Demobilization Plan]
- Deactivate/demobilize the EOC, agency operations centers, and command posts.
- Conduct post-incident debriefing(s) to identify success stories and opportunities for improvement. Develop an After Action Report based on these debriefings.
- Develop recommendations and correct any deficiencies reflected in the After Action Report regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future emergencies related to this type of incident.
- Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.

5 Resources

5.1 Earthquake

- Cascadia Playbook https://www.oregon.gov/OMD/OEM/Pages/Cascadia_Playbook.aspx
- United States Geological Survey Earthquake Hazards Program https://earthquake.usgs.gov/
- Catalog of Federal Emergency Management Agency (FEMA) Earthquake Resources https://www.fema.gov/media-library-data/1394506756491-eac042da03e84513b9d034c7debcd6f8/FEMA_P-736B_Final_508.pdf
- Resident Guidance from FEMA https://www.ready.gov/earthquakes
- County Emergency Operations Plan (EOP), Incident Annex (IA) 2 – Earthquake/Seismic Activity
- State of Oregon EOP, IA 2 – Earthquake
- Oregon Resilience Plan
- Oregon Fuel Action Plan

5.2 Major Fire

- Fire Agency List by County http://www.oregon.gov/osp/SFM/docs/FireAgencyListCounty.pdf

- United States Forest Service Wildland Fire Assessment System, Fire Danger Rating http://www.wfas.net/index.php/fire-danger-rating-fire-potential--danger-32
- Resident Guidance from FEMA https://www.ready.gov/wildfires
- County EOP, IA 3 – Wildland Fire
- State of Oregon EOP
  - Emergency Support Function (ESF) 4 – Firefighting
  - IA 5 – Wildland Fire

5.3 Public Health

- Oregon's Health Security, Preparedness, and Response Program https://public.health.oregon.gov/Preparedness/Pages/index.aspx
- Cities Readiness Initiative http://www.crinorthwest.org/preptalk.html
- Resident Guidance from FEMA
  - Pandemic https://www.ready.gov/pandemic
  - Chemical Threats https://www.ready.gov/chemical-threats
  - Biological Threats https://www.ready.gov/biological-threats
- County EOP, ESF 8 – Public Health
- State of Oregon EOP, ESF 8 – Health and Medical

5.4 Severe Weather

- National Oceanic and Atmospheric Association's National Climatic Data Center http://www.ncdc.noaa.gov/
- United State Drought Monitor, updated weekly http://droughtmonitor.unl.edu/Home.aspx
- Resident Guidance from FEMA
  - Severe Weather https://www.ready.gov/severe-weather
  - Drought https://www.ready.gov/drought
  - Floods https://www.ready.gov/floods
  - Snowstorms and Extreme Cold https://www.ready.gov/winter-weather
  - Thunderstorms and Lightening https://www.ready.gov/thunderstorms-lightning
  - Extreme Heat https://www.ready.gov/heat
- County EOP, IA 5 – Severe Weather
- State of Oregon EOP
  - IA 1 – Drought
  - IA 3 – Flood
  - IA 7 – Severe Weather
- United States Geological Survey River Stream Flow data https://waterdata.usgs.gov/or/nwis/current/?type=flow

5.5 Volcano

- Mount Hood Coordination Plan, June 2013, https://www.oregon.gov/OMD/OEM/plans_train/Earthquake/volcano_plan_mt-hood.pdf
- U.S. Geological Survey Volcano Hazards Program, http://volcanoes.usgs.gov/index.html
- Resident Guidance from FEMA https://www.ready.gov/volcanoes
- County EOP, IA 6 – Volcano

- State of Oregon IA 6 – Volcano
  http://www.oregon.gov/OMD/OEM/plans_train/docs/eop/eop_ia_6_volcano.pdf

5.6 Hazardous Materials

- Northwest Area Contingency Plan http://www.rrt10nwac.com/nwacp/
- Pipeline and Hazardous Materials Safety Administration
  http://www.phmsa.dot.gov/hazmat
- Resident Guidance from FEMA https://www.ready.gov/hazardous-materials-incidents
- County EOP, ESF 10 – Oil and Hazardous Materials
- State of Oregon Emergency Operations Plan, ESF 10 – Hazardous Materials
  http://www.oregon.gov/OMD/OEM/plans_train/docs/eop/OR_EOP_2015_ESF_10_hazmat.pdf

5.7 Transportation Accidents (Including Air, Rail, and Road)

- Oregon Department of Transportation Trip Check https://tripcheck.com
- County Airport and Heliport Directory
  https://www.oregon.gov/OMD/OEM/Pages/plans_train/Disaster-Aviation-Annex.aspx#County_Airport_and_Heliport_Directory
- Individual airport emergency response plans
- Individual railroad emergency response plans
- State of Oregon Disaster Aviation Annex
  https://www.oregon.gov/OMD/OEM/Pages/plans_train/Disaster-Aviation-Annex.aspx

5.8 Terrorism

- County EOP
  - IA 9 – Terrorism
  - IA 10 - Bioterrorism
- State of Oregon EOP
  - IA 8 – Terrorism
    https://www.oregon.gov/OMD/OEM/plans_train/docs/eop/eop_ia_8_terrorism.pdf
  - IA 10 – Cyber Security
    https://www.oregon.gov/OMD/OEM/plans_train/docs/eop/eop_ia_10_cyber.pdf

5.9 Utility Failure

- State of Oregon EOP, ESF 12 – Energy
- Electrical company emergency response plans
- Natural gas company emergency response plans
- Cell phone company emergency response plans
- Telecommunications company emergency response plans

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THE CITY MANAGER'S DELARATION OF A STATE OF EMERGENCY PURSUANT TO AMC 2.62, EMERGENCY POWERS

RECITALS:

A. Due to the impending drought in the City of Ashland, Oregon, there is a critical situation where water for Ashland city farms, homes, businesses and emergency operations is not available. The City is facing an emergency need to allocate substantial funds and water resources to ensure the immediate and ongoing support of the critical water supply needs for all of Ashland impacted by the drought until such time as the city's water supply demands can be reliably sustained by Ashland's own municipal water source, Reeder Reservoir. Furthermore, the emergency declaration is necessary to maintain the continued operation of the city of Ashland's infrastructure and operations;

B. Pursuant to AMC Chapter 2.62 Emergency Powers, an emergency declaration made by the City Manager is necessary as a required step to authorize operational response to and recovery needs for this emergency;

C. The City Manager, if not present, designates and delegates full and complete powers of their office to the Deputy City Manager in their absence; and,

D. The City Manager has requested a meeting of the City of Ashland City Council to be held on June 2, 2026, to ratify the following declaration:

THE CITY OF ASHLAND CITY MANAGER HEREBY DECLARES AS FOLLOWS:

1. **The Nature of the Emergency:**

The City Manager hereby declares a state of emergency due to the imminent and ongoing threat posed by the regional drought and water shortage in Ashland, which will result in water shortages to local farms, homes, businesses, and infrastructure. This emergency declaration is necessary to secure funds and resources to provide immediate and sustained relief for those affected until such time as the drought and city water levels can sustain uninterrupted demands.

The Ashland Emergency Management Plan Functional Annex 1.4 Severe Weather, and FA-2 Pre-Incident Actions are activated for this event.

2. **Geographical boundaries:**

The geographical boundaries subject to the emergency controls shall encompass the entirety of the city limits of Ashland including the Urban Growth Boundary and its infrastructure and its properties.

3. **The Duration of the Emergency:**

In accordance with State Executive Order #26-07, this state of emergency expire on December 31, 2026, unless otherwise amended by resolution.

4. **Special Regulations:**

In accordance with this state of emergency, the following special regulations are imposed:

- As provided for under ORS 294.481, and other related municipal emergency financing provisions, immediate allocation of funds and resources to essential services regarding:
    - Ashland water and wastewater needs for infrastructure, citizens, and businesses in the Ashland area.
- Coordination with local and regional organizations and agencies to ensure the safety and well-being of those affected by the emergency.
- Continuation of water conservation and curtailment measures taken by the city per AMC 14.06.030, with ongoing conservation practices detailed on the City's publicly facing webpage for water conservation: https://ashlandoregon.gov/534/Water-Conservation-Programs.
- Regular updates and assessments to adapt to changing conditions and possible increasing or decreasing of water curtailment stages and conservation measures to meet the City's needs.

This emergency declaration is made in accordance with AMC Chapter 2.62 Emergency Powers and the City of Ashland Emergency Management Plan, amended and updated by Res. 2018-26 and attached hereto as "Exhibit A" and incorporated herein by this reference, recognizing the need to protect the lives, health, and safety of our community members facing drought conditions. We respectfully request that Jackson County provide assistance, consider the city an "Emergency Area" as provided for in ORS 401, and, as appropriate, request support from state agencies and/or federal government.

This emergency declaration is duly declared and enforceable immediately this 28th day of May, 2026, and takes effect upon my signature.

Sabrina, Cotta, City Manager
City of Ashland, Oregon

As witnessed this 28 day of May, 2026, to the signature of Sabrina Cotta, City Manager, City of Ashland, Oregon.

Alissa Kolodzinski, City Recorder
City of Ashland, Oregon

BEFORE THE BOARD OF COUNTY COMMISSIONERS

STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF DECLARING A LOCAL)
DROUGHT STATE OF EMERGENCY AND)
REQUESTING THE GOVERNOR TO DECLARE)
A STATE DROUGHT EMERGENCY FOR)
JACKSON COUNTY, OREGON)

ORDER NO. 78-26

WHEREAS, the Jackson County Board of Commissioners finds that the County's agricultural and livestock industries, and the economy that depends on them, are anticipated to suffer widespread and substantial economic damage, potential injuries, and property loss resulting from extreme weather conditions; and

WHEREAS, the extreme weather conditions are anticipated to impact municipal water systems' ability to deliver water for household and business needs; and

WHEREAS, annual water supplies available to municipal water systems, irrigators, and ranchers in Jackson County depend on water stored in the Rogue and Applegate Rivers, and other natural bodies of water, and in reservoirs including, Fish and Fourmile Lakes, as well as estimated seasonal inflow from winter snowpack; and

WHEREAS, a call for water has been issued for Upper Klamath Lake due to water right claim K-622, which requires a lake elevation of 4,143.00 feet at this time of year, while the current elevation is at 4,142.61 feet; and

WHEREAS, this call affects water users with junior water rights, including those on tributaries such as Fourmile Lake, which supplies the Medford Irrigation District and Rogue River Valley Irrigation District; and

WHEREAS, historically, the Districts divert approximately 6,000-acre feet annually from Fourmile Lake, but this season may receive only one-half of that amount; and

WHEREAS, a reduction of this magnitude will increase reliance on live streamflow and stored water from other reservoirs such as Emigrant, Howard Prairie, and Hyatt Lakes; and

WHEREAS, Jackson County contains approximately 40,000 acres of irrigation district lands that rely, in part, on stored water, and many irrigation districts may choose to delay opening day and may be forced to curtail water deliveries later this summer; and

WHEREAS, in addition to irrigation district lands, approximately 170,000 acres of irrigated lands with individual water rights will also be affected by low reservoir and streamflow levels; and

WHEREAS, many municipal water systems, farmers, ranchers, and vineyards depend solely on natural water sources that are not supplemented by reservoir storage, and these natural tributaries to the Rogue and Applegate Rivers are in extreme jeopardy of drying up as they rely on annual snowpack; and

WHEREAS, the Jackson County Board of Commissioners determines that extraordinary measures are required to alleviate hardship for people and livestock, mitigate economic loss, and respond to heightened wildfire risk.

Now, therefore,

The Board of County Commissioners of Jackson County hereby ORDERS:

1. A local state of emergency is declared in Jackson County for the purpose of assessment, evaluation, and acquiring the ability to provide appropriate available resources due to drought conditions.

2. The Drought Annex of the Jackson County Emergency Operations Plan has been implemented.

3. Pursuant to Oregon Revised Statute (ORS) 401.165, a copy of this signed Order shall be sent to The Honorable Tina Kotek, Governor of Oregon, through the Oregon Department of Emergency Management, requesting that the Governor declare a State Drought Emergency for all of Jackson County under ORS 536.740 due to elevated and continuing drought conditions beginning now and continuing for an undetermined period. The Board further requests that the Governor direct the Oregon Water Resources Department to make available in Jackson County: temporary transfers of water rights, emergency water use permits, use of existing right option agreements, preference for municipal, livestock, human consumption, and any other Federal and State drought assistance and programs as needed.

4. This declaration of a local state of emergency shall take effect immediately from and after its issuance.

DATED this 1st day of April, 2026, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

Rick Dyer, Chair

Randy Sparacino, Commissioner

Colleen Roberts, Commissioner

Council Business Meeting

Date: June 2, 2026

Agenda Item	Wastewater and Storm Drain Rate Study Acceptance
Department	Public Works
From	Scott Fleury, Director

TIME ESTIMATE
30 Minutes

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

SUMMARY

Before Council is the follow up to the previous 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.

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

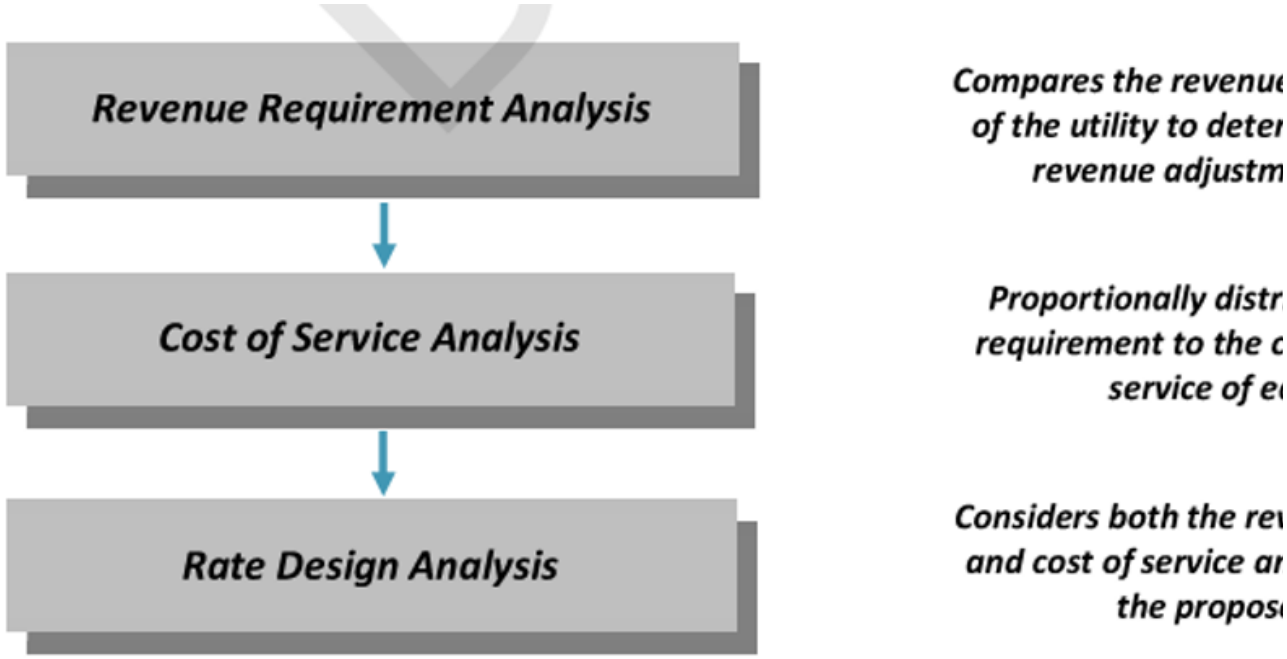
BACKGROUND AND ADDITIONAL INFORMATION

PREVIOUS COUNCIL ACTION

The City Council has previously accepted the Collection System and Storm Drain System Master Plans that outline the capital and maintenance needs for each enterprise. The Council has also adopted biennial budgets that support both enterprises. This cost of service/rate study builds upon the initial financial analysis and budgeting done since the master plans were accepted and sets the foundation for future funding of the enterprises.

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.



Rate Study Goals and Objectives:

- Develop the Study in a manner that is consistent with the principles and methodologies established by the Water Environment Federation (WEF) Manual of Practice No. 27, Financing and Charges for Wastewater Systems
- In financial planning and establishing the proposed rates, review and utilize best industry practices, while recognizing and acknowledging the specific and unique characteristics of the City's systems and customers
- Utilize generally accepted rate making methodologies to review the City's costs in order to determine the adequacy and proportionality of each utility's rates
- Meet the City's financial planning criteria as it relates to legally required debt service coverage (DSC) ratios, adequate funding of capital infrastructure, and maintenance of adequate reserve levels for each utility
- Develop a final proposed rate transition plan for each utility which adequately supports the utility's funding requirements, while balancing the impacts to customer bills
- Develop cost-based and proportional wastewater and storm drain rates for the next five-year period (FY 2027 – FY 2031)

Rate Study Key Results:

- A revenue requirement analysis was developed for the time period of FY 2026 through FY 2036 for the wastewater and storm drain utilities on a stand-alone basis
- The City's adopted biennial FY 2026 and FY 2027 wastewater and storm drain budgets were used as the starting point of the analyses
- Operation and maintenance expenses are projected to increase at inflationary levels with no assumed changes to levels of service or anticipated extraordinary expenses
- The proposed wastewater and storm drain rates were developed based on the results of the cost of service analyses
- The proposed wastewater rates adjust the current rate structure to revise the multi-family fixed charge
- The proposed storm drain rates maintain the current rate structure with the level of the rates being adjusted to reflect the overall storm drain system revenue needs
- The proposed wastewater rates have been developed for annual implementation in FY 2027 through FY 2031
- The proposed storm drain rates have been developed for annual implementation in FY 2027 through FY 2031

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 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.

Given previous discussions with the City Council adjustments to the multifamily customer class have been minimized to the maximum extent feasible as part of the rate setting study.

Figure 1: Wastewater Projected Rate Increases

Table ES – 2
Summary of the Wastewater Revenue Requirement Analy

	FY 2026	FY 2027	FY 2028	FY 2029
Revenues				
Rate Revenues	$6,746	$6,780	$6,814	$6,848
Other Revenues	250	43	40	28
Total Revenues	**$6,996**	**$6,822**	**$6,853**	**$6,876**
Expenses				
Total O&M Expenses	$5,963	$5,963	$6,265	$6,553
Taxes & Transfers	540	550	545	548
Rate Funded Capital	832	650	610	375
Net Debt Service	174	173	353	576
Reserve Funding	(513)	(75)	(6)	251
Total Revenue Requirement	**$6,996**	**$7,262**	**$7,767**	**$8,303**
Bal./(Def.) of Funds	($0)	($475)	($987)	($1,541)
Plus: Additional Taxes	0	(35)	(73)	(114)
Total Bal. / (Def.) of Funds	$0	($475)	($987)	($1,541)
Balance as % of Rates	0.0%	7.0%	14.5%	22.5%
Proposed Rate Adjustments	**0.0%**	**7.0%**	**7.0%**	**7.0%**
Add'l Revenue with Rate Adj.	$0	$475	$987	$1,541

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

Table ES – 6 Summary of the Storm Drain Revenue Requirement Analy				
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**
Revenues				
Rate Revenues	$810	$814	$818	$822
Other Revenues	84	43	36	26
Total Revenues	**$894**	**$856**	**$854**	**$847**
Expenses				
Total O&M	$826	$857	$900	$945
Taxes & Transfers	0	65	65	66
Rate Funded Capital	65	75	100	140
Net Debt Service	0	0	0	43
Reserve Funding	3	(1)	67	74
Total Expenses	**$894**	**$996**	**$1,133**	**$1,269**
Bal./(Def.) of Funds	$0	($151)	($301)	($455)
Plus: Additional Taxes	0	(11)	(22)	(34)
Total Bal. / (Def.) of Funds	$0	($151)	($301)	($455)
Balance as % of Rev from Rates	0.0%	17.1%	34.1%	51.2%
Proposed Rate Adjustments	**0.0%**	**18.5%**	**15.5%**	**13.5%**
Add'l Revenue with Rate Adj.	$0	$151	$301	$455

SUMMARY

Wastewater Rates Summary:

- Adjustments are necessary to fund the ongoing O&M expenses to provide wastewater service
- Adjustments are necessary to maintain prudent funding of annual renewal and replacement of the wastewater utility
- The proposed adjustments maintain the City's financial health (e.g., debt service coverage ratios, reserves) and provide long-term, sustainable funding levels for the City

Storm Drain Rates Summary:

- Adjustments are necessary to fund the ongoing O&M expenses to provide storm drain service
- Adjustments are necessary to maintain prudent funding of annual renewal and replacement of the storm drain utility

- The proposed adjustments maintain the City's strong financial health (e.g., debt service coverage ratios, reserves) and provide long-term, sustainable funding levels for the City

FISCAL IMPACTS

The City contracted with HDR Engineering for $72,868 to perform the Cost of Service and Rate Study. To date $39,224 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. Due to the timing of acceptance of the study and staff's ability to create updated rate resolutions, staff expects to bring resolutions for consideration in July. 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.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

I move to accept the Wastewater and Storm Drain Rate Study developed by HDR Engineering.

I move to modify plan (insert modification)

REFERENCES & ATTACHMENTS

1. City of Ashland - Wastewater and Storm Drain Rate Study Presentation #2 5.20.2026
2. City of Ashland - Wastewater and Stormdrain Rate Study DRAFT Report

City of Ashland

Wastewater and Storm Drain Rate Study

June 2, 2026

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Agenda

1 General Overview of the Rate Setting Process

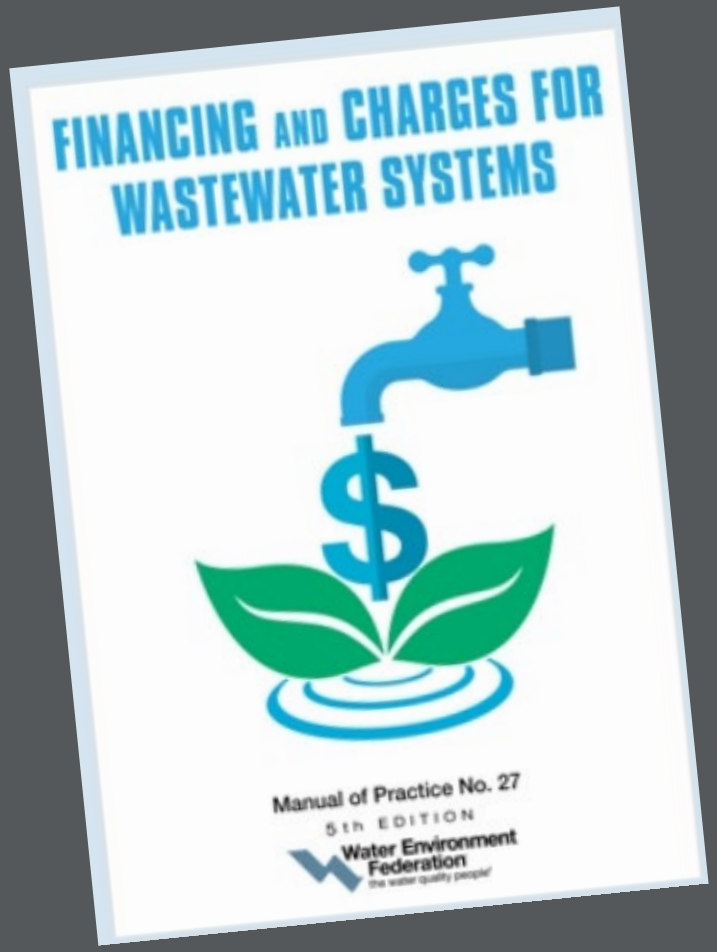
2 Wastewater Rate Study

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

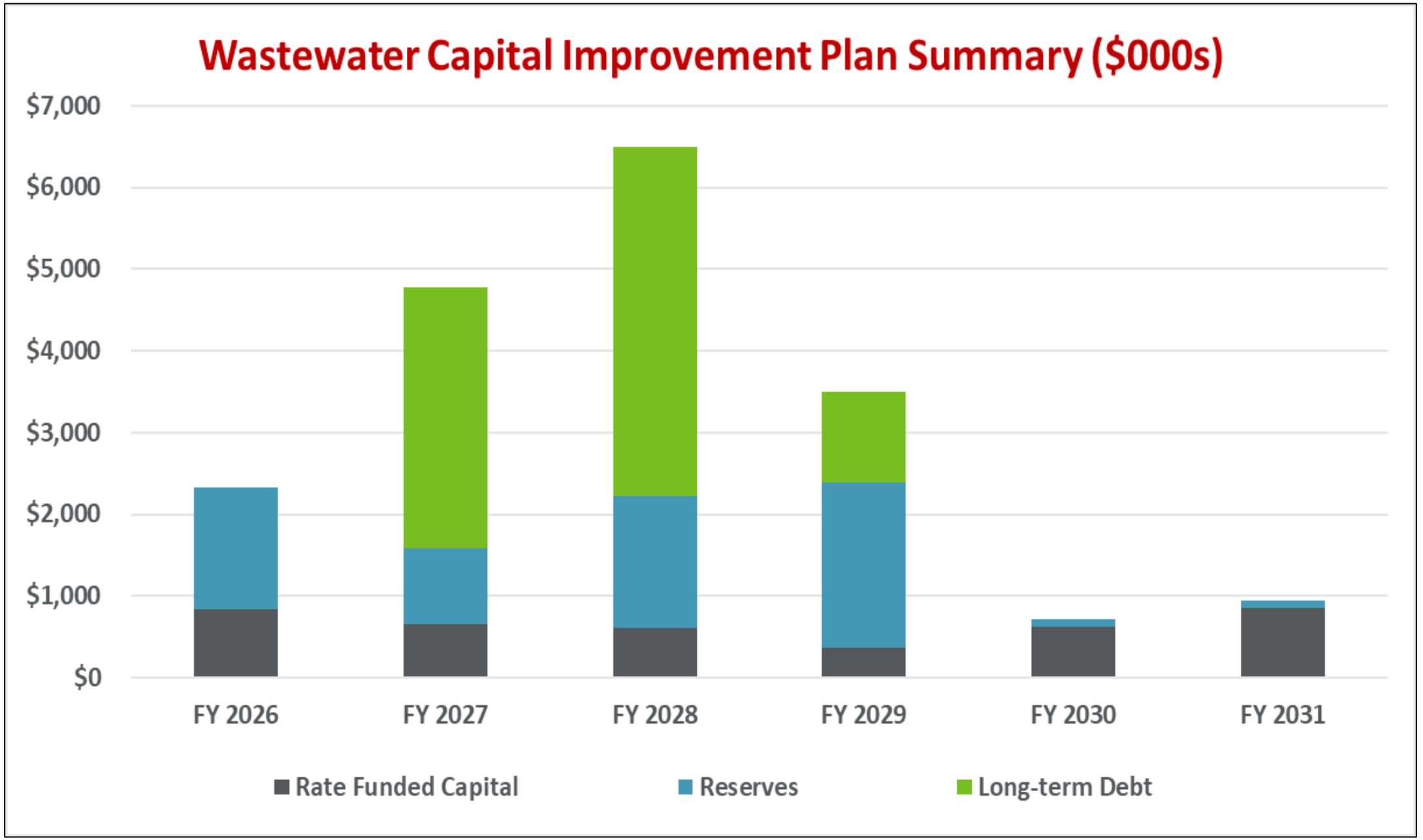
Design rates to meet the revenue needs and cost of service while reflecting the City's rate design goals and objectives

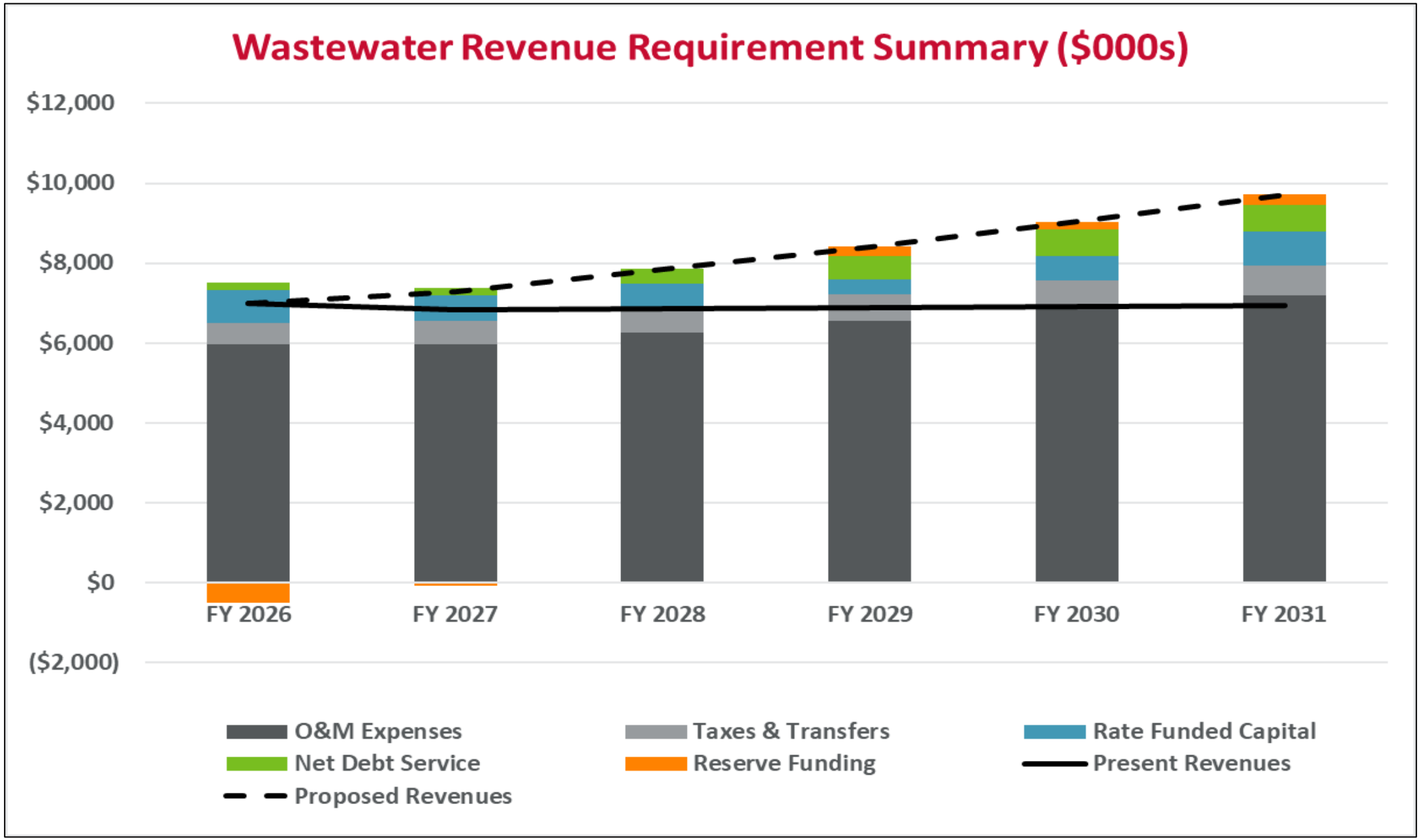
2

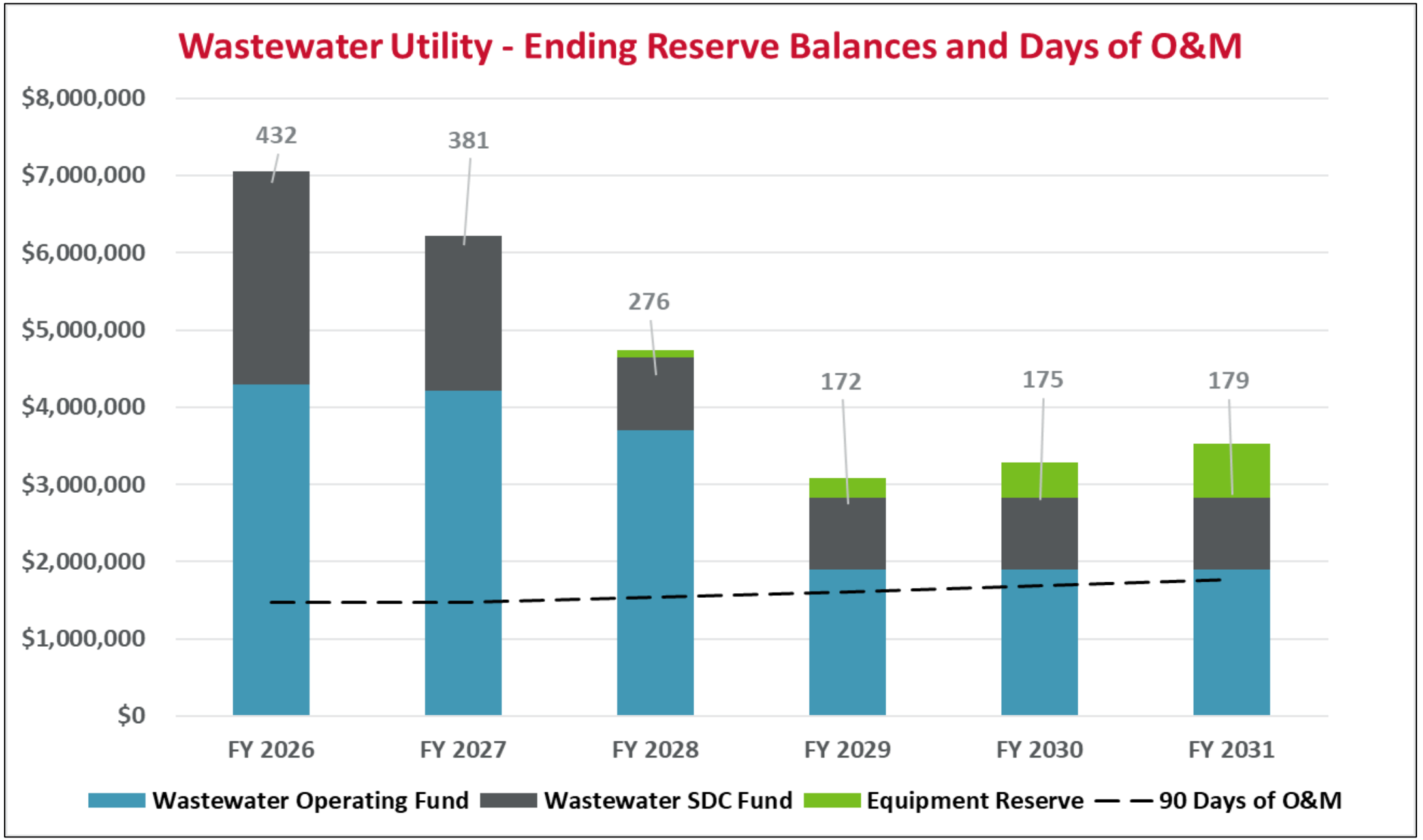
Wastewater Rate Study

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

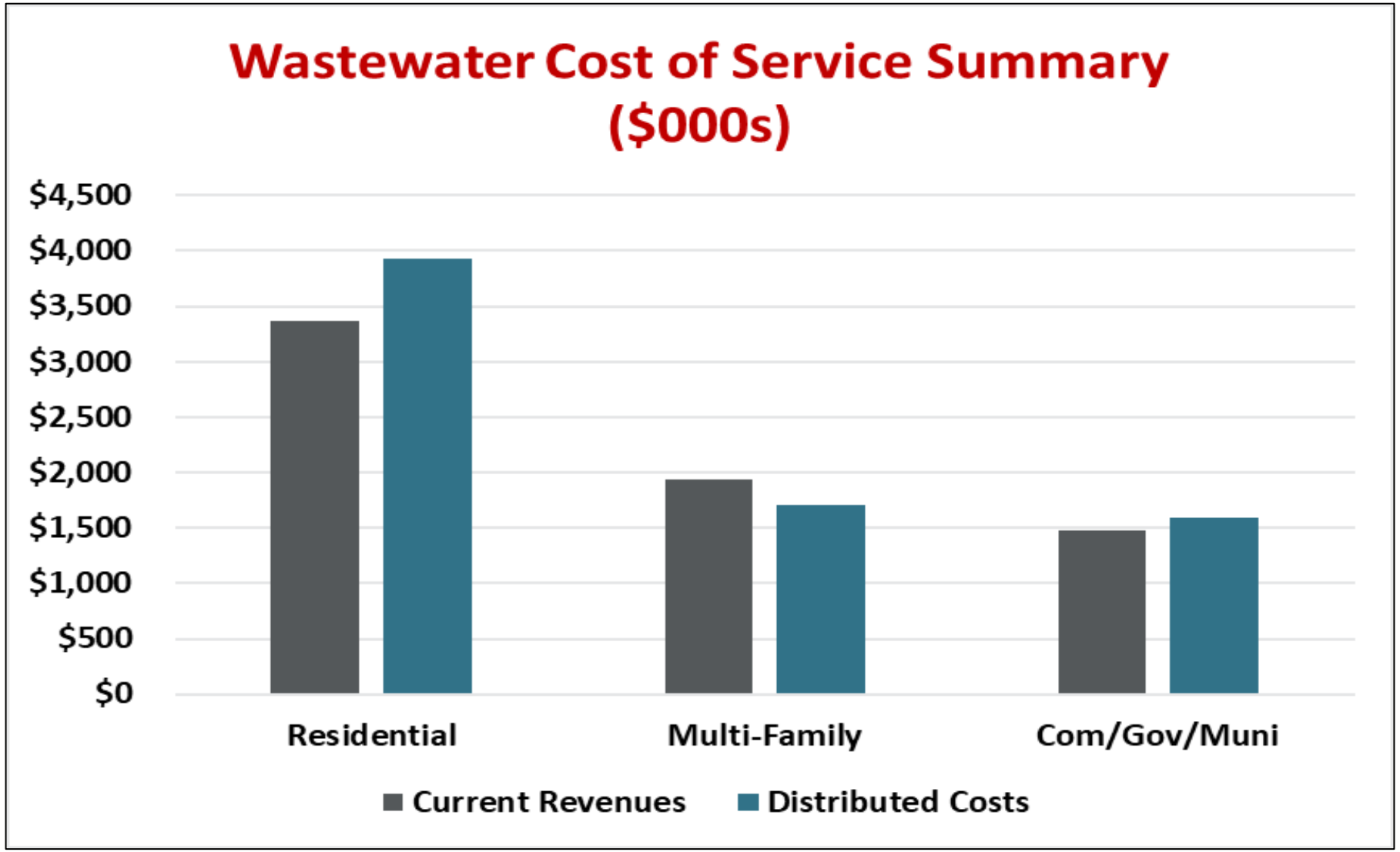

Wastewater Revenue Requirement Summary ($000s)
$12,000
$10,000
$8,000
$6,000
$4,000
$2,000
$0
($2,000)
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031
O&M Expenses
Taxes & Transfers
Rate Funded Capital
Net Debt Service
Reserve Funding
Present Revenues
Proposed Revenues


Wastewater Utility - Ending Reserve Balances and Days of O&M
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
432
381
276
172
175
179
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031
Wastewater Operating Fund
Wastewater SDC Fund
Equipment Reserve
90 Days of O&M

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

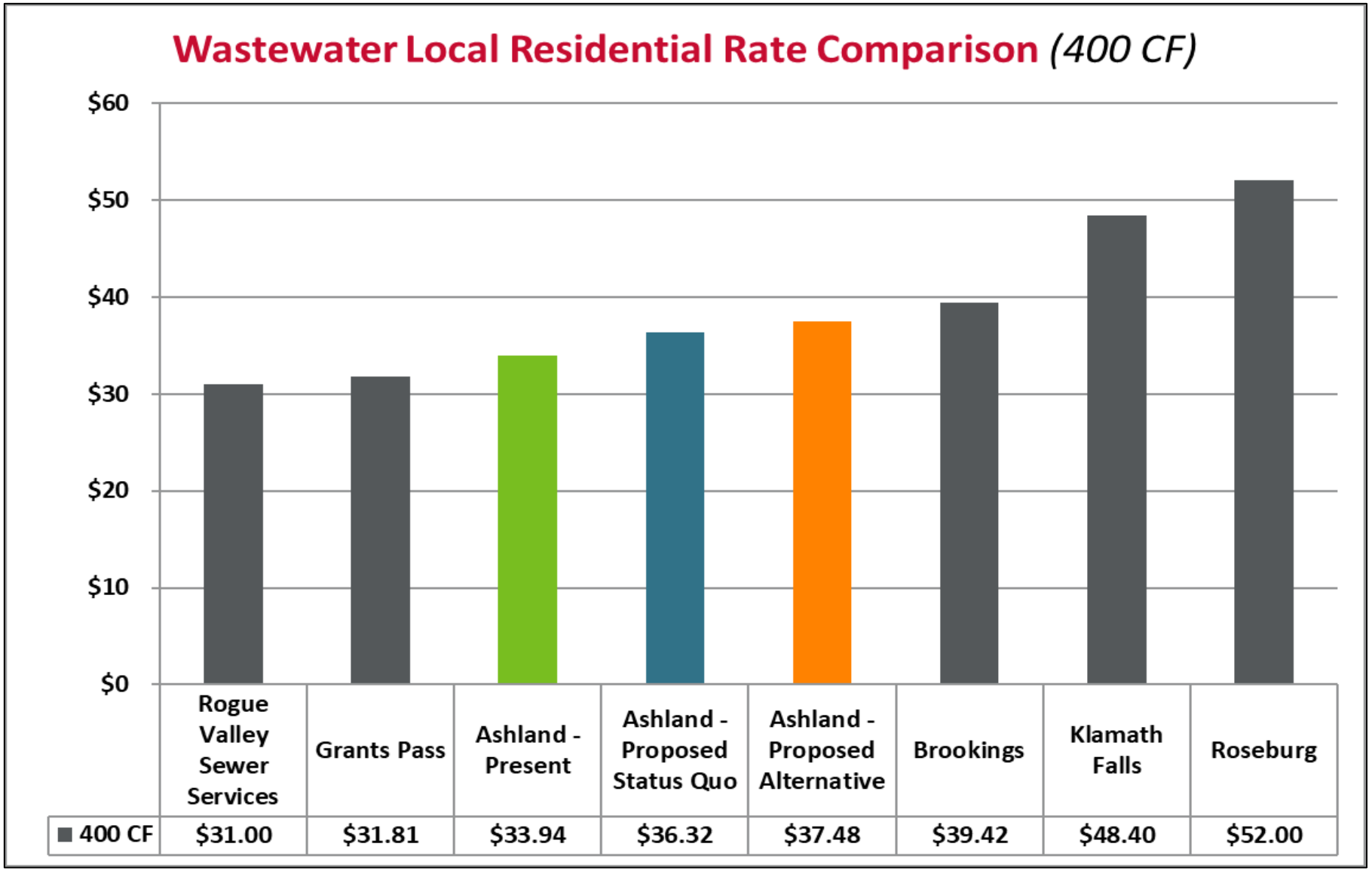


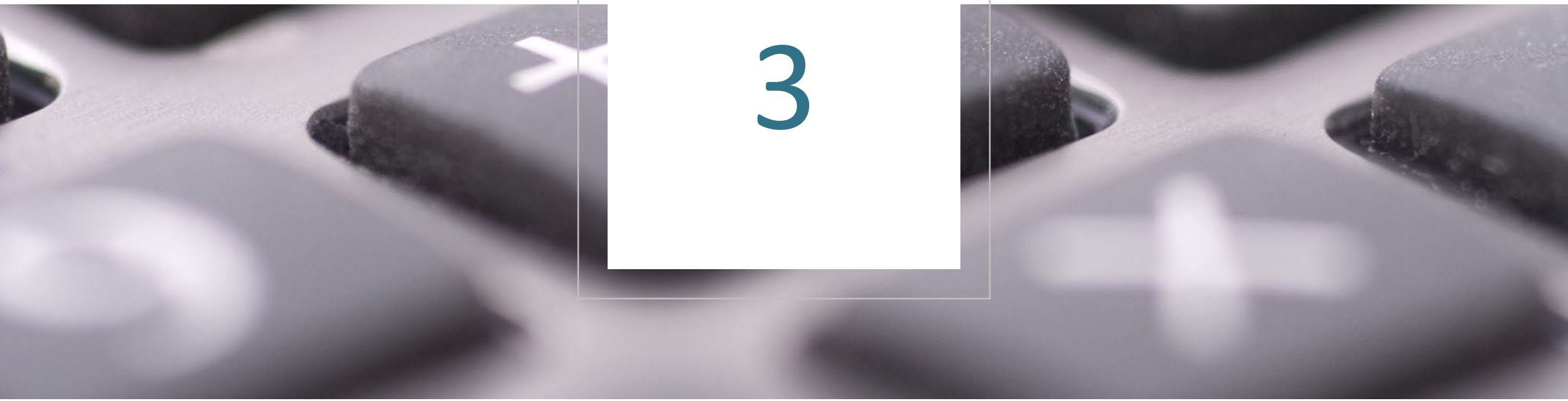
Wastewater Rate Design

- Reflect 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 following years
  - 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	$0.07883
Governmental						
Service Charge	*$ / 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

Local Comparison - Wastewater



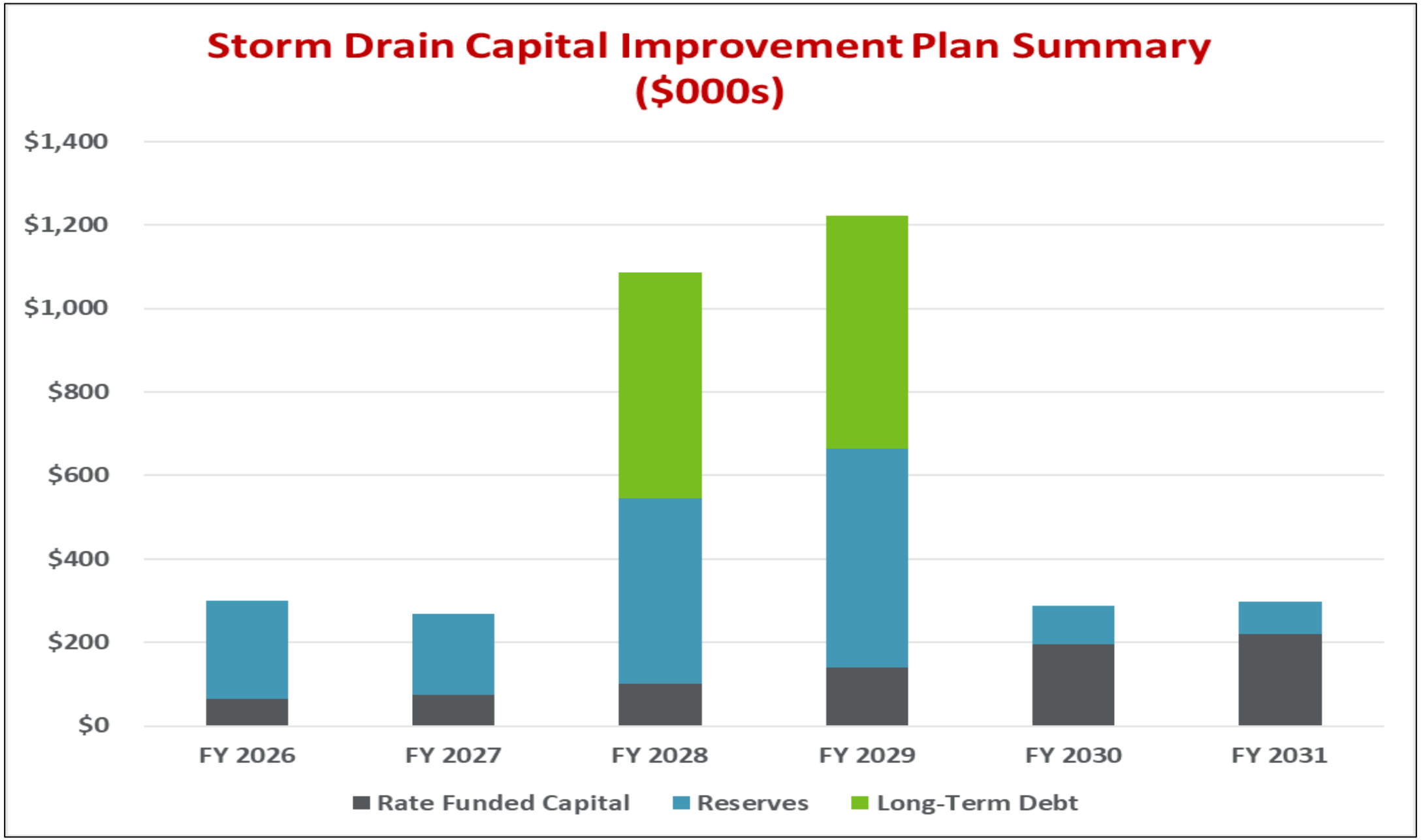


3

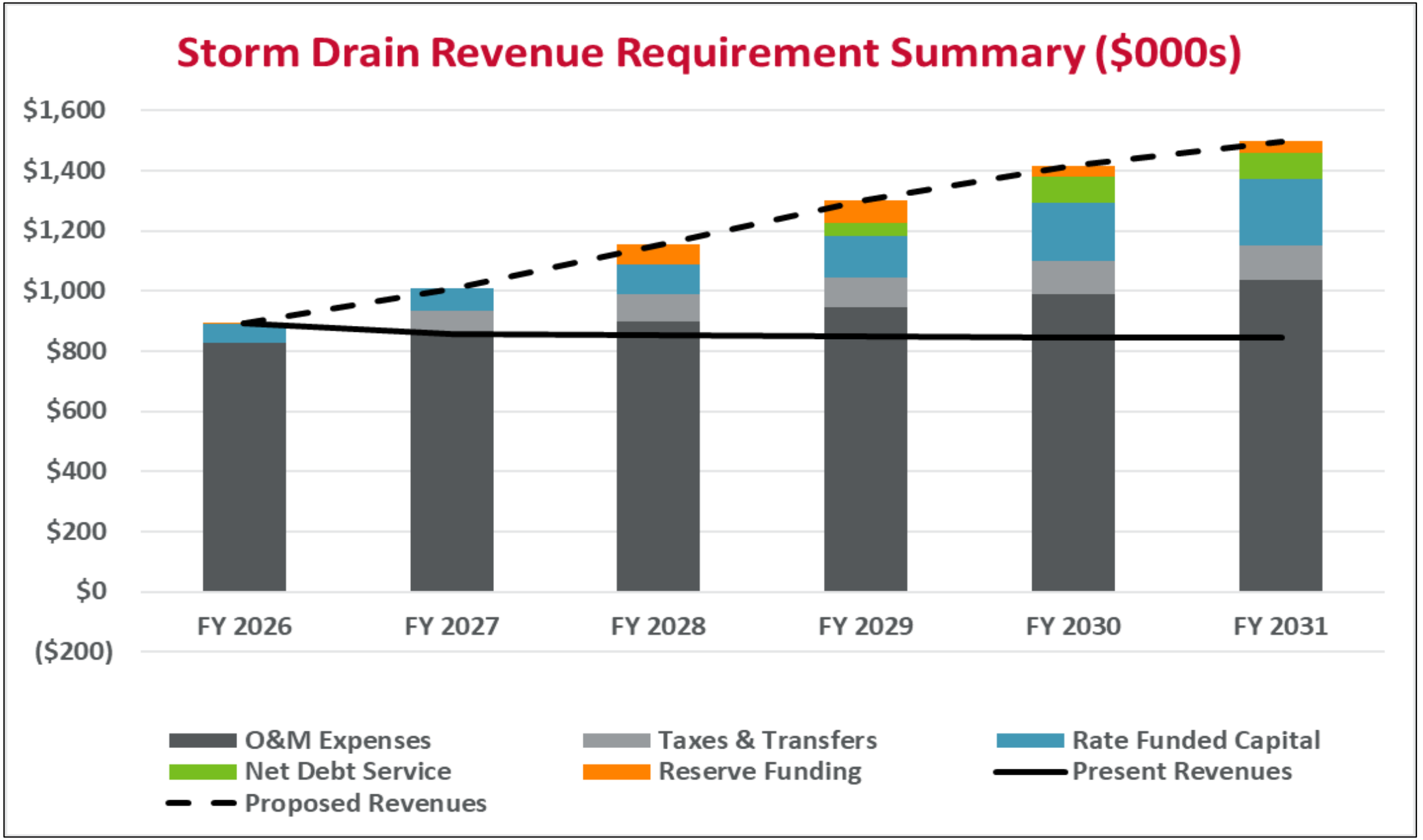
Storm Drain Rate Study

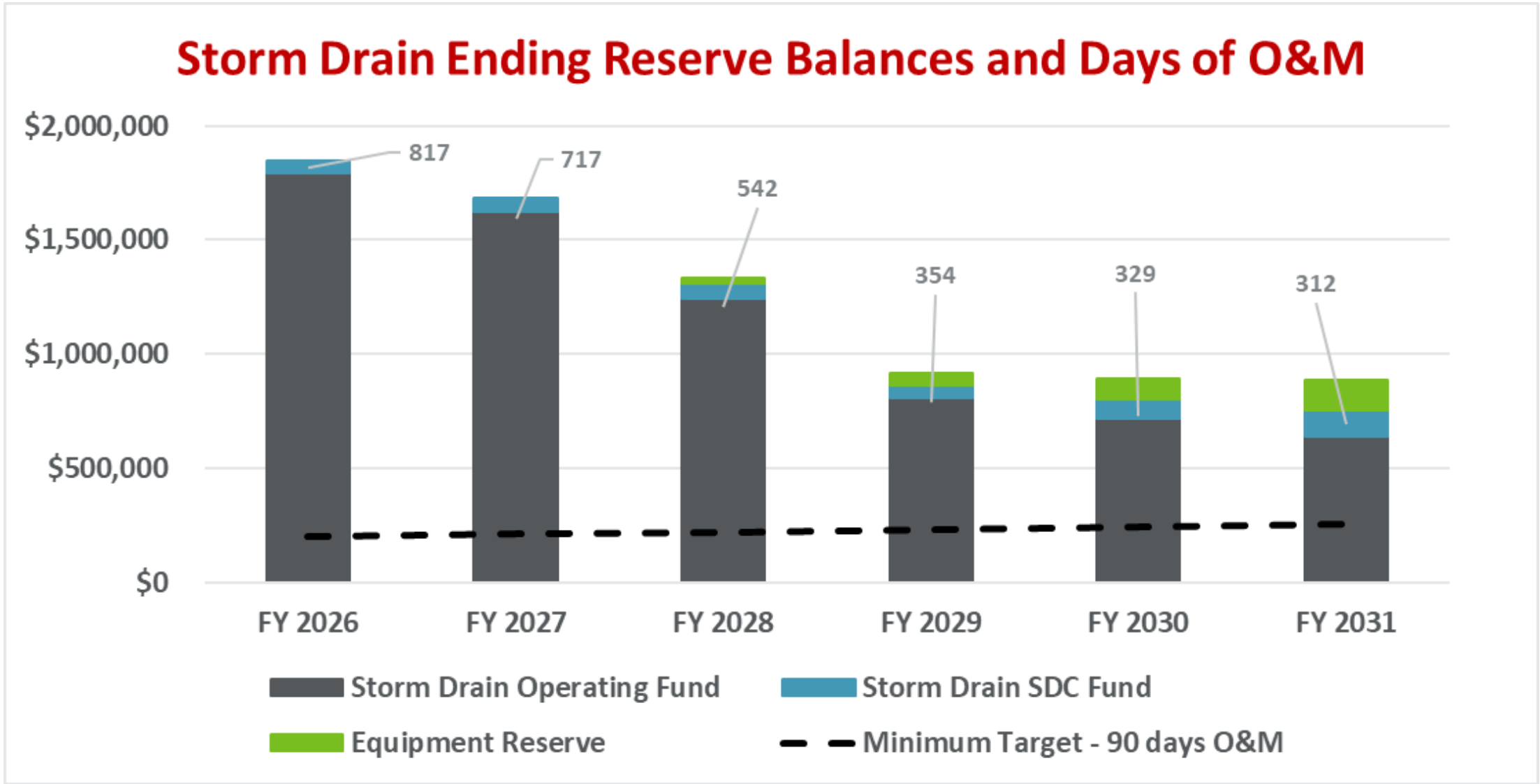
Storm Drain Revenue Requirement Assumptions

- 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)
$1,400
$1,200
$1,000
$800
$600
$400
$200
$0
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031
Rate Funded Capital
Reserves
Long-Term Debt

Storm Drain Revenue Requirement Summary ($000s)




Storm Drain Ending Reserve Balances and Days of O&M
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
817
717
542
354
329
312
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031
Storm Drain Operating Fund
Storm Drain SDC Fund
Equipment Reserve
Minimum Target - 90 days O&M

Storm Drain Cost of Service Analysis

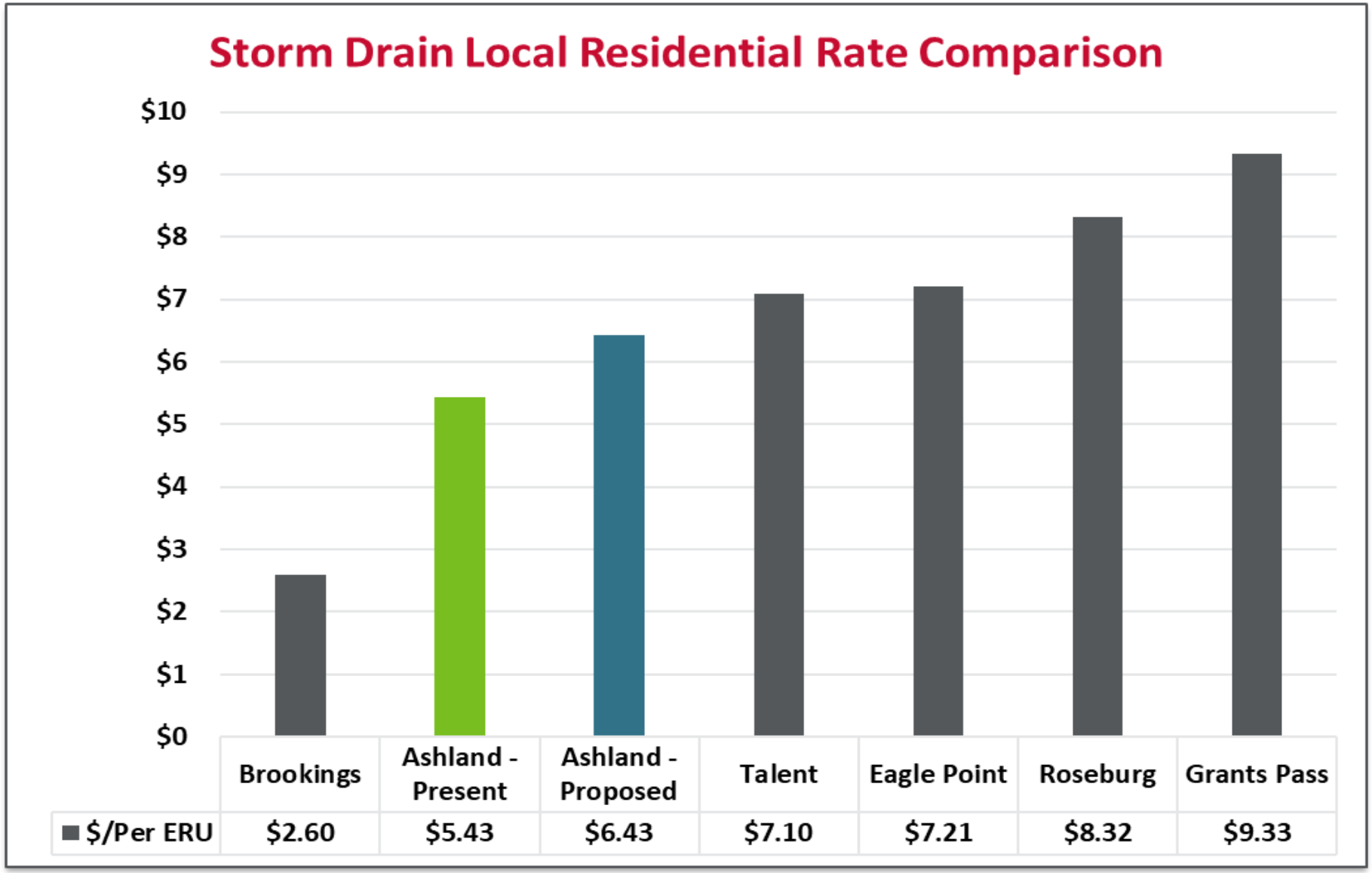
- Simplified cost of service analysis for storm drain utility
- Total revenue requirement divided by total number of equivalent residential units

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



4

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
- If approved, ordinance brought to Council for adoption of proposed rates
- Finalize written study documentation

Questions and Discussion

DRAFT REPORT

CITY OF ASHLAND

City of Ashland

Wastewater and Storm Drain Rate Study

April 2026

HDR

DRAFT

April 29, 2026

Mr. Scott Fleury
Public Works Director
City of Ashland
51 Winburn Way
Ashland, OR 97520

Subject: Wastewater and Storm Drain Rate Study Draft Report

Dear Mr. Fleury:

HDR Engineering, Inc. (HDR) is pleased to present to the City of Ashland (City) the draft report for the wastewater and storm drain rate study (Study). The Study objectives were to provide an independent review of the City's wastewater and storm drain utilities and develop rate transition plans that will result in cost-based wastewater and storm drain rates to reflect the operating and capital needs of each utility as identified in the Study. Additionally, the Study reviewed the proportionality of the wastewater and storm drain rates for the different types of customers (e.g., rate schedules) served by the City. This report outlines the overall approach used to achieve these objectives, along with the study findings, conclusions, and recommendations.

This report utilized the City's accounting, budgeting, operating, and historical customer billing records. HDR has relied on this information to develop our analyses that form our findings, conclusions, and recommendations. At the same time, the Study was developed utilizing generally accepted rate setting principles as outlined in industry standard rate setting manuals such as the Water Environment Federation's Financing and Charges for Wastewater Systems Manual of Practice No. 27. The conclusions and recommendations contained within this report are intended to provide the City with cost-based and proportional wastewater and storm drain rates.

We appreciate the assistance provided by City staff, management and Council in the development of the Study as well as the opportunity to provide these technical and professional services to the City of Ashland.

Sincerely yours,
HDR Engineering, Inc.

Josiah Close

Josiah Close
Utility Rates Project Manager

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Storm Drain Technical Appendix 1

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Executive Summary

HDR Engineering, Inc. was retained by the City of Ashland to conduct a comprehensive wastewater and storm drain rate study. The main objectives of the Study were to:

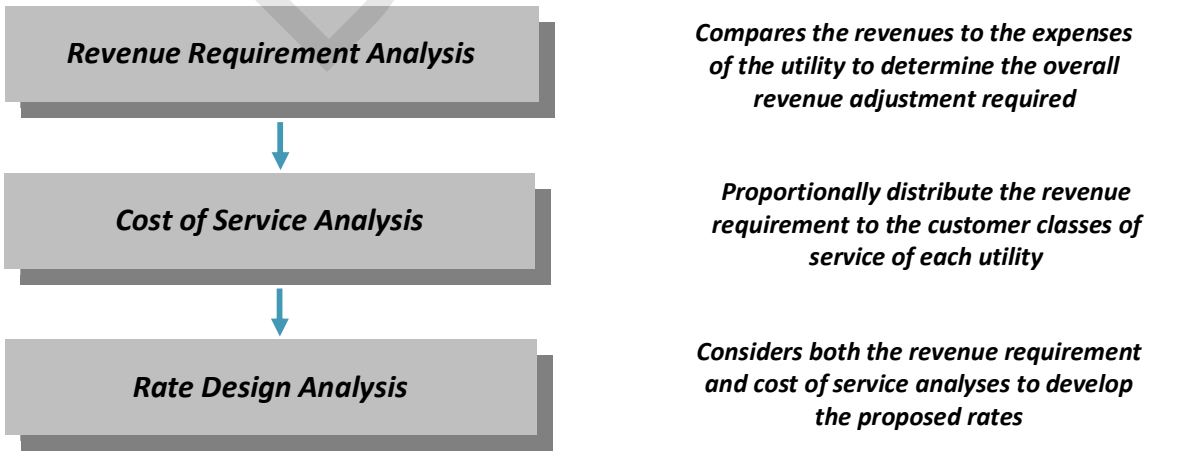
- Develop a projection of wastewater and storm drain revenues to support the operating and capital costs for each utility
- Proportionately distribute the costs of providing wastewater and storm drain services to the customers receiving service
- Propose cost-based wastewater and storm drain rates for a multi-year time period

The City owns, operates, and maintains the wastewater and storm drain systems. The costs associated with providing wastewater and storm drain services to the City's customers has been developed based on the information provided by the City and is included within the development of the proposed rates. The Study was developed utilizing industry recognized generally accepted rate setting principles and methodologies as well as the City's unique customer and system characteristics. This report provides the basis for developing and implementing wastewater and storm drain rates which are cost-based and proportional to the City's customers.

ES-1 Overview of the Rate Study Process

A comprehensive rate study uses three interrelated analyses to address the adequacy and proportionality of each utility's rates. These three analyses are a revenue requirement analysis, a cost of service analysis, and a rate design analysis. These three analyses are illustrated below in Figure ES - 1.

Figure ES – 1
Overview of the Comprehensive Rate Analyses



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ES-2 Key Rate Study Results

The Study technical analysis was developed based on City provided operation and maintenance (O&M) and capital costs necessary to provide wastewater and storm drain services to the City's customers. The analyses resulted in the following findings, conclusions, and recommendations.

- A revenue requirement analysis was developed for the time period of FY 2026 through FY 2036 for the wastewater and storm drain utilities on a stand-alone basis
- The City's adopted biennial FY 2026 and FY 2027 wastewater and storm drain budgets were used as the starting point of the analyses
- Operation and maintenance expenses are projected to increase at inflationary levels with no assumed changes to levels of service or anticipated extraordinary expenses
- The proposed wastewater and storm drain rates were developed based on the results of the cost of service analyses
- The proposed wastewater rates adjust the current rate structure to revise the multi-family fixed charge
- The proposed storm drain rates maintain the current rate structure with the level of the rates being adjusted to reflect the overall storm drain system revenue needs
- The proposed wastewater rates have been developed for annual implementation in FY 2027 through FY 2031
- The proposed storm drain rates have been developed for annual implementation in FY 2027 through FY 2031

ES-3 Summary of the Wastewater Revenue Requirement Analysis

The revenue requirement analysis is the first analytical step in the wastewater rate study process. The revenue requirement analysis determines the adequacy of the current wastewater rates to fund current and future costs related to annual O&M and capital needs. From this analysis, a determination can be made as to the overall level of revenue adjustments needed to provide adequate and prudent funding for the wastewater utility.

The wastewater revenue requirement was developed based on the biennial budget years of FY 2026 and FY 2027 and a projected time period of FY 2028 – FY 2036. As a practical matter, a multi-year time frame is recommended in an attempt to identify any major expenses that may be on the horizon. By anticipating future financial requirements, the City may begin planning for these changes sooner, thereby minimizing short-term rate impacts and overall long-term rates. HDR developed a projection of revenues and O&M expenses for future years based on estimated escalation (inflationary) factors. The focus of the wastewater analysis is on the next five-year period of FY 2027 through FY 2031.

Given the development of the O&M projections for the projected time period, the next step is the development of the capital funding plan for the wastewater utility. At a minimum, a utility should fund an amount equal to, or greater than, the annual depreciation expense through rates. However, simply funding an amount equal to the annual depreciation expense will not be sufficient to fund the replacement of an existing or depreciated facility. Therefore, consideration

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is given to funding within rates an amount greater than the annual depreciation expense for renewals and replacements. Table ES – 1 summarizes the capital funding plan for the wastewater utility over the rate setting period.

Table ES – 1
Summary of the Wastewater Capital Funding Plan ($000)

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Total Capital Improvement Projects	**$2,323**	**$4,775**	**$6,489**	**$3,500**	**$720**	**$948**
Less: Other Funding						
Wastewater Operating Fund	$368	$0	$410	$1,901	$0	$0
Wastewater SDC Fund	123	937	1,203	108	95	98
Equipment Reserve Funding	1,000	0	0	0	0	0
Assumed Low Interest Loan	0	3,188	3,188	0	0	0
Assumed Revenue Bond - Hardesty	0	0	1,079	1,117	0	0
Total Other Funding	**$491**	**$4,125**	**$5,879**	**$3,125**	**$95**	**$98**
Rate Funded Capital	**$832**	**$650**	**$610**	**$375**	**$625**	**$850**

As a point of reference, the City's wastewater utility annual depreciation expense is approximately $1.2 million (FY 2024). This financial plan has placed the City's rate funding for capital improvements at $832,000 in FY 2026 and increases to $850,000 by FY 2031. It is important to note that the rate funded capital drops as the City's debt service hits and then recovers in the out years as rates are adjusted. Other funding is provided through wastewater reserves and long-term debt issuances.

Given a projection of O&M expenses and a capital funding plan, a summary of the wastewater revenue requirement analysis was developed. Provided in Table ES – 2 is a summary of the revenue requirement analysis for the City's wastewater utility.

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Table ES – 2 Summary of the Wastewater Revenue Requirement Analysis ($000)						
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Revenues						
Rate Revenues	$6,746	$6,780	$6,814	$6,848	$6,882	$6,882
Other Revenues	250	43	40	28	19	19
Total Revenues	**$6,996**	**$6,822**	**$6,853**	**$6,876**	**$6,901**	**$6,935**
Expenses						
Total O&M Expenses	$5,963	$5,963	$6,265	$6,553	$6,847	$7,191
Taxes & Transfers	540	550	545	548	551	553
Rate Funded Capital	832	650	610	375	625	850
Net Debt Service	174	173	353	576	665	664
Reserve Funding	(513)	(75)	(6)	251	194	255
Total Revenue Requirement	**$6,996**	**$7,262**	**$7,767**	**$8,303**	**$8,881**	**$9,513**
Bal./(Def.) of Funds	($0)	($475)	($987)	($1,541)	($2,139)	($2,784)
Plus: Additional Taxes	0	(35)	(73)	(114)	(158)	(206)
Total Bal. / (Def.) of Funds	$0	($475)	($987)	($1,541)	($2,139)	($2,784)
Balance as % of Rates	0.0%	7.0%	14.5%	22.5%	31.1%	40.3%
Proposed Rate Adjustments	**0.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**
Add'l Revenue with Rate Adj.	$0	$475	$987	$1,541	$2,139	$2,784

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As can be seen, the revenue requirement has summed the O&M expense, rate funded capital, net debt service, and reserve funding (transfers) for the City's wastewater utility. The total revenue requirement is then compared to the total sources of funds, which includes the rate revenues - at present rate levels - and other miscellaneous revenues. From this comparison, a balance or deficiency of funds in each year can be determined. As a note, the "Bal. / (Def.) of Funds" row is cumulative and by FY 2031. That is, any adjustments in the initial years will reduce the deficiency in later years. Absent annual rate revenue adjustments the cumulative deficiency reaches 40.3% in FY 2031.

Based on the revenue requirement analysis developed herein, HDR has concluded that the City will need to adjust the level of wastewater revenues over the next five years (FY 2027 – FY 2031). HDR has reached this conclusion for the following reasons:

- Adjustments are necessary to fund the ongoing O&M expenses to provide wastewater service
- Adjustments are necessary to maintain prudent funding of annual renewal and replacement of the wastewater utility
- The proposed adjustments maintain the City's financial health (e.g., debt service coverage ratios, reserves) and provide long-term, sustainable funding levels for the City

In reaching this conclusion, HDR recommends that the City adopt the proposed rates as developed in the following sections for FY 2027 through FY 2031 to provide sufficient funding for

the O&M and capital improvement needs identified in the Study. A detailed discussion of the development of the wastewater revenue requirement is provided in Section 2.1 of the report.

ES-4 Summary of the Wastewater Cost of Service Analysis

A cost of service analysis determines the proportional manner in which to distribute the costs of providing wastewater service. The wastewater cost of service analysis is based on generally accepted methodologies as outlined in the Water Environment Federation (WEF) Manual of Practice No. 27, Financing and Charges for Wastewater Systems. For the City's Study, the wastewater revenue requirement for FY 2027 was used as the test year in order to develop the cost of service analysis.

In discussion with City staff, the customer classes of service reviewed were Residential, Multi-Family, and Non-Residential (i.e., Commercial, Governmental, and Municipal). These customer classes of service were based on the City's current customer data and information. Table ES – 3 provides a summary of the wastewater cost of service analysis based on the wastewater system specific costs and the City's customer characteristics.

Table ES – 3
Summary of the Wastewater Cost of Service Analysis ($000)

Class of Service	Present Revenues	Distributed Costs	$ Difference	% Difference
Residential	$3,370	$3,930	($604)	17.9%
Multi-Family	1,932	1,703	247	-12.8%
Non-Residential	1,478	1,586	(117)	7.9%
Total System	**$6,780**	**$7,219**	**($475)**	**7.0%**

The results of the wastewater cost of service analysis show cost differences between the customer classes of service. A general guideline is that if a customer group is within +/- 5% of the overall system revenue adjustment, then the customer class is paying its proportional share of costs. This guideline is used over time as customer usage characteristics change, as well as City costs, which can result in changes in the cost distribution. Based on the results of the wastewater cost of service analysis, it is recommended that the City maintain the current rate schedules for the customer class (Residential, Multi-Family, Commercial, Governmental, Municipal) to reflect the customer characteristics and costs associated with providing service to each customer class. Specifically, the Multi-Family customer class appears to warrant adjusting which has been incorporated into the proposed wastewater rates.

A more detailed discussion of the development of the wastewater cost of service analysis is provided in Section 2.2 of the report and in Exhibits 7 through 14 of the Wastewater Technical Appendix.

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ES-5 Summary of the Wastewater Rate Design Analysis

The third and final step of the rate study process is the design of the wastewater rates to collect the targeted levels of revenue. The revenue requirement analysis provided a set of recommendations related to annual revenue adjustments and the cost of service analysis provided a review of the proportionality between customer classes. As noted, the cost of service resulted in cost differences and minor cost of service adjustments are recommended.

The City currently has rate structures for Residential, Multi-Family, Commercial, Governmental and Municipal customers. For Residential and Multi-Family customers, this includes a monthly fixed service charge and quantity charge for consumption over 400 cubic feet up to their winter water average. For Commercial, Governmental and Municipal customers, the rate schedule is the same with a monthly fixed service charge and quantity charge per cubic foot based on actual monthly consumption is assessed. However, the rates for both the fixed and volume charges are different than the other customer classes.

Given the results of the cost of service and discussion with City Staff, the proposed rates include cost of service adjustments to the Multi-Family customer class. It is proposed that the service charge remain flat for the first year and the Residential service charge increase to the Non-Residential rate based on the volume contributions of wastewater to the system. Provided in Table ES – 4 is a summary of the present and proposed rates for the City's wastewater utility.

Table ES – 4
Summary of the Present and Proposed Wastewater Rates

	Present 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 up to Winter Water Avg	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ up to Winter Water Avg	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Multi-Family						
Service Charge	***$ / Month***					
Monthly Service Charge (Per Unit)	$33.94	$33.94	$36.16	$38.69	$41.40	$44.30
Quantity Charge	***$ / CF***					
0 – 400 up to Winter Water Avg	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ up to Winter Water Avg	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Non Residential (Com, Gov, Muni)						
Service Charge	***$ / 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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Table ES – 4 shows that the current rate structure has been adjusted slightly in the first year (FY 2027) The following years proposed rates have been calculated to meet the revenue target calculated in the revenue requirement analysis.

The details of the development of the wastewater rate design are outlined in Section 2.3 of the report.

ES-6 Summary of the Storm Drain Revenue Requirement Analysis

The revenue requirement analysis is the first analytical step in the storm drain rate study process. The revenue requirement analysis determines the adequacy of the current storm drain rates to fund current and future costs related to annual O&M and capital needs. From this analysis, a determination can be made as to the overall level of revenue adjustments needed to provide adequate and prudent funding for the storm drain utility.

Similar to the wastewater analysis, the revenue requirement was based on the biennial budget years of FY 2026 and FY 2027 and a projected time period of FY 2028 – FY 2036. HDR developed a projection of revenues and expenses for future years based on estimated escalation (inflationary) factors for the storm drain revenue requirement. A multi-year time frame is recommended in an attempt to identify any major expenses that may be on the horizon. By anticipating future financial requirements, the City can begin planning for these changes sooner, thereby minimizing short-term rate impacts and overall long-term rates. The focus of the storm drain analysis is on the next five-year period of FY 2027 through FY 2031.

Given the development of the O&M projections for the projected time period, the next step is the development of the capital funding plan for the storm drain utility. As noted, at a minimum, a utility should fund an amount equal to, or greater than, the annual depreciation expense through rates. However, simply funding an amount equal to the annual depreciation expense will not be sufficient to fund the replacement of an existing or depreciated facility. Therefore, consideration is given to funding within rates an amount greater than the annual depreciation expense for renewals and replacements. Table ES – 5 summarizes the capital funding plan for the storm drain utility over the rate setting period.

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Table ES – 5 Summary of the Storm Drain Capital Funding Plan ($000)						
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Total Capital Projects	**$300**	**$269**	**$1,086**	**$1,223**	**$287**	**$297**
Less: Other Funding						
Storm Drain Operating Fund	$220	$168	$423	$479	$92	$77
Storm Drain SDC Fund	15	26	23	46	0	0
Assumed Revenue Bond - Hardesty	0	0	539	558	0	0
Total Other Funding	**$235**	**$194**	**$986**	**$1,083**	**$92**	**$77**
Rate Funded Capital	**$65**	**$75**	**$100**	**$140**	**$195**	**$220**

As a point of reference, the City's storm drain utility annual depreciation expense is approximately $53,000 (FY 2024). This financial plan has placed the City's rate funding for storm drain capital improvements at $65,000 in FY 2026 and increases over the period to prudently fund storm drain capital renewal and replacement needs. Other funding is provided through the use of storm drain operating and SDC reserve funds as well as long term borrowing, which is being used to fund the Hardesty Site Development and Equipment Storage project.

Given a projection of O&M and capital expenses, a summary of the storm drain revenue requirement analysis was developed. Provided in Table ES – 6 is a summary of the revenue requirement analysis for the City's storm drain utility.

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Table ES – 6 Summary of the Storm Drain Revenue Requirement Analysis ($000)						
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**
Revenues						
Rate Revenues	$810	$814	$818	$822	$826	$830
Other Revenues	84	43	36	26	19	17
Total Revenues	**$894**	**$856**	**$854**	**$847**	**$845**	**$847**
Expenses						
Total O&M	$826	$857	$900	$945	$990	$1,036
Taxes & Transfers	0	65	65	66	66	66
Rate Funded Capital	65	75	100	140	195	220
Net Debt Service	0	0	0	43	88	88
Reserve Funding	3	(1)	67	74	35	38
Total Expenses	**$894**	**$996**	**$1,133**	**$1,269**	**$1,374**	**$1,449**
Bal./(Def.) of Funds	$0	($151)	($301)	($455)	($571)	($650)
Plus: Additional Taxes	0	(11)	(22)	(34)	(42)	(48)
Total Bal. / (Def.) of Funds	$0	($151)	($301)	($455)	($571)	($650)
Balance as % of Rev from Rates	0.0%	17.1%	34.1%	51.2%	64.0%	72.5%
Proposed Rate Adjustments	**0.0%**	**18.5%**	**15.5%**	**13.5%**	**8.9%**	**5.4%**
Add'l Revenue with Rate Adj.	$0	$151	$301	$455	$571	$650

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As can be seen, the revenue requirement has summed the O&M expense, rate funded capital, net debt service, and reserve funding for the City's storm drain utility. The total revenue requirement is then compared to the total sources of funds which include rate revenues - at present rate levels - and other miscellaneous revenues. From this comparison, a balance or deficiency of funds in each year can be determined. As a note, the "Bal. / (Def.) of Funds" row is cumulative and reaches 72.5% by FY 2031. That is, any adjustments in the initial years will reduce the deficiency in later years.

Based on the revenue requirement analysis developed herein, HDR has concluded that the City will need to adjust the level of storm drain revenues over the next five years (FY 2027 – FY 2031). HDR has reached this conclusion for the following reasons:

- Adjustments are necessary to fund the ongoing O&M expenses to provide storm drain service
- Adjustments are necessary to maintain prudent funding of annual renewal and replacement of the storm drain utility
- The proposed adjustments maintain the City's strong financial health (e.g., debt service coverage ratios, reserves) and provide long-term, sustainable funding levels for the City

In reaching this conclusion, HDR recommends that the City adopt the proposed storm drain rates as developed in the following sections for FY 2027 through FY 2031 to provide sufficient funding for the O&M and capital improvement needs identified in the Study. A detailed discussion of the development of the storm drain revenue requirement is provided in Section 3.1 of the report.

ES-7 Summary of the Storm Drain Cost of Service Analysis

A cost of service analysis determines the proportional distribution of the revenue requirement on an equivalent residential unit (ERU) basis. A cost of service analysis determines the proportional manner in which to distribute the cost of providing storm drain service, for the City's Study on an ERU basis. For the City's Study, the storm drain revenue requirement for FY 2027 was used as the test year in order to develop the storm drain cost of service analysis.

The cost of service analysis is based on generally accepted industry standard approaches. The City charges Single Family and Commercial customers on an equivalent unit basis, which is defined by the City as 3,000 sq. ft. of impervious area, or one ERU. Multi-Family customers are charged by unit where 1 ERU is equal to 2.33 multi-family units. Given this, the cost of service analysis is simplified in that the total costs are divided through by the number of total system ERUs to determine the rate per ERU. Table ES – 7 provides the summary of the cost per ERU as calculated in the Study.

Table ES – 7
Summary of the Storm Drain Cost of Service Analysis ($000)

Total Costs [1]	Total ERUs [2]	Cost per ERU ($/month)
$964,119	**149,835**	**$6.43**

[1] - Based on the FY 2027 total revenue requirement less miscellaneous revenues plus additional taxes, which is the costs to be recovered through rates
[2] - Reflects the number of billed ERUs as provided by the City for FY 2027

The results of the cost of service analysis, on a per ERU basis, provide the basis for the proposed storm drain rates. A detailed discussion of the development of the storm drain cost of service analysis is provided in Section 3.2 of the report and in Exhibit 6 of the Storm Drain Technical Appendix.

ES-8 Summary of the Storm Drain Rate Design Analysis

The third and final step of the rate study process is the design of the storm drain rates to collect the targeted levels of revenue. The revenue requirement analysis provided a set of recommendations related to annual revenue adjustments and the cost of service analysis provided the starting point for the proposed storm drain rates. In discussion with City staff, it was determined that the current storm drain rate structure was contemporary and met the City's goals and objectives. Given this, the proposed rates maintain the current rate structure. The City currently has a monthly storm drainage charge per ERU with a minimum charge of one ERU per account. As stated previously, Provided in Table ES – 8 is a summary of the present and proposed rates for the City's storm drain utility.

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Table ES – 8
Summary of the Present and Proposed Storm Drain Rates

	Present 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

Table ES – 8 shows that the current rate structure has been maintained for all storm drain customers and only the level of the rates has been adjusted to meet the revenue target calculated in the revenue requirement analysis. The development of the storm drain rate design is outlined in detail in Section 3.3 of the report.

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1 Rate Setting Principles

The objective of the Study is to review the City's operating and capital costs in order to develop a projection of revenue needs and subsequent cost-based and proportional rates for the City's wastewater and storm drain customers. This Study determined the adequacy of the existing rates and provides the framework and cost basis for future proposed rates.

The City owns and operates the wastewater and storm drain systems. The determination of the total costs associated with providing these services to customers has been developed based on City provided accounting, operating and customer information, which has been included within the development of the proposed wastewater and storm drain rates.

1.1 Organization of the Study

This report is organized in a sequential manner that first provides an overview of utility rate setting principles, followed by sections that detail the specific technical and analytical steps used to develop the City's proposed wastewater and storm drain rates. The following sections comprise the City's wastewater and storm drain rate study report:

Section 2 – Development of the Wastewater Rate Study

Section 3 – Development of the Storm Drain Rate Study

Technical Appendices are attached at the end of this report, which details the technical analyses that were undertaken in the preparation of the City's Study.

1.2 Goals and Objectives

The City had several key objectives in developing the Study. These key goals and objectives provide a framework for the technical analyses and policy decisions that are a part of the Study. The City's key goals and objectives for the Study were as follows:

- Develop the Study in a manner that is consistent with the principles and methodologies established by the Water Environment Federation (WEF) Manual of Practice No. 27, Financing and Charges for Wastewater Systems
- In financial planning and establishing the proposed rates, review and utilize best industry practices, while recognizing and acknowledging the specific and unique characteristics of the City's systems and customers
- Utilize generally accepted rate making methodologies to review the City's costs in order to determine the adequacy and proportionality of each utility's rates
- Meet the City's financial planning criteria as it relates to legally required debt service coverage (DSC) ratios, adequate funding of capital infrastructure, and maintenance of adequate reserve levels for each utility
- Develop a final proposed rate transition plan for each utility which adequately supports the utility's funding requirements, while balancing the impacts to customer bills

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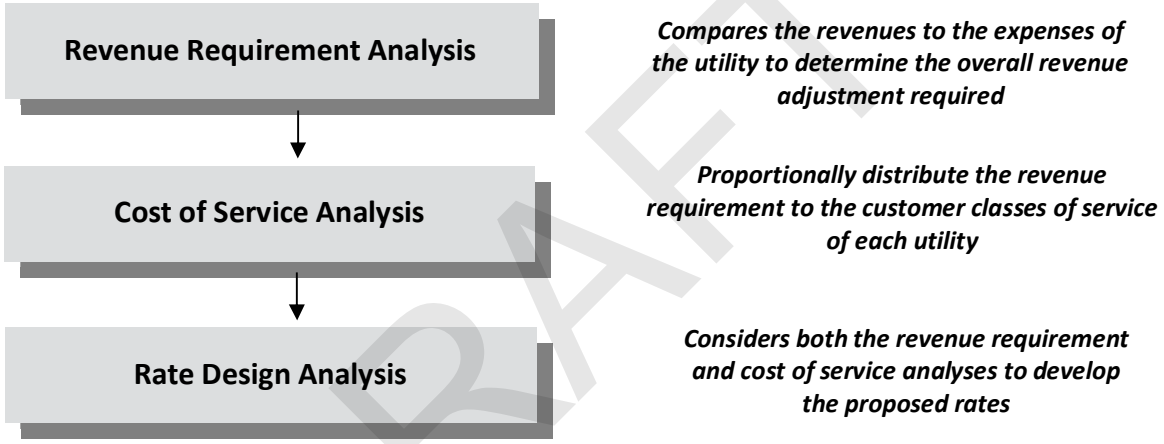
- Develop cost-based and proportional wastewater and storm drain rates for the next five-year period (FY 2027 – FY 2031)

1.3 Overview of the Rate Study Process

User rates must be set at a level where a utility's operating and capital expenses are met with the revenues received from customers. This is an important point, as failure to achieve this objective may lead to insufficient funds to maintain system integrity. To evaluate the adequacy of the wastewater and storm drain rates on a standalone basis, a rate study is performed. A comprehensive rate study consists of three interrelated analyses. Figure 1 – 1 provides an overview of these analyses.

Figure 1 – 1
Overview of the Comprehensive Rate Analyses



The above framework for reviewing and evaluating rates was utilized for the City's wastewater and storm drain utilities.

1.4 Determining the Revenue Requirement

Many public utilities typically use the cash basis [1] approach, or methodology, for establishing the revenue requirement and setting rates. This approach conforms to most public utility budgetary requirements and the calculation is easy to understand. A public utility totals its cash expenditures for a period to determine the required revenues. The revenue requirement for a public utility is usually comprised of the following cost components or expenses:

[1] Cash basis as used in the context of rate setting is not the same as the terminology used for accounting purposes and the recognition of revenues and expenses. As used for rate setting, cash basis refers to the specific cost components to be included within the revenue requirement analysis.

- **Total Operating Expenses:** This includes a utility's operation and maintenance expenses, plus applicable taxes or transfer payments. Operation and maintenance expenses include the materials, electricity, labor, supplies, etc., needed to keep a utility functioning.
- **Total Capital Expenses:** Capital expenses are calculated by adding annual debt service payments (principal and interest) to capital improvements financed with rate revenues. In lieu of including capital improvements financed with rate revenues, a utility sometimes includes annual depreciation expense to stabilize the annual revenue requirement.

The sum of the total operating expenses plus the total capital expenses equals the utility's revenue requirement during any selected time period (historical or projected) using the cash basis approach.

Note that the two portions of the capital expense component (debt service and capital improvements funded from rate revenues) are necessary under the cash basis approach as utilities generally cannot finance the total annual capital facilities with long-term debt. At the same time, it is often difficult to pay for the total annual capital expenditures on a "pay-as-you-go" basis given that some major capital projects may have significant rate impacts on the utility, even when financed with long-term debt. Many utilities have found that a combination of "pay-as-you-go" funding and long-term debt financing will often lead to the minimization of rate increases over time.

As noted, public utilities typically use the cash basis methodology or approach to establish their revenue requirement. An exception may occur if a public utility provides service to a wholesale or large contract customer. In this situation, a public utility could use the utility basis approach (see Table 1 – 1) to earn a reasonable rate of return on the investment needed to serve the wholesale or large contract customer.

Table 1 – 1
Cash versus Utility Basis Comparison

	Cash Basis		Utility Basis (Accrual)
+	O&M Expenses	+	O&M Expenses
+	Taxes/Transfer Payments	+	Taxes/Transfer Payments
+	Rate Funded Capital Improv. (≥ Depreciation Expense)	+	Depreciation Expense
+	Debt Service (Principal + Interest)	+	Return on Investment
=	**Total Revenue Requirement**	=	**Total Revenue Requirement**

1.5 Analyzing Cost of Service

After the total revenue requirement is determined, it is proportionally distributed to the users of the service. The allocation and distribution process, as analyzed through a cost of service analysis, reflects the cost relationships for delivering wastewater and storm drain services. A cost of service analysis requires three analytical steps:

1. Costs are ***functionalized,*** or grouped, into the cost categories related to providing service (e.g., collection, conveyance, pumping, treatment). This step is largely accomplished by the utility's accounting system.
2. The functionalized costs are then ***allocated*** to specific cost component(s). Allocation refers to the arrangement of the functionalized data into the appropriate cost component(s). For example, a wastewater utility's costs are typically allocated as volume, strength, or customer-related costs. For the storm drain costs are allocated on a ERU basis.
3. Once the total costs are allocated to the appropriate cost component(s), they are proportionally ***distributed*** to each of the customer classes of service (e.g., residential, commercial) or rate schedule components (i.e., fixed, variable, ERU). The proportional distribution is based on each customer class's relative contribution to the cost component (i.e., benefits received from, and burdens placed on the system and its resources). For example, customer-related costs are proportionally distributed to each class of service based on the total number of customers in that class of service, relative to all other customer classes of service. Once the total costs (i.e., revenue requirement) are proportionally distributed, the level or amount of revenues required from each customer class of service to achieve cost-based rates can be determined.

The City's wastewater and storm drain cost of service analyses were developed based on generally accepted cost of service methodologies and approaches, while at the same time the analyses were tailored to the City's unique customer and system characteristics.

1.6 Designing Utility Rates

Wastewater and storm drain rates that meet the cost basis for each utility and are proportional to the customer classes of service based on the findings and conclusions of the revenue requirement and cost of service analyses for each utility. Using the cost information from these two analyses provides rates that are strictly cost-based and proportional. The average unit costs (i.e., cost-based rates) from the cost of service analyses do not consider, or take into account, other non-cost based goals and objectives (e.g., economic development, ability to pay, revenue stability). In designing rates, many utilities consider or incorporate these rate design objectives into the final rate designs. However, utilities need to take into consideration each customer class's proportional share of costs distributed through the cost of service analysis to maintain proportional and cost-based rates.

1.7 Economic Theory and Rate Setting

One of the major justifications for a rate study is founded in economic theory. Economic theory suggests that the price of a commodity must roughly equal its cost if proportionality among customers is to be maintained. This statement's implications on utility rate designs are significant. For example, a wastewater utility treats wastewater from all customers and must plan for the treatment of different wastewater strengths. It follows that customers with high-strength wastewater should proportionally pay for the higher cost associated with treating their higher strength wastewater. When costing and pricing techniques are refined, consumers have a more

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accurate understanding of what the commodity costs to produce and deliver. This price-equals-cost concept provides the basis for the subsequent analysis and comments.

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2 Development of the Wastewater Analysis

This section of the report will describe the development of the wastewater rate study. This includes the development of the revenue requirement, cost of service, and rate design analyses. Each of these analyses was completed for the wastewater system based on the specific customer and system characteristics. The following discussion will outline the summary of each of these analyses to support the development of cost-based and proportional wastewater rates.

2.1 Wastewater Revenue Requirement

The City has provided detailed revenue and expense data for the wastewater system that provides the basis for the development of the revenue requirement. The revenue requirement analysis is the first analytical step in the wastewater rate study process. This analysis determines the adequacy of the City's wastewater revenues at current rate levels. From this analysis, a determination can be made as to the overall level of revenue (rate) adjustment needed to provide adequate and prudent funding for both operating and capital needs.

2.1.1 Determining the Wastewater Utility Revenue Requirement

In developing the City's wastewater revenue requirement, the wastewater utility - as an enterprise fund - must financially "stand on its own" and be properly funded. That is, no transfers from other City funds occur to support the wastewater utility. As a result, the revenue requirement analysis, as developed herein, assumes the full and proper funding needed to operate and maintain the wastewater system on a financially sound and prudent basis.

2.1.2 Establishing a Time Frame and Approach

The first step in calculating the revenue requirement for the City's wastewater utility was to establish a time frame for the revenue requirement analysis. For the Study, the revenue requirement was based on the FY 2026 and FY 2027 biennial budget and a projected time period of FY 2028 through FY 2036. Reviewing a multi-year time period is recommended as it attempts to identify major expenses that may be on the horizon. By anticipating future financial requirements, the City can begin planning for these changes sooner, thereby minimizing short-term rate impacts and overall long-term rates. For purposes of rate setting, the Study focuses on the next five years as the rate setting period (FY 2027 through FY 2031).

The second step in determining the revenue requirement was to decide on the basis of accumulating costs. In this case, for the wastewater revenue requirement analysis, a cash basis approach was utilized. As described in Section 1, the cash basis approach is the most common methodology used by municipal utilities to set their revenue requirement. The revenue requirement developed for the City was customized to follow the City's system of accounts (budget documents), which contained the four basic cost components of the cash basis methodology.

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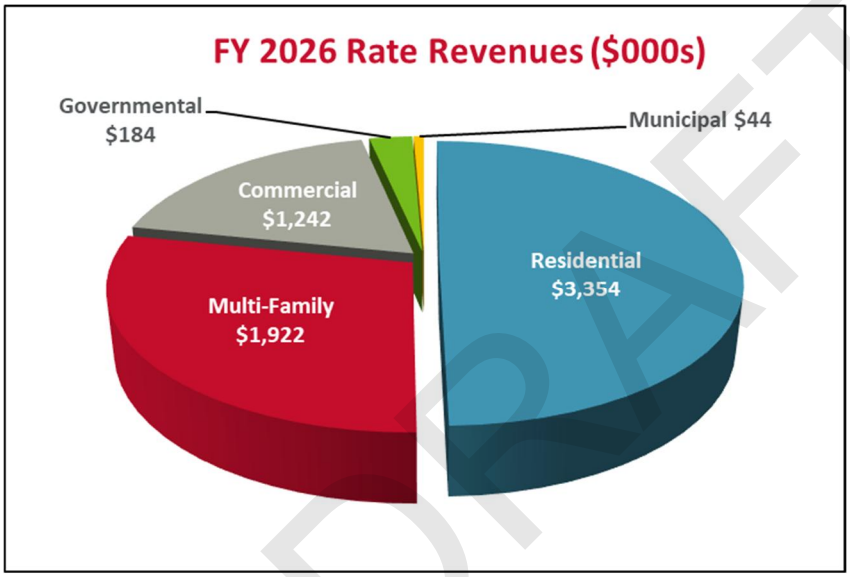
Given a time period around which to develop the revenue requirement and a method to accumulate the costs, the focus shifts to the development and projection of the revenues and expenses for the City's wastewater utility.

The primary financial inputs in the development of the wastewater revenue requirement were the City's adopted biennial budget for the wastewater utility, historical billed customer, and consumption data, and the wastewater capital improvement plan. Presented below is a detailed discussion of the steps and key assumptions contained in the development of the City's wastewater revenue requirement analysis.

2.1.3 Projection of Wastewater Revenues

The starting point of the revenue requirement is to develop a projection of wastewater rate revenues, at present rate levels. In general, this process involves developing projected consumption/billing units for each customer class of service based on historical billing and consumption records. These billing units are then multiplied by the applicable current wastewater rates. This method of independently calculating revenues results in the projected revenues used within the analysis tying to the projected billing units used in the development of the cost of service and rate design analyses.



Currently, the City has the following customer classes of service: Residential, Multi-Family, Commercial, Governmental, and Municipal. In total, and at current rate levels, the City is projected to receive approximately $6.7 million in wastewater rate revenue in FY 2026. Over the rate setting period, customer growth is expected to average 0.5% annually, resulting in total rate revenues of approximately $7.0 million by FY 2031.

In addition to rate revenues, the City receives other miscellaneous revenues as a result of operating the wastewater system, such as interest earnings. In total, the City is projected to receive approximately $250,000 in other revenues in FY 2026. Over the rate setting period, other miscellaneous revenues are projected to decrease to approximately $19,000 by FY 2031 due to using reserves to fund capital improvement projects and loss of interest income.

On a combined basis, incorporating the rate revenues and other miscellaneous revenues, the City's wastewater utility has total projected revenues of approximately $7.0 million in FY 2026, which decreases slightly but remains approximately flat through FY 2031, prior to proposed rate adjustments.

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2.1.4 Projection of Wastewater Operation and Maintenance Expenses

Operation and maintenance expenses are incurred to operate and maintain the City's wastewater utility. As mentioned, the City provided detailed O&M expenses for the biennial FY 2026 and FY 2027 adopted budget. In general, operation and maintenance expenses are grouped into a number of different functional categories. To begin the process of projecting O&M expenses over the planning horizon, escalation factors are developed. For the Study, escalation factors were developed for the various types of expenses incurred, such as salaries, benefits, materials and supplies, utilities, equipment, insurance, and miscellaneous expenses. Escalation factors were projected based on recent inflationary trends and are assumed to be approximately 3.0% - 11.0% per year.

Each of the budgeted O&M expenses were reviewed and the applicable escalation factor applied to develop the O&M for the projected time period. Exhibit 2 of the Wastewater Technical Appendix provides a summary of the assumptions used to develop the projection of revenues and escalation of the wastewater O&M expenses.

Based on the biennial adopted budget, the total wastewater O&M expenses for FY 2026 are $6.0 million. Over the planning horizon, total wastewater O&M expenses for the wastewater utility are projected to increase to approximately $7.2 million in FY 2031 based on the above noted escalation factors. The projection of O&M expenses reflects an annual average inflationary increase of 4.8% per year over the rate setting period. It is important to note that no additional O&M has been included in addition to the adopted wastewater budget.

2.1.5 Wastewater Capital Improvement Projects

A key component in the development of the City's wastewater revenue requirement was properly and adequately funding capital improvement needs. One of the major issues facing utilities across the U.S. is the amount of deferred capital projects and the funding pressure from growth or expansion-related improvements. The proper and adequate funding of capital projects is an important issue for all wastewater utilities and is not just a local issue or concern of the City.

In general, there are three types of capital projects that a utility may need to fund. These include the following types:

- Renewal and replacement projects
- Growth / capacity expansion projects
- Regulatory-related projects

A renewal and replacement project is a project required for maintaining the existing system that is in place today. As the existing plant or pipelines become worn out, obsolete, etc., the utility should be making continuous investments to maintain the integrity of the facilities. In contrast to this, a utility may make capital investments to expand the capacity of facilities to accommodate future capacity needs (customers). Finally, certain projects may be a function of a regulatory requirement in which the Federal or State government mandates the need for an improvement to the system to meet a regulatory standard. Understanding these different types of capital projects is important as it may help to explain why costs are increasing and the cost drivers for

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any necessary revenue adjustments. In addition, and more importantly, the way in which projects are funded may vary by the type of capital project. For example, renewal and replacement projects should be paid for via rates and funded on a "pay-as-you-go basis." In contrast to this, growth or capacity expansion projects may be funded via the collection of impact fees (i.e., growth-related charges) in which new development pays a proportional share of the cost of the facilities necessary to serve their development (impact). Finally, regulatory projects may be funded by a variety of different means, which may include rates, long-term debt, grants, etc.

While the above discussion appears to neatly divide capital projects into three clearly defined categories, the reality of working with specific capital projects may be more complex. For example, a pump may be replaced, but while being replaced, it is up sized to accommodate greater capacity to serve increasing demands or new development. There are many projects that share these "joint" characteristics.

For purposes of the Study, the City developed a capital improvement plan that was utilized as the starting point for the capital funding plan. Provided below in Table 2 – 1 is a summary of the annual capital improvement needs during the rate setting period.

Table 2 – 1
Summary of the Wastewater Capital Funding Plan ($000)

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Total Capital Improvement Projects	**$2,323**	**$4,775**	**$6,489**	**$3,500**	**$720**	**$948**
Less: Other Funding						
Wastewater Operating Fund	$368	$0	$410	$1,901	$0	$0
Wastewater SDC Fund	123	937	1,203	108	95	98
Equipment Reserve Funding	1,000	0	0	0	0	0
Assumed Low Interest Loan	0	3,188	3,188	0	0	0
Assumed Revenue Bond - Hardesty	0	0	1,079	1,117	0	0
Total Other Funding	**$1,491**	**$4,125**	**$5,879**	**$3,125**	**$95**	**$98**
Rate Funded Capital	**$832**	**$650**	**$610**	**$375**	**$625**	**$850**

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The City's wastewater capital improvement plan totals approximately $18.8 million from FY 2026 through FY 2031 with the largest project being the wastewater treatment plant headworks in FY 2027 and FY 2028. The funding sources for the capital improvement projects are assumed to be from wastewater operating reserve funds, existing system development charge (SDC) reserve funds, equipment reserve funds, long-term debt issuances, and annual rate funding of capital. There are a number of different methods which may be used to fund the capital needs. Among the methods that may be used to finance these capital improvement projects are long-term borrowing, grants, reserve funds, and rates. Historically, the City has used all available sources to fund capital improvements in an attempt to minimize the impact to customers' wastewater rates.

Provided below is a summary of the typical funding sources the City has used, and will use, to fund the planned wastewater improvements over the next five-year period.

2.1.5.1 Rate Funded Capital

A general financial guideline states that, at a minimum, a utility should fund an amount equal to or greater than annual depreciation through rates. Annual depreciation expense reflects the current investment in plant being depreciated or "losing" its useful life. Therefore, this portion of plant investment needs to be replaced to maintain the existing level of service. In addition, consideration should be given to funding within rates an amount greater than annual depreciation expense for renewals and replacements as costs escalate over time. Whenever possible, the City should be funding wastewater capital projects from rates in an amount greater than annual depreciation expense. For the wastewater utility, the FY 2024 depreciation expense was $1.2 million. Based on the proposed rate transition plan, rate funded capital ranges from $832,000 in FY 2026, declining as new annual debt service payments being, and increase back to $850,000 in FY 2031, which accounts for an average of approximately 41.0% of total capital being funded annually through rates over the rate setting period. The City is currently not funding annual depreciation and funding should be increased as the opportunity arises.

2.1.5.2 Long-Term Debt

The City can also issue additional long-term debt as a source to fund capital projects. There can be a number of advantages and disadvantages with the issuance of long-term debt, and it is important to weigh them when deciding whether to issue long-term debt or not. Long-term debt does have prudent applications whereby it acts as a financial device to spread the costs of a larger project over multiple years. Doing so then distributes the costs to the customers who are benefiting from the new project - in this case - and are said to be paying their "fair share" as opposed to cash financing where only current customers are paying for the project. Issuing debt should be done prudently and in a way that does not put excessive financial burden on the City's wastewater utility rates and customers. There should be a level of indebtedness that still allows the City flexibility should a financial crisis occur. As part of the Study, the City is planning on issuing approximately $8.6 million of long-term debt for planned wastewater capital projects such as the wastewater treatment plant headworks replacement and Hardesty Site Development and Equipment Storage project, which have been estimated to start in FY 2027 and FY 2028 respectively as part of the wastewater capital funding plan.

2.1.5.3 Funding from Reserves

The City has historically supplemented other funding sources with reserve funding for annual capital improvements. During the rate setting period, approximately $2.7 million in wastewater operating reserve funds, $1.0 million in equipment reserve funding, and $2.6 million in system development charge (SDC) reserves will be used to fund capital improvement projects in FY 2026 through FY 2031, which is equal to approximately 32.0% of the total capital improvement plan projects.

2.1.6 Projection of Wastewater Debt Service

The final component of the City's wastewater revenue requirement is debt service. At the present time, there are two outstanding debt obligations, with total annual debt service payments of

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approximately $174,000 in FY 2026. As mentioned above, the City has assumed additional long-term debt issuances starting in FY 2028 to fund upcoming wastewater capital projects. These issuances have additional debt service payments starting in FY 2028 of approximately $214,000 per year based on the assumed terms, increasing to approximately $605,000 by FY 2031. In total, annual debt service ranges from $174,000 in FY 2026 to $728,000 in FY 2031.

It is important to note that HDR is not acting as a municipal advisor for the City. HDR did not recommend specific long-term debt issuances or terms. Rather, the Study identifies the existing annual debt service payments and projection of future long-term funding needs while utilizing conservative assumptions for modeling purposes only.

2.1.7 Summary of the Wastewater Revenue Requirement

Given the above projections of revenues and expenses, a summary of the City's wastewater revenue requirement analysis can be developed. In developing the revenue requirement analysis, consideration was given to the financial planning policies of the City. In particular, emphasis was placed on minimizing rates, while providing adequate funds to support the operational activities, capital improvement needs, and meeting key financial metrics throughout the review period. Presented in Table 2 – 2 is a summary of the wastewater revenue requirement. It is important to note that the annual deficiencies are cumulative, that is, any adjustment to rate levels in the initial years will reduce the needed adjustment in following years. The details of this analysis can be found in the Wastewater Technical Appendix in Exhibit 3.

Table 2 – 2
Summary of the Wastewater Revenue Requirement Analysis ($000)

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenues						
Rate Revenues	$6,746	$6,780	$6,814	$6,848	$6,882	$6,882
Other Revenues	250	43	40	28	19	19
Total Revenues	**$6,996**	**$6,822**	**$6,853**	**$6,876**	**$6,901**	**$6,935**
Expenses						
Total O&M Expenses	$5,963	$5,963	$6,265	$6,553	$6,847	$7,191
Taxes & Transfers	540	550	545	548	551	553
Rate Funded Capital	832	650	610	375	625	850
Net Debt Service	174	173	353	576	665	664
Reserve Funding	(513)	(75)	(6)	251	194	255
Total Revenue Requirement	**$6,996**	**$7,262**	**$7,767**	**$8,303**	**$8,881**	**$9,513**
Bal./(Def.) of Funds	($0)	($475)	($987)	($1,541)	($2,139)	($2,784)
Plus: Additional Taxes	0	(35)	(73)	(114)	(158)	(206)
Total Bal. / (Def.) of Funds	$0	($475)	($987)	($1,541)	($2,139)	($2,784)
Balance as % of Rates	0.0%	7.0%	14.5%	22.5%	31.1%	40.3%
Proposed Rate Adjustments	**0.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**	**7.0%**
Add'l Revenue with Rate Adj.	$0	$475	$987	$1,541	$2,139	$2,784

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The wastewater revenue requirement has summed the annual O&M, net debt service, applicable taxes and transfers, rate funded capital, and reserve funding for the five-year rate setting period. The total revenue requirement is then compared to the total revenues, which are the rate revenues at present rate levels, and other miscellaneous revenues. From this comparison, a balance or deficiency of funds in each year can be determined. This balance or deficiency of funds is then compared to the rate revenues to determine the level of rate revenue adjustment needed to meet the total revenue requirement. The results of the revenue requirement analysis indicate a deficiency of funds over the rate setting period (FY 2027 – FY 2031). The deficiency ranges by year and is driven by annual operating expenses, funding capital improvement projects, and meeting financial targets. The cumulative deficiency is approximately $475,000 in FY 2027, which increases to $2.8 million by FY 2031, prior to rate revenue adjustments. To provide adequate funding for the City's wastewater utility, annual rate adjustments of 7.0% are proposed in FY 2027 through FY 2031.

2.1.8 Review of Wastewater Reserve Levels

Reserves are an important component of a utility's financial health. There can be many different purposes for reserves. For modeling purposes, the City's wastewater utility has an operating reserve, SDC reserve, and equipment reserve. The target ending minimum fund balances vary depending on the type of fund. The target balance for the wastewater operating fund was set at 90 days or 25% of annual O&M expenses, which is approximately $1.5 million for FY 2026. For the SDC reserve, there was no minimum target identified as these reserve levels vary as growth related wastewater capital projects are funded and SDC revenues are collected. Finally, as part of the Study, funds were added to the equipment reserve starting at $100,000 in FY 2028 and increasing to $250,000 annually by FY 2031 for future equipment funding needs.

Based on the rate transition plan, the City will be using reserves over the five-year rate setting period to fund capital improvement projects but is projected to meet target minimums and maintain prudent levels of reserves. The operating and SDC reserves appear to remain strong and fluctuate as funds are used to fund planned capital improvement projects.

2.1.9 Debt Service Coverage Ratio (DSC)

Long-term debt often contains covenants requiring rates to be set at an adequate level to ensure annual payments of principal and interest. This is typically known as a debt service coverage ratio (DSC). The DSC ratio is a financial measure of the utility's ability to repay the debt. In general, the DSC ratio is set at a level such that revenues less operating expenses will be 1.25 times, for example, greater than the maximum annual debt service payment on the outstanding debt. That is, rates will be sufficient to pay projected O&M and have an additional 25% more than the annual debt service payment. Currently, the wastewater utility DSC ratio is estimated at 5.93 in FY 2026 and with the additional assumed long-term debt issuances starting in FY 2028 and the proposed rate adjustments, the DSC ratio remains strong, calculated at 3.47 in FY 2031.

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2.1.10 Wastewater Revenue Requirement Recommendations

Based on the revenue requirement analysis developed herein, HDR has concluded that the City will need to adjust the level of wastewater revenues received over the next five years (FY 2027 – FY 2031). HDR has reached this conclusion for the following reasons:

- Annual rate adjustments are necessary to fund the wastewater operational costs
- Annual rate adjustments are necessary to maintain prudent funding of annual renewal and replacement of the wastewater system
- The proposed adjustments will provide the City with a financially healthy wastewater utility (e.g., reserve levels, debt service coverage ratios) and provide long-term, sustainable funding levels

In reaching this conclusion, HDR recommends that the City adopt the proposed annual revenue adjustments for FY 2027 through FY 2031 to provide sufficient funding for the wastewater O&M and capital improvement needs identified over the Study time period.

2.2 Wastewater Cost of Service Analysis

In the previous section, the revenue requirement analysis focused on the total sources and applications of funds required to adequately fund the City's wastewater utility. This section will provide an overview of the wastewater cost of service analysis developed for the City.

A cost of service analysis determines the proportional distribution of the total revenue requirement between the customer classes of service (Residential, Multi-Family, and Non-Residential [Commercial, Governmental, and Municipal]). The previously developed revenue requirement for FY 2027 was utilized in the development of the cost of service analysis.

2.2.1 Objectives of a Cost-of-Service Analysis

There are two primary objectives in conducting a cost of service analysis:

1. Proportionally distribute the City's revenue requirement among the customer classes of service; and,
2. Derive average unit costs (i.e., cost-based rates) for subsequent rate designs

The objectives of the cost of service analysis are different from determining the revenue requirement. As noted in the previous section, the revenue requirement analysis determines the utility's overall financial needs, while the cost of service analysis determines the proportional manner in which to collect the revenue requirement from each of the customer classes of service.

The results of the cost of service analysis determine the average unit costs, which are used in the development of the final proposed rate designs. For example, a wastewater utility typically incurs costs related to volume, strength, and customer cost components. The average unit costs provide the relationship between these components, which are then used to establish cost-based rates.

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2.2.2 Determining the Customer Classes of Service

The first step in a cost of service analysis is to determine the customer classes of service. Based on discussion with City staff and customer and rate schedule similarities, the classes of service used within the cost of service analysis were:

- Residential
- Multi-Family
- Non-Residential (Commercial/Governmental/Municipal)

In determining classes of service for cost of service purposes, the objective is to group customers together into similar or homogeneous groups based on similar facility requirements and/or flow characteristics. Currently, the City has the customer classes of Residential, Multi-Family, Commercial, Governmental, and Municipal customers. As mentioned previously, due to rate schedule similarities, the Commercial, Governmental and Municipal customer classes were combined into Non-Residential for cost of service analysis purposes.

2.2.3 General Cost of Service Procedures

To develop proportional rates for each of the wastewater utility customer classes of service, a cost of service analysis is conducted. A cost of service analysis is a three-step approach. These steps take the form of functionalization, allocation, and distribution. Provided below is a discussion of the wastewater cost of service analysis conducted for the City, and the specific steps taken within the analysis. The approach used for the City's cost of service analysis conforms to generally accepted cost of service methodologies as outlined in the Water Environment Federation Manual of Practice No. 27 (WEF MOP #27) and is also tailored to the City's wastewater system and customer characteristics.

2.2.3.1 Functionalization of Costs

The first analytical step in the cost of service analysis process is called functionalization. Functionalization is the arrangement of expense and asset data by major operating functions (e.g., collection, pumping, treatment). Within the Study, the functionalization as it was accomplished within the City's system of accounts.

2.2.3.2 Allocation of Costs

The second analytical task performed in a wastewater cost of service analysis is the allocation of the costs. The allocation of costs examines why the expenses were incurred or what type of need is being met. The following allocation components were used to develop the wastewater cost of service analysis:

- **Volume Related Costs:** Volume related costs are those costs which tend to vary with the total quantity of wastewater collected and treated.
- **Strength Related Costs:** Strength-related costs are those costs associated with the handling and treatment of wastewater. For the City's Study, strength was differentiated between

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biochemical oxygen demand[2] (BOD) and total suspended solids[3] (TSS). These constituents represent the strength factors that drive the City's treatment related costs. Increased strength levels of BOD or TSS equate to increased wastewater treatment costs.

- **Customer Related Costs:** Customer costs vary with the addition or deletion of a customer or a cost which is a function of the number of customers served. Customer related costs typically include the costs of billing and accounting. Customer related costs can be further defined as weighted or reflect a higher cost of providing service.
- **Revenue Related Costs:** Some costs associated with the utility may vary with the amount of revenue received by the utility. An example of a revenue related cost would be a utility tax, which is based on gross utility revenue.
- **Direct Assignment:** In some cases, a specific component of the infrastructure, or a specific O&M expense, can be the direct responsibility of a specific customer class or classes.

The basis, or methodology, for the allocation process is outlined in the WEF MOP #27. The methodology provided in the manual was then applied to the City's specific circumstances, customers, O&M, capital costs, and system operation to develop the appropriate allocation approach.

2.2.3.3 Development of Distribution Factors

Once the allocation process is complete, and the customer groups have been defined, the allocated costs are distributed to each customer class of service. The City's allocated costs were distributed to the previously identified customer classes of service using the following distribution factors.

- **Volume-Distribution Factor:** Volume related costs are distributed on the basis of contribution to wastewater flows. To develop this distribution factor, some knowledge of the contribution to flows must be determined. Wastewater flows were estimated based on historical billed water usage for the City's customers. The calculation of the volume distribution factor is shown in Exhibit 7 of the Wastewater Technical Appendix.
- **Customer Distribution Factor:** Customer costs within the cost of service analysis are distributed to the customer classes of service based on their respective number of customer accounts. Two types of customer distribution factors were developed – actual and weighted. The actual customer distribution factor assumes that there is no disproportionate cost associated with serving a customer (e.g., postage for bills is the same regardless of the size or usage of the customer). In contrast, a weighted customer distribution factor assumes that there is some disproportionality associated with serving different types of customers and attempts to estimate the level of difference in serving the customers. It is important to note that the Study assumes weighting for Multi-Family customers based on the number of units as opposed to the number of accounts. Exhibit 8

2 BOD is the amount of dissolved oxygen that must be present in water in order for microorganisms to decompose the organic matter in the wastewater.

3 TSS is the entire amount of organic and inorganic particles dispersed in wastewater.

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of the Wastewater Technical Appendix provides the calculation of the customer distribution factor.

- **Strength Distribution Factor:** Strength related costs are first allocated between BOD and TSS and are then distributed to each customer class of service. Industry standard strength levels were assumed to develop the strength distribution factor. Exhibit 9 in the Wastewater Technical Appendix provides the calculation of the strength distribution factor.
- **Revenue Related Distribution Factor:** The revenue related distribution factor was developed from the projected rate revenues for FY 2027 for each customer class of service. A summary of the revenue distribution factor is provided in Exhibit 10 of the Wastewater Technical Appendix.

2.2.4 Functionalization and Allocation of Operating Expenses

For the City's Study, the revenue requirement developed for FY 2027 was functionalized, allocated, and distributed. For the allocation of the operating expenses, the line item detail of the O&M was used to describe the functional category and suggests a manner in which to allocate. As noted earlier, the City utilized a cash basis revenue requirement, which was comprised of O&M expenses, debt service, taxes and transfers, reserve funding, and rate funded capital. A more detailed review of the allocation of the revenue requirement can be found in the Wastewater Technical Appendix in Exhibit 12. Shown below in Table 2 – 3 is a summary of the allocation of the FY 2027 revenue requirement to the different allocation components.

Table 2 – 3
Summary of FY 2027 Allocated Revenue Requirement ($000s)

Total	Volume	BOD	TSS	Weighted Customer	Revenue Related	Direct Assignment
$7,219	$2,573	$865	$865	$2,918	$0	$0

2.2.5 Major Assumptions of the Cost of Service Analysis

A number of key assumptions were used within the City's wastewater cost of service analysis. Below is a brief discussion of the major assumptions used.

- The test period used for the cost of service analysis was FY 2027. The revenue and expense data was previously developed within the revenue requirement analysis
- A cash basis approach was utilized, which conforms to generally accepted wastewater cost of service approaches and methodologies for municipal utilities
- Volumes by class of service are not metered and thus need to be estimated from the City's water consumption data and billing records. The volume distribution factor was developed for each class of service based on available information and generally accepted methods for estimating volumes
- Wastewater strengths by customer class of service were estimated based on typical industry strength levels for the different customer classes of service

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2.2.6 Summary of the Wastewater Cost of Service Results

In summary, the cost of service analysis began by functionalizing the previously developed wastewater revenue requirement for FY 2027. The functionalized revenue requirement was then allocated to the appropriate cost component(s). The individual allocation totals were then distributed to the customer classes of service based on the appropriate distribution factor. For example, volume related costs were distributed based on the volume distribution factor, which was based on estimated annual wastewater flows. In this way, each class is distributed the proportional share of costs allocated to each allocation component.

The distributed expenses for each customer class were then aggregated to determine each customer class's overall revenue responsibility. Shown below in Table 2 – 4 is a summary of the detailed cost responsibility developed for each class of service, which can also be found in Exhibit 14 of the Wastewater Technical Appendix.

Table 2 – 4
Summary of the FY 2027 Wastewater Cost of Service Analysis ($000)

Class of Service	Present Revenues	Distributed Costs	$ Difference	% Difference
Residential	$3,370	$3,930	($604)	17.9%
Multi-Family	1,932	1,703	247	-12.8%
Non-Residential	1,478	1,586	(117)	7.9%
Total System	**$6,780**	**$7,219**	**($475)**	**7.0%**

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The cost of service analysis proportionally distributed the FY 2027 revenue requirement to each customer class based on their respective benefit received from and burdens placed on the wastewater system. A cost of service analysis is based on one year's O&M expense data and projected customer information. Given this, the results of the cost of service analysis may change from year to year.

As shown in Table 2 – 4, the results of the wastewater cost of service analysis show some cost differences between the customer classes of service. A general guideline is that if a customer group is within +/- 5% of the overall system revenue adjustment, then the customer class is paying its proportional share of costs. This guideline is used over time as customer usage characteristics change, as well as City costs, which can result in changes in the cost distribution. Based on the results of the wastewater cost of service analysis, it is recommended that the City continue to use specific rate schedules for each customer class (Residential, Multi-Family, Commercial, Governmental, Municipal) to reflect the customer characteristics and costs associated with providing service to each customer class. As can bee seen in Table 2 - 4, there are cost differences, in particular Multi-Family, that are recommended to be addressed and reflected in the proposed wastewater rates.

2.2.7 Wastewater Cost of Service Conclusions and Recommendations

The results of the cost of service show differences in the cost to serve each customer class. Specifically, the cost of service shows that residential customer rates should increase greater than the system average increase and Multi-Family should increase less than the system average. Given these results, it is recommended that the City continue to use specific rate schedules to begin to address the cost differences between the customer classes of service.

2.3 Wastewater Rate Design Analysis

The final step of the City's wastewater rate study is the design of proposed wastewater rates to collect the desired levels of revenues, based on the results of the revenue requirement and cost of service analyses. In reviewing the City's rates, consideration must be given to the level of the rates as well as the structure of the rates. The level of the rates reflects the amount of revenues that should be collected while the structure of the rates is how it is collected (charged) from the customers. The overall revenue level for the City has been established in the revenue requirement analysis and the cost of service analysis provides the revenue levels to be collected from each class of service in a proportional manner. These two analyses are used to establish the level of revenue for the wastewater system, and each customer class of service. This section will address the rate structure and development of the rate design for the wastewater system.

2.3.1 Wastewater Rate Design Goals and Objectives

Prudent rate administration dictates that several criteria must be considered when setting utility rates. Some of these rate design criteria are listed below:

- Rates which are easy to understand from the customer's perspective
- Rates which are easy for the City to administer
- Consideration of the customer's ability to pay
- Continuity, over time, of the rate making philosophy
- Policy considerations (encourage efficient use, economic development, etc.)
- Provide revenue stability from month to month and year to year
- Promote efficient allocation of the resource
- Proportional and non-discriminatory (cost-based)

It is important that the City provide its wastewater customers with a proper price signal as to what their usage or volumetric contributions are costing. This goal may be approached through rate level and structure. When developing the proposed rate designs, each of the above listed criteria can be taken into consideration. However, it is difficult, if not impossible, to design a rate that meets all the goals and objectives listed above. For example, it may be difficult to design a rate that takes into consideration the customer's ability to pay, and one which is cost-based. In designing rates, there are always trade-offs between the identified goals and objectives.

2.3.2 Present and Proposed Wastewater Rates

The City currently has rate structures for Residential, Multi-Family, Commercial, Governmental and Municipal customers. For Residential and Multi-Family customers, this includes a monthly fixed service charge and quantity charge for consumption over 400 cubic feet up to their winter

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water average. For Non-Residential (Commercial, Governmental, and Municipal) customers, a monthly fixed service charge and quantity charge per cubic foot based on actual monthly water consumption is assessed. Based on the results of the cost of service analysis and in discussion with City staff, it was determined that revisions to the proposed wastewater rates would be made. Specifically, the Multi-Family service charges would remain flat for one year. The Residential service charge would be set at the current Non-Residential rate level. These updates will align the per unit service charge better with the assumed wastewater contribution based on the winter water data. Table 2 – 5 provides a summary of the present and proposed rates for the City's wastewater utility.

Table 2 – 5
Summary of the Present and Proposed Wastewater Rates

	Present 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 up to Winter Water Avg	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ up to Winter Water Avg	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Multi-Family						
Service Charge	*$ / Month*					
Monthly Service Charge (Per Unit)	$33.94	$33.94	$36.16	$38.69	$41.40	$44.30
Quantity Charge	*$ / CF*					
0 – 400 up to Winter Water Avg	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000	$0.00000
400+ up to Winter Water Avg	0.05064	0.05418	0.05797	0.06203	0.06637	0.07102
Commercial						
Service Charge	*$ / 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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Table 2 – 5 shows that the current rate structure has been adjusted for FY 2027. In years FY 2028 through FY 2031, only the level of the rates has been adjusted to meet the revenue target calculated in the revenue requirement analysis.

2.3.3 Summary of the Wastewater Rate Study

This completes the analysis for the City of Ashland's wastewater utility. This Study has provided the development of proposed wastewater rates for the City that are cost-based and proportional. Adoption of the proposed wastewater rates will allow the City to meet its current and projected financial obligations for the time period reviewed based on the assumed customer growth, capital plan, and inflationary increases in operating costs. Should these assumptions change, the proposed rate adjustments may also need to be revised to reflect the current conditions.

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3 Development of the Storm Drain Analysis

This section of the report will describe the development of the storm drain rate study. This includes the development of the revenue requirement, cost of service, and rate design analyses. Each of these analyses was completed for the storm drain system based on the specific customer and system characteristics. The following discussion will outline the summary of each of these analyses to support the development of cost-based and proportional storm drain rates.

3.1 Storm Drain Revenue Requirement

Similar to the wastewater analysis, the City has provided detailed revenue and expense data for the storm drain system that provides the basis for the development of the revenue requirement. As previously stated, the revenue requirement analysis is the first analytical step in the rate study process and determines the adequacy of the City's storm drain revenues at current rate levels. From this analysis, a determination can be made as to the overall level of revenue (rate) adjustment needed to provide adequate and prudent funding for both operating and capital needs.

3.1.1 Determining the Storm Drain Utility Revenue Requirement

In developing the City's storm drain revenue requirement, the utility must financially "stand on its own" and be properly funded. As a result, the revenue requirement analysis, as developed herein, assumes the full and proper funding needed to operate and maintain the City's storm drain system on a financially sound and prudent basis. The following sections will provide a more detailed discussion of the development of the storm drain revenue requirement analysis for the City.

3.1.2 Establishing a Time Frame and Approach

The first step in calculating the revenue requirement for the City's storm drain system was to establish a time frame for the revenue requirement analysis. For the Study, the revenue requirement was developed based on the FY 2026 and FY 2027 biennial budget and a projected time period of FY 2028 through FY 2036. Reviewing a multi-year time period is recommended to identify major expenses that may be on the horizon. By anticipating future financial requirements, the City can begin planning for these changes sooner, thereby minimizing short-term rate impacts and overall long-term rates.

The second step in determining the storm drain revenue requirement was to decide on the basis of accumulating costs. Like the wastewater utility analysis, a cash basis approach was utilized to develop the storm drain revenue requirement analysis. The cash basis approach is the typical methodology used by municipal utilities to set their revenue requirement.

Given a time period around which to develop the revenue requirement and a method to accumulate the costs, the focus then shifts to the development and projection of the revenues and expenses of the City's storm drain utility. The primary financial inputs in the development of the storm drain revenue requirement were the City's adopted biennial budget for the storm drain

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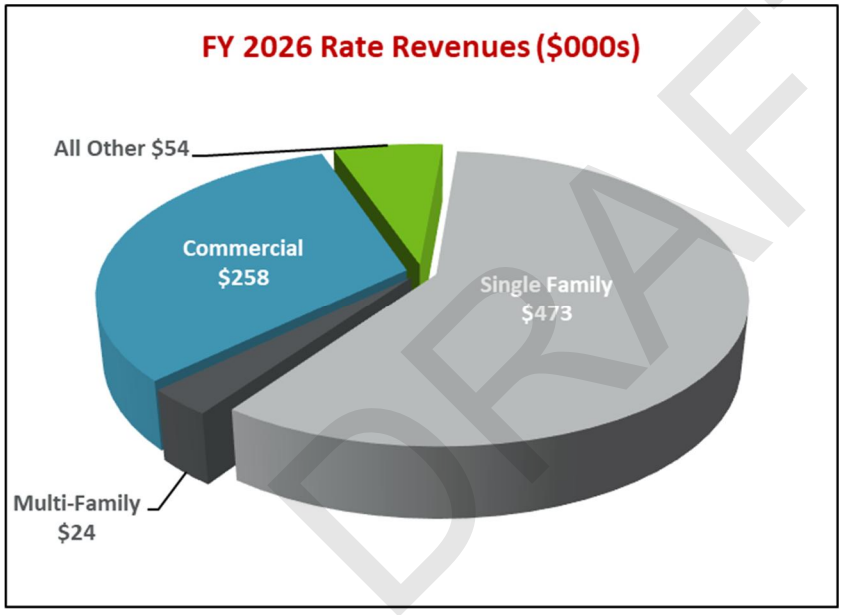
utility, recent billed customer data and characteristics, and the storm drain capital improvement plan. Presented below is a detailed discussion of the steps and key assumptions contained in the development of the City's storm drain revenue requirement analysis.

3.1.3 Projection of Storm Drain Revenues

The first step in developing the projection of the storm drain rate revenues, at present rate levels, was to determine the projected billing units. The billing units were based on the City's storm drain customer data from the most recent 12-month period to determine the current customer billing characteristics. These billing units were then multiplied by the current storm drain rates. This method of independently calculating revenues links the projected revenues used within the analysis to the projected billing units. It also helps to confirm that the billing units used within the Study are reasonable for purposes of projecting future revenues and ultimately establishing the proposed rates to collect the target level of revenues.

In total, and at current rate levels, the City's storm drain utility is projected to receive approximately $810,000 in rate revenue in FY 2026. Similar to the wastewater analysis, the Study has assumed customer growth of 0.5% per year. By FY 2031, the storm drain rate revenues - assuming no rate adjustments - are projected to be approximately $830,000. The detailed calculation of the revenues at present rates is included in Exhibit 5 of the Storm Drain Technical Appendix.



In addition to rate revenues, the City also receives other miscellaneous revenues, such as interest earnings. In total, the storm drain utility is projected to receive approximately $84,000 in FY 2026. Other miscellaneous revenues were estimated to decrease to approximately $17,000 by FY 2031 due to using reserves to fund storm drain capital improvement projects.

On a combined basis, taking into account the rate revenues and other miscellaneous revenues, the City's storm drain utility has total projected revenues of approximately $894,000 in FY 2026. This amount is anticipated to decrease to approximately $847,000 by FY 2031 as a result of the projected decreases in interest earnings as noted above.

3.1.4 Projection of Storm Drain Operation and Maintenance Expenses

Operation and maintenance expenses are incurred by the City to maintain the storm drain system at a consistent level of service. The starting point of the projection of the storm drain O&M

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expenses was the City's adopted biennial FY 2026 and FY 2027 budget. Budgeted O&M expenses were projected over the Study time period based on recent inflationary trends. The factors ranged from 3.0% to 8.0% annually for the various types of expenses (e.g., salaries, benefits, materials and supplies, utilities, equipment, insurance). In total, O&M expenses were projected to increase at an annual inflation rate of approximately 4.9% over the rate setting period. Exhibit 2 of the Storm Drain Technical Appendix provides a summary of the assumptions used to develop the projection of revenues and escalation of the storm drain O&M expenses.

The total operation and maintenance expenses for the storm drain utility are budgeted to be approximately $826,000 in FY 2026. Over the rate setting period, the total O&M expenses are projected to increase to approximately $1.0 million by FY 2031. It is important to note that no additional O&M has been included in addition to the adopted storm drain budget.

3.1.5 Storm Drain Capital Improvement Projects

A key component in the development of the storm drain revenue requirement was to properly and adequately fund the storm drain capital improvement needs in the near and long term. One of the major issues facing utilities across the U.S. is the amount of deferred capital projects and the funding pressure from regulatory-related improvements. The proper and adequate funding of capital projects is an important issue for all utilities and is not just a local issue or concern of the City. To accomplish this, the City has a capital improvement plan to address both the short and long-term needs of the storm drain utility.

Provided below in Table 3 – 1 is a summary of the storm drain capital funding analysis, based on the City's storm drain capital improvement plan.

Table 3 – 1
Summary of the Storm Drain Capital Funding Analysis ($000)

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Total Capital Projects	**$300**	**$269**	**$1,086**	**$1,223**	**$287**	**$297**
Less: Other Funding						
Storm Drain Operating Fund	$220	$168	$423	$479	$92	$77
Storm Drain SDC Fund	15	26	23	46	0	0
Assumed Revenue Bond - Hardesty	0	0	539	558	0	0
Total Other Funding	**$235**	**$194**	**$986**	**$1,083**	**$92**	**$77**
Rate Funded Capital	**$65**	**$75**	**$100**	**$140**	**$195**	**$220**

The City's storm drain capital improvement plan totals approximately $3.5 million from FY 2026 through FY 2031. The funding sources for the capital improvement projects are assumed to be from storm drain operating reserve funds, existing system development charge reserve funds, long-term debt issuances, and annual rate funding of capital. There are a number of different methods which may be used to fund the capital needs. Among the methods that may be used to finance these capital improvement projects are long-term borrowing, grants, reserve funds, and

rates. Historically, the City has used all available sources to fund capital improvements in an attempt to minimize the impact to customers' storm drain rates. Provided below is a summary of the typical funding sources the City has used, and will use, to fund the planned storm drain improvements over the next five-year period.

3.1.5.1 Rate Funded Capital

A general financial guideline states that, at a minimum, a utility should fund an amount equal to or greater than annual depreciation through rates. Annual depreciation expense reflects the current investment in plant being depreciated or "losing" its useful life. Therefore, this portion of plant investment needs to be replaced to maintain the existing level of infrastructure. In addition, consideration should be given to funding within rates an amount greater than annual depreciation expense for renewals and replacements as costs escalate over time. Whenever possible, the City should be funding storm drain capital projects from rates in an amount greater than annual depreciation expense. For the storm drain utility, the FY 2024 depreciation expense was $53,000. Based on the proposed rate transition plan, rate funded capital ranges from $65,000 in FY 2026 to $220,000 in FY 2031, which accounts for an average of approximately 35.0% of total capital being funded annually through rates over the rate setting period.

3.1.5.2 Reserve Funding

The City has historically supplemented other funding sources with reserve funding for annual capital improvements. During the rate setting period, approximately $1.5 million in storm drain operating reserve funds and $111,000 in system development charge reserves will be used to fund capital improvement projects in FY 2026 through FY 2031, which is equal to approximately 49.0% of the total capital improvement plan projects.

3.1.5.3 Long-Term Debt

The City can also issue additional long-term debt as a source to fund capital projects. There can be a number of advantages and disadvantages with the issuance of long-term debt, and it is important to weigh them when deciding whether to borrow funds or not. Long-term debt does have prudent applications whereby it acts as a financial device to spread the costs of a larger project over multiple years. Doing so then distributes the costs to the customers who are benefiting from the capital improvement - in this case - and are said to be paying their proportional share as opposed to cash financing where only current customers are paying for the project. Issuing debt should be done prudently and in a way that does not put excessive financial burden on the City's storm drain utility. There should be a level of indebtedness that still allows the City flexibility should a financial crisis occur. As part of the Study, the City is planning on issuing approximately $1.1 million of long term debt to fund the Hardesty Site Development and Equipment Storage project, which has been assumed to start in FY 2029 as outlined in the storm drain capital funding plan.

3.1.6 Projection of Storm Drain Debt Service

The final component of the City's storm drain revenue requirement is debt service. At the present time, the storm drain utility has no outstanding debt issuances. As mentioned above, the City has assumed additional long-term debt issuances starting in FY 2029 to fund the Hardesty Site Development and Equipment Storage projects. These issuances have additional debt service

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payments starting in FY 2029 of approximately $43,000 per year based on the assumed terms, increasing to approximately $88,000 in FY 2030.

It is important to note that HDR is not acting as a municipal advisor for the City. HDR did not recommend specific long-term debt issuances or terms. Rather, the Study simply aims to identify any existing annual debt service payments and projection of future long-term funding needs while utilizing conservative assumptions for modeling purposes only.

3.1.7 Summary of the Storm Drain Revenue Requirement

Given the above projections of revenues and expenses, a summary of the City's storm drain revenue requirement analysis can be developed. In developing the revenue requirement analysis, consideration was given to the financial planning policies of the City. In particular, emphasis was placed on minimizing rates, while providing adequate funds to support the operational activities, capital improvement needs and meeting key financial metrics throughout the review period. Presented in Table 3 – 2 is a summary of the storm drain revenue requirement. It is important to note that the annual deficiencies are cumulative, that is, any adjustment in the initial years will reduce the needed adjustment in following years. The details of this analysis can be found in the Storm Drain Technical Appendix in Exhibit 3.

Table 3 – 2
Summary of the Storm Drain Revenue Requirement Analysis ($000)

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenues						
Rate Revenues	$810	$814	$818	$822	$826	$830
Other Revenues	84	43	36	26	19	17
Total Revenues	**$894**	**$856**	**$854**	**$847**	**$845**	**$847**
Expenses						
Total O&M	$826	$857	$900	$945	$990	$1,036
Taxes & Transfers	0	65	65	66	66	66
Rate Funded Capital	65	75	100	140	195	220
Net Debt Service	0	0	0	43	88	88
Reserve Funding	3	(1)	67	74	35	38
Total Expenses	**$894**	**$996**	**$1,133**	**$1,269**	**$1,374**	**$1,449**
Bal./(Def.) of Funds	$0	($151)	($301)	($455)	($571)	($650)
Plus: Additional Taxes	0	(11)	(22)	(34)	(42)	(48)
Total Bal. / (Def.) of Funds	$0	($151)	($301)	($455)	($571)	($650)
Balance as % of Rev from Rates	0.0%	17.1%	34.1%	51.2%	64.0%	72.5%
Proposed Rate Adjustments	**0.0%**	**18.5%**	**15.5%**	**13.5%**	**8.9%**	**5.4%**
Add'l Revenue with Rate Adj.	$0	$151	$301	$455	$571	$650

The storm drain revenue requirement has summed the O&M, net debt service, applicable taxes and transfers, rate funded capital, and reserve funding for the five-year rate setting period. The

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total revenue requirement is then compared to the total revenues, which are the rate revenues, at present rate levels, and other miscellaneous revenues. From this comparison, a balance or deficiency of funds in each year can be determined. This balance or deficiency of funds is then compared to the rate revenues to determine the level of rate revenue adjustment needed to meet the revenue requirement. The results of the revenue requirement analysis indicate a deficiency of funds over the rate setting period (FY 2027 – FY 2031). The deficiency ranges by year and is driven by annual operating expenses, funding capital improvement projects, and meeting financial targets. The cumulative deficiency is approximately $151,000 in FY 2027, which increases to $650,000 by FY 2031, prior to rate adjustments. To provide adequate funding for the City's storm drain utility, rate adjustments of 18.5% in FY 2027, 15.5% in FY 2028, 13.5% in FY 2029, 8.9% in FY 2030, and 5.4% in FY 2031 are proposed.

3.1.8 Review of Storm Drain Reserve Levels

Reserves are an important component of a utility's financial health. There can be many different purposes for reserves. For modeling purposes, the City's storm drain utility has an operating reserve, SDC reserve, and equipment reserve. The target ending minimum fund balances vary depending on the type of fund. The target balance for the storm drain operating fund was set at 90 days or 25% of annual O&M expenses, which is approximately $204,000 for FY 2026. For the SDC reserve, there was no minimum target identified as these reserve levels vary as growth related storm drain capital projects are funded and SDC revenues are collected. Finally, as part of the Study, funds were added to the equipment reserve starting at $25,000 in FY 2028 and increasing to $40,000 annually by FY 2031 for future capital funding needs.

Based on the rate transition plan, the City will be using reserves over the five-year rate setting period to fund capital improvement projects but is projected to meet target minimums and maintain prudent levels of reserves. The operating and SDC reserves appear to remain strong and fluctuate as funds are used to fund planned capital improvement projects.

3.1.9 Debt Service Coverage Ratio

Long-term debt often contains covenants requiring rates to be set at an adequate level to ensure annual payments of principal and interest. This is typically known as a debt service coverage ratio (DSC). The DSC ratio is a financial measure of the utility's ability to repay the debt. In general, the DSC ratio is set at a level such that revenues less operating expenses will be 1.25 times, for example, greater than the maximum annual debt service payment on the outstanding debt. That is, rates will be sufficient to pay projected O&M and have an additional 25% more than the annual debt service payment. While the storm drain utility has no outstanding debt issuances, with the additional assumed long-term debt issuances starting in FY 2028 and the proposed rate adjustments, the DSC ratio is calculated at 8.25 in FY 2029 and 5.23 in FY 2031.

3.1.10 Storm Drain Revenue Requirement Recommendations

Based on the revenue requirement analysis developed herein, HDR recommends that the City adjust the level of storm drain revenues annually over the next five-year period (FY 2027 – FY 2031). HDR has reached this conclusion for the following reasons:

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- Revenue adjustments are necessary to fund the City's capital improvement needs, which are driven by the renewal and replacement of aging infrastructure as well as the Hardesty Site development
- The revenue adjustments are necessary in order to fund the annual inflationary costs related to annual storm drain O&M
- The proposed revenue adjustments maintain the City's strong financial health and provide long-term sustainable funding levels for the City

In reaching this conclusion, HDR recommends that the City adopt the proposed annual revenue adjustments for FY 2027 through FY 2031 in order to provide sufficient funding for the storm drain O&M and capital improvement needs as identified in the Study time period.

3.2 Storm Drain Cost of Service Analysis

The storm drain cost of service analysis is concerned with the proportional distribution of the total revenue requirement on a per equivalent unit basis to establish cost-based and proportional rates per ERU. The previously developed revenue requirement was utilized in the development of the cost of service analysis.

3.2.1 Objectives of a Cost of Service Analysis

There are two primary objectives in conducting a storm drain cost of service analysis:

- Proportionally distribute the City's revenue requirement among the total billed ERUs; and
- Derive average unit costs (i.e., cost-based rates) for subsequent rate designs.

The primary objective of the cost of service analysis is the proportional manner in which to collect the revenue requirement from the City's total billed storm drain ERUs. The second rationale for conducting a cost of service analysis is to allow for the development of proposed rates that properly reflect the costs incurred by the City and impacts customers place on the storm drain system.

3.2.2 General Cost of Service Procedures

To determine the proportional cost to serve each equivalent residential unit on the City's storm drain system, a cost of service analysis is conducted. A cost of service study generally utilizes a three-step approach to review costs. Unlike the wastewater utility, the storm drain utility cost of service is much simpler and in this case, the analysis consisted of dividing the total revenue requirement by the total number of billed ERUs. Utilizing an ERU as the basis for establishing storm drain rates is a proportional method to distribute costs and recover the costs to provided service from the City's customers. Provided below is a detailed discussion of the storm drain cost of service analysis conducted for the City, and the specific steps taken within the analysis.

3.2.3 Summary of the Storm Drain Cost of Service Results

In summary, the cost of service analysis began by taking the FY 2027 revenue requirement and total billed ERUs. The City defines an ERU as 3,000 sq. ft. of impervious area, or one residential ERU. Multi-family customers are charged by living unit where 1 ERU is equal to 2.33 multi-family units. Commercial customers are charged based on the number of ERU's which is calculated as the total I=impervious are divided by 3,000 (i.e., 1 ERU). To calculate the average unit cost, the

total revenue requirement for FY 2027 was divided through by the number of total billed ERUs. Provided in Table 3 – 3 is a summary of the distribution of the revenue requirement to the equivalent residential units.

Table 3 – 3
Summary of the Storm Drain Cost of Service Analysis ($000)

Total Costs [1]	Total ERUs [2]	Cost per ERU ($/month)
$964,119	149,835	$6.43

[1] - Based on FY 2027 total revenue requirement less miscellaneous revenues plus additional taxes, which is the costs to be recovered through rates

[2] - Reflects the number of billed ERUs as provided by the City for FY 2027

The results of the storm drain cost of service analysis indicate the need to increase the rate per ERU in FY 2027 to reflect the costs of providing storm drain service on a per ERU basis. The development of the storm drain cost per ERU is provided in Exhibit 6 of the Storm Drain Technical Appendix.

3.2.4 Storm Drain Cost of Service Conclusions and Recommendations

The results of the storm drain cost of service analysis reflect the results of the revenue requirement and indicate the need for an increase in the storm drain rates on a per ERU basis. As a result, HDR recommends that the City adjust the storm drain rates to reflect the results of the cost of service analysis on a per ERU basis.

3.3 Storm Drain Rate Design Analysis

The final step of the City's storm drain rate study is the design of proposed storm drain rates to collect the desired levels of revenue, based on the results of the revenue requirement and cost of service analyses. In reviewing the City's rates, consideration is given to the level of the rates and the structure of the rates.

3.3.1 Storm Drain Rate Design Goals and Objectives

Prudent rate administration dictates that several criteria must be considered when setting utility rates. An example of some of these rate design criteria are listed below:

- Rates which are easy to understand from the customer's perspective
- Rates which are easy for the City to administer
- Consideration of the customer's ability to pay
- Continuity, over time, of the rate making philosophy
- Policy considerations (encourage efficient use, economic development, etc.)
- Provide revenue stability from month to month and year to year
- Promote efficient allocation of the resource

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- Proportional and non-discriminatory (cost-based)

When developing the proposed rate designs, the above-listed criteria are taken into consideration. However, it is difficult, if not impossible, to design a rate that meets all the goals and objectives listed above. For example, it may be difficult to design a rate that takes into consideration customers' ability to pay, and one which is cost-based. In designing rates, there are always trade-offs between the identified goals and objectives.

3.3.2 Present and Proposed Storm Drain Rates

The City currently has a monthly storm drainage charge per ERU with a minimum charge per account. As noted, an ERU is defined by the City as 3,000 sq. ft. of impervious area, or one residential ERU, and multi-family customers are charged by unit where 1 ERU is equal to 2.33 multi-family units. Commercial customers have the impervious area divided by 3,000 to determine the number of ERUs to be billing. In discussion with City staff, it was determined that the current storm drain rate structure is contemporary and meets the City's rate design goals and objectives. Given this, the proposed storm drain rates maintain the current rate structure. Provided in Table 3 – 4 is a summary of the current and proposed storm drain rates.

Table 3 – 4
Summary of the Present and Proposed Storm Drain Rates

	Present 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 (per unit)	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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As can be seen in Table 3 – 4, the current rate structure has been maintained for all storm drain customers and only the level of the rates has been adjusted to meet the revenue target calculated in the revenue requirement analysis.

3.3.3 Summary of the Storm Drain Rate Study

This completes the analysis for the City of Ashland storm drain utility. This Study has provided a review and development of proposed storm drain rates for the City. Adoption of the proposed storm drain rates will allow the City to meet its current and projected financial obligations for the time period reviewed based on the assumed customer growth, capital plan, and inflationary increases in operating costs. Should these assumptions change, the proposed rate adjustments may also need to be revised to reflect the current conditions.

Wastewater Technical Appendix

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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
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 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
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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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
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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	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 (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	
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%**
					(VOL)

Notes

[1] - Estimated

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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%**
				(BOD)			***(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	Non-Residential	*Basis of Allocation*
Volume Related					
All	$2,572,552	$1,266,316	$505,523	$800,712	*(VOL)*
Total Volume Related	**$2,572,552**	**$1,266,316**	**$505,523**	**$800,712**	
Strength Related					
Biochemical Oxygen Demand	$864,507	$404,600	$161,520	$298,387	*(BOD)*
Total Suspended Solids	864,507	404,600	161,520	$298,387	*(TSS)*
Total Strength Related	**$1,729,015**	**$809,201**	**$323,039**	**$596,774**	
Customer Related					
Actual Customer	$0	$0	$0	$0	*(AC)*
Weighted Customer	2,917,568	1,854,416	874,264	$188,887	*(WCA)*
Total Customer Related	**$2,917,568**	**$1,854,416**	**$874,264**	**$188,887**	
Revenue Related	**$0**	**$0**	**$0**	$0	*(RR)*
Direct Assignment	**$0**	**$0**	**$0**	**$0**	*(DA)*
Total Revenue Requirements	**$7,219,134**	**$3,929,933**	**$1,702,827**	**$1,586,374**	

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

	FY 2027 Expenses	Residential	Multi-Family	Non-Residential
Revenues at Present Rates	$15,037,316	$3,370,273	$1,931,536	$1,477,900
Allocated Revenue Requirement	$16,024,642	$3,929,933	$1,702,827	$1,586,374
Bal/Def of Funds	($987,325)	($559,661)	$228,709	($108,474)
Plus: Additional Taxes	(35,154)	(19,927)	8,143	(3,862)
Balance / (Deficiency) of Funds	($1,022,479)	**($579,588)**	**$236,853**	**($112,336)**
Required % Change in Rates	**6.8%**	**17.2%**	**-12.3%**	**7.6%**

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City of Ashland
Wastewater Rate Study
Proposed Rate Schedule

	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
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
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 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	$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**	

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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*
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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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
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												
Storm Drain Operating Fund	$2,763	($1,341)	$42,327	$44,341	$94	($2,146)	$6,229	$8,289	$8,908	$7,642	$4,008	
Storm Drain 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	
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**	
Storm Drain 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*	
Storm Drain 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													
Storm Drain Operating Fund	$219,831	$167,849	$422,837	$479,255	$91,881	$76,922	$0	$0	$0	$0	$0	$1,458,575	
Storm Drain 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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Council Business Meeting

Date: June 2, 2026

Agenda Item	North Mountain Property Surplus
Department	Public Works
From	Scott Fleury, Director

TIME ESTIMATE
5 Minutes.

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

SUMMARY

Before the Council is a request to formally surplus a City owned property on North Mountain Avenue (391E04AD TL#100). The parcel is not needed for a municipal function and should be sold at market value for the highest and best use.

POLICIES, PLANS & GOALS SUPPORTED
City Council Goal: Evaluate real property and facility assets to strategically support city mission and goals.

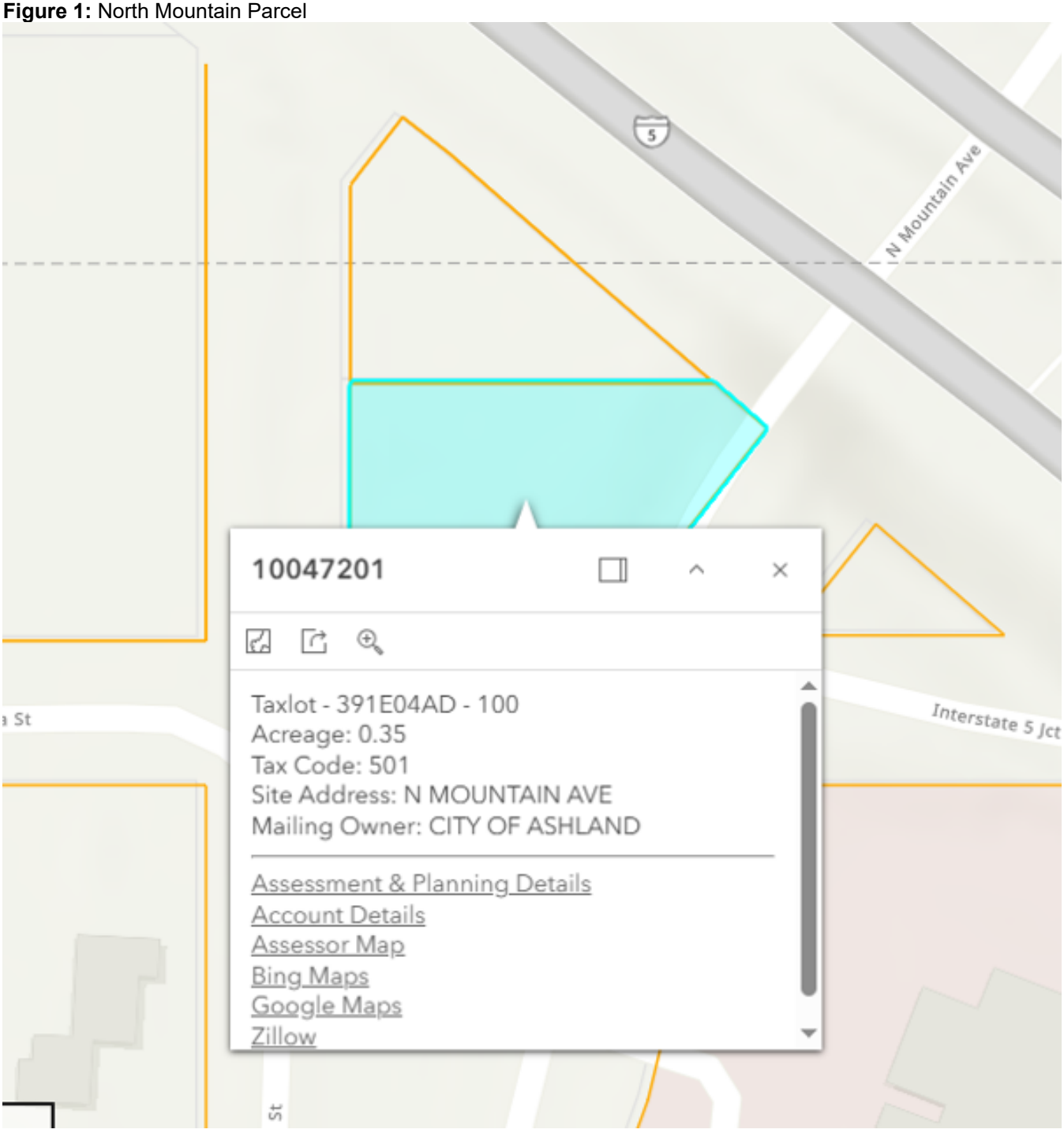
BACKGROUND AND ADDITIONAL INFORMATION
The City of Ashland owns the real property located on North Mountain Avenue, Parcel-391E04AD Tax Lot#100. Staff is requesting the Council formally declare this property is surplus to move forward with divestment. If the Council chooses to surplus the property then staff will work towards the required formal public hearing at the City Council that outlines the terms and conditions for the sale of real property per Ashland Municipal Code (AMC 2.55).

Property Details
North Mountain:
The .35-acre parcel is located in the North Mountain zone (391E04AD TL#100). The property was conveyed to the City of Ashland from Jackson County in 1992. The property was appraised in 2021 with an as is value of $300k. The property is currently undeveloped. If declared surplus, staff recommends moving forward with the sale of the property utilizing and real-estate agent.

Zoning = North Mountain Multi Family (NM-MF)

- The ROW to the west of the parcel (the extension of Mountain) is dedicated but unimproved.
- Based density for this parcel is 4.2 dwelling units. (The allowed residential density in NM-MF is 12 du/ac See: AMC 18.3.5.060.)
- With possible density bonuses considered potentially up to 5 dwellings could be developed. This would require site design review and installation of half street improvements.
- There is an additional 0.5 acer of land between Nevada and N Mountain ROW that could be vacated.
- There is a sewer main that crosses this ROW. To whom the ROW would inure to the benefit of if it were vacated is beyond the scope of this analysis.
- The eastern side of the property is severely constrained with steep slopes. Based on these slopes the realistic area that can be developed is ~0.2 ac.

Figure 1: North Mountain Parcel



FISCAL IMPACTS

If the property is declared surplus and then sold, the sale proceeds will return to the General Fund unless otherwise directed.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

I move to surplus tax lot #100 from Assessor Map 391E04AD

REFERENCES & ATTACHMENTS

1. North Mountain Avenue Appraisal

APPRAISAL OF:

Land Only
North Mountain Avenue and
East Nevada Street
Ashland, Oregon

Prepared For:
City of Ashland

Report Date:
January 28, 2021

Date of Value:
January 13, 2021

CASCADE CHARTER COMPANY, LLC
REAL ESTATE APPRAISALS – CONSULTING

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Addenda

- Subject Photographs
- Personal Services Agreement

Qualifications

CASCADE CHARTER COMPANY, LLC
REAL ESTATE APPRAISALS – CONSULTING

LAWRENCE E. BROWN, MAI CRE (1942 - 1990)
GREGORY S. SCHULER
DAVID M. MATLOCK
MARGARET NELSON-QUIN
BROOKE LEVISON
DEB CHRISTOPHERSON

January 28, 2021

Scott Fleury
Public Works Director
City of Ashland
20 East Main Street
Ashland, Oregon 97520

Reference: Appraisal of the land located along the northeasterly corner of North Mountain Avenue and East Nevada Street identified as Map and Tax Lot 39-1E-04AD, 100 in Ashland, Oregon. Our File No. 4783.4.

Dear Mr. Fleury:

In response to your request, we have personally examined and appraised the land located along the northeasterly corner of North Mountain Avenue and East Nevada Street identified as Map and Tax Lot 39-1E-04AD, 100 in Ashland, Oregon. The purpose of this appraisal report is to set forth our opinion relative to the "as is" market value of the **fee simple interest** in the subject property. It is our understanding the appraisal report will be utilized by authorized representatives of the City of Ashland for internal decision making purposes. No other purpose, use, or users of this appraisal report are authorized or intended.

This appraisal report is prepared in accordance with the Uniform Standards of Professional Appraisal Practice (USPAP); the Financial Institution's Reform, Recovery, and Enforcement Act of 1989 (FIRREA); and Chapter 12 Code of Federal Regulation Part 34 (12CFR34) of the Office of the Comptroller of the Currency titled, "Real Estate Appraisals." This report is also prepared within the requirements of the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute, the Interagency Appraisal and Evaluation Guidelines (effective December 10, 2010). This appraisal assignment is not based upon a requested minimum valuation, a specific valuation, or the approval of a loan.

Reference is made to the **extraordinary assumptions** presented within this report. If any of the extraordinary assumptions as stated herein are ultimately found to be false, the value opinion as specified in this appraisal report could be impacted.

Based upon the studies and examinations made, the opinion is formed subject to the limiting conditions and assumptions stated herein, that the "as is" market value of the **fee simple interest** in the subject property based upon economic and market conditions effective as of January 13, 2021 is as follows:

"As Is" Market Value (January 13, 2021)

THREE HUNDRED THOUSAND DOLLARS

$300,000

The following is a real property appraisal report which summarizes the property description, market data, and value analyses which form the primary basis for the opinion of market value as stated in this report.

Respectfully submitted,

CASCADE CHARTER COMPANY, LLC

GREGORY S. SCHULER
Oregon State Certified General Appraiser
License No. C000268
Expiration Date: May 31, 2021

DAVID M. MATLOCK
Oregon State Certified General Appraiser
License No. C001357
Expiration Date: February 28, 2022

SUMMARY OF SALIENT DATA

Identification

Multi-Family Land Parcel
Northeasterly corner of North Mountain Avenue and East Nevada Street
39-1E-04AD, Tax Lot 100
Ashland, Oregon 97520

Land Area

The subject land parcel is irregular in shape and totals 0.35 acre, or 15,246 square feet according to Jackson County assessment records.

Date of Value	January 13, 2021
"As Is" Market Value	$300,000

PURPOSE OF APPRAISAL

The purpose of this appraisal is to set forth our opinion relative to the "as is" market value of the **fee simple interest** in the land identified as Map and Tax Lot 39-1E-04AD, 100 in Ashland, Oregon.

CLIENT/INTENDED USE/USERS OF THE APPRAISAL

The client of this appraisal assignment is the City of Ashland. It is our understanding that the intended use of this appraisal is for internal decision making purposes. The intended users of this appraisal document are representatives of the City of Ashland. No other purpose, use, or users of the appraisal report are authorized or intended.

DATE OF VALUE

The opinion of "as is" market value expressed in this report is stated effective as of January 13, 2021 assuming economic and market conditions as existing on that date.

DATE OF INSPECTION

The subject property was physically inspected on January 13, 2021.

PROPERTY RIGHTS APPRAISED

The property rights appraised herein pertain to the **fee simple interest** in the real property which represents the subject of this appraisal.

DEFINITIONS

Fee Simple Interest

"Absolute ownership unencumbered by any other interest or estate, subject only to the limitations imposed by the governmental powers of taxation, eminent domain, police power, and escheat."

Source: The Dictionary of Real Estate Appraisal, Sixth Edition, Appraisal Institute, 2015.

Extraordinary Assumption

"An assumption, directly related to a specific assignment, as of the effective date of the appraisal results, which, if found to be false, could alter the appraiser's opinions or conclusions. Comment: Extraordinary assumptions presume as fact otherwise uncertain information about physical, legal, or economic characteristics of the subject property; or about conditions external to the property, such as market conditions or trends; or about the integrity of data used in an analysis."

Source: The Dictionary of Real Estate Appraisal, Sixth Edition, Appraisal Institute, 2015 and USPAP, 2016-2017 Edition.

Market Value

"The most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition are the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

1. Buyer and seller are typically motivated;
2. Both parties are well informed or well advised and acting in what they consider their own best interests;
3. A reasonable time is allowed for exposure in the open market;
4. Payment is made in terms of cash in U.S. dollars or in terms of financial arrangements comparable thereto; and,

5. The price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale."

Source: 12 C.F.R. Part 34.42(g); 55 *Federal Register* 34696, August 24, 1990, as amended at 57 *Federal Register* 12202, April 9, 1992; 59 *Federal Register* 29499, June 7, 1994. USPAP 2016-2017 Advisory Opinion 22, Lines 58-70.

SCOPE OF APPRAISAL

The scope of this appraisal has the primary function of researching pertinent market information and developing an opinion relative to the "as is" market value of the **fee simple interest** in the subject property. The appraisal service as detailed in this report is performed in such a manner that the results of the analyses, opinions, or conclusions formulated are that of a disinterested third party. The sales comparison approach or land value by comparison was utilized to appraise the subject land. The scope of the process involved in the research, analysis, and presentation of the appraisal conclusion is inclusive of the following:

1. Discussions in order to accurately identify the nature and objective of the assignment;

2. A preliminary study is conducted in order to determine what information is required and the sources of the information; i.e., development consultants, title companies, real estate agencies, planning representatives, etc.;

3. General information relating to the subject region and specific information relating to the immediate subject area and the property itself is then assembled;

4. An analysis of demographic and economic trends in the subject region is conducted;

5. Based on the market information reviewed, determinations are made in regard to the highest and best use of the property;

6. Information is assembled pertaining to market data for use in the valuation approach prepared for the subject. The sources of the market data primarily include the following:

    - Real estate databases
    - County records
    - Representatives of local real estate agencies
    - Real estate appraisers
    - Property managers and ownership representatives

7. Unless stated otherwise, the market data presented in this report have been verified with a buyer, seller, agent, or other representatives knowledgeable of the transactions;

8. The subject property and the market data are reviewed with pertinent differences noted. In addition, the neighborhood boundaries of the subject are defined and the land use characteristics of the market area identified;

9. Summary information pertaining to the market data is presented in this report. The usefulness and applicability of the data collected are reviewed with comparisons applied where appropriate in relation to the subject property;

10. The results of the valuation approach utilized are thoroughly examined and a reconciliation or correlation of final value concluded;

11. An appraisal is presented with supporting information categorized and placed into the appraisal work file;

12. The competency of the appraisers in terms of providing a reasonable and supportable conclusion of value is based upon experience in valuing properties having utility similar to the subject. This experience includes the appraisal of property types similar to the subject which are located within the local and regional market area which encompasses the subject community.

LEGAL DESCRIPTION

The complete legal description of the subject property was not available for our review. The property can be identified on the Jackson County assessment records as Township 39, Range 1 East, Section 04AD, Tax Lot 100.

PROPERTY OWNERSHIP AND HISTORY

Fee title to the subject property is presently vested with the City of Ashland. To our knowledge, there have been no listings or market transfers of the property within the three year period prior to the effective date of this appraisal.

EXPOSURE AND MARKETING TIME

Exposure time may be defined as follows:

"The estimated length of time the property interest being appraised would have been offered on the market prior to the hypothetical consummation of a sale of market value on the effective date of the appraisal; Comment: Exposure time is a retrospective opinion based on an analysis of past events assuming a competitive and open market."

Source: The Dictionary of Real Estate Appraisal, Sixth Edition, Appraisal Institute, 2015 and USPAP, 2016-2017 Edition.

Marketing time may be defined as follows:

"An opinion of the amount of time it might take to sell a real or personal property interest at the concluded market value level during the period immediately after the effective date of an appraisal. Marketing time differs from exposure time, which is always presumed to precede the effective date of an appraisal."

Source: The Dictionary of Real Estate Appraisal, Sixth Edition, Appraisal Institute, 2015.

It is noted that exposure time is presumed to precede the achievement of the market value conclusion as stated herein. The overall concept of reasonable exposure noted in the previous Definition of Market Value also assumes an adequate, sufficient, and reasonable effort in marketing.

As an aid in determining a reasonable exposure time and marketing period for the subject property, reference is made to the following RERC investor survey of national marketing periods specified for the most traditional property types.

RERC Investment Survey
Average Marketing Periods

Property Type	3rd Qtr. 2020 (Months)
Office – CBD	7.8
Office – Suburban	7.9
Industrial – Warehouse	5.5
Industrial – R & D	7.4
Industrial – Flex	7.5
Retail – Regional Mall	10.3
Retail – Power Center	9.6
Retail – Neighborhood	7.8
Apartment	5.5
Student Housing	7.1
Hotel	9.8
All Types	7.8

Source: RERC.

The RERC survey indicates that average marketing periods range from 5.5 to 10.3 months. As an aid in determining a reasonable exposure time and marketing period for the subject property, information is assembled regarding reported days on market (DOM) for sales of vacant multi-family land within Ashland as reported by the Flex Multiple Listing Service (FMLS). The is a distinct lack of multi-family land sales in the Ashland Market. As a result, our search is expanded to include all residential land sales within the Ashland market. The FMLS information indicates reported DOM pertaining to sales and listings of vacant residential land in Ashland ranging from eight to 717 days with an average of 257 days or 8.45 months over the past eight months.

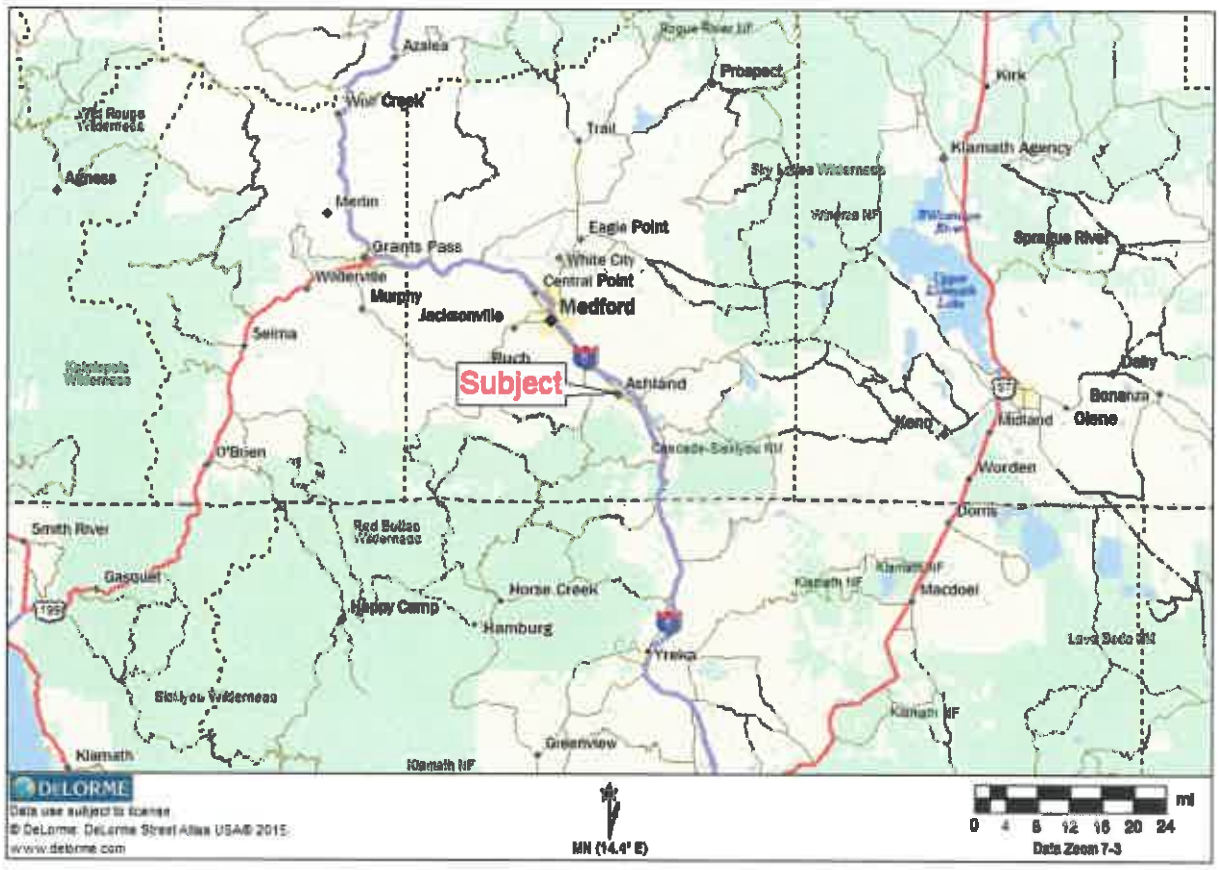
Based upon the nature of the subject property and the types of investors or end users who would likely purchase a property such as the subject, an appropriate exposure and marketing period is estimated at six to nine months. This estimated period is based upon the opinion of market value concluded in this report and represents a reasonable time period for adequate exposure to the open market. This estimate is representative of market conditions, the nature of the subject property, and

the status of the local, regional, and national economy in this analysis. Additionally, this estimated period takes into account the market location of the subject in relation to the national investor survey data reviewed.

We are not able to project how the COVID-19 pandemic will affect the exposure and marketing time for the real estate market. Therefore, the recent national property trends and market sale transactions provide the primary indicators for our marketing and exposure time estimates at this time.

LOCATION ANALYSIS

The subject property is located along the northeasterly corner of North Mountain and East Nevada Street in the city of Ashland, Oregon. Reference is made to the following map which depicts the location of the subject property relative to the surrounding region. Included in this location analysis are details regarding population, economy, and employment within Jackson County, as well as a description of the immediate surroundings of the subject property.



Ashland and Jackson County

The city of Ashland is located 14 miles north of the Oregon/California state line and 120 miles east of the Pacific Ocean. Ashland is the southernmost city in Jackson County and represents the arts and educational center of southern Oregon and northern California. Reference is made to the map presented on the facing page which identifies Ashland relative to the surrounding region.

Ashland is situated in the foothills of the Siskiyou Mountains at the south end of a large river valley formed by the Rogue River and Bear Creek drainages. The Rogue Valley is surrounded on all sides by mountains including the Cascade and

Siskiyou Ranges and the Umpqua Divide. Distances from Ashland to other notable cities are as follows:

Medford.....15 miles northwest
Grants Pass .....43 miles northwest
Eugene.....180 miles north
Portland.....294 miles north
Sacramento.....292 miles south
San Francisco.....387 miles south

Population

Population changes in Jackson County have been significant with strong growth occurring. From 1990 through 2019, the population of Jackson County increased by 74,890. Reference is made to the following summary which details population for the larger cities within the county as well as the unincorporated areas.

Historic Population

Year	Ashland	Medford	Central Point	Eagle Point	Unincorp.	Jackson County	Oregon
2019	20,960	81,465	18,365	9,260	70,050	221,290	4,236,400
2018	20,815	80,375	17,895	9,105	70,020	219,200	4,195,300
2017	20,700	79,590	17,700	8,930	69,125	216,900	4,141,100
2016	20,620	78,500	17,585	8,765	67,595	213,765	4,076,350
2015	20,405	77,655	17,485	8,695	66,150	210,975	4,013,845
2010	20,095	74,980	17,185	8,470	62,530	203,340	3,837,625
2005	20,730	70,855	15,571	7,496	59,950	194,515	3,628,700
2000	19,522	63,720	12,493	4,797	63,220	182,200	3,436,750
1990	16,252	47,021	7,512	3,022	59,831	146,400	2,842,321

Source: Population Research Center, Portland State University.

A significant factor influencing population growth in the area is the strong amenity value and livability of the Rogue Valley. During the last two decades, many retirees, semi-retirees, and working people have moved to the Rogue Valley from more densely populated and congested areas due in large part to quality of life considerations.

Education

The Ashland public school district operates five schools in the area. Approximately 3,000 students attend three elementary, one middle, and one high school. The elementary schools provide an education from kindergarten to fifth grade. Ashland Middle School consists of grades six through eight, with Ashland High School providing educational services for students in grades nine through twelve.

Southern Oregon University is a regional, multi-purpose institution which was founded in 1869. The main campus is located in Ashland, with a branch campus in Medford. The University has a quarterly on-campus enrollment of approximately 5,500 undergraduate and graduate students. The University offers 35 bachelor and nine graduate degree programs in the Schools of Arts and Letters, Business, Science, Social Science, Education, and Health and Physical Education.

Cultural Activities

Located within the downtown plaza area of Ashland is the Oregon Shakespeare Festival (OSF). The Festival was founded in 1935 and is among the oldest and largest professional regional theater companies located in the United States. OSF is known world-wide for the quality of its productions and won a Tony award for outstanding achievement in regional theater and has also been named in Time Magazine as one of America's top five regional theaters. Attendance reaches over 360,000 annually. Overall, OSF contributes over $113 million annually to the local economy. Approximately 88 percent of the festival audience reportedly travels over 125 miles to attend the performances.

Also located in the downtown area is the Oregon Cabaret Theater (OCT). The Cabaret is housed in an historic Baptist church, and has become a major part of the Ashland cultural scene over the past 18 seasons. Since it opened in 1986, OCT has attracted almost a quarter of a million patrons to the intimate 140-seat theater. The Cabaret now draws regular customers from California and throughout the Pacific Northwest, as well as patrons from as far away as England and Japan.

Other notable cultural activities in the area include the Rogue Valley Symphony, which offers performances in Ashland as well as many other venues throughout the Rogue Valley.

Economy

Jackson County's economic base has historically been tied to five major industries: lumber and wood products, trade and service, government, tourism, and agriculture. Over the past decade, the economy has diversified away from lumber and wood products and grown significantly in terms of retail trade.

Lumber and Wood Products

The lumber and wood products industry has declined as an employment sector over the previous 20 years within Jackson County. Environmental issues, including survival of the Spotted Owl, opposition to cutting of old-growth timber, controversy concerning the appropriate level of sustainable yield from public lands, and expansion of wilderness areas all limited log supply. Previous timber-cutting practices, particularly by private companies, and continued log exports have further reduced supply. Lumber and wood products jobs have decreased due to scarce log supplies. As a result, several major wood products employers have reduced production or permanently closed their operations over the past two decades.

Agriculture

Agriculture remains an important component of the Jackson County economy. Major fruit packers in the Medford area include Harry and David, Reter Fruit Company, and Naumes of Oregon, Inc. The seasonal nature of agricultural employment has a direct impact in regard to fluctuations in Jackson County unemployment figures. The past expansion of residential development has also affected the local agricultural economy. Many old established orchards in the county have been removed in favor of future residential development. Continuing worldwide competition for the local fruit growers has also emerged.

Another important agricultural component of Jackson County is the wine industry. The moderate mountain valley climate in the area allows for a wide variety of intensely flavored wine grapes to be cultivated. The quality of the region's grapes provides an advantage for many of the local growers in making their own wines as well as finding regional wineries which will purchase the grapes. Many of the fruit orchards are being converted into vineyards because of the popularity of wines in the region. For example, Hillcrest Orchards, one of Jackson County's oldest pear producers, has replaced 80 acres of pear trees with vineyards. The shift from pears to grapes is a matter of pears being less profitable with wine grapes having greater demand.

Employment

The following table details employment figures for the Medford MSA by category for September 2020 with comparisons to the prior year.

Medford MSA
Nonfarm Payroll and Employment

	Sept. 2020	Sept. 2019	Change
Total NonFarm	86,790	90,280	-3,490
Total Private	76,150	79,110	-2,960
Mining/Logging/Construction	5,700	5,360	340
Manufacturing	7,600	8,140	-540
Trade, Trans. & Utilities	19,930	20,860	-930
Information	1,020	1,180	-160
Financial Activities	4,090	4,070	20
Professional/Business Services	7,900	7,770	130
Education/Health Services	17,210	17,600	-390
Leisure & Hospitality	10,220	11,410	-1,190
Other	2,480	2,720	-240
Government	10,640	11,170	-530

Source: Oregon Employment Department, October 2020.

Employment Trends

Over the one year period, the only sectors to report increases were the mining/logging/construction; professional and business services; and financial activities sectors. The remaining sectors reported decreases with the largest decreases in employment reported in the leisure and hospitality and trade, transportation, and utilities sectors. These large decreases are due in large part to the Covid-19 pandemic. At of this time, it is unknown what effects the Almeda Fire, which took place in September 2020, will have on the employment figures.

Unemployment

As of September 2020, the unemployment rate in the Medford MSA was 7.3 percent reflecting an increase from the September 2019 rate of 3.3 percent. Over the one-year period, the civilian labor force decreased from 104,447 to 102,588 with

total employment decreasing by 5,919. The large increase in unemployment and decrease in employment is due in large part to the Covid-19 pandemic. The following table summarizes civilian labor force statistics for the Medford MSA.

Medford MSA Employment/Unemployment

	Sept. 2020	Sept. 2019	Change
Civilian Labor Force	102,588	104,447	-1,859
Total Employment	95,120	101,039	-5,919
Total Unemployment	7,468	3,408	4,060
Unemployment Rate	7.3%	3.3%	---

Source: Oregon Employment Department, October 2020.

Conclusions

Historically, the economy of Jackson County has been heavily dependent upon lumber and timber-related industry. Over the past two decades, population in the area has grown significantly and growth of the retirement sector has previously added employment opportunities in retail trade and health services. Additionally, a younger population is also finding the region to be an attractive place to raise their families. Based upon a recovery and further diversification of the area economy and the desirable amenities and livability of the area, future growth is ultimately expected for Jackson County and the entire Rogue Valley area. However, significant improvement in the local, regional, and national economies will be required in order to stabilize the real estate market and provide the impetus for sustained economic and demographic growth in the future.

Immediate Surroundings

The subject property is located along the northeasterly corner of North Mountain Avenue and East Nevada Street in Ashland, Oregon. A graphic depiction of the immediate area surrounding the subject property follows.

Trend

The subject is located along the northerly boundary of the North Mountain Neighborhood. The overall trend of development within the North Mountain Neighborhood is representative of primarily residential properties in the form of single-family and multi-family development. Also located in the North Mountain Neighborhood is the Skylark Assisted Living facility just southeast of the subject and the Mountain Meadows Retirement Living facility further to the southeast. To the north and northeast is Interstate 5 followed by rural residential and agricultural properties. Rural residential use is also evident to the northwest of the subject. The downtown city center and plaza area of Ashland is located in the far distance southwest of the subject.

Conclusion

Due to the nature of the surroundings within the immediate area, no distinct foreseeable change in the land use characteristics of the area is anticipated.

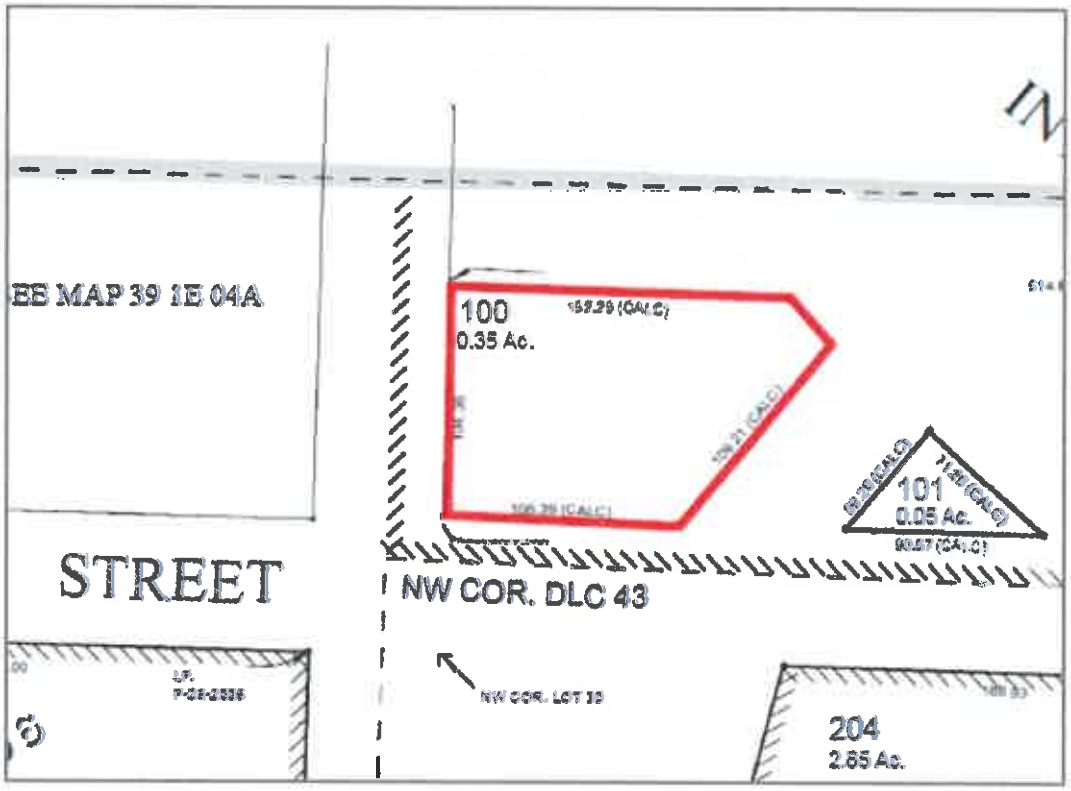
THE LAND

Location

The subject property is located along the northeasterly corner of North Mountain Avenue and East Nevada Street in Ashland, Oregon.

Shape and Size

The subject is irregular in shape and totals 0.35 acre or 15,246 square feet based upon Jackson County records. Reference is made to the following plat map and aerial for a graphic depiction of the subject. It should be noted that lines are approximate.



Topography

The land exhibits primarily generally level to slight sloping topography and lies at nearby street grade with East Nevada Street. The easterly boundary exhibits steep sloping to North Mountain Avenue which lies above the subject.

Zoning

The subject property is zoned North Mountain-Multi Family (NM-MF) as administered by the city of Ashland. The purpose of the NM district is to provide an environment suitable for traditional neighborhood living, working, and recreation. The NM district and Neighborhood Plan is a blueprint for promoting a variety of housing types, mixed-use developments, neighborhood oriented businesses, and community services in a manner which enhances property values and preserves open spaces and significant natural features. The purpose of the Neighborhood Plan is to provide a comprehensive set of design standards, policies, and regulations to guide future development within the identified area. Through the use of the standards a greater sense of neighborhood can be accomplished, as well as accommodating all forms of transportation, including walking, bicycling, and transit. Within the NM-MF zone, the base density of dwelling units is 12 units per acre. This equates to four units at the subject.

Easements and Encroachments

A preliminary title report was not provided for our review. Upon personal property inspection, no adverse easements or encroachments which could have an adverse impact on the value or utility of the subject property were observed. This appraisal is subject to an **extraordinary assumption** that no adverse easements or encroachments exist at the subject parcel. The identification of such is best determined by qualified individuals and is not within the scope of our expertise as real estate appraisers.

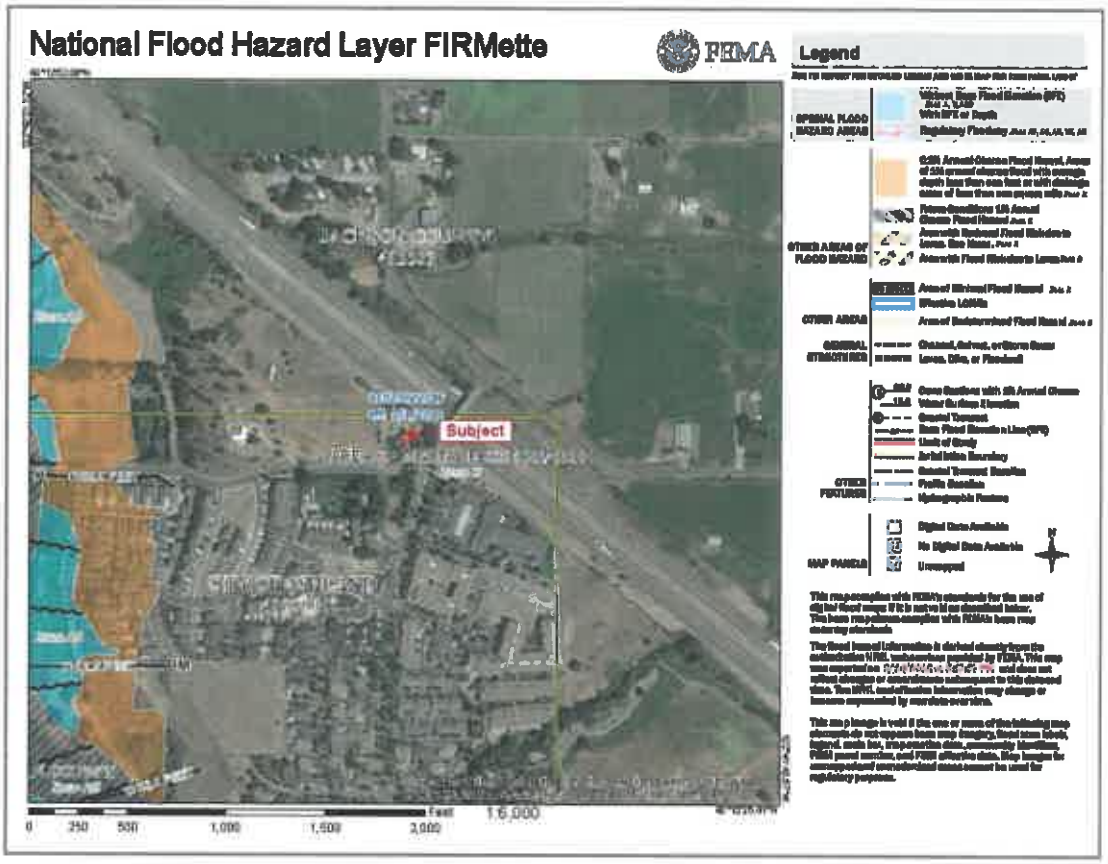
Soils

No formal soils report or site assessment study was provided for our review. As such, this appraisal is subject to the **extraordinary assumption** that the soil is of sufficient load-bearing capacity to support improvement to its highest and best use.

No adverse environmental hazards or contaminants pertaining to solids, liquids, or gases were observed at the property during our personal examination. This appraisal is based upon the **extraordinary assumption** which assumes no toxic waste, groundwater contamination, or environmental problems exist at the property. In the event such problems did exist, the ultimate impact of such conditions could adversely influence the opinion of market value as stated herein. The identification of the absence or existence of any potential environmental problems is best determined by qualified engineers and is not considered to be within the scope of this appraisal assignment.

Flood Zone Rating

A review of the FEMA Map No. 41029C221014F, dated May 3, 2011, indicates the subject property is located within Flood Zone X, an area of minimal flood hazard. A copy of the FEMA Flood Map follows.



Access

Ingress/egress at the site is provided from the northerly side of East Nevada Street and easterly side of North Mountain Street.

Streets

North Mountain Avenue is located along the easterly boundary of the subject property and extends in a north-south direction having two lanes, one in each direction. Additional roadway improvements include concrete curbs and gutters along both sides of the street as well as utility poles along the north side of the street.

East Nevada Street is located on the southerly boundary of the subject property as it turns southerly and intersects with North Mountain Avenue. It extends in an east-west direction west of the subject. East Nevada Street has two lanes, one in each direction. Additional roadway improvements include concrete curbs and gutters along both sides of the street as well as utility poles along the east side of the street.

Utilities

According to the property representative, all the usual and necessary public utilities are available to the subject property; however, this was not independently verified by the appraisers.

Summary

The subject represents an irregular shaped parcel which totals 0.35 acre or 15,246 square feet. The property is zoned NM-MF, North Mountain Multi-Family District as administered by the city of Ashland. All necessary utility services are reportedly available to the subject property. Additionally, there are no apparent easements or encroachments which could potentially detract from the value or utility of the property. As such, the property appears suitable in terms of accommodating development to its highest and best use.

HIGHEST AND BEST USE

The highest and best use may be defined as the reasonably probable and legal use of vacant land or an improved property which is physically possible, legally permissible, financially feasible, and results in the highest value. The four criteria examined in determining the highest and best use of the subject property include the following:

1. Physically Possible - A use for which the property is physically suitable or adaptable.

2. Legally Permissible - A use which is or will be permitted under existing or reasonably obtainable zoning regulations.

3. Financially Feasible - A use for which there is an economic, social, and/or market demand.

4. Maximally Productive - A use which is compatible with the nature and condition of surrounding land uses.

It is our opinion that multi-family development represents the highest and best use of the subject. Multi-family development use of the land is consistent with current governmental constraints; the property is regarded as physically suitable in order to accommodate this form of development; multi-family development use is compatible with the trend of development in the area; and this form of development at the property would provide a positive return to the land. Demand for multi-family residential is high.

ASSESSED VALUATION AND TAXES

As a result of Oregon Ballot Measures 47 and 50 which limit taxable values and property taxes, real estate taxes in Oregon beginning in 1998 are based on a percentage of the real market value. The ballot measures also limit future tax increases to a maximum level of three percent per year. The subject is located within Jackson County Tax Code Area 5-01.

Following is a summary of the total real market value, derived by the Jackson County Assessor, the actual assessed value, and reported real property taxes at the subject for the current tax year.

Assessed Value and Taxes

Account No.	Tax Lot	Real Market Value	Assessed Value	Taxes
1-004720-1	100	$0	$0	$0

It should be noted the subject property is tax exempt. The real market value is presented for information purposes only and is not considered representative of the opinion of market value as specified in this report.

LAND VALUE BY COMPARISON

The land value by comparison approach is the most common method utilized to determine land value. This method generally expresses land value on the basis of price per square foot relative to purchase price.

In order to derive a reasonable indication of value for the subject, a search of public records and a field survey are conducted in order to identify land sales similar to the subject property. The search focuses on those properties considered to exhibit similar developmental characteristics within the market area. The sales assembled for comparison to the subject property are summarized in the following chart.

Land Sales Summary

Sale No.	Location	Zoning	Area Acres/ Sq. Ft.	Max. No. of Allow. Units	Sale Date	Sale Price Total	Sale Price /Sq. Ft.
1	476 Laurel St. Ashland **Source & Verification: Grantee**	R-1-5	0.75/ 23,670	12(1)	2/19	$570,000	$24.08
2	Villard St. and Engle St. Ashland 39-1E-11C, 2504 & 2505 **Source & Verification: Grantor**	R-2	3.35/ 145,926	44	12/18	1,288,238	8.83
3	1068 E. Main St. Ashland **Source: FMLS No. 102962947** **Verification: Agent**	R-3	1.71/ 74,488 1.43/ 62,291 Adj.(2)	28	1/18	800,000 Adj.(3)	12.84 Adj.
4	188 Garfield St. Ashland **Source: FMLS No. 102979467** **Verification: Agent**	R-3	0.4878/ 21,250	9	6/17	430,534	20.26
5	960 B St. Ashland **Source: FMLS No. 102971054** **Verification: Agent**	R-3	0.86/ 37,462	17	2/17	863,000	23.04
6	229 W. Hersey St. Ashland **Source: FMLS No. 102957392** **Verification: Deed No. 15-10626**	R-3	0.34/ 14,810	11	7/15	399,000	26.94

Land Sales Summary

Sale No.	Location	Zoning	Area Acres/ Sq. Ft.	Max. No. of Allow. Units	Sale Date	Sale Price Total	Sale Price /Sq. Ft.
7	11 B St. and 29 Oak St. Ashland **Source: Third Party Appraiser Verification: Deed No. 14-32942, 15-18551, 15-18518**	R-2	0.82/ 35,719	11	6/15 and 12/14	1,035,000 Adj.(4)	28.98 Adj.
	Average						**$20.71**
	Subject	**R-2**	**0.35/ 15,246**	**4**	**---**	**---**	**---**

(1) Based upon potential cottage housing development similar to the subject.
(2)Land area after lot line adjustment.
(3)$1,200,000 sale price adjusted for site improvements totaling $400,000 at the time of sale.
(4)$1,385,000 sale price adjusted for site improvements totaling $350,000 at the time of sale.

Land Discussion

When comparing the land sales presented to the subject site, the following factors are given particular consideration in the comparison process:

- Property rights conveyed
- Financing terms
- Conditions of sale
- Market conditions
- Location
- Physical characteristics
  - Size
  - Topography/off-site improvements
- Zoning

The sales assembled for comparative purposes are analyzed based on the factors noted. A summary of the general characteristics of the sales data is inclusive of the following:

Property Rights Conveyed

With respect to property rights conveyed and financing terms, the sales are similar to the subject and represented the transfer of fee simple title.

Financing Terms

The sales are indicative of cash transactions or purchases involving financing at market rates. Subsequent to review of the available information, financing is not determined to have a significant impact on sale price in the comparison process.

Conditions of Sale

The conditions of sale element of comparison is intended to consider the impact of any atypical motivation on the part of the buyer or seller with respect to the transactions presented. No atypical conditions of sale are noted among the sales data and are deemed similar to the subject with respect to this element of comparison.

Market Conditions

This comparison factor pertains primarily to date of sale considerations which are intended to reflect changes in market conditions which have taken place over time. The sales are examined based upon the direction of change between the sale date of the transactions and the effective date of this appraisal. Specific factors indicative of the market at the time the sales occurred are also reviewed. All of the sales are considered indicative of prevailing market trends based upon the sale date relative to the effective date of this valuation.

Location

The subject property is located within a residential area just north of the North Mountain Neighborhood in Ashland. Additionally, the subject is located nearly adjacent to Interstate 5 as well as sits below North Mountain Avenue. With this in mind, all of the sales have superior location characteristics as compared to the subject.

Size

The size range of the data is from 0.34 to 3.35 acres. By comparison, the subject land totals 0.35 acre. Typically, smaller parcels generally command a higher per square foot price than larger sites with all other factors being equal. Therefore, when comparing the size of the subject to the sale properties, Sale Nos. 4 and 6 are considered most similar with the remaining sales considered slightly inferior.

Topography/Off-Sites

All of the sales have similar topography and off-site improvements to the subject.

Zoning

All of the land transactions exhibit multi-family zoning similar to the underlying zoning at the subject.

As an aid in formulating an opinion of market value for the subject, a qualitative analysis is prepared. Reference is made to the following qualitative analysis sales grid.

Qualitative Analysis Summary

Sale No.	1	2	3	4	5	6	7
Property Rights Conveyed	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.
Financing Terms	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.
Conditions of Sale	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.
Market Conditions	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.
Location	Sup.	Sup.	Sup.	Sup.	Sup.	Sup.	Sup.
Physical Characteristics							
Size	Inf.	Inf.	Inf.	Sim.	Inf.	Sim.	Inf.
Topography/Off-Sites	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.
Zoning	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.	Sim.

Based upon the comparisons applied among the sales data and the subject, the following represents our summary of the qualitative analysis which details the range of pricing indicators associated with the market properties in relation to the subject.

Qualitative Analysis Summary

Sale No.	Sale Date	Sale Price/ Sq. Ft.	Indicator
2	12/18	$8.83	Low
3	1/18	12.84	Medium
4	6/17	20.26	Medium
5	2/17	23.04	Medium
1	2/19	24.08	Medium
6	7/15	26.94	High
7	6/15 & 12/14	28.98	High

Conclusion

The multi-family land sales range from $8.83 to $28.98 per square foot with an overall average of $20.71. The medium indicators form a tighter range of pricing from $12.84 to $24.08 per square foot with an average of $20.06 per square foot. Based upon the market data reviewed, we conclude market land value for the subject to be within the range of $18.00 to $22.00 per square foot, or say $20.00 per square foot. Following is our conclusion of market value for the subject land by the sales comparison approach.

15,246 Sq. Ft. @ $20.00/Sq. Ft. $304,920

Rounded to, $300,000

VALUATION

Based upon the studies and examinations made, the opinion is formed subject to the limiting conditions and assumptions stated herein, that the "as is" market value of the **fee simple interest** in the subject property based upon economic and market conditions effective as of January 13, 2021 is as follows:

"As Is" Market Value (January 13, 2021)

THREE HUNDRED THOUSAND DOLLARS

$300,000

ASSUMPTIONS AND LIMITING CONDITIONS

This report is made expressly subject to the following assumptions and limiting conditions:

1. No responsibility is assumed by the appraisers for matters which are legal in nature.

2. No opinion of title is rendered, and the property is appraised as though free of all encumbrances and the title marketable.

3. The appraisal covers the property described only, and the legal description is assumed to be correct.

4. No survey of the boundaries of the property has been made. All areas and dimensions furnished to the appraisers are assumed to be correct.

5. Information concerning market and operating data, as well as data pertaining to the property appraised, was obtained from others and/or based on observation. This information has been verified and checked, where feasible, and is used in this appraisal only if it is believed to be reasonably accurate and correct. However, such information is not guaranteed, and no liability is assumed resulting from possible inaccuracies or errors regarding such information or estimates.

6. The data contained herein comprises the pertinent data considered necessary to support the value estimates. We have not knowingly withheld any pertinent facts, but we do not guarantee that we have knowledge of all factors which might influence the value of the subject property. Due to rapid changes in the external factors, the value estimates are considered reliable only as of the effective date of the appraisal.

7. The appraisers assume there are no hidden or unapparent conditions of the property, subsoil, or structures, that would render it more or less valuable. The appraisers assume no responsibility for such conditions, or for engineering required to discover such factors. It is assumed no soil contamination exists as a result of chemical drainage or leakage in connection with any production operations on or near the property. In addition, the existence (if any) of potentially hazardous materials, such as asbestos, used in the construction or maintenance of the improvements or disposed of on-site, has not been considered. The

undersigned appraisers acknowledge they are not qualified to render an opinion with regard to the presence of toxic materials, and recommend an environmental scientist be retained to determine the exact status of the property. No environmental impact studies were requested nor performed with regard to this appraisal, and the appraisers hereby reserve the right to alter, amend, revise, or rescind any portion of the value or opinions expressed herein based on any subsequent data discovered which could significantly impact the market value of the property.

8. The distribution of total valuation estimate in this report between land and improvements (if any) applies only under the existing or reported program of utilization. The separate valuation for land and improvements (if present) must not be used in conjunction with any other appraisal and is invalid if so used.

9. The assumption has been made that all required licenses, consents, permits, or other legislative or administrative authority, local, state, federal, and/or private entity or organization have been or can be obtained or renewed for any use considered in the value estimate.

10. The property is appraised as though operated under competent and responsible ownership and management.

11. Opinions of value contained herein are estimates. There is no guarantee, written or implied, that the subject property will sell for such amounts. It assumes there is full compliance with all applicable federal, state, local environmental regulations and laws unless noncompliance is stated, defined, and considered in the appraisal report.

12. It is assumed that all applicable zoning and use regulations and restrictions have been complied with unless nonconformity has been stated, defined, and considered in the appraisal report.

13. The appraisers are not required to give testimony or to be in attendance in court or before other legal authority by reason of this appraisal without prior agreement and arrangement between the Client and appraisers.

14. Disclosure of the contents of this appraisal report is governed by the By-Laws and Regulations of the Appraisal Institute.

15. Neither all nor any part of the contents of this report (especially any conclusions as to value, the identity of the appraisers or the firm with which they are connected, or any reference to the Appraisal Institute or to the MAI or RM designation) shall be disseminated to the public through advertising media, public relations media, news media, sales media, prospectus for securities, or any other public means of communication without prior written consent and approval of the appraisers.

16. The appraisers assume no responsibility for any costs or consequences arising due to the need or the lack of need for flood hazard insurance. An agent for the Federal Flood Insurance Program should be contacted to determine the actual need for flood hazard insurance.

17. The liability of the appraisers' company, its owner and staff, is limited to the Client only. There is no accountability, obligation, or liability to any third party. The appraisers are in no way to be responsible for any costs incurred to discover or correct any deficiencies of any type present in the property; physically, financially, and/or legally.

18. The Americans with Disabilities Act ("ADA") became effective January 26, 1992. The appraiser has not made a specific compliance survey and analysis of this property to determine whether or not it is in conformity with the various detailed requirements of the ADA. It is possible that a compliance survey of the property, together with a detailed analysis of the requirements of the ADA could reveal that the property is not in compliance with one or more of the requirements of the Act. If so, this fact could have a negative impact upon the value of the property. Since the appraiser has no direct evidence relating to this issue, possible noncompliance with the requirements of the ADA in estimating the value of the property has not been considered.

CERTIFICATION

The undersigned appraisers certify that they have personally examined and appraised the land located along the northeasterly corner of North Mountain Avenue and East Nevada Street identified as Map and Tax Lot 39-1E-04AD, 100 in Ashland, Oregon; and to the best of their knowledge and belief,

1. The statements of fact contained in this report are true and correct.

2. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and is our personal unbiased professional analyses, opinions, and conclusions.

3. We have no past, present, or prospective direct or indirect interest in the property that is the subject of this report and no personal interest or bias with respect to the parties involved.

4. We have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.

5. Our engagement in this assignment was not contingent upon developing or reporting predetermined results.

6. Our compensation is not contingent upon the reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value estimate, the attainment of a stipulated result, or the occurrence of a subsequent event. The appraisal assignment was not based on a required minimum valuation, a specific valuation, or the approval of a loan.

7. We are competent to appraise the property that is the subject of this report based on our previous experience appraising similar type properties.

8. The reported analyses, opinions, and conclusions were developed and this report has been prepared in conformity with the Uniform Standards of Professional Appraisal Practice.

9. The use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.

10. As of the effective date of this report, Gregory S. Schuler and David M. Matlock have completed the certification requirement with respect to continuing education for certified general

appraisers within the State of Oregon. As of the date of this report, Gregory S. Schuler has completed the continuing education program for Practicing Affiliates of the Appraisal Institute.

11. The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics and the Standards of Professional Appraisal Practice of the Appraisal Institute.

12. Gregory S. Schuler and David M. Matlock find the content and conclusions of the appraisal and the report were prepared in accordance with the Uniform Standards of Professional Appraisal Practice adopted by the Appraisal Institute. Gregory S. Schuler has made a personal interior and exterior inspection of the subject property and exterior inspections of the majority of the market properties.

13. No one provided significant appraisal or appraisal review assistance to the person(s) signing this certification.

14. The appraisers have performed services, as appraisers, but not in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment. The date of the previous appraisal is February 27, 2018.

Respectfully submitted,

CASCADE CHARTER COMPANY, LLC

GREGORY S. SCHULER
Oregon State Certified General Appraiser
License No. C000268
Expiration Date: May 31, 2021

DAVID M. MATLOCK
Oregon State Certified General Appraiser
License No. C001357
Expiration Date: February 28, 2022

ADDENDA

Subject Photographs

Southerly

Views along East Nevada Street near the subject frontage

Westerly

Northerly

Views along North Mountain Avenue at the subject frontage

Southerly

Views across the subject site

Views across the subject site

Personal Services Agreement

PERSONAL SERVICES AGREEMENT (LESS THAN $25,000.00)

CITY OF ASHLAND 20 East Main Street Ashland, Oregon 97520 Telephone: 541/488-5587 Fax: 541/488-4006	PROVIDER: Cascade Charter Company, LLC PROVIDER'S CONTACT: Gregory Schuler ADDRESS: 2800 Biddle Road Medford, Oregon 97504 PHONE: (541) 776-7530

This Personal Services Agreement (hereinafter "Agreement") is entered into by and between the City of Ashland, an Oregon municipal corporation (hereinafter "City") AND Cascade Charter Company, LLC. (a foreign business corporation) ("hereinafter "Provider"), for appraisal of City owned properties.

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

1. **Effective Date and Duration:** This Agreement shall become effective on the date of execution on behalf of the City, as set forth below (the "Effective Date"), and unless sooner terminated as specifically provided herein, shall terminate upon the City's affirmative acceptance of Consultant's Work as complete and Consultant's acceptance of the City's final payment therefore, but not later than March 31, 2021.
2. **Scope of Work:** Consultant will provide appraisal of City owned properties as more fully set forth in the Consultant's Proposal dated November 05, 2020, which is attached hereto as "Exhibit A" and incorporated herein by this reference. Consultant's services are collectively referred to in this Agreement as the "Work."
3. **Supporting Documents/Conflicting Provisions:** This Agreement and any exhibits or other supporting documents shall be construed to be mutually complementary and supplementary whenever possible. In the event of a conflict which cannot be so resolved, the provisions of this Agreement itself shall control over any conflicting provisions in any of the exhibits or supporting documents.
4. **All Costs Borne by Consultant:** Consultant shall, at its own risk, perform the Work described above and, unless otherwise specified in this Agreement, furnish all labor, equipment, and materials required for the proper performance of such Work.

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

6. **Compensation:** City shall pay Consultant the sum of $7,000.00 (seven thousand dollars) as full compensation for Consultant's performance of all Work under this Agreement. In no event shall Consultant's total of all compensation and reimbursement under this Agreement exceed the sum of $7,000.00 (seven thousand dollars) without the express, written approval from the City official whose signature appears below, or such official's successor in office. Payments shall be made within thirty (30) days of the date of receipt by the City of Consultant's invoice. Should this Agreement be terminated prior to completion of all Work, payments will be made for any phase of the Work completed and accepted as of the date of termination.

7. **Ownership of Work/Documents:** All Work, work product, or other documents produced in furtherance of this Agreement belong to the City, and any copyright, patent, trademark proprietary or any other protected intellectual property right shall vest in and is hereby assigned to the City.

8. **Statutory Requirements:** The following laws of the State of Oregon are hereby incorporated by reference into this Agreement: ORS 279B.220, 279B.230 and 279B.235.

9. **Living Wage Requirements:** If the amount of this Agreement is $22,902.43 or more, Consultant is required to comply with Chapter 3.12 of the Ashland Municipal Code by paying a living wage, as defined in that chapter, to all employees performing Work under this Agreement and to any Subcontractor who performs 50% or more of the Work under this Agreement. Consultant is also required to post the notice attached hereto as "Exhibit B" predominantly in areas where it will be seen by all employees.

10. **Indemnification:** Consultant hereby agrees to defend, indemnify, save, and hold City, its officers, employees, and agents harmless from any and all losses, claims, actions, costs, expenses, judgments, subrogations, or other damages resulting from injury to any person (including injury resulting in death), or damage (including loss or destruction) to property, of whatsoever nature to the extent arising out of or incident to the negligent acts, or errors or omissions in the performance of this Agreement by Consultant (including but not limited to, Consultant's employees, agents, and others designated by Consultant to perform Work or services attendant to this Agreement). However, Consultant shall not be held responsible for any losses, expenses, claims, subrogations, actions, costs, judgments, or other damages, caused solely by the negligence of City.

11. **Termination:**

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

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

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

i. If City funding from federal, state, county or other sources is not obtained and continued at levels sufficient to allow for the purchase of the indicated quantity of services;

ii. If federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the services are no longer allowable or appropriate for purchase under this Agreement or are no longer eligible for the funding proposed for payments authorized by this Agreement; or

iii. If any license or certificate required by law or regulation to be held by Consultant to provide the services required by this Agreement is for any reason denied, revoked, suspended, or not renewed.

d. For Default or Breach.

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

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

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

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

12. Independent Contractor Status: Consultant is an independent contractor and not an employee

of the City for any purpose. Consultant shall have the complete responsibility for the performance of this Agreement. Consultant shall provide workers' compensation coverage as required in ORS Chapter 656 for all persons employed to perform Work pursuant to this Agreement. Consultant is a subject employer that will comply with ORS 656.017.

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

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

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

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

b. Professional Liability insurance with a combined single limit, or the equivalent, of $2,000,000 (two million dollars) per occurrence. This is to cover any damages caused by error, omission or negligent acts related to the Work to be provided under this Agreement.

c. General Liability insurance with a combined single limit, or the equivalent, of $2,000,000 (two million dollars) per occurrence for Bodily Injury, Death, and Property Damage.

d. Automobile Liability insurance with a combined single limit, or the equivalent, of $1,000,000 (one million dollars) for each accident for Bodily Injury and Property Damage, including coverage for owned, hired or non-owned vehicles, as applicable.

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

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

complete redacted copies of insurance policies; trust agreements, etc. shall be provided to the City. The Consultant shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

15. **Standard of Care:** The standard of care applicable to CONSULTANT's Services will be the degree of skill and diligence normally employed by professional engineers or consultants performing the same or similar services during the time said services are performed. CONSULTANT will reperform any services not meeting this standard without additional compensation.

16. **Nondiscrimination:** Consultant agrees that no person shall, on the grounds of race, color, religion, creed, sex, marital status, familial status or domestic partnership, national origin, age, mental or physical disability, sexual orientation, gender identity or source of income, suffer discrimination in the performance of any Work under this Agreement when employed by Consultant. Consultant agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations. Further, Consultant agrees not to discriminate against a disadvantaged business enterprise, minority-owned business, woman-owned business, a business that a service-disabled veteran owns or an emerging small business enterprise certified under ORS 200.055, in awarding subcontracts as required by ORS 279A.110.

17. **Consultant's Compliance With Tax Laws:**

17.1 Consultant represents and warrants to the City that:

17.1.1 Consultant shall, throughout the term of this Agreement, including any extensions hereof, comply with:

(i) All tax laws of the State of Oregon, including but not limited to ORS 305.620 and ORS Chapters 316, 317, and 318;

(ii) Any tax provisions imposed by a political subdivision of the State of Oregon applicable to Consultant; and

(iii) Any rules, regulations, charter provisions, or ordinances that implement or enforce any of the foregoing tax laws or provisions.

17.1.2 Consultant, for a period of no fewer than six (6) calendar years preceding the Effective Date of this Agreement, has faithfully complied with:

(i) All tax laws of the State of Oregon, including but not limited to ORS 305.620 and ORS Chapters 316, 317, and 318;

(ii) Any tax provisions imposed by a political subdivision of the State of Oregon applicable to Consultant; and

(iii) Any rules, regulations, charter provisions, or ordinances that implement or enforce any of the foregoing tax laws or provisions.

18. **Notice.** Whenever notice is required or permitted to be given under this Agreement, such notice shall be given in writing to the other party by personal delivery, by sending via a reputable commercial overnight courier, by mailing using registered or certified United States mail, return

receipt requested, postage prepaid, or by electronically confirmed at the address or facsimile number set forth below:

If to the City:
Public Works Department
Attn: Contract Administrator
20 East Main Street
Ashland, Oregon 97520

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

If to Consultant:
Cascade Charter Company, LLC.
2800 Biddle Road
Medford, Oregon 97504

19. Governing Law. This Agreement shall be governed by the laws of the State of Oregon without regard to conflict of laws principles. Exclusive venue for litigation of any action arising under this Agreement shall be in the Circuit Court of the State of Oregon for Jackson County unless exclusive jurisdiction is in federal court, in which case exclusive venue shall be in the federal district court for the district of Oregon. Each party expressly waives any and all rights to maintain an action under this Agreement in any other venue, and expressly consents that, upon motion of the other party, any case may be dismissed or its venue transferred, as appropriate, so as to effectuate this choice of venue.

20. Amendments. This Agreement may be amended only by written instrument executed by both parties with the same formalities as this Agreement.

21. Nonappropriations Clause. Funds Available and Authorized: City has sufficient funds currently available and authorized for expenditure to finance the costs of this Agreement within the City's fiscal year budget. Consultant understands and agrees that City's payment of amounts under this Agreement attributable to Work performed after the last day of the current fiscal year is contingent on City appropriations, or other expenditure authority sufficient to allow City in the exercise of its reasonable administrative discretion, to continue to make payments under this Agreement. In the event City has insufficient appropriations, limitations or other expenditure authority, City may terminate this Agreement without penalty or liability to City, effective upon the delivery of written notice to Consultant, with no further liability to Consultant.

22. THIS AGREEMENT AND THE ATTACHED EXHIBITS CONSTITUTE THE ENTIRE UNDERSTANDING AND AGREEMENT BETWEEN THE PARTIES. NO WAIVER, CONSENT, MODIFICATION OR CHANGE OF TERMS OF THIS AGREEMENT SHALL

BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH PARTIES. SUCH WAIVER, CONSENT, MODIFICATION OR CHANGE, IF MADE, SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS AGREEMENT. CONSULTANT, BY SIGNATURE OF ITS AUTHORIZED REPRESENTATIVE, HEREBY ACKNOWLEDGES THAT HE/SHE HAS READ THIS AGREEMENT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

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

CITY OF ASHLAND:

By: _____
~~City Administrator~~ or Public Works Director

Scott Fuevey
Printed Name

11/20/2020
Date

CASCADE CHARTER COMPANY, LLC (CONSULTANT):

By: _____
Signature

Gregory S. Schuler
Printed Name

Managing Member
Title

11/19/20
Date

Purchase Order No. _____

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

I was able to speak to Scott Fleury regarding the four properties that the City of Ashland Public Works department needs appraised for marketing purposes. After talking with Scott, I now understand the scope of the assignment.
The fees for preparing the appraisals will be as follows:

1. 380 Clay Street, 39-1E-11C, Tax Lot 2500 $2,000
2. 400 Maltston, 39-1E-14AC, Tax Lot 1600 1,000
3. 1291 Oak Street, 39-1E-03, Tax Lot 402 2,000
4. 39-1E-04AD, Tax Lot 100 2,000

The above fees assume all four appraisals are awarded at the same time.

Given the holiday season and our current workload, we anticipate completing the assignment by the end of the year or the first week of January 2021.

As in the past, it is my understanding that you will be providing a contract for our execution.

Thank you for the opportunity of working with you on these appraisals. If you have any questions, please call.

Respectfully submitted,

CASCADE CHARTER COMPANY, LLC

Gregory S. Schuler

EXHIBIT B

CITY OF ASHLAND, OREGON

City of Ashland LIVING WAGE

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

$15.74 per hour, effective June 30, 2020.

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

Employees must be paid a living wage:

- For all hours worked under a service contract between their employer and the City of Ashland if the contract exceeds $22,002.43 or more.
- For all hours worked in a month if the employee spends 50% or more of the employee's time in that month working on a project or portion of business of their employer, if the employer has ten or more employees, and has received financial assistance for the project or business from the City of Ashland in excess of $22,002.43.
- If their employer is the City of Ashland, including the Parks and Recreation Department.
- In calculating the living wage, employers may add the value of health care, retirement, 401K and IRS eligible cafeteria plans (including childcare) benefits to the amount of wages received by the employee.
- Note: For temporary and part-time employees, the Living Wage does not apply to the first 1040 hours worked in any calendar year. For more details, please see Ashland Municipal Code Section 3.12.020.

For additional information:

Call the Ashland City Administrator's office at 541-488-6002 or write to the City Administrator, City Hall, 20 East Main Street, Ashland, OR 97520, or visit the City's website at www.ashland.or.us.
Notice to Employers: This notice must be posted predominantly in areas where it can be seen by all employees.

CITY OF ASHLAND

EXHIBIT C

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

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

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

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

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

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

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

_____
Consultant's signature

_____
Date

QUALIFICATIONS
GREGORY S. SCHULER

Employment

1981 to Present: Principal with Cascade Charter Company, LLC (or other related companies) in Medford, Oregon. Real estate appraiser specializing in industrial, commercial, and special use properties.

2004 to 2007: CEO of First Charter Companies in Jacksonville and Medford, Oregon. First Charter Real estate development, construction, and marketing.

1994 to 2000: Secretary/Treasurer of Commercial Real Estate Advisors, Inc. (CRA), Medford, Oregon. Commercial and retail real estate development, construction, and leasing.

1976 to 1980: Pulver & Leever Commercial Real Estate, Medford, Oregon. Real estate marketing specializing in commercial and industrial sales and leasing.

Professional Affiliations

State Certified General Appraiser:

Oregon	License No. C000268
California	License No. AG017213

Associate Member, Appraisal Institute

Licensed Real Estate Broker, State of Oregon. License No. 780401812

Appraisal Courses

Uniform Standards of Professional Appraisal Practice
Basic Valuation Procedures
Small Hotel/Motel Valuation
Federal Land Exchanges
Technical Inspection of Real Estate
Appraisal Review – General
General Appraiser Sales Comparison Approach
Litigation Appraising: Specialized Topics and Applications
Oregon Land Use Law
Right of Way Appraisals
Oregon Water Law
Update and Review of Oregon Law and the Appraiser
Identifying Comparable Properties
Eminent Domain

Education

Bachelor of Science degree in Business and Marketing, Oregon State University, 1973.

Appraiser Certification and Licensure Board

State Certified General Appraiser

28 hours of continuing education required

License No.: C000268

Issue Date: June 01, 2019

Expiration Date: May 31, 2021

GREGORY S SCHULER
CASCADE CHARTER COMPANY, LLC
2800 BIDDLE RD
MEDFORD, OR 97504

Gae Lynne Cooper

Gae Lynne Cooper, Administrator

QUALIFICATIONS
DAVID M. MATLOCK

Employment

2012 to Present: Associate with Cascade Charter Company, LLC in Medford, Oregon. Real estate appraiser specializing in industrial, commercial, and special use properties.

Professional Affiliations

State Certified General Appraiser:

Oregon License No. C001357

Appraisal Courses

Uniform Standards of Professional Appraisal Practice
Appraisal Principles
General Appraiser Market Analysis and Highest and Best Use
Real Estate Finance Statistics and Valuation Modeling
General Appraiser Site Valuation and Cost Approach
General Appraiser Sales Comparison Approach
General Appraiser Income Approach
Small Hotel/Motel Valuation
Comparative Analysis
Commercial Appraisal Review
Expert Witness for Commercial Appraisers

Education

Bachelor of Science degree in Business Management, Southern Oregon University.

Appraiser Certification and Licensure Board

State Certified General Appraiser

28 hours of continuing education required

License No.: C001357

Issue Date: March 01, 2020

Expiration Date: February 28, 2022

DAVID M MATLOCK
CASCADE CHARTER COMPANY, LLC
2800 BIDDLE RD
MEDFORD, OR 97504

Chad Koch, Interim Administrator

Council Business Meeting

Date: June 2, 2026

Agenda Item	Hardesty Property Surplus
Department	Public Works
From	Scott Fleury, Director

TIME ESTIMATE
15 Minutes.

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

SUMMARY

Before Council is a request to surplus a City owned tax lot, 1291 Oak Street known as the “Hardesty Property”. The Hardesty Property is comprised of two parcels in total, tax lots 400 and 402, 15.8 & 5.18 acres respectively. The focus is on surplus of tax lot 402 only.

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*

ORGANIZATION

- Quality infrastructure and facilities through timely maintenance and community investment

BACKGROUND AND ADDITIONAL INFORMATION
The Hardesty property was purchased in 2018 for $1.2 million by the Public Works Department to support the wastewater, water, streets and storm drain enterprises. The total property is broken into two tax-lots for a total of 20.98 acres. Both tax lots are within Jackson Counties jurisdiction and are zoned Exclusive Farm Use (EFU). The property was acquired with the intent to construct a new metal building to house critical rolling equipment and provide for staff offices and facilities. A current metal storage building on the B Street Yard tax lot would also be removed and relocated to the Hardesty property. The two metal buildings would house Street Division staff and equipment for wastewater collections, streets, storm drain and water. By relocating the metal building on the B Street lot, the City could in turn divest or redevelop the B Street yard location for a higher and better purpose.

- ***Water rights****:* There are two water rights associated with the property dating 1880 and 1881 totaling 0.34 cfs (220,000 gallons per day). In addition there is a well on site which tested at 26 gallons per minute and should remain functional for irrigation use.
- The water rights are associated with Tax Lot 400 and the well is associated with Tax Lot 402.

Figure 1: Hardesty Tax Lots

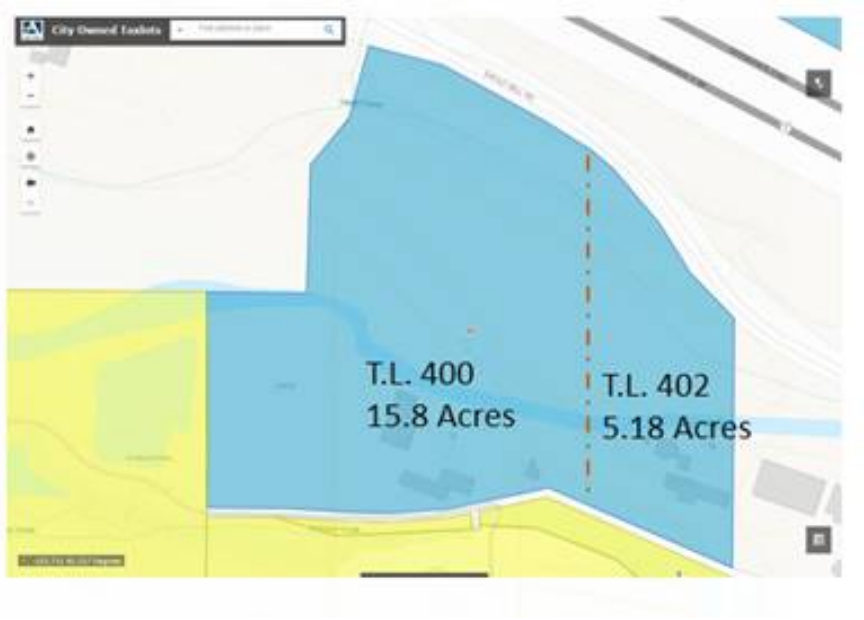


Figure 2: Tax Lot 402

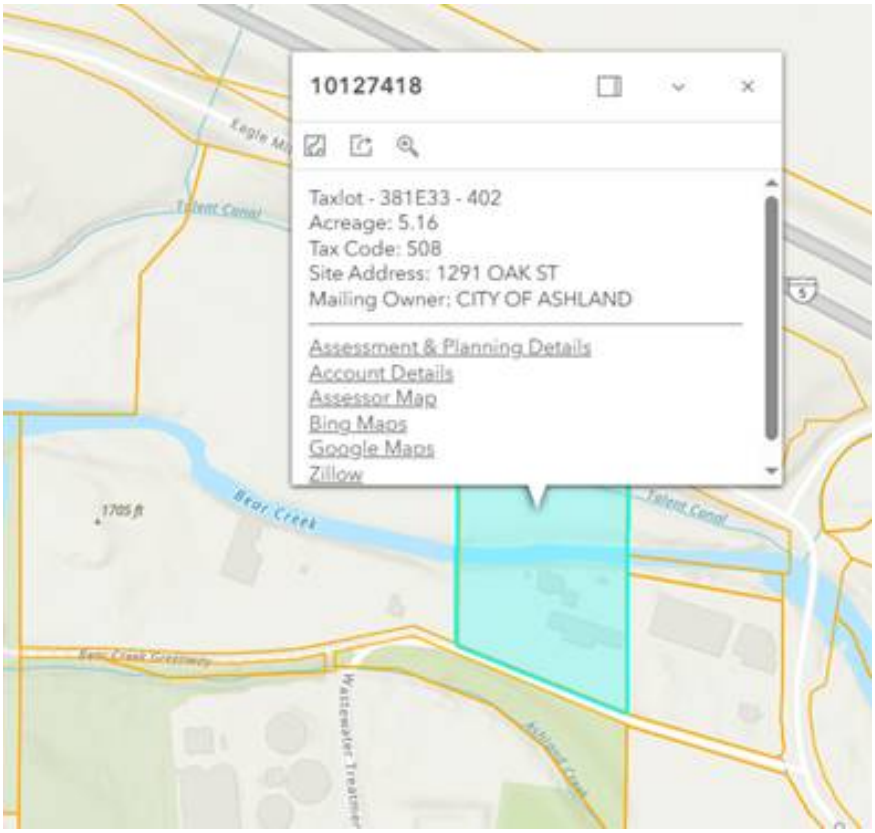


Figure 3: Optional Boundary Adjustment

NEXT STEPS

Boundary Line Adjustment:
If the Council approves to surplus tax lot #402 and is interested in expanding the acreage to include area North of Ashland Creek staff would need to process a boundary line adjustment through Jackson County Development Services. This would include formally surveying the property and developing new boundary lines and deed descriptions. In addition, if the boundary line adjustment is preferred, staff would investigate dividing the water right across tax lots 400 and 402 (new boundary) with the Oregon Water Resources Department. The water right does have a financial and use benefit to both parcels.
After these processes are completed, staff would have tax lot #402 re-appraised and then bring forward all pertinent information for divestment of the property in a public hearing format as outlined in Ashland Municipal Code (AMC) 2.55. Staff expect this process to take at least 6-8 months.

No Boundary Line Adjustment:
If the Council approves surplus without the boundary line adjustment staff will develop all documentation required for the Public Hearing for the sale of the property. Staff expects this process to take 1-2 months.
Staff recommends moving forward with the boundary line adjustment process for the Hardesty property as the area north of Ashland Creek is not needed for Public Works Operations.

FISCAL IMPACTS

Revenue from the future sale of the Hardesty property would go back into the Enterprise Funds that helped establish its original purchase. This revenue would then be utilized by staff to move the site development portion of the project forward as previously outlined.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

- I move to approve the surplus of the Hardesty Property tax lot 402 with the recommended boundary line adjustment.

- I move to approve the surplus of the Hardesty Property tax lot 402 as is.

REFERENCES & ATTACHMENTS

1. Oak Street Appraisal

APPRAISAL OF:

1291 Oak Street
Ashland, Oregon

Prepared For:
City of Ashland

Report Date:
January 28, 2021

Date of Value:
January 11, 2021

CASCADE CHARTER COMPANY, LLC
REAL ESTATE APPRAISALS – CONSULTING

CASCADE CHARTER COMPANY, LLC
REAL ESTATE APPRAISALS - CONSULTING

LAWRENCE E. BROWN, MAI CRE (1942 - 1990)
GREGORY S. SCHULER
DAVID M. MATLOCK
MARGARET NELSON-QUIN
BROOKE LEVISON
DEB CHRISTOPHERSON

January 28, 2021

Scott Fleury
Public Works Director
City of Ashland
20 East Main Street
Ashland, Oregon 97520

Reference: Appraisal of the property located at 1291 Oak Street in Ashland, Oregon. Our File No. 4783.3.

Dear Mr. Fleury:

In response to your request, we have personally examined and appraised the property located at 1291 Oak Street in Ashland, Oregon. The purpose of this appraisal report is to set forth our opinion relative to the "as is" market value of the **fee simple interest** in the subject property. It is our understanding the appraisal report will be utilized by authorized representatives of the City of Ashland for internal decision making purposes. No other purpose, use, or users of this appraisal report are authorized or intended.

This appraisal report is prepared in accordance with the Uniform Standards of Professional Appraisal Practice (USPAP); the Financial Institution's Reform, Recovery, and Enforcement Act of 1989 (FIRREA); and Chapter 12 Code of Federal Regulation Part 34 (12CFR34) of the Office of the Comptroller of the Currency titled, "Real Estate Appraisals." This report is also prepared within the requirements of the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute, the Interagency Appraisal and Evaluation Guidelines (effective December 10, 2010). This appraisal assignment is not based upon a requested minimum valuation, a specific valuation, or the approval of a loan.

Based upon the studies and examinations made, the opinion is formed subject to the limiting conditions and assumptions stated herein, that the "as is" market value of the **fee simple interest** in the subject property based upon economic and market conditions effective as of January 11, 2021 is as follows:

"As Is" Market Value (January 11, 2021)

SIX HUNDRED EIGHTY-FIVE THOUSAND DOLLARS

$685,000

A residential form appraisal is prepared to address the value of the existing single-family residence on-site. The residential form appraisal provides an appropriate indication as to the market value of the property. The form appraisal prepared for this component of the subject property follows. The residential form report was prepared by Margaret Nelson-Quin of our office who is an SRA member of the Appraisal Institute.

Respectfully submitted,

CASCADE CHARTER COMPANY, LLC

GREGORY S. SCHULER
Oregon State Certified Appraiser
License No. C000268
Expiration Date: May 31, 2021

APPRAISAL OF REAL PROPERTY

LOCATED AT

1291 Oak St
Ashland, OR 97520
Reference is made to the Proposed Property Boundary Map in the addendum.

FOR

City of Ashland

OPINION OF VALUE

685,000

AS OF

1/11/2021

BY

Margaret Nelson-Quin, SRA
Phoenix Appraisal
P.O. Box 596
Ashland, OR 97520
(541) 531-2310
margaret@phoenixappraisal.org

Borrower	N/A			File No.	4783.Oak.SFR
Property Address	1291 Oak St				
City	Ashland	County Jackson	State OR	Zip Code	97520
Client	City of Ashland				

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Borrower	N/A			File No.	4783.Oak.SFR
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

APPRAISAL AND REPORT IDENTIFICATION

This Report is one of the following types:

☒ Appraisal Report (A written report prepared under Standards Rule 2-2(a) , pursuant to the Scope of Work, as disclosed elsewhere in this report.)

☐ Restricted Appraisal Report (A written report prepared under Standards Rule 2-2(b) , pursuant to the Scope of Work, as disclosed elsewhere in this report, restricted to the stated intended use only by the specified client and any other named intended user(s).)

Comments on Standards Rule 2-3

I certify that, to the best of my knowledge and belief:
- The statements of fact contained in this report are true and correct.
- The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions.
- Unless otherwise indicated, I have no present or prospective interest in the property that is the subject of this report and no personal interest with respect to the parties involved.
- Unless otherwise indicated, I have performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
- I have no bias with respect to the property that is the subject of this report or the parties involved with this assignment.
- My engagement in this assignment was not contingent upon developing or reporting predetermined results.
- My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
- My analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice that were in effect at the time this report was prepared.
- Unless otherwise indicated, I have made a personal inspection of the property that is the subject of this report.
- Unless otherwise indicated, no one provided significant real property appraisal assistance to the person(s) signing this certification (if there are exceptions, the name of each individual providing significant real property appraisal assistance is stated elsewhere in this report).

Reasonable Exposure Time

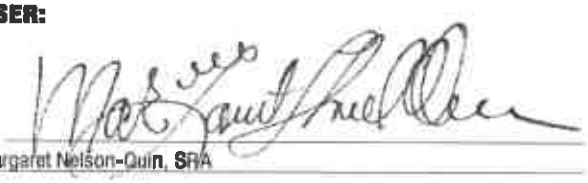
(USPAP defines Exposure Time as the estimated length of time that the property interest being appraised would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the appraisal.)

My Opinion of Reasonable Exposure Time for the subject property at the market value stated in this report is: Three to six months.

Comments on Appraisal and Report Identification

Note any USPAP related issues requiring disclosure and any State mandated requirements:

APPRAISER:

Signature: 

Name: Margaret Nelson-Quin, SRA

State Certification #: CR00567
or State License #:
State: OR Expiration Date of Certification or License: 10/31/2022
Date of Signature and Report: 01/27/2021
Effective Date of Appraisal: 1/11/2021
Inspection of Subject: ☐ None ☒ Interior and Exterior ☐ Exterior-Only
Date of Inspection (if applicable): 1/11/2021

SUPERVISORY or CO-APPRAISER (if applicable):

Signature:
Name:

State Certification #:
or State License #:
State: ____ Expiration Date of Certification or License:
Date of Signature:

Inspection of Subject: ☐ None ☐ Interior and Exterior ☐ Exterior-Only
Date of Inspection (if applicable):

RESIDENTIAL APPRAISAL REPORT

File No.: 4783.Oak.SFR

SUBJECT

Property Address: 1291 Oak St | City: Ashland | State: OR | Zip Code: 97520
County: Jackson | Legal Description: Reference is made to the Proposed Property Boundary Map in the addendum.
Assessor's Parcel #: 1-012741-8(1)
Tax Year: 2020 | R.E. Taxes: $ Unk | Special Assessments: $ 0 | Borrower (if applicable): N/A
Current Owner of Record: City of Ashland | Occupant: ☐ Owner ☐ Tenant ☒ Vacant ☐ Manufactured Housing
Project Type: ☐ PUD ☐ Condominium ☐ Cooperative ☐ Other (describe) | HOA: $ 0 ☐ per year ☐ per month
Market Area Name: North Ashland | Map Reference: 381E-33 402 (1) | Census Tract: 0018.00

ASSIGNMENT

The purpose of this appraisal is to develop an opinion of: ☒ Market Value (as defined) or ☐ other type of value (describe)
This report reflects the following value (if not Current, see comments): ☒ Current (the Inspection Date is the Effective Date) ☐ Retrospective ☐ Prospective
Approaches developed for this appraisal: ☒ Sales Comparison Approach ☐ Cost Approach ☐ Income Approach (See Reconciliation Comments and Scope of Work)
Property Rights Appraised: ☒ Fee Simple ☐ Leasehold ☐ Leased Fee ☐ Other (describe)
Intended Use: Internal decision making purposes.
Intended User(s) (by name or type): City of Ashland
Client: City of Ashland | Address: 20 East Main Street, Ashland, Oregon 97520
Appraiser: Margaret Nelson-Quin, SRA | Address: P.O. Box 596, Ashland, OR 97520

MARKET AREA DESCRIPTION

Location:	☐ Urban	☐ Suburban	☒ Rural	Predominant Occupancy		One-Unit Housing	PRICE	AGE	Present Land Use		Change in Land Use	
Built up:	☐ Over 75%	☒ 25-75%	☐ Under 25%				$(000)	(yrs)				
Growth rate:	☐ Rapid	☒ Stable	☐ Slow	☒ Owner	95				One-Unit	80 %	☐ Not Likely	
Property values:	☒ Increasing	☐ Stable	☐ Declining	☐ Tenant			400 Low	2	2-4 Unit	5 %	☐ Likely *	☒ In Process *
Demand/supply:	☒ Shortage	☐ In Balance	☐ Over Supply	☒ Vacant (0-5%)			979 High	131	Multi-Unit	5 %	* To: See attached	
Marketing time:	☐ Under 3 Mos.	☒ 3-6 Mos.	☐ Over 6 Mos.	☐ Vacant (>5%)			617 Pred	44	Comm'l	5 %	addendum.	
									Vacant	5 %		

Market Area Boundaries, Description, and Market Conditions (including support for the above characteristics and trends): Subject is bordered on the north and east by Interstate 5; on the south by Downtown Ashland, and on the west by Highway 99 North. The total number of active listings is declining and sales are stable after an increase in the third quarter of the period. A market analysis was run on homes in the 13-15 month range, which represents the same marketing period of the prior year. In addition to the 12 month range and the median sales price for the same period in the prior year was $617,000. This shows, along with above data and SOMLS published statistics, that the market has increased by 5.8 percent. The sales which formulate the market trend are not necessarily those which would be utilized as comparable sales in this report due to differences in quality and condition.

SITE DESCRIPTION

Dimensions: Refer to Plat Map | Site Area: 1.81 ac (1)
Zoning Classification: EFU | Description: Exclusive Farm Use - minimum 80 acres, with 1 dwelling unit per tax lot. See attached addendum. | Zoning Compliance: ☐ Legal ☒ Legal nonconforming (grandfathered) ☐ Illegal ☐ No zoning
Are CC&Rs applicable? ☐ Yes ☒ No ☐ Unknown | Have the documents been reviewed? ☐ Yes ☐ No | Ground Rent (if applicable) $ /
Highest & Best Use as Improved: ☒ Present use, or ☐ Other use (explain) See Attached Addendum.
Actual Use as of Effective Date: Single Family Residential | Use as appraised in this report: Single Family Residential
Summary of Highest & Best Use: See attached addendum

Utilities	Public	Other	Provider/Description	Off-site Improvements	Type	Public	Private	Topography	Level to sloping
Electricity	☒	☐	Municipal	Street	Asphalt Paved	☒	☐	Size	1.81 ac (1)
Gas	☐	☐	None	Curb/Gutter	None	☐	☐	Shape	Irregular
Water	☒	☐	Municipal	Sidewalk	None	☐	☐	Drainage	Adequate
Sanitary Sewer	☒	☐	Municipal	Street Lights	Pole	☒	☐	View	B;Creek, BsyRd
Storm Sewer	☐	☐	None	Alley	Asphalt Paved	☒	☐		

Other site elements: ☐ Inside Lot ☐ Corner Lot ☐ Cul de Sac ☐ Underground Utilities ☒ Other (describe) Rural Tract
FEMA Spec'l Flood Hazard Area ☒ Yes ☐ No | FEMA Flood Zone AE | FEMA Map # 41029C2204F | FEMA Map Date 5/3/2011
Site Comments: No adverse easements or encroachments noted. See attached addendum for a discussion of the subject's location in the flood hazard zone.

IMPROVEMENTS

General Description		Exterior Description		Foundation		Basement ☒ None		Heating	
# of Units	1 ☐ Acc.Unit	Foundation	Conc Perim/Avg	Slab	None	Area Sq. Ft.		Type	Hpmp
# of Stories	2	Exterior Walls	OSB/Avg	Crawl Space	Full	% Finished		Fuel	Elec
Type	☒ Det. ☐ Att. ☐	Roof Surface	Comp/Avg	Basement	None	Ceiling			
Design (Style)	DT2:RRnchCL4	Gutters & Dwnspts.	Metal/Avg	Sump Pump	☐	Walls		Cooling	
☒ Existing	☐ Proposed ☐ Und.Cons.	Window Type	Dual Pane/Avg	Dampness	☐	Floor		Central	Hpmp
Actual Age (Yrs.)	24	Storm/Screens	Windows/Avg	Settlement	None Noted	Outside Entry		Other	
Effective Age (Yrs.)	15			Infestation	None Noted				

GP RESIDENTIAL
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Form GPRES2_LT - "TOTAL" appraisal software by a la mode, inc. - 1-800-ALAMODE 3/2007

RESIDENTIAL APPRAISAL REPORT

File No.: 4783.Oak.SFR

DESCRIPTION OF IMPROVEMENTS (continued)

Interior Description		Appliances		Attic ☒ None		Amenities				Car Storage ☐ None	
Floors	Cpt, Lam, Vin/Avg	Refrigerator	☐	Stairs	☐	Fireplace(s) # 1		Woodstove(s) # 0		Garage # of cars (29 Tot.)	
Walls	Sheetrock/Avg	Range/Oven	☒	Drop Stair	☐	Patio	Cov. Concrete	Shed2	Wood Frame	Attach.	
Trim/Finish	Paint Wood/Avg	Disposal	☒	Scuttle	☐	Deck	Cov. Poly2	GOff	Interior	Detach.	10
Bath Floor	Vin/Avg	Dishwasher	☒	Doorway	☐	Porch	Cov. Concrete	GShp	Interior	Blt.-In	
Bath Wainscot	CM,FG/Avg	Fan/Hood	☒	Floor	☐	Fence	Wd, Poly	Guest	Wood Frame	Carport	4
Doors	SC&HC Wd	Microwave	☐	Heated	☐	Pool	None			Driveway	15
		Washer/Dryer	☐	Finished	☐					Surface	Asphalt

Finished area above grade contains: 5 Rooms 2 Bedrooms 2.0 Bath(s) 2,119 Square Feet of Gross Living Area Above Grade

Additional features: Dual pane windows are included in energy efficient upgrades.

Describe the condition of the property (including physical, functional and external obsolescence): C3:No updates in the prior 15 years:See addendum for additional comments.

SALES COMPARISON APPROACH

SALES COMPARISON APPROACH TO VALUE (If developed) ☐ The Sales Comparison Approach was not developed for this appraisal.

FEATURE	SUBJECT	COMPARABLE SALE # 1		COMPARABLE SALE # 2		COMPARABLE SALE # 3	
Address	1291 Oak St Ashland, OR 97520	1980 E Main St Ashland, OR 97520		1920 E Main St Ashland, OR 97520		680 Oak St Ashland, OR 97520	
Proximity to Subject		2.22 miles SE		2.21 miles SE		0.77 miles S	
Sale Price	$		$ 745,000		$ 830,000		$ 518,000
Sale Price/GLA	$ /sq.ft.	$ 466.79 /sq.ft.		$ 303.58 /sq.ft.		$ 240.04 /sq.ft.	
Data Source(s)		SOMLS#220108693;DOM 4		MLS#220102576;DOM 38		MLS#103005307;DOM 365	
Verification Source(s)	Inspection	Doc: 20-31551 /SP%LP: 102		Doc: 20-40160 /SP%LP: 97.65		Doc: 20-21869 /SP%LP: 94.18	
VALUE ADJUSTMENTS	DESCRIPTION	DESCRIPTION	+(-) $ Adjust.	DESCRIPTION	+(-) $ Adjust.	DESCRIPTION	+(-) $ Adjust.
Sales or Financing Concessions		ArmLth Conv;8000	-8,000	ArmLth Conv;0		ArmLth Conv;0	
Date of Sale/Time		s10/20;c9/20	+9,536	s8/20;c7/20	+15,936	s6/20;c5/20	+13,261
Rights Appraised	Fee Simple	Fee Simple		Fee Simple		Fee Simple	
Location	N;Crkfrt;Cmn/Ind,PkTr	A;BsyRd;	+10,000	N;BsyRd SetBck	0	N;Residential	0
Site	1.81 ac (1)	1.30 ac	0	1.71 ac	0	0.34 ac	+7,350
View	B;Creek, BsyRd	B;Pond BsyRd	0	N;Mtn;Pastoral	+20,750	N;Pastoral	+12,950
Design (Style)	DT2;RRnchCL4	DT1;RanchCL4	0	DT1;Ranch CL4	0	DT1;RanchCL3	
Quality of Construction	Q3	Q3		Q3		Q4	+15,106
Age	23	33	0	37	0	76	0
Condition	C4	C3	-9,576	C3	-16,404	C4	
Above Grade Room Count	Total 5 / Bdrms 2 / Baths 2.0	Total 5 / Bdrms 2 / Baths 2.0	0	Total 9 / Bdrms 5 / Baths 3	-20,000	Total 8 / Bdrms 4 / Baths 3	-15,000
Gross Living Area	2,119 sq.ft.	1,596 sq.ft.	+26,200	2,734 sq.ft.	-30,800	2,158 sq.ft.	0
Basement & Finished Rooms Below Grade	Osf	Osf		Osf		Osf	
Functional Utility	Average	Average		Average		Average	
Heating/Cooling	Fau;Cac;Fpl	Fau,Cac,Fpl		Fau,Cac,Fpl		Hpmp/Hpmp,Fpl	0
Energy Efficient Items	Dual Pane	Dual Pane		Dual Pane		Dual Pane	
Garage/Carport	10gd4cp12dw	1cp4dw	+17,500	3gb4dw	+5,000	None	+20,000
Porch/Patio/Deck	CPatio CDeck(2)	Porch,Deck	+6,000	CPorch,Deck	+5,000	Patio	+9,000
Additional features	Gst,Gshp,Goff,Shd2	ADU1472	-39,520	Barn,Strg,Gshp	+2,000	Gst420,Shp	+7,700
Water Features	YCreek,100YrFlood	YPond,500YrFlood		YCreek,YPond	-5,000	None	+5,000
Zone/Irrigated Acres	EFU;Irr 1.81 ac (2)	RR-5, Irr 0.5	+3,275	RR5/1.5 ac	0	R-1-5,Irr 0.34	+3,675
Updates	None	None		Remod 2008		Kitchen	
Net Adjustment (Total)		☒ + ☐ - $	15,415	☐ + ☒ - $	-23,518	☒ + ☐ - $	79,042
Adjusted Sale Price of Comparables		Net 2.1 % Gross 17.4 % $	760,415	Net 2.8 % Gross 14.6 % $	806,482	Net 15.3 % Gross 21.1 % $	597,042

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RESIDENTIAL APPRAISAL REPORT

File No.: 4783.Oak.SFR

SALES COMPARISON APPROACH (continued)

Summary of Sales Comparison Approach See Attached Addendum.

Indicated Value by Sales Comparison Approach $ 685,000

TRANSFER HISTORY

My research ☒ did ☐ did not reveal any prior sales or transfers of the subject property for the three years prior to the effective date of this appraisal.

Data Source(s): SOMLS, Jackson County Assessor, Corelogic

1st Prior Subject Sale/Transfer	
Date:	6/25/2018
Price:	1,200,000
Source(s):	SOMLS, Jackson Co. Tax
2nd Prior Subject Sale/Transfer	
Date:	
Price:	
Source(s):	

Analysis of sale/transfer history and/or any current agreement of sale/listing: The subject last sold to the City of Ashland with the adjacent property Map No. 38-1E-33, 490 for $1,200,000, Deed No. 2018-20472. According to listing agent the sale was an arms length sale and there was no atypical motivation on the part of the buyer or seller. No sales or transfers of the comparable sales or listings in the twelve months preceding the effective date of this appraisal.

COST APPROACH

COST APPROACH TO VALUE (if developed) ☒ The Cost Approach was not developed for this appraisal.

Provide adequate information for replication of the following cost figures and calculations.

Support for the opinion of site value (summary of comparable land sales or other methods for estimating site value): Due to the scope of work, the cost approach has not been developed.

ESTIMATED ☐ REPRODUCTION OR ☐ REPLACEMENT COST NEW

Source of cost data:

Quality rating from cost service: Effective date of cost data:

Comments on Cost Approach (gross living area calculations, depreciation, etc.):

OPINION OF SITE VALUE			=$
DWELLING	Sq.Ft. @ $		=$
	Sq.Ft. @ $		=$
	Sq.Ft. @ $		=$
	Sq.Ft. @ $		=$
	Sq.Ft. @ $		=$
			=$
Garage/Carport	Sq.Ft. @ $		=$
Total Estimate of Cost-New			=$
Less	Physical	Functional	External
Depreciation			=$( )
Depreciated Cost of Improvements			=$
"As-is" Value of Site Improvements			=$
			=$
			=$
INDICATED VALUE BY COST APPROACH			=$

Estimated Remaining Economic Life (if required): Years

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RESIDENTIAL APPRAISAL REPORT

File No.: 4783.Oak.SFR

INCOME APPROACH

INCOME APPROACH TO VALUE (if developed) ☒ The Income Approach was not developed for this appraisal.

Estimated Monthly Market Rent $ X Gross Rent Multiplier = $ Indicated Value by Income Approach

Summary of Income Approach (including support for market rent and GRM):

PUD

PROJECT INFORMATION FOR PUDs (if applicable) ☐ The Subject is part of a Planned Unit Development.

Legal Name of Project:

Describe common elements and recreational facilities:

RECONCILIATION

Indicated Value by: Sales Comparison Approach $ 685,000 **Cost Approach (if developed) $** **Income Approach (if developed) $**

Final Reconciliation The sales comparison approach measures actual buyer-seller activity in the market and is the most reliable indicator of residential market value. Neither the cost or the income approaches have been developed due to the scope of work.

This appraisal is made ☒ "as is", ☐ subject to completion per plans and specifications on the basis of a Hypothetical Condition that the improvements have been completed, ☐ subject to the following repairs or alterations on the basis of a Hypothetical Condition that the repairs or alterations have been completed, ☐ subject to the following required inspection based on the Extraordinary Assumption that the condition or deficiency does not require alteration or repair: See attached addendum

☒ This report is also subject to other Hypothetical Conditions and/or Extraordinary Assumptions as specified in the attached addenda.

Based on the degree of inspection of the subject property, as indicated below, defined Scope of Work, Statement of Assumptions and Limiting Conditions, and Appraiser's Certifications, my (our) Opinion of the Market Value (or other specified value type), as defined herein, of the real property that is the subject of this report is: $ 685,000 **, as of:** 1/11/2021 **, which is the effective date of this appraisal.**
If indicated above, this Opinion of Value is subject to Hypothetical Conditions and/or Extraordinary Assumptions included in this report. See attached addenda.

ATTACHMENTS

A true and complete copy of this report contains 36 pages, including exhibits which are considered an integral part of the report. This appraisal report may not be properly understood without reference to the information contained in the complete report.

Attached Exhibits:

☒ Scope of Work	☒ Limiting Cond./Certifications	☒ Narrative Addendum	☒ Photograph Addenda	☒ Sketch Addendum
☒ Map Addenda	☒ Additional Sales	☐ Cost Addendum	☒ Flood Addendum	☐ Manuf. House Addendum
☐ Hypothetical Conditions	☒ Extraordinary Assumptions	☐	☐	☐

SIGNATURES

Client Contact: Client Name: City of Ashland

E-Mail: Address: 20 East Main Street, Ashland, Oregon 97520

APPRAISER	SUPERVISORY APPRAISER (if required) or CO-APPRAISER (if applicable)
Appraiser Name: Margaret Nelson-Quin, SRA	Supervisory or Co-Appraiser Name:
Company: Phoenix Appraisal	Company:
Phone: (541) 531-2310 Fax:	Phone: Fax:
E-Mail: margaret@phoenixappraisal.org	E-Mail:
Date of Report (Signature): 01/27/2021	Date of Report (Signature):
License or Certification #: CR00567 State: OR	License or Certification #: State:
Designation:	Designation:
Expiration Date of License or Certification: 10/31/2022	Expiration Date of License or Certification:
Inspection of Subject: ☒ Interior & Exterior ☐ Exterior Only ☐ None	Inspection of Subject: ☐ Interior & Exterior ☐ Exterior Only ☐ None
Date of Inspection: 1/11/2021	Date of Inspection:

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ADDITIONAL COMPARABLE SALES

File No.: 4783.Oak.SFR

SALES COMPARISON APPROACH

FEATURE	SUBJECT	COMPARABLE SALE # 4		COMPARABLE SALE # 5		COMPARABLE SALE # 6	
Address	1291 Oak St Ashland, OR 97520	3300 Siskiyou Blvd Ashland, OR 97520		700 Helman St Ashland, OR 97520		756 E Ashland Ln Ashland, OR 97520	
Proximity to Subject		4.46 miles SE		0.42 miles S		1.03 miles NW	
Sale Price	$		$ 650,000		$ 485,000		$ 885,000
Sale Price/GLA	$ /sq.ft.	$ 291.09 /sq.ft.		$ 333.10 /sq.ft.		$ 341.04 /sq.ft.	
Data Source(s)		MLS #103011062;DOM 56		MLS#103000525;DOM 245		MLS# 220104775;DOM 103	
Verification Source(s)	Inspection	Doc: 20-18470 /SP%LP:94.30		Doc: 20-5576 /SP%LP: 94.18		Broker: 541-951-7653/SPR: 97.05	
VALUE ADJUSTMENTS	DESCRIPTION	DESCRIPTION	+(-) $ Adjust.	DESCRIPTION	+(-) $ Adjust.	DESCRIPTION	+(-) $ Adjust.
Sales or Financing Concessions		ArmLth Conv;0		ArmLth Conv;0		Listing	
Date of Sale/Time		s06/20;c05/20	+16,640	s2/20;c12/19	+20,176	c11/20 (84.18 sp)	-140,000
Rights Appraised	Fee Simple	Fee Simple		Fee Simple		Fee Simple	
Location	N;Crkfrt;Cm/Ind;PkTr	A;BsyStr;FrwNse	+10,000	B;Crkfrt;StpSlp	0	N;Rural;	
Site	1.81 ac (1)	5.03 ac	-3,542	0.28 ac	+7,650	9.49 ac	-8,448
View	B;Creek, BsyRd	B;Vly;Mtn,BsyRd	0	B;Creek	0	B;Mtn;Vly,BsyRd	0
Design (Style)	DT2;RRnchCL4	DT2;RRch CL3		DT1;RanchCL4		DT1;Custom CL5	
Quality of Construction	Q3	Q4	+33,495	Q3		Q2	-38,925
Age	23	67		44		3	0
Condition	C4	C3	-13,398	C4		C2	-31,140
Above Grade Room Count	Total 5 / Bdrms 2 / Baths 2.0	Total 8 / Bdrms 4 / Baths 1.0	-5,000	Total 7 / Bdrms 1 / Baths 1	+10,000	Total 6 / Bdrms 2 / Baths 2.5	-2,500
Gross Living Area	2,119 sq.ft.	2,233 sq.ft.	-5,700	1,456 sq.ft.	+33,200	2,595 sq.ft.	-23,800
Basement & Finished Rooms Below Grade	0sf	0sf		1,780sf1780sf 2 bed 1 bath	-44,500 -15,000	0sf	
Functional Utility	Average	Average		Average		Average	
Heating/Cooling	Fau/Cac;Fpl	Fau/Cac,Fpl		Fau/Cac	+1,000	Fau/Cac;Fpl,Wds	-1,000
Energy Efficient Items	Dual Pane	Dual Pane		Dual Pane		Dual Pane	
Garage/Carport	10gd4cp12dw	1gd1cp6dw	+12,500	2ga2dw	+10,000	5dw	+20,000
Porch/Patio/Deck	CPatio,CDeck(2)	Deck	+9,000	Deck,Patio	+6,000	LgDeck	+4,000
Additional features	Gst,Gshp,Goff,Shd2	Barn,Shp2,Shd	-4,000	Shd	+10,000	Barn,ComGH	+2,000
Water Features	YCreek,100YrFlood	None	+5,000	None	+5,000	None	+5,000
Zone/Irrigated Acres	EFU;Irr 1.81 ac (2)	EFU, Irr 1.0	+2,025	R-1-5, Irr 0.28	+3,825	EFU	+4,525
Updates	None	Kitchen,Bath		Kitchen		None	
Net Adjustment (Total)		☒ + ☐ -	$ 57,020	☒ + ☐ -	$ 47,351	☐ + ☒ -	$ -210,288
Adjusted Sale Price of Comparables		Net 8.8 % Gross 18.5 %	$ 707,020	Net 9.8 % Gross 34.3 %	$ 532,351	Net 23.8 % Gross 31.8 %	$ 674,712

Summary of Sales Comparison Approach: See attached addendum.

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Borrower	N/A						
Property Address	1291 Oak St						
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland						

Market Conditions

Pandemic:

The global outbreak of a "novel corona virus" known as COVID-19 was officially declared a pandemic by the World Health Organization (WHO). It is currently unknown what direct, or indirect, effect, if any, this event may have on the national economy, the local economy or the market in which the subject property is located. The reader is cautioned, and reminded that the conclusions presented in this appraisal report apply only as of the effective date indicated. The appraiser makes no representation as to the effect on the subject property of this event, or any event, subsequent to the effective date of the appraisal.

Highest and Best Use

(1) The subject of this appraisal includes only the land which comprises the portion of the tax lot located on the south side of Bear Creek as highlighted in the Plat Map Addendum and further detailed in the Proposed Property Boundary Map in the addendum.

The subject zoning designation is EFU a Jackson County zone designation for Exclusive Farm Use with a minimum lot size of 80 acres. The subject site at 1.81 acres is legal non-conforming. An extraordinary assumption is made that the proposed lot line adjustment separating the subject homesite from the excess land north of the southerly perimeter of Bear Creek can be perfected.

As if vacant the most probable, physically possible, legally permissible, financially feasible improvement, which would be the maximally productive use would be a new single family improvement for immediate sale to an owner occupant.

As improved the existing dwelling continues to contribute value to the land. The existing residential improvement could be rebuilt on the existing footprint within 12 months if destroyed.

It should be noted that the construction of the subject main dwelling is currently within the Riparian Protection Corridor of Bear Creek. As a result it is unknown whether replacement of the dwelling in its current location would be allowed if the improvement was destroyed. Reference is made to the Water Resources Protection Zones (Overlay) chapter of the City of Ashland Land Use Ordinance Chapter 18. Permanent improvements within the Riparian Protection Corridor must be located 50 feet upland from the top of the creek bank. As indicated in the description of the improvements, the northerly elevation of the subject dwelling is currently within 50 feet upland from the top of the creek bank.

Site: Locational Influences:

It should be noted that there are both positive and negative external influences associated with the subject's location.

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Name	Margaret Nelson-Quin, SRA	Name	
Date Signed	01/27/2021	Date Signed	
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Or State License #	State	Or State License #	State

Positive: The subject is bordered on the north by Bear Creek, a tributary of the Rogue River. The creek provides both beneficial sound as there is a riffle (waterfall) near the main dwelling, and visual benefit as the dwelling is located within 10 feet of the top of the creek bank. Additionally the Ashland Dog Park and the Bear Creek Greenway can be accessed directly from the public maintenance roadway which provides access to the subject from Oak Street. Although the property is located near downtown, this location is not considered to be "walking distance" from the commercial core which is the predominant driver for the semi-rural sector of the market.

Negative: The subject is located just south of the Ashland Water Treatment Plant and when winds are coming from the northwest nearby residential uses experience sewage odor from the plant. Additionally the subject view to the northeast is of the mountains with the interstate in the foreground. It should be noted that although most properties in similar vicinity to the interstate would experience freeway sounds, the creek noise drowns out most of the traffic noise. The subject location has been developed with both industrial and commercial uses to the north and the south. On the south a tall barrier has been erected to obscure the view of the two-story commercial building on the adjacent lot to the south. Industrial improvements to the north are located a distance from the subject residence and although this proximity may allow for future heavy equipment traffic it is not immediately proximal to the subject's residential use.

Overall the subject's positive and negative locational influences are considered to generally offset each other. As a result the subject location is reported within the report as Neutral and adjustments to the comparable sales are made accordingly.

Condition of the Improvements

Entry to the living/dining room is provided from a covered front stoop. The stair to the second level loft bedroom, a north-south hallway, and the kitchen are located off the living/dining room. The living/dining room are carpeted, there is a gas fireplace, and access to the creek view deck. The kitchen is constructed of above average materials with vinyl laminate countertops trimmed with stained wood, a cooking island with breakfast bar, and inset dual basin sink with view to the creek.

The first floor bathroom, laundry, and bedroom are located off the north-south hallway. The bathroom on this level is better than average quality and includes a sauna room. The second floor loft bedroom includes a walk-in closet, en suite bathroom, and exterior access to the view deck. It should be noted that from this level the Interstate is more visible and audible than it is from the first floor.

Exterior exits are provided in the laundry room, the bedrooms, and the living/dining room. Floor covering in the bathrooms and laundry room is sheet vinyl. Kitchen floor covering is vinyl laminate, and both bedrooms are carpeted. There have been no observable updates in the prior 15 years.

The garage at the subject is a larger than typical 10 car-bay building with office area and shop area inside. This building is sided with concrete fiber siding and flooring appears to be some kind of polymer tile. The building is provided with pedestrian access from the south covered patio, the northerly covered patio, and a pedestrian door on the easterly elevation. A porte-cochiere is attached

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to the west side of this building, and a guest quarters with 1/2 bathroom, vinyl floor covering, and wall heat is attached to the porte-cochiere. The exterior of these improvements are in good condition, however as is noted below there was evidence of water intrusion on the ceiling in the garage portion of the building.

There were several areas of deferred maintenance noted. Evidence of water intrusion was observed on the second floor bedroom baseboard, exterior trim and siding, garage ceiling, and deck covering of the first floor deck. These deficiencies and resulting condition of the improvements are considered in the selection of comparable sales.

(2) For the purpose of the appraisal an extraordinary assumption is made that the irrigation and domestic water right associated with the subject's parent tax lot can be divided to provide irrigation to the entirety of the subject's proposed tax lot.

Sales Comparison Analysis - Summary of Sales Comparison Approach

Due to the absence of sales with similar age of improvements, gross living area, and location, sales with dissimilar features and amenities are included in the analysis.

Note: In a broad search of the subject's market area no sales with covered parking superior to the subject's resulted. Considering this an across the board upward adjustment is necessary for the covered parking available at the comparable sales. Reference is made to the Adjustment Detail section which follows.

Sale No. 1 at 1980 E. Main St is overall inferior when compared to the subject. Downward adjustments are made for financing conditions, condition, and additional features. Upward adjustments are applied for market conditions, location, gross living area, covered parking, porch/patio/deck amenity, and irrigated acreage. This sale was included in the analysis due to its recent sale, its similar bedroom and bathroom count, as well as its year round pond.

Sale No. 2 at 1920 E Main St. is overall superior when compared to the subject. Adjustment downward is made for condition, bedroom and bathroom count, gross living area, and an additional year round pond. Upward adjustments are made for market conditions, view, covered parking, porch/patio/deck amenity, and additional features. This sale is included due to its similar lot area, water features, and irrigated acreage.

Sale No. 3 at 680 Oak St. is overall inferior when compared to the subject. Downward adjustments are made for bedroom and bathroom count. Upward adjustments are made for market conditions, lot size, view, quality of construction, covered parking, porch/patio/deck amenity, additional features, water features, and irrigated acreage. This sales is located on the subject street and is within one mile of the subject.

Sale No. 4 at 3300 Siskiyou Blvd. is overall inferior when compared to the subject. Adjustment downward is made for lot size, condition, bedroom and bathroom count, and gross living area, and

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additional features. Upward adjustments are made for market conditions, location, quality of construction, covered parking, porch/patio/deck amenity, water features, and irrigated acreage. This sale is included to bracket the subject's beneficial view with external obsolescence.

Sale No. 5 at 700 Helman St. is overall inferior when compared to the subject. Downward adjustments are made for below grade living, bedrooms and bathroom. Upward adjustments are made for market conditions, lot size, above grade bedrooms and bathrooms, above grade gross living area, fireplace, covered parking, porch/patio/deck amenity, additional features, water features, and irrigated acreage. This sale was included to demonstrate the marketability of the subject creek front location.

The following comparable listing is included in the report to demonstrate the most current market conditions. Typically listings and pending sales are not included in the analysis of market value, however an adjustment equal to the discount applied to arrive at the closed sale price has been added due to the close of the sale on the effective date of the appraisal.

Listing No. 6 at 756 E Ashland Ln. is overall superior when compared to the subject. Downward adjustment is made for conditions of sale, lot size, quality of construction, condition, bedroom and bathroom count, gross living area, and additional woodstove. Upward adjustment is made for covered parking, additional features, water features, and irrigated acreage. This pending sale was included to demonstrate the marketability of the subject's beneficial view with exterior obsolescence.

Comparable sales utilized are the most recent, relevant sales located within the subject market to shed light on current market value for the subject property. The sales were appropriately adjusted for all value influencing dissimilarities.

Adjustment Detail:

Adjustments are derived using either individual paired sales analysis, multiple paired sales using regression analysis, comparison of average and median sale prices of grouped sales with and without an amenity, published regional or national statistics, or depreciated cost of improvements according to Marshall and Swift Cost Manual.

- Sale Price Ratio adjustment is the mean of included comparables' Sale Price to List Price ratio.
- Market conditions based on SOMLS and NAR published statistics. There has been a weighted average increase in values in the subject's market area of 5.08 percent annually or 0.32 percent per month. Adjustments are made for sales greater than 90 days.

Signature		Signature	
Name	Margaret Nelson-Quin, SRA	Name	
Date Signed	01/27/2021	Date Signed	
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Or State License #	State	Or State License #	State

Supplemental Addendum

File No. 4783.Oak.SFR

Borrower	N/A						
Property Address	1291 Oak St						
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland						

Change in Market Conditions Summary

	Annual	Monthly
Ashland (SOMLS)	-9.00%	-0.75%
ASH Rural < 5 ac. (SOMLS)	21.90%	1.83%
Zip 97520 (NAR)	0.90%	0.08%
Jackson Co. (NAR)	6.50%	0.54%
Average	**5.08%**	**0.42%**
Weighted Average		**0.32%**

Source: Southern Oregon Multiple Listing Service (SOMLS) and National Association of Realtors Real Property Resource (NARRPR).

Note: Heighest weight given to change in subject market areas according to SOMLS.

- Homesites in the subject's market sector typically sell on a homesite basis. After a 0.50 acre homesite is deducted, an adjustment of $5,000 per acre is made for properties less than one acre, and $1,100 for homesites larger than the subject.
- Busy street influence at $10,000 which is the equivalent of between 1.34 and 1.54 percent of the sale price except where this factor is offset by positive location or influence.
- Valley, creek, and pond views at 2.5 percent of the sale price.
- Class construction at $15 per square foot of total living area per level of difference.
- Condition adjusted at $6 per square foot of total living area per level of difference.
- Baths adjusted at $5,000, $2,500 for half baths. Due to the functional obsolescence observed in the subject bedroom count, an adjustment of $5,000 per bedroom is made to reflect the depreciated replacement cost of additional partitioning.
- Gross living area adjustment at $50 per square foot for differences greater than 100 square feet, based upon a regression analysis of homes in the subject market sector.
- Finished below grade living area adjusted at $25 per finished square foot.
- Fireplace and wood stoves adjusted at $1,000 per unit.
- Garage bays at $5,000 per full bay for the first three bays. Carports adjusted at $2,500 when supplemental to less than three garage bays. Within the subject's market sector there is no support for adjustment over three covered parking bays. Adjustment for the subject's fourth through tenth garage bay and four carport spaces made at $1,000 per bay.
- Porch/patio/deck amenities are adjusted at $3,000 per unit and $1,000 additional for covered areas.
- Sheds adjusted at $1,000. Barns adjusted at $5,000. Shops adjusted at $5,000; Garage shops and offices at $2,500.
- Additional Dwelling Units and Guest houses adjusted at $35 per square foot.
- Irrigated Acreage adjusted at $2,500 per acre.
- Year round creeks and ponds adjusted at $5,000.

Signature		Signature	
Name	Margaret Nelson-Quin, SRA	Name	
Date Signed	01/27/2021	Date Signed	
State Certification #	CR00567 State OR	State Certification #	State
Or State License #	State	Or State License #	State

Supplemental Addendum

File No. 4783.Oak.SFR

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

Final Reconciliation:

Neither the Cost or the income approach have been developed due to the scope of work. The sales comparison approach to value is determined to be the most representative of the market demand for the subject property type.

The unadjusted price range of sales utilized is $485,000 to $830,000 with adjusted sale price range of $532,351 to $806,482 with mean adjusted sale price of $679,670 and median adjusted sale price of $690,866.

Sixty-eight percent of the sales in the subject's market sector, those considered most likely to be compared to the subject, sold for between $538,068 and $695,432 based on an analysis of the first standard deviation of the sales. Of the adjusted sales included in the appraisal only three occurred within this range, Nos 3, 4, and 6, which are categorized as low to medium pricing. Considering this and the subject's unique location and characteristics, it is reasonable that the property will sell nearer to the top of the 68 percentile.

With that in mind the following is a summary of the Weighted Average Analysis of the sales included in the report. Weight has been applied to the sales considering their level of contribution to the opinion of market value, and is discussed below.

Weighted Average Analysis Summary

Sale	Net Adjust	Adj SP	% Contribution	$ Contribution
1	2.1%	$760,415	30%	$228,125
2	2.8%	$806,482	20%	$161,296
3	15.3%	$597,042	20%	$119,408
4	8.8%	$707,020	10%	$70,702
5	9.8%	$532,351	20%	$106,470
6	23.8%	$674,712	10%	$67,471
			100%	$686,002

Weighting was developed and applied considering net and gross adjustments, location, view, exterior and water features. Market value is determined to be within the range of the unadjusted sales, and near the median sale price and the result of the weighted average analysis which is considered to be most representative of the contribution of the available sales when considering the market's response to the subject.

The highest weight is applied to Sale Nos. 1, 2, 3 and 5. Secondary weights are applied to Sale Nos 4 and 6. A detailed analysis is provided in the discussion of the individual sales.

Signature		Signature	
Name	Margaret Nelson-Quin, SRA	Name	
Date Signed	01/27/2021	Date Signed	
State Certification #	CR00567 State OR	State Certification #	State
Or State License #	State	Or State License #	State

Supplemental Addendum

File No. 4783.Oak.SFR

Borrower	N/A						
Property Address	1291 Oak St						
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland						

Concluded market value for the subject is $685,000 with a sales and marketing time of three to six months.

In an effort to demonstrate the market conditions for the subject's market area, it was necessary to include sales with a wide range of locations, ages, construction quality, condition, and view when analyzing the current market conditions. As a result the concluded market value for the subject, is above the predominant value noted in the One-Unit Housing Section on page one of the form report under the Market Area Description side heading.

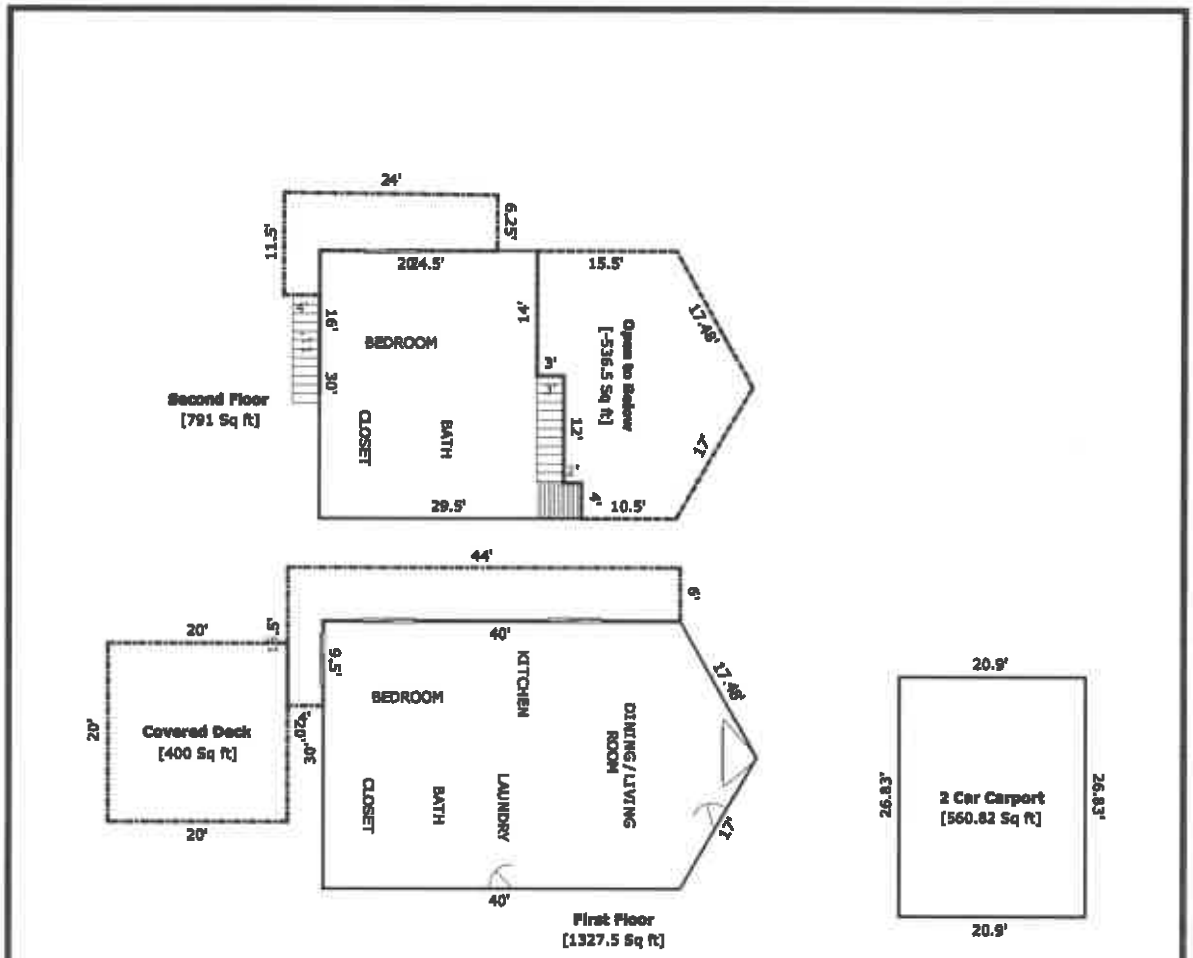
Note: The condition of the subject main dwelling, guest and garage/shop/office outbuildings is reflected in the selection of the comparables with regard to their reported overall condition.

Signature		Signature	
Name	Margaret Nelson-Quin, SRA	Name	
Date Signed	01/27/2021	Date Signed	
State Certification #	CR00567 State OR	State Certification #	State
Or State License #	State	Or State License #	State

a la mode, inc.
Lower East Lateral
Eagle Mill Rd
Eagle Mill Rd
Lower East Lateral
SUBJECT
1291 Oak St
Bear Creek
Bear Creek
Bear Creek
Oak St
Ashland Creek
Wastewater Treatment Plant Rd
Wastewater Treatment Plant Rd
Ashland Creek

Building Sketch (Page - 1)

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland				



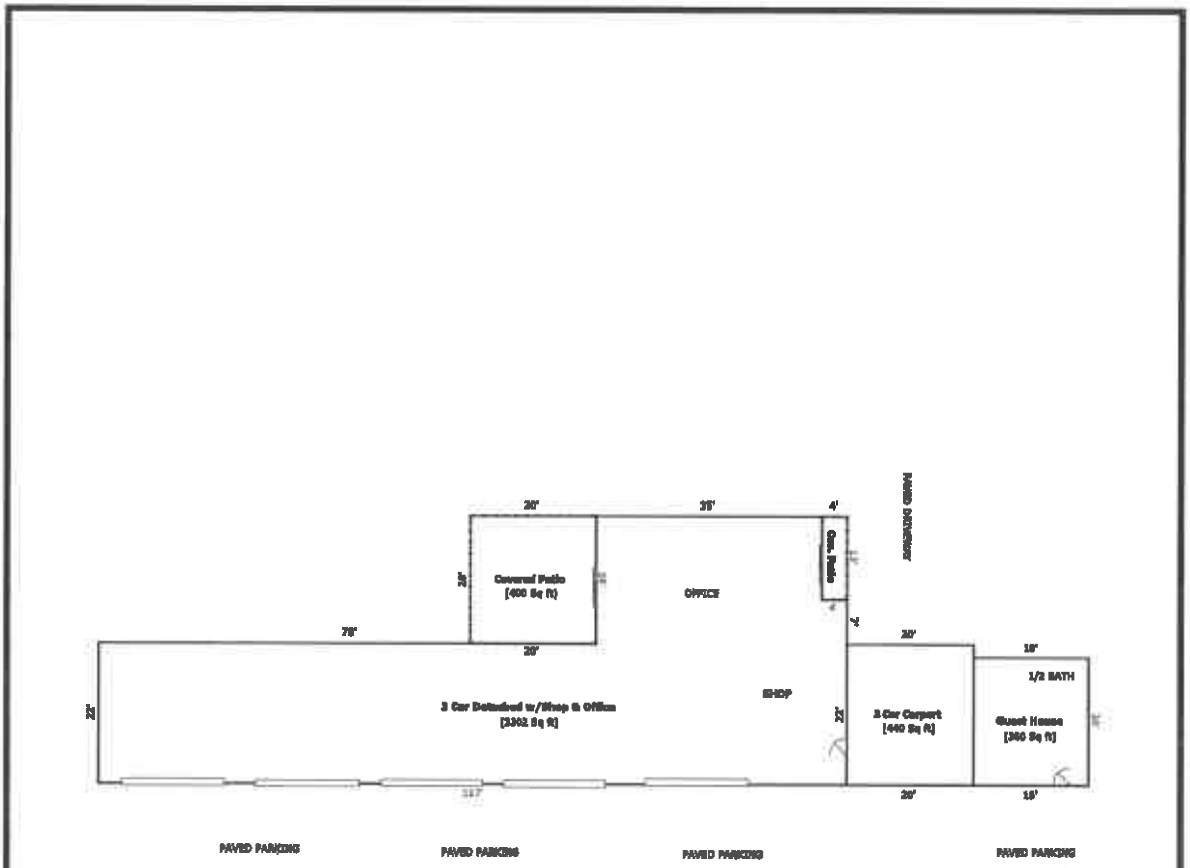
TOTAL Sketch by a la mode, Inc.

Area Calculations Summary

Living Area		Calculation Details		
First Floor	1327.5 Sq ft	30 x 40	=	1200
		0.5 x 30 x 8.5	=	127.5
Open to Below	-536.5 Sq ft	14 x 3	=	42
		26 x 2	=	52
		30 x 10.5	=	315
		0.5 x 30 x 8.5	=	127.5
Second Floor	791 Sq ft	30 x 24.5	=	735
		5 x 4	=	20
		12 x 3	=	36
Total Living Area (Rounded):	**2119 Sq ft**			
Non-living Area				
Covered Deck	400 Sq ft	20 x 20	=	400
Covered Deck	302 Sq ft	4 x 9.5	=	38
		6 x 44	=	264
2 Car Carport	560.82 Sq ft	20.9 x 26.83	=	560.82
Covered Deck	173 Sq ft	4 x 5	=	20
		24 x 6.25	=	150
		0.5 x 24 x 0.25	=	3

Building Sketch (Page - 2)

Borrower	N/A						
Property Address	1291 Oak St						
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland						

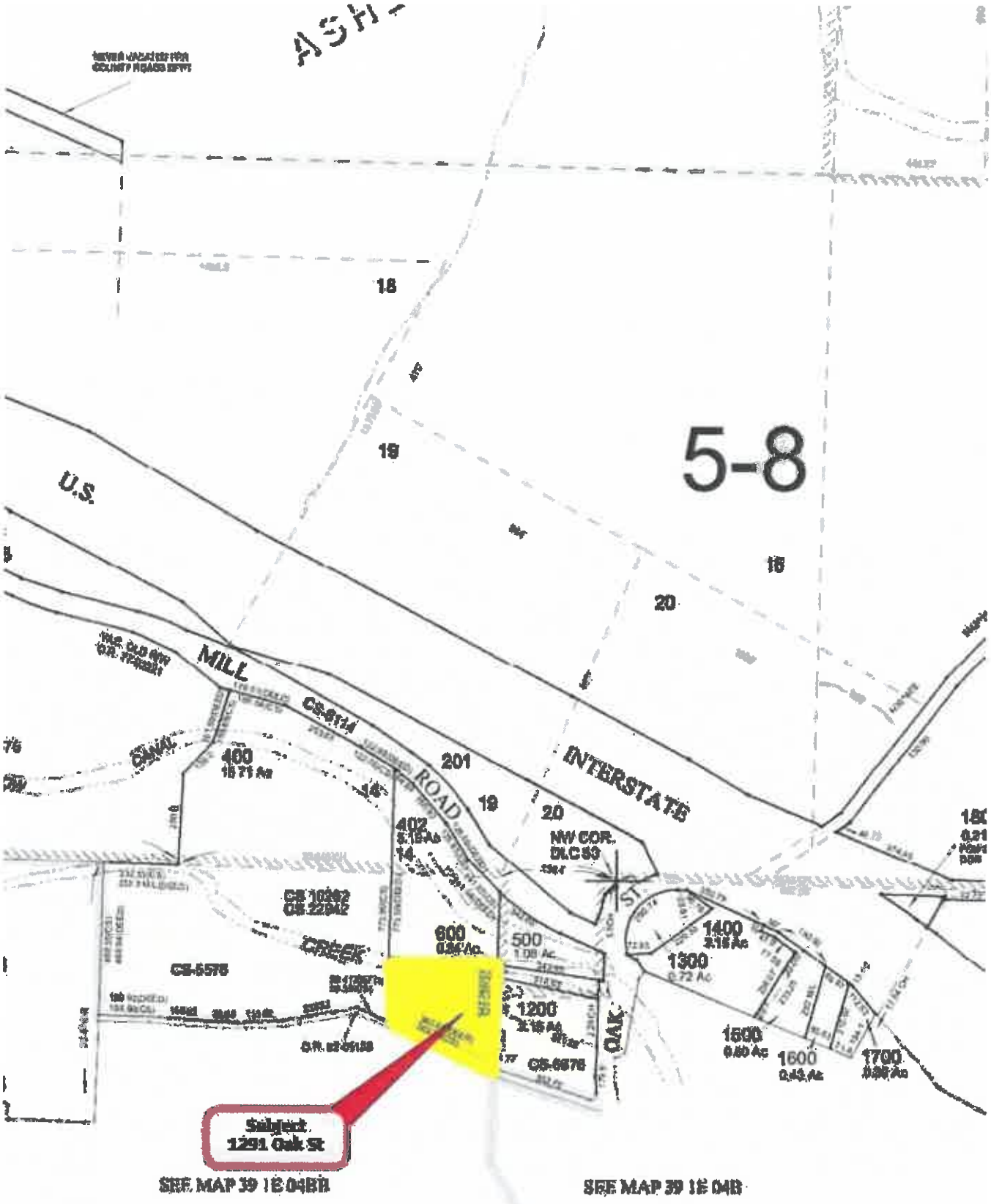


TOTAL Sketch by a la mode, Inc.

Area Calculations Summary

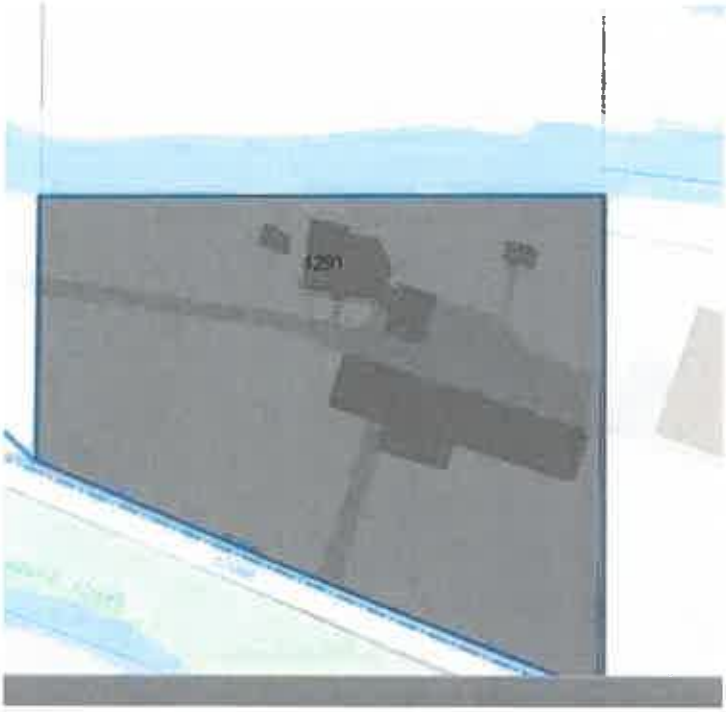
Non-living Area		
3 Car Detached w/Shop & Office	3302 Sq ft	35 x 13 = 455 29 x 39 = 1131 22 x 78 = 1716
Covered Patio	400 Sq ft	20 x 20 = 400
2 Car Carport	440 Sq ft	22 x 20 = 440
Guest House	360 Sq ft	20 x 18 = 360
Cov. Patio	52 Sq ft	4 x 13 = 52

Plat Map


5-8
U.S.
INTERSTATE
MILL
CREEK
ROAD
OAK
ST
18
19
20
201
400
402
500
600
1200
1300
1400
1500
1600
1700
NW COR. DLC 53
Subject
1291 Oak St
SEE MAP 39 1E 04BB
SEE MAP 39 1E 04B

Proposed Property Boundary

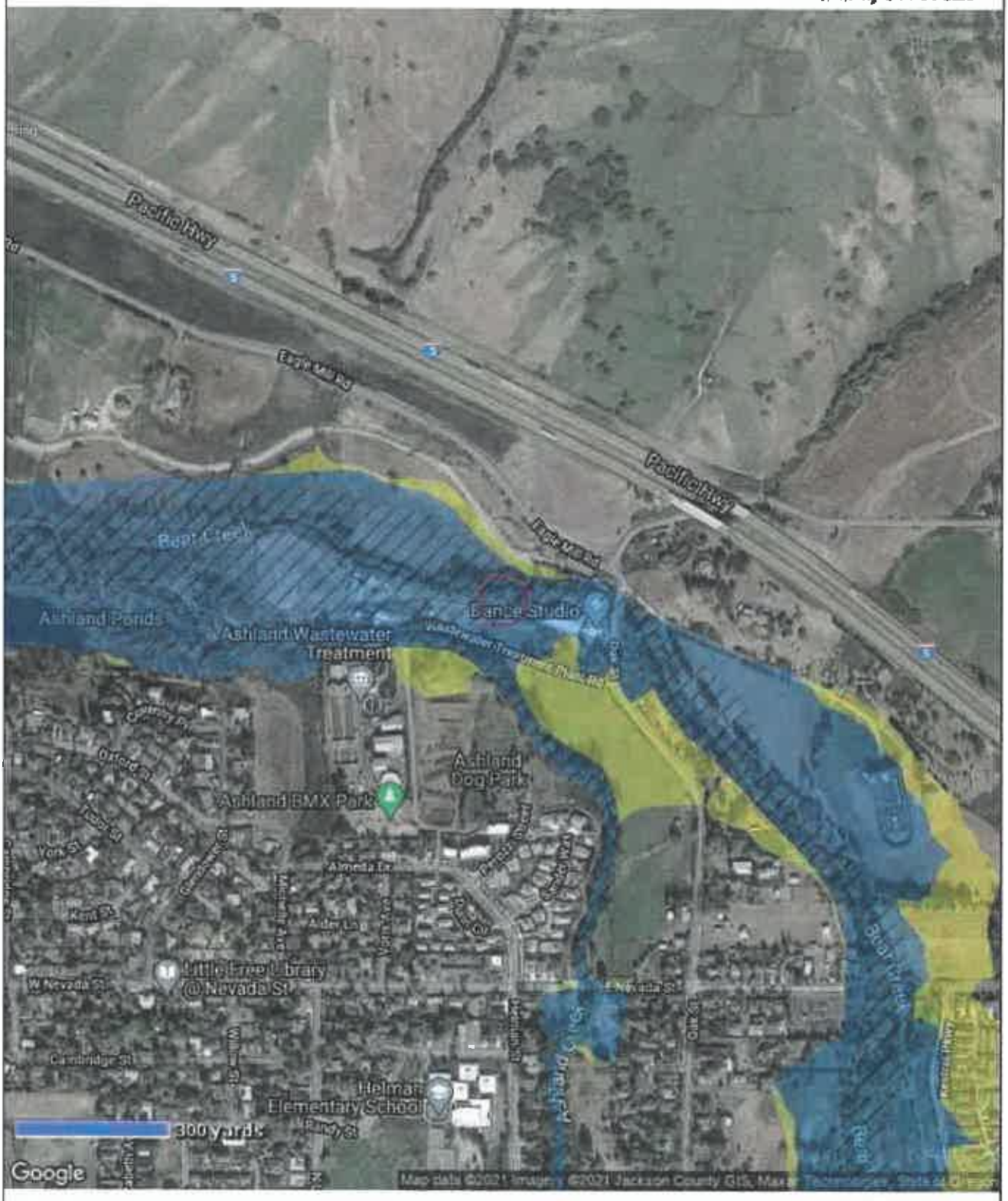
Borrower	N/A						
Property Address	1291 Oak St						
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland						



Estimate of Property Boundary Per Client

InterFlood by a la mode

Prepared for: Margaret Nelson-Quin
1291 Oak St
Ashland, OR 97520



MAP DATA

FEMA Special Flood Hazard Area: Yes
Map Number: 41029C2204F
Zone: AE
Map Date: May 03, 2011
FIPS: 41029

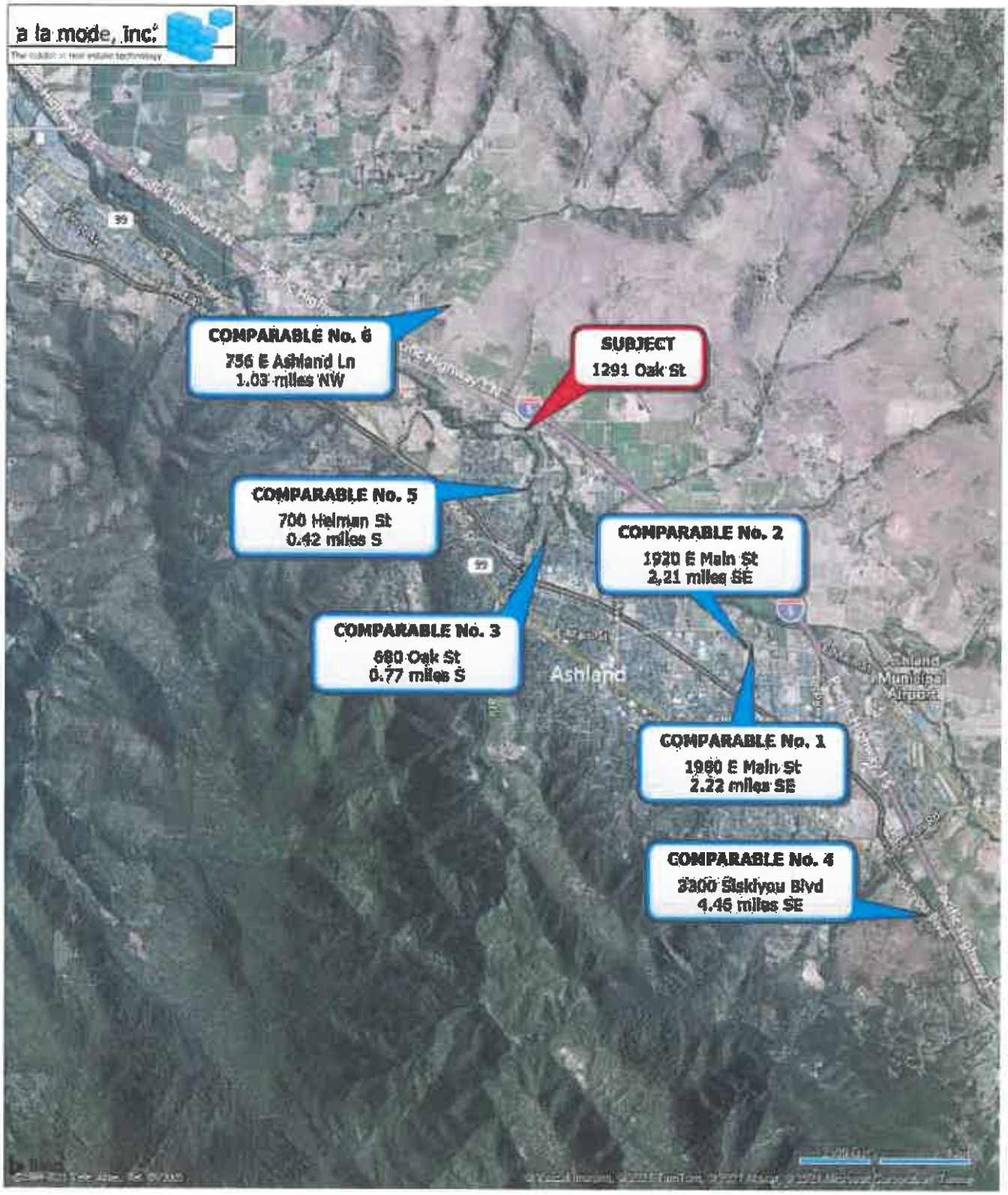
MAP LEGEND

Areas inundated by 500-year flooding
Areas inundated by 100-year flooding
Velocity Hazard
Protected Areas
Floodway
Subject Area

Powered by DataScout

Location Map

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland				



Subject Photo Page

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

Subject Front

1291 Oak St

Sales Price	
Gross Living Area	2,119
Total Rooms	5
Total Bedrooms	2
Total Bathrooms	2.0
Location	N;Crkfrt;Cm/Ind,PkTr
View	B;Creek, BsyRd
Site	1.81 ac (1)
Quality	Q3
Age	23

Subject Rear

Subject Street

Photograph Addendum

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

View of loft bedroom

View of kitchen & deck accs.

View from dining to creek

Kitchen view

Creek view from kitchen

Floor to ceiling living windows

Living room gas fireplace

View along creekbank north

View along creekbank south

Creek view deck

Deferred maintenance

Heating and cooling ctrl.

Photograph Addendum

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland				

View of laundry room

View of kitchen from indy.

Kitchen view 2

Floor one bathroom

Sauna

Deferred maintenance

Bedroom No. 2

Covered north deck

Shed No. 1

View of north elev. & Bed 1

Cooled air compressor

Bedroom 1 closet

Photograph Addendum

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

Loft bedroom

Deferred maintenance

Loft bathroom

Loft shower

Loft bedroom view

Loft bedroom deck south

Second floor creek view

Loft bedroom deck north

Loft bedroom deck west

View of living room from loft

Heating register detail

Deferred maintenance

Photograph Addendum

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

Greenhouse exterior

Greenhouse interior

Greenhouse cellar

Two car carport

Main dwelling view from drive

Deferred maint.

Deferred maint.

Deferred maint.

Deferred maint.

Main dwelling west elev.

Porte cochiere

View of gar/shop/off from wst.

Photograph Addendum

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

Office patio

South elev. of garage & PL

Deferred maint.

10 car garage, shop, office

West elevation of gar, shp, off

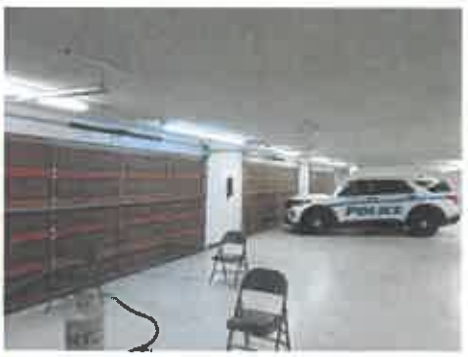
Covered patio

Garage shop area

Garage office area

Storage

Change in floor plane



Interior garage

Garage heating

Photograph Addendum

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland				

Deferred maint.

Deferred maint.

Deferred maint.

Guest

Guest 1/2 bathroom

Guest heat

Domestic water

Irrigation water

Comparable Photo Page

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State OR	Zip Code 97520
Client	City of Ashland				

Comparable 1

1980 E Main St	
Prox. to Subject	2.22 miles SE
Sale Price	745,000
Gross Living Area	1,596
Total Rooms	5
Total Bedrooms	2
Total Bathrooms	2.0
Location	A;BsyRd;
View	B;Pond,BsyRd
Site	1.30 ac
Quality	Q3
Age	33

Comparable 2

1920 E Main St	
Prox. to Subject	2.21 miles SE
Sale Price	830,000
Gross Living Area	2,734
Total Rooms	9
Total Bedrooms	5
Total Bathrooms	3
Location	N;BsyRd SetBck
View	N;Mtn;Pastoral
Site	1.71 ac
Quality	Q3
Age	37

Comparable 3

680 Oak St	
Prox. to Subject	0.77 miles S
Sale Price	518,000
Gross Living Area	2,158
Total Rooms	8
Total Bedrooms	4
Total Bathrooms	3
Location	N;Residential
View	N;Pastoral
Site	0.34 ac
Quality	Q4
Age	76

Comparable Photo Page

Borrower	N/A				
Property Address	1291 Oak St				
City	Ashland	County	Jackson	State	OR	Zip Code	97520
Client	City of Ashland				

Comparable 4

3300 Siskiyou Blvd	
Prox. to Subject	4.46 miles SE
Sale Price	650,000
Gross Living Area	2,233
Total Rooms	8
Total Bedrooms	4
Total Bathrooms	1.0
Location	A;BsyStr,FrwNse
View	B;Vlly;Mtn,BsyRd
Site	5.03 ac
Quality	Q4
Age	67

Comparable 5

700 Helman St	
Prox. to Subject	0.42 miles S
Sale Price	485,000
Gross Living Area	1,456
Total Rooms	7
Total Bedrooms	1
Total Bathrooms	1
Location	B;Crkfrt,StpSlp
View	B;Creek
Site	0.28 ac
Quality	Q3
Age	44

Comparable 6

756 E Ashland Ln	
Prox. to Subject	1.03 miles NW
Sale Price	885,000
Gross Living Area	2,595
Total Rooms	6
Total Bedrooms	2
Total Bathrooms	2.5
Location	N;Rural;
View	B;Mtn;Vlly,BsyRd
Site	9.49 ac
Quality	Q2
Age	3

Assumptions & Limiting Conditions

File No.: 4783.Oak.SFR

Property Address:	1291 Oak St	City: Ashland	State: OR	Zip Code: 97520	
Client:	City of Ashland	Address:			
Appraiser:	Margaret Nelson-Quin SRA	Address:	P.O. Box 596 Ashland OR 97520		

STATEMENT OF ASSUMPTIONS & LIMITING CONDITIONS

- The appraiser will not be responsible for matters of a legal nature that affect either the property being appraised or the title to it. The appraiser assumes that the title is good and marketable and, therefore, will not render any opinions about the title. The property is appraised on the basis of it being under responsible ownership.
- The appraiser may have provided a sketch in the appraisal report to show approximate dimensions of the improvements, and any such sketch is included only to assist the reader of the report in visualizing the property and understanding the appraiser's determination of its size. Unless otherwise indicated, a Land Survey was not performed.
- If so indicated, the appraiser has examined the available flood maps that are provided by the Federal Emergency Management Agency (or other data sources) and has noted in the appraisal report whether the subject site is located in an identified Special Flood Hazard Area. Because the appraiser is not a surveyor, he or she makes no guarantees, express or implied, regarding this determination.
- The appraiser will not give testimony or appear in court because he or she made an appraisal of the property in question, unless specific arrangements to do so have been made beforehand.
- If the cost approach is included in this appraisal, the appraiser has estimated the value of the land in the cost approach at its highest and best use, and the improvements at their contributory value. These separate valuations of the land and improvements must not be used in conjunction with any other appraisal and are invalid if they are so used. Unless otherwise specifically indicated, the cost approach value is not an insurance value, and should not be used as such.
- The appraiser has noted in the appraisal report any adverse conditions (including, but not limited to, needed repairs, depreciation, the presence of hazardous wastes, toxic substances, etc.) observed during the inspection of the subject property, or that he or she became aware of during the normal research involved in performing the appraisal. Unless otherwise stated in the appraisal report, the appraiser has no knowledge of any hidden or unapparent conditions of the property, or adverse environmental conditions (including, but not limited to, the presence of hazardous wastes, toxic substances, etc.) that would make the property more or less valuable, and has assumed that there are no such conditions and makes no guarantees or warranties, express or implied, regarding the condition of the property. The appraiser will not be responsible for any such conditions that do exist or for any engineering or testing that might be required to discover whether such conditions exist. Because the appraiser is not an expert in the field of environmental hazards, the appraisal report must not be considered as an environmental assessment of the property.
- The appraiser obtained the information, estimates, and opinions that were expressed in the appraisal report from sources that he or she considers to be reliable and believes them to be true and correct. The appraiser does not assume responsibility for the accuracy of such items that were furnished by other parties.
- The appraiser will not disclose the contents of the appraisal report except as provided for in the Uniform Standards of Professional Appraisal Practice, and any applicable federal, state or local laws.
- If this appraisal is indicated as subject to satisfactory completion, repairs, or alterations, the appraiser has based his or her appraisal report and valuation conclusion on the assumption that completion of the improvements will be performed in a workmanlike manner.
- An appraiser's client is the party (or parties) who engage an appraiser in a specific assignment. Any other party acquiring this report from the client does not become a party to the appraiser–client relationship. Any persons receiving this appraisal report because of disclosure requirements applicable to the appraiser's client do not become intended users of this report unless specifically identified by the client at the time of the assignment.
- The appraiser's written consent and approval must be obtained before this appraisal report can be conveyed by anyone to the public, through advertising, public relations, news, sales, or by means of any other media, or by its inclusion in a private or public database.
- An appraisal of real property is not a 'home inspection' and should not be construed as such. As part of the valuation process, the appraiser performs a non–invasive visual inventory that is not intended to reveal defects or detrimental conditions that are not readily apparent. The presence of such conditions or defects could adversely affect the appraiser's opinion of value. Clients with concerns about such potential negative factors are encouraged to engage the appropriate type of expert to investigate.

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3/2007

Definitions & Scope of Work

File No.: 4783.Oak.SFR

Property Address:	1291 Oak St	City: Ashland	State: OR	Zip Code: 97520	
Client:	City of Ashland	Address:			
Appraiser:	Margaret Nelson-Quin, SRA	Address:	P.O. Box 596, Ashland, OR 97520		

DEFINITION OF MARKET VALUE *:

Market value means the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

1. Buyer and seller are typically motivated;
2. Both parties are well informed or well advised and acting in what they consider their own best interests;
3. A reasonable time is allowed for exposure in the open market;
4. Payment is made in terms of cash in U.S. dollars or in terms of financial arrangements comparable thereto; and
5. The price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale.

*** This definition is from regulations published by federal regulatory agencies pursuant to Title XI of the Financial Institutions Reform, Recovery, and Enforcement Act (FIRREA) of 1989 between July 5, 1990, and August 24, 1990, by the Federal Reserve System (FRS), National Credit Union Administration (NCUA), Federal Deposit Insurance Corporation (FDIC), the Office of Thrift Supervision (OTS), and the Office of Comptroller of the Currency (OCC). This definition is also referenced in regulations jointly published by the OCC, OTS, FRS, and FDIC on June 7, 1994, and in the Interagency Appraisal and Evaluation Guidelines, dated October 27, 1994.**

The Scope of Work is the type and extent of research and analyses performed in an appraisal assignment that is required to produce credible assignment results, given the nature of the appraisal problem, the specific requirements of the intended user(s) and the intended use of the appraisal report. Reliance upon this report, regardless of how acquired, by any party or for any use, other than those specified in this report by the Appraiser, is prohibited. The Opinion of Value that is the conclusion of this report is credible only within the context of the Scope of Work, Effective Date, the Date of Report, the Intended User(s), the Intended Use, the stated Assumptions and Limiting Conditions, any Hypothetical Conditions and/or Extraordinary Assumptions, and the Type of Value, as defined herein. The appraiser, appraisal firm, and related parties assume no obligation, liability, or accountability, and will not be responsible for any unauthorized use of this report or its conclusions.

Additional Comments (Scope of Work, Extraordinary Assumptions, Hypothetical Conditions, etc.):

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3/2007

Certifications

File No.: 4783.Oak.SFR

Property Address: 1291 Oak St | City: Ashland | State: OR | Zip Code: 97520
Client: City of Ashland | Address:
Appraiser: Margaret Nelson-Quin, SRA | Address: P.O. Box 596, Ashland, OR 97520

APPRAISER'S CERTIFICATION

I certify that, to the best of my knowledge and belief:

- The statements of fact contained in this report are true and correct.
- The credibility of this report, for the stated use by the stated user(s), of the reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions.
- I have no present or prospective interest in the property that is the subject of this report and no personal interest with respect to the parties involved.
- Unless otherwise indicated, I have performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
- I have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.
- My engagement in this assignment was not contingent upon developing or reporting predetermined results.
- My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
- My analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice that were in effect at the time this report was prepared.
- I did not base, either partially or completely, my analysis and/or the opinion of value in the appraisal report on the race, color, religion, sex, handicap, familial status, or national origin of either the prospective owners or occupants of the subject property, or of the present owners or occupants of the properties in the vicinity of the subject property.
- Unless otherwise indicated, I have made a personal inspection of the property that is the subject of this report.
- Unless otherwise indicated, no one provided significant real property appraisal assistance to the person(s) signing this certification.

Additional Certifications:

Client Contact: | Client Name: City of Ashland
E-Mail: | Address:

SIGNATURES

APPRAISER

Appraiser Name: Margaret Nelson-Quin, SRA
Company: Phoenix Appraisal
Phone: (541) 531-2910 | Fax:
E-Mail: margaret@phoenixappraisal.org
Date Report Signed: 01/27/2021
License or Certification #: CR00567 | State: OR
Designation:
Expiration Date of License or Certification: 10/31/2022
Inspection of Subject: ☒ Interior & Exterior ☐ Exterior Only ☐ None
Date of Inspection: 1/11/2021

SUPERVISORY APPRAISER (if required) or CO-APPRAISER (if applicable)

Supervisory or Co-Appraiser Name:
Company:
Phone: | Fax:
E-Mail:
Date Report Signed:
License or Certification #: | State:
Designation:
Expiration Date of License or Certification:
Inspection of Subject: ☐ Interior & Exterior ☐ Exterior Only ☐ None
Date of Inspection:

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ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 03/14/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER RIVERTON INSURANCE AGENCY CORP PO Box 236 605 Main St., Suite 102 Riverton NJ 08077	CONTACT NAME: Tina Gambacort PHONE (A/C, No, Ext): (800) 882-4410 FAX (A/C, No): (858) 273-8026 E-MAIL ADDRESS: tina.gambacort@alliains.com
INSURED Margaret Nelson-Quin DBA Phoenix Appraisal P.O. Box 696 Ashland OR 97520	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : Stratford Insurance Company — 40436 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES CERTIFICATE NUMBER: CL2021404882 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY ☐ PRO-JECT ☐ LOC OTHER:						EACH OCCURRENCE	$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
							GENERAL AGGREGATE	$
							PRODUCTS - COMP/OP AGG	$
								$
	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N ☐ N/A If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Professional Liability Errors and Omissions			[illegible]	03/22/2020	03/22/2021	Each Claim Aggregate	$1,000,000 $2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Retro Date: 01/29/2004

CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

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Appraiser License

Appraiser Certification and Licensure Board

State Certified Residential Appraiser

28 hours of continuing education required

License No.: CR00567
Issue Date: November 01, 2020
Expiration Date: October 31, 2022

MARGARET L NELSON-QUIN
PHOENIX APPRAISAL
PO BOX 596
ASHLAND, OR 97520

Chad Koch, Administrator

VALUATION

Based upon the studies and examinations made, the opinion is formed subject to the limiting conditions and assumptions stated herein, that the "as is" market value of the **fee simple interest** in the subject property based upon economic and market conditions effective as of January 11, 2021 is as follows:

"As Is" Market Value (January 11, 2021)

SIX HUNDRED EIGHTY-FIVE THOUSAND DOLLARS

$685,000

ASSUMPTIONS AND LIMITING CONDITIONS

This report is made expressly subject to the following assumptions and limiting conditions:

1. No responsibility is assumed by the appraisers for matters which are legal in nature.

2. No opinion of title is rendered, and the property is appraised as though free of all encumbrances and the title marketable.

3. The appraisal covers the property described only, and the legal description is assumed to be correct.

4. No survey of the boundaries of the property has been made. All areas and dimensions furnished to the appraisers are assumed to be correct.

5. Information concerning market and operating data, as well as data pertaining to the property appraised, was obtained from others and/or based on observation. This information has been verified and checked, where feasible, and is used in this appraisal only if it is believed to be reasonably accurate and correct. However, such information is not guaranteed, and no liability is assumed resulting from possible inaccuracies or errors regarding such information or estimates.

6. The data contained herein comprises the pertinent data considered necessary to support the value estimates. We have not knowingly withheld any pertinent facts, but we do not guarantee that we have knowledge of all factors which might influence the value of the subject property. Due to rapid changes in the external factors, the value estimates are considered reliable only as of the effective date of the appraisal.

7. The appraisers assume there are no hidden or unapparent conditions of the property, subsoil, or structures, that would render it more or less valuable. The appraisers assume no responsibility for such conditions, or for engineering required to discover such factors. It is assumed no soil contamination exists as a result of chemical drainage or leakage in connection with any production operations on or near the property. In addition, the existence (if any) of potentially hazardous materials, such as asbestos, used in the construction or maintenance of the improvements or

disposed of on-site, has not been considered. The undersigned appraisers acknowledge they are not qualified to render an opinion with regard to the presence of toxic materials, and recommend an environmental scientist be retained to determine the exact status of the property. No environmental impact studies were requested nor performed with regard to this appraisal, and the appraisers hereby reserve the right to alter, amend, revise, or rescind any portion of the value or opinions expressed herein based on any subsequent data discovered which could significantly impact the market value of the property.

8. The distribution of total valuation estimate in this report between land and improvements (if any) applies only under the existing or reported program of utilization. The separate valuation for land and improvements (if present) must not be used in conjunction with any other appraisal and is invalid if so used.

9. The assumption has been made that all required licenses, consents, permits, or other legislative or administrative authority, local, state, federal, and/or private entity or organization have been or can be obtained or renewed for any use considered in the value estimate.

10. The property is appraised as though operated under competent and responsible ownership and management.

11. Opinions of value contained herein are estimates. There is no guarantee, written or implied, that the subject property will sell for such amounts. It assumes there is full compliance with all applicable federal, state, local environmental regulations and laws unless noncompliance is stated, defined, and considered in the appraisal report.

12. It is assumed that all applicable zoning and use regulations and restrictions have been complied with unless nonconformity has been stated, defined, and considered in the appraisal report.

13. The appraisers are not required to give testimony or to be in attendance in court or before other legal authority by reason of this appraisal without prior agreement and arrangement between the Client and appraisers.

14. Disclosure of the contents of this appraisal report is governed by the By-Laws and Regulations of the Appraisal Institute.

15. Neither all nor any part of the contents of this report (especially any conclusions as to value, the identity of the appraisers or the firm with which they are connected, or any reference to the Appraisal Institute or to the MAI or RM designation) shall be disseminated to the public through advertising media, public relations media, news media, sales media, prospectus for securities, or any other public means of communication without prior written consent and approval of the appraisers.

16. The appraisers assume no responsibility for any costs or consequences arising due to the need or the lack of need for flood hazard insurance. An agent for the Federal Flood Insurance Program should be contacted to determine the actual need for flood hazard insurance.

17. The liability of the appraisers' company, its owner and staff, is limited to the Client only. There is no accountability, obligation, or liability to any third party. The appraisers are in no way to be responsible for any costs incurred to discover or correct any deficiencies of any type present in the property; physically, financially, and/or legally.

18. The Americans with Disabilities Act ("ADA") became effective January 26, 1992. The appraiser has not made a specific compliance survey and analysis of this property to determine whether or not it is in conformity with the various detailed requirements of the ADA. It is possible that a compliance survey of the property, together with a detailed analysis of the requirements of the ADA could reveal that the property is not in compliance with one or more of the requirements of the Act. If so, this fact could have a negative impact upon the value of the property. Since the appraiser has no direct evidence relating to this issue, possible noncompliance with the requirements of the ADA in estimating the value of the property has not been considered.

CERTIFICATION

The undersigned appraiser certifies that he has personally analyzed and appraised the property located at 1291 Oak Street in Ashland, Oregon; and to the best of his knowledge and belief,

1. The statements of fact contained in this report are true and correct.

2. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and is my personal unbiased professional analyses, opinions, and conclusions.

3. I have no past, present, or prospective direct or indirect interest in the property that is the subject of this report and no personal interest or bias with respect to the parties involved.

4. I have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.

5. My engagement in this assignment was not contingent upon developing or reporting predetermined results.

6. My compensation is not contingent upon the reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value estimate, the attainment of a stipulated result, or the occurrence of a subsequent event. The appraisal assignment was not based on a required minimum valuation, a specific valuation, or the approval of a loan.

7. I am competent to appraise the property that is the subject of this report based on our previous experience appraising similar type properties.

8. The reported analyses, opinions, and conclusions were developed and this report has been prepared in conformity with the Uniform Standards of Professional Appraisal Practice.

9. The use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.

10. As of the effective date of this report, Gregory S. has completed the certification requirement with respect to continuing education for certified general appraisers within the

State of Oregon. As of the date of this report, Gregory S. Schuler has completed the continuing education program for Practicing Affiliates of the Appraisal Institute.

11. The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics and the Standards of Professional Appraisal Practice of the Appraisal Institute.

12. Gregory S. Schuler finds the content and conclusions of the appraisal and the report were prepared in accordance with the Uniform Standards of Professional Appraisal Practice adopted by the Appraisal Institute. Gregory S. Schuler has made a personal interior and exterior inspection of the subject property and exterior inspections of the market properties.

13. No one provided significant appraisal or appraisal review assistance to the person(s) signing this certification.

14. The appraisers have performed no services, as appraisers or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.

Respectfully submitted,

CASCADE CHARTER COMPANY, LLC

GREGORY S. SCHULER
Oregon State Certified General Appraiser
License No. C000268
Expiration Date: May 31, 2021

15.

ADDENDA

Personal Services Agreement

PERSONAL SERVICES AGREEMENT (LESS THAN $25,000.00)

CITY OF ASHLAND 20 East Main Street Ashland, Oregon 97520 Telephone: 541/488-5587 Fax: 541/488-4006	PROVIDER: Cascade Charter Company, LLC PROVIDER'S CONTACT: Gregory Schuler ADDRESS: 2800 Biddle Road Medford, Oregon 97504 PHONE: (541) 776-7530

This Personal Services Agreement (hereinafter "Agreement") is entered into by and between the City of Ashland, an Oregon municipal corporation (hereinafter "City") AND Cascade Charter Company, LLC. (a foreign business corporation) ("hereinafter "Provider"), for appraisal of City owned properties.

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

1. **Effective Date and Duration:** This Agreement shall become effective on the date of execution on behalf of the City, as set forth below (the "Effective Date"), and unless sooner terminated as specifically provided herein, shall terminate upon the City's affirmative acceptance of Consultant's Work as complete and Consultant's acceptance of the City's final payment therefore, but not later than March 31, 2021.
2. **Scope of Work:** Consultant will provide appraisal of City owned properties as more fully set forth in the Consultant's Proposal dated November 05, 2020, which is attached hereto as "Exhibit A" and incorporated herein by this reference. Consultant's services are collectively referred to in this Agreement as the "Work."
3. **Supporting Documents/Conflicting Provisions:** This Agreement and any exhibits or other supporting documents shall be construed to be mutually complementary and supplementary whenever possible. In the event of a conflict which cannot be so resolved, the provisions of this Agreement itself shall control over any conflicting provisions in any of the exhibits or supporting documents.
4. **All Costs Borne by Consultant:** Consultant shall, at its own risk, perform the Work described above and, unless otherwise specified in this Agreement, furnish all labor, equipment, and materials required for the proper performance of such Work.

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

6. **Compensation:** City shall pay Consultant the sum of $7,000.00 (seven thousand dollars) as full compensation for Consultant's performance of all Work under this Agreement. In no event shall Consultant's total of all compensation and reimbursement under this Agreement exceed the sum of $7,000.00 (seven thousand dollars) without the express, written approval from the City official whose signature appears below, or such official's successor in office. Payments shall be made within thirty (30) days of the date of receipt by the City of Consultant's invoice. Should this Agreement be terminated prior to completion of all Work, payments will be made for any phase of the Work completed and accepted as of the date of termination.

7. **Ownership of Work/Documents:** All Work, work product, or other documents produced in furtherance of this Agreement belong to the City, and any copyright, patent, trademark proprietary or any other protected intellectual property right shall vest in and is hereby assigned to the City.

8. **Statutory Requirements:** The following laws of the State of Oregon are hereby incorporated by reference into this Agreement: ORS 279B.220, 279B.230 and 279B.235.

9. **Living Wage Requirements:** If the amount of this Agreement is $22,902.43 or more, Consultant is required to comply with Chapter 3.12 of the Ashland Municipal Code by paying a living wage, as defined in that chapter, to all employees performing Work under this Agreement and to any Subcontractor who performs 50% or more of the Work under this Agreement. Consultant is also required to post the notice attached hereto as "Exhibit B" predominantly in areas where it will be seen by all employees.

10. **Indemnification:** Consultant hereby agrees to defend, indemnify, save, and hold City, its officers, employees, and agents harmless from any and all losses, claims, actions, costs, expenses, judgments, subrogations, or other damages resulting from injury to any person (including injury resulting in death), or damage (including loss or destruction) to property, of whatsoever nature to the extent arising out of or incident to the negligent acts, or errors or omissions in the performance of this Agreement by Consultant (including but not limited to, Consultant's employees, agents, and others designated by Consultant to perform Work or services attendant to this Agreement). However, Consultant shall not be held responsible for any losses, expenses, claims, subrogations, actions, costs, judgments, or other damages, caused solely by the negligence of City.

11. **Termination:**
    a. Mutual Consent. This Agreement may be terminated at any time by the mutual consent of both parties.
    b. City's Convenience. This Agreement may be terminated by City at any time upon not less than thirty (30) days' prior written notice delivered by certified mail or in person.

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

i. If City funding from federal, state, county or other sources is not obtained and continued at levels sufficient to allow for the purchase of the indicated quantity of services;

ii. If federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the services are no longer allowable or appropriate for purchase under this Agreement or are no longer eligible for the funding proposed for payments authorized by this Agreement; or

iii. If any license or certificate required by law or regulation to be held by Consultant to provide the services required by this Agreement is for any reason denied, revoked, suspended, or not renewed.

d. For Default or Breach.

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

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

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

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

12. Independent Contractor Status: Consultant is an independent contractor and not an employee

of the City for any purpose. Consultant shall have the complete responsibility for the performance of this Agreement. Consultant shall provide workers' compensation coverage as required in ORS Chapter 656 for all persons employed to perform Work pursuant to this Agreement. Consultant is a subject employer that will comply with ORS 656.017.

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

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

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

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

b. Professional Liability insurance with a combined single limit, or the equivalent, of $2,000,000 (two million dollars) per occurrence. This is to cover any damages caused by error, omission or negligent acts related to the Work to be provided under this Agreement.

c. General Liability insurance with a combined single limit, or the equivalent, of $2,000,000 (two million dollars) per occurrence for Bodily Injury, Death, and Property Damage.

d. Automobile Liability insurance with a combined single limit, or the equivalent, of $1,000,000 (one million dollars) for each accident for Bodily Injury and Property Damage, including coverage for owned, hired or non-owned vehicles, as applicable.

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

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

complete redacted copies of insurance policies; trust agreements, etc. shall be provided to the City. The Consultant shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

15. **Standard of Care:** The standard of care applicable to CONSULTANT's Services will be the degree of skill and diligence normally employed by professional engineers or consultants performing the same or similar services during the time said services are performed. CONSULTANT will reperform any services not meeting this standard without additional compensation.

16. **Nondiscrimination:** Consultant agrees that no person shall, on the grounds of race, color, religion, creed, sex, marital status, familial status or domestic partnership, national origin, age, mental or physical disability, sexual orientation, gender identity or source of income, suffer discrimination in the performance of any Work under this Agreement when employed by Consultant. Consultant agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations. Further, Consultant agrees not to discriminate against a disadvantaged business enterprise, minority-owned business, woman-owned business, a business that a service-disabled veteran owns or an emerging small business enterprise certified under ORS 200.055, in awarding subcontracts as required by ORS 279A.110.

17. **Consultant's Compliance With Tax Laws:**

17.1 Consultant represents and warrants to the City that:

17.1.1 Consultant shall, throughout the term of this Agreement, including any extensions hereof, comply with:

(i) All tax laws of the State of Oregon, including but not limited to ORS 305.620 and ORS Chapters 316, 317, and 318;

(ii) Any tax provisions imposed by a political subdivision of the State of Oregon applicable to Consultant; and

(iii) Any rules, regulations, charter provisions, or ordinances that implement or enforce any of the foregoing tax laws or provisions.

17.1.2 Consultant, for a period of no fewer than six (6) calendar years preceding the Effective Date of this Agreement, has faithfully complied with:

(i) All tax laws of the State of Oregon, including but not limited to ORS 305.620 and ORS Chapters 316, 317, and 318;

(ii) Any tax provisions imposed by a political subdivision of the State of Oregon applicable to Consultant; and

(iii) Any rules, regulations, charter provisions, or ordinances that implement or enforce any of the foregoing tax laws or provisions.

18. **Notice.** Whenever notice is required or permitted to be given under this Agreement, such notice shall be given in writing to the other party by personal delivery, by sending via a reputable commercial overnight courier, by mailing using registered or certified United States mail, return

receipt requested, postage prepaid, or by electronically confirmed at the address or facsimile number set forth below:

If to the City:
Public Works Department
Attn: Contract Administrator
20 East Main Street
Ashland, Oregon 97520

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

If to Consultant:
Cascade Charter Company, LLC.
2800 Biddle Road
Medford, Oregon 97504

19. **Governing Law.** This Agreement shall be governed by the laws of the State of Oregon without regard to conflict of laws principles. Exclusive venue for litigation of any action arising under this Agreement shall be in the Circuit Court of the State of Oregon for Jackson County unless exclusive jurisdiction is in federal court, in which case exclusive venue shall be in the federal district court for the district of Oregon. Each party expressly waives any and all rights to maintain an action under this Agreement in any other venue, and expressly consents that, upon motion of the other party, any case may be dismissed or its venue transferred, as appropriate, so as to effectuate this choice of venue.

20. **Amendments.** This Agreement may be amended only by written instrument executed by both parties with the same formalities as this Agreement.

21. **Nonappropriations Clause. Funds Available and Authorized:** City has sufficient funds currently available and authorized for expenditure to finance the costs of this Agreement within the City's fiscal year budget. Consultant understands and agrees that City's payment of amounts under this Agreement attributable to Work performed after the last day of the current fiscal year is contingent on City appropriations, or other expenditure authority sufficient to allow City in the exercise of its reasonable administrative discretion, to continue to make payments under this Agreement. In the event City has insufficient appropriations, limitations or other expenditure authority, City may terminate this Agreement without penalty or liability to City, effective upon the delivery of written notice to Consultant, with no further liability to Consultant.

22. THIS AGREEMENT AND THE ATTACHED EXHIBITS CONSTITUTE THE ENTIRE UNDERSTANDING AND AGREEMENT BETWEEN THE PARTIES. NO WAIVER, CONSENT, MODIFICATION OR CHANGE OF TERMS OF THIS AGREEMENT SHALL

BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH PARTIES. SUCH WAIVER, CONSENT, MODIFICATION OR CHANGE, IF MADE, SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS AGREEMENT. CONSULTANT, BY SIGNATURE OF ITS AUTHORIZED REPRESENTATIVE, HEREBY ACKNOWLEDGES THAT HE/SHE HAS READ THIS AGREEMENT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

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

CITY OF ASHLAND:

By: _____
~~City Administrator~~ Public Works Director

Scott Fleury
Printed Name

11/20/2020
Date

CASCADE CHARTER COMPANY, LLC (CONSULTANT):

By: _____
Signature

Gregory S. Schuler
Printed Name

Managing Member
Title

11/19/20
Date

Purchase Order No. _____

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

I was able to speak to Scott Fleury regarding the four properties that the City of Ashland Public Works department needs appraised for marketing purposes. After talking with Scott, I now understand the scope of the assignment.
The fees for preparing the appraisals will be as follows:

1. 380 Clay Street, 39-1E-11C, Tax Lot 2500 $2,000
2. 400 Middleton, 39-1E-14AC, Tax Lot 1600 1,000
3. 1291 Oak Street, 39-1E-02, Tax Lot 402 2,000
4. 39-1E-04AD, Tax Lot 100 2,000

The above fees assume all four appraisals are ordered at the same time.

Given the holiday season and our current workload, we anticipate completing the assignment by the end of the year or the first week of January 2021.

As in the past, it is my understanding that you will be providing a contract for our execution.

Thank you for the opportunity of working with you on these appraisals. If you have any questions, please call.

Respectfully submitted,

CASCADE CHARTER COMPANY, LLC

Gregory S. Schuler

EXHIBIT B

CITY OF ASHLAND, OREGON

City of Ashland LIVING WAGE

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

$15.74 per hour, effective June 30, 2020.

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

Employees must be paid a living wage:

- For all hours worked under a service contract between their employer and the City of Ashland if the contract exceeds $22,002.43 or more.
- For all hours worked in a month if the employee spends 50% or more of the employee's time in that month working on a project or portion of business of their employer, if the employer has ten or more employees, and has received financial assistance for the project or business from the City of Ashland in excess of $22,002.43.
- If their employer is the City of Ashland, including the Parks and Recreation Department.
- In calculating the living wage, employers may add the value of health care, retirement, 401K and IRS eligible cafeteria plans (including childcare) benefits to the amount of wages received by the employee.
- Note: For temporary and part-time employees, the Living Wage does not apply to the first 1040 hours worked in any calendar year. For more details, please see Ashland Municipal Code Section 3.12.020.

For additional information:

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

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

CITY OF ASHLAND

EXHIBIT C

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

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

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

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

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

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

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

_____
Consultant's signature

_____
Date

QUALIFICATIONS
GREGORY S. SCHULER

Employment

1981 to Present: Principal with Cascade Charter Company, LLC (or other related companies) in Medford, Oregon. Real estate appraiser specializing in industrial, commercial, and special use properties.

2004 to 2007: CEO of First Charter Companies in Jacksonville and Medford, Oregon. First Charter Real estate development, construction, and marketing.

1994 to 2000: Secretary/Treasurer of Commercial Real Estate Advisors, Inc. (CRA), Medford, Oregon. Commercial and retail real estate development, construction, and leasing.

1976 to 1980: Pulver & Leever Commercial Real Estate, Medford, Oregon. Real estate marketing specializing in commercial and industrial sales and leasing.

Professional Affiliations

State Certified General Appraiser:

Oregon	License No. C000268
California	License No. AG017213

Associate Member, Appraisal Institute

Licensed Real Estate Broker, State of Oregon. License No. 780401812

Appraisal Courses

Uniform Standards of Professional Appraisal Practice
Basic Valuation Procedures
Small Hotel/Motel Valuation
Federal Land Exchanges
Technical Inspection of Real Estate
Appraisal Review – General
General Appraiser Sales Comparison Approach
Litigation Appraising: Specialized Topics and Applications
Oregon Land Use Law
Right of Way Appraisals
Oregon Water Law
Update and Review of Oregon Law and the Appraiser
Identifying Comparable Properties
Eminent Domain

Education

Bachelor of Science degree in Business and Marketing, Oregon State University, 1973.

Appraiser Certification and Licensure Board

State Certified General Appraiser

28 hours of continuing education required

License No.: C000268

Issue Date: June 01, 2019

Expiration Date: May 31, 2021

GREGORY S SCHULER
CASCADE CHARTER COMPANY, LLC
2800 BIDDLE RD
MEDFORD, OR 97504

Gee Lynne Cooper, Administrator

Council Business Meeting

Date: June 2, 2026

Agenda Item	Wildfire Readiness 2026 Fire Season
Department	Fire and Safety
From	Mark Shay, Fire Marshall, Kelly Burns, Emergency Management Coordinator

TIME ESTIMATE
15 minutes

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

SUMMARY
Review of wildfire mitigation, prevention, forest management, community outreach and emergency management efforts.

POLICIES, PLANS & GOALS SUPPORTED
Council Priority - Risk Reduction

BACKGROUND AND ADDITIONAL INFORMATION
Staff will provide Council with an overview of wildfire risk reduction and emergency preparedness actions for fire season 2026.

FISCAL IMPACTS
None

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS
None

REFERENCES & ATTACHMENTS
None

Ashland City Council Look Ahead 2026

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

DATE	STUDY SESSION - TOPIC/AGENDA ITEMS	BACKGROUND	Requested Council action	DEPARTMENT
June 15	**Budget Committee/Council reconvening**	Council request for budget check-in	listening session, informational only	Finance/CMO
5 PM START	**Manufactured Home Park Zone Chapter 18 Code Updates**	HPS Strategic Action	listening session, informational only - public hearing 6/16	
	Storytown Overview	Per Council request (Kaplan/Graham)	informational	Outside Org
July 6	**No Meeting - Summer Break**	Per AMC 2.04.020		
July 14	**LOC Training**	Council Training by League of Oregon Cities (3-5pm)	informational	Legal
July 20	**Review of Strategic Plan Draft (tentative)**			
	Southside Development	DM DuQuenne request for discussion- topic pending	informational	CMO
	Reserve Fund	Discussion regarding appropriate levels	informational presented with possible staff direction	Finance/CMO
August 3	**Gas Powered Lawn Equipment**	Per CEPAC request	informational presented with possible staff direction	Conservation
	Building Permit Fee Adjustments	Discussion regarding proposed fee increases	informational	Com Dev/Finance
	Annual APD Report	Per Council request (formerly Use of force report)	Informational	Police
August 17	**Food & Beverage Tax Amendment Process**	CM DuQuenne/Bloom		
	Additional Revenue Options for Consideration	Per Council Request December 2025 Retreat	information presented with possible staff direction	Finance/CMO
August 31	**No Meeting - Summer Break**	Per AMC 2.04.020		
September 14	**Ambulance Service Area Discussion (tentative)**	Per Council Request December 2025 Retreat	information presented with possible staff direction	Fire/CMO/Finance
October 5	**CBC/Council meeting mid BN Budget review/ forecasting**	Council requested in July of 2025		
October 19				
November 2				
November 16				
November 30				
December 14	**Standing Advisory Committee Annual Updates**			

	TOPICS TO BE SCHEDULED			
DATE	**BUSINESS MEETING - TOPIC/AGENDA ITEMS**	**BACKGROUND**	**Requested Council Action**	**DEPARTMENT**
June 16	**Exec Session: Real Estate 4pm (rescheduled from June 2)**	To conduct deliberations with persons designated by the governing body to negotiate real property transactions pursuant to ORS 192.660 (2)(e).		
	Bee City USA Pollinator Week Proclamation			
	Policy Update: City Records Retention & Format (20 min)	CM Dahle/Kaplan Requested- Materials for packet to be submitted no later than 5/25		Council
	Policy, Process Review & Potential Update: Current Financial Practices & Polices (60 Min)	CM Dahle/Bloom requested- Materials for packet no later than 5/22		Council
	Public Hearing Imperatrice Property (tentative)			Public Works
	Public Hearing and First Reading ORD 3296 Ordinance Adopting a New Manufactured Home Park Zone (MHPZ)	HPS Strategic Action - Land Use hearing	Approval of first reading	CD
	Public Hearing and First Reading ORD 3297 Ordinance Adopting a New Zoning Map to reflect the MHPZ	HPS Strategic Action - Land Use hearing	Approval of first reading	CD
	Public Hearing and First Reading ORD 3298 Ordinance Adopting a New Comprehensive Plan Map to reflect the new MHPZ designation	HPS Strategic Action - Land Use hearing	Approval of first reading	CD
	PA-T1-2026-00297 a request for a "similar use" interpretation as provided at AMC 18.1.5.040 with regards to the distinction between "private parking" and "public parking" as a regulated use.	Application for Code Interpretation with Planning Commission Recommendation	Motion for final Code Interpretation	CD
	Madrone Ridge Management Plan	Decision from council for staff to move forward with creating a Management Plan for the Madrone Ridge Property	Staff direction	CMO
	Contracts for Hunter Park Tennis Court & E. Main Park Projects	Contract approval for two Parks Capital Improvement Projects	Motion for Approval	Parks
July 7	**No Meeting - Summer Break**	Per AMC 2.04.020		
July 21	**Executive Session - Employee Reviews 3pm**			
	Second Reading ORD 3296 Ordinance Adopting a New Manufactured Home Park Zone (MHPZ)		Approval of Second reading	CD
	Second Reading ORD 3297 Ordinance Adopting a New Zoning Map to reflect the MHPZ		Approval of Second reading	CD
	Second Reading ORD 3298 Ordinance Adopting a New Comprehensive Plan Map to reflect the new MHPZ designation		Approval of Second reading	CD
	Civic Center Assessment/ versus hybrid/ versus retain all bldgs.	Direction given at 5/4 study session		PW
August 4	**Hiroshima and Nagasaki Day Proclamation**			
	Adoption of Strategic Plan (tentative)			CMO
	Building Permit Fee adjustments and Fee Waiver Resolution		**Motion for Adoption**	CD
August 12	**Joint APRC/Council Meeting (APRC host)**	Council requested joint financial reporting meetings		
	Quarterly Financial Report (April - June 2026)			

August 18	**Policy Update: AMC 18 and any related AMC related to building, planning & development process (60 min)**	CM Dahle/Sherrell requested. Materials to be submitted NLT 8/5
September 1	**No Meeting - Summer Break**	Per AMC 2.04.020
September 15		
October 6	**Indigenous Peoples' Day Proclamation**	
October 20		
November 3	**Joint APRC/Council Meeting (Council host)** **Quarterly Financial Report (July - Sept 2026)**	Council requested joint financial reporting meetings
November 17		
December 1		
December 15	**Advisory Committee Reappointments**	
	TOPICS TO BE SCHEDULED	

City Manager's Report

June Report—6.2.2026

The bimonthly Ashland **City e-Newsletter** brings it all straight to your inbox. Sign-up today at **ashlandoregon.gov/CityeNews.**

CITY MANAGER'S OFFICE:

- *SOREDI* the City of Ashland has submitted an application for **Census Tract 19 Opportunity Zone 2.0 designation.** The submission will move forward to the Business Oregon review committee. The committee will evaluate all nominations and prepare a final recommended slate of tracts to be shared with the Governor for consideration. Per federal requirements, the Governor will have 90 days—beginning July 1—to finalize the state's selections and submit them to the U.S. Department of the Treasury. *Business Oregon* will provide updates as the review process progresses and will notify *SOREDI* once final selections have been made.
- The **Coffee & Conversation** events for the season have been scheduled:
    - Tuesday, June 23, 1 to 2:30 p.m. at Railroad Park
    - Wednesday, July 29, 11 a.m. to 1 p.m. at Garfield
    - Tuesday, August 25, 5 to 6:30 p.m. at North Mountain Park Pavilion
    - Wednesday, September 23, 3:30 to 5 p.m. at Enders Shelter in Lithia Park
    - Tuesday, October 13, 1 to 2:30 p.m. at the Oak Knoll Golf Course Clubhouse

  These gatherings are an opportunity to have a conversation with elected officials and City leadership.
- **Have you ever thought about serving your community by running for local office?** Ashland residents are encouraged to consider running for City Council, or the Parks Commission. Your voice and experience can help shape the future of our community. Learn about candidate requirements, filing deadlines, and how to apply at **ashlandoregon.gov/Elections**.
- Funding is available through **Ashland's Early Childcare Affordability Grant Program**, helping local providers expand access to affordable early learning for working families. Details and application at **ashlandoregon.gov**. Apply today – Deadline is June 19.
- Want to make a difference in Ashland? **The City has openings on several Committees.** Apply today and help shape the future of your community! More, including online application, at **ashlandoregon.gov/CouncilCommissionsCommittees**.
- Check out the **City of Ashland's Accomplishments Videos**, **youtube.com/cityofashlandor**.
- Updates regarding **major projects for the City** are posted each month at **ashlandoregon.gov/MajorProjects.** Projects currently featured are **Butler-Perozzi Fountain, East Main Park** and more.

- **The following PUBLIC AWARENESS Campaigns will be promoted throughout the summer months** – Details at ashlandoregon.gov/PublicAwareness:
    - **Save Our Wildlife. Better Apart.**
      The City of Ashland has partnered with the Oregon Department of Fish and Wildlife (ODFW) to launch the **Save Our Wildlife** campaign, a community effort to protect local deer and bear populations by promoting safe, responsible coexistence. Learn the dos and don'ts of living alongside wildlife, how to avoid attracting animals to your property, and why keeping wildlife wild is the kindest thing we can do. In this case, ***We are Better Apart.*** The campaign will run through November 2026, with a deer focus from early May through July 15 and a bear focus from July 1 through November. Its tagline, ***We are Better Apart***, is a nod to Ashland's own ***Better Together*** community motto, and a genuine message about responsible coexistence. Most deer-human and bear-human conflicts are preventable with awareness and distance. The goal is simple: to avoid lethal removal of wildlife by encouraging community-wide behavioral changes. More at ashlandoregon.gov/Wildlife.
    - **Fire. Water. Get Ready. Be Better Prepared this spring and summer!** The City of Ashland's Emergency Management, Fire & Rescue and Public Works departments are joining forces to bring the residents of Ashland vital information on emergency preparedness, reducing wildfire risk and conserving water during the dry season. Together, we can look out for one another and build a more resilient community. ***We are Better Together when We are Better Prepared!*** More at ashlandoregon.gov/GetReady**.**
    - On Thursday, June 4, the Ashland Chamber of Commerce will present a **Business Emergency Preparedness Workshop, *Take One Step Today-Protect Your Business Tomorrow*.** This free workshop is designed to help Southern Oregon businesses prepare for wildfire, smoke and emergency disruptions and will include presenters from the City of Ashland! The event is free but space is limited and registration is required. **Learn more and register today!**
- Have you taken the **Strategic Plan Survey?** The City of Ashland is creating a long-range strategic plan and wants to hear from you! Your voice will help shape the values, priorities and direction of Ashland, ensuring the plan reflects the needs, ideas and aspirations of the community. Details and survey at ashlandoregon.gov/StrategicPlan. ***Forward Together. Vision with Action.***

- Check out the **Storytown Community Calendar!** Discover theatre, live music, foodie festivals, Mt. Ashland adventures and more – all for free. Visit **Storytownashland.com**, or download on Apple or Google Play, and start exploring or sharing Ashland events!

COMMUNITY DEVELOPMENT:

- **The Public Arts Advisory Committee is seeking artists for the 2026 Traffic Signal Box Painting Project,** transforming spaces near Fire Station 1 and Ashland Library through community inspired public art. The submission deadline is June 12. Details at **ashlandoregon.gov.**
- Community Development is **inviting community input on proposed manufactured home park zoning updates** aimed at preserving affordable housing. Take the online survey today! Details and survey at **ashlandoregon.gov**.
- Environmental cleanup work is underway at the former Union Pacific Railroad property at the railyard near A Street in Ashland. Details at **ashlandoregon.gov**.

City Manager's Report

FIRE & RESCUE:

- **Wildfire season** was officially declared by the Oregon Department of Forestry on May 15, 2026.
  - **The deadline for Ashland residents to clear dry vegetation on their property has passed. If you see overgrown vegetation in your neighborhood, report it through SeeClickFix,** the City's non-emergency reporting tool, under "Weed Abatement Concern." Learn more at **ashlandoregon.gov/WeedAbatement**.
  - **Outdoor burning is no longer allowed.**
  - **Follow all fire restrictions at ashlandoregon.gov/FireSeasonInfo.**
  - Throughout the coming months follow along in the City's ***Fire. Water. Get Ready.*, public awareness campaign at ashlandoregon.gov/GetReady and on Facebook and Instagram. Let's get ready, together! Better Prepared. Better Together.**

ASHLAND PARKS & RECREATION (APRD):

- On Wednesday, June 10, 1 p.m., *AARP & Our Bold Voices* present an author panel and discussion of ***Crossing Paths: Queer Moments that Changed Everything***, a collection of stories celebrating love and connection between LGBTQ+ people, sharing experiences that show the power of our relationships. Free program, but registration is required. Call 541.488.5342 to register.
- On Saturday, June 13, don't miss the annual **Cookout for Seniors & Their Families**, co-sponsored by Ashland Parks and Recreation Senior Services and Ashland Police Department. Join us for this intergenerational event celebrating friends, family and SUMMER! Vegetarian option available. The fun starts at 11:30 a.m. Free program, but registration is required. Call 541.488.5342 to register.
- Join Kelly Burns, the City's Emergency Management Coordinator, for **Emergency Preparedness Tips for Seniors**. This informative class will take place Monday, June 15, 1 p.m. at the Ashland Senior Center. Free program, but registration is required. Call 541.488.5342 to register.
- The *Ashland Folk Collective and Epic* Ashland **free summer concert series** begins Monday, June 15. Shows starts at 6 p.m. at the Butler Memorial Bandshell in Lithia Park. Learn more at **ashlandoregon.gov/ParkEvents**.
- The **Ashland City Band Concerts** return to Lithia Park, making their debut on June 18, with the pre-concert kicking off at 6:15 p.m. Concerts will take place every Thursday evening through August at the Butler Memorial Bandshell in Lithia Park. Details at **ashlandoregon.gov**.
- Explore the **Summer 2026 Parks & Recreation *PlayGuide*, subscribe and read the latest e-Newsletter at ashlandoregon.gov/Parks**. Registration is now open for activities occurring from May through August 2026. The Summer season includes Daniel Meyer Pool Swim Lessons, North Mountain Park and Senior Center Activities, Lithia Bandshell events, and much more!

- The beloved **Splashpad in Garfield Park** is open for the season and will operate daily from 11 a.m. to 7 p.m. through Labor Day.

- The **Ashland Kids Music Jamboree** was a great success! On May 2, more than 150 people gathered at The Grove for a day packed with musical fun. Children enjoyed free swag, arts and crafts, DJ lessons, a Silent Disco, musical story time, Kindermusik programs, fiddle instruction, and much more.

City Manager's Report

- **Children's Day at the Ashland Japanese Garden** took place May 3 with traditional Japanese games, crafts and art projects. Over 500 people enjoyed the event, with smiles and folded paper Kabuto helmets for all. Learn more about the garden at **ashlandjapanesegarden.org**.
- **Ashland Parks Youth Conservation Corps** kicks off on Monday, June 8. This program provides opportunities for local high school age students to engage in weeklong restoration and riparian work in Ashland parks and trails during the summer, while earning academic community service hours.
- There is a contract in place for a **new concessionaire to run the restaurant at the Oak Knoll Golf Course**. Grand opening information coming soon!
- The **Butler-Perozzi fountain project** is at full speed with the majority of the demolition completed. Next step is work on grading and site utilities. Learn more at **ashlandparksfoundation.org/butler-perozzi-fountain.**
- **Rogue Valley Migratory Bird Day** at the North Mountain Park Nature Center was a true collaboration between our partners at *Klamath Bird Observatory, Rogue Valley Audubon* and Ashland Parks and Recreation. Nearly 200 people came through from 8 a.m. to Noon. There was a great turnout from local organizations such as *Willow Witt, Science Works, Wildlife Images and Wild Birds Unlimited.*
- The **Daniel Meyer Memorial Pool opens June 3.** The first session of swim lesson session is full and will begin on June 5. Information about additional swim lessons, the pool schedule, programs and more is available at **ashlandoregon.gov/swim**.
- **Registration is open for the Ashland 4th of July Run**. This year is the 50th anniversary of the run, with a 2-mile fun run and a 10K that includes sections of the Bear Creek Greenway. Register early to purchase a commemorative 50th anniversary T-shirt – The deadline to purchase a shirt is June 16.. The run is a fundraiser for local high school cross country teams. More at **ashlandoregon.gov/JulyRun**.
- Approximately 100 people attended the May 1 free screenings of *Autie Carlisle's* short documentaries, ***Out of Place*** and ***Field Advantage***, at Ashland Senior Center. ***Out of Place*** features Ashland resident and Senior Center participant, Mitzi Loftus, who experienced internment in Tule Lake as a Japanese American during WWII. Loftus and Carlisle were present at the screenings to engage in discussion with audience members. *Maple Ridge Senior Living* sponsored refreshments.

Additional pictures on the following page.

Mitzi Loftus, left, who experienced internment in Tule Lake as a Japanese American during WWII

PUBLIC WORKS:

- Looking to stay up to date this summer on **Water Conservation tips and recommendations?** Check out the weekly updates each Monday this season at **ashlandoregon.gov/WateringWeatherInformation.**
- **Schedule your water efficiency test!** To sign up for a water efficiency checkup use the **City's SeeClickFix app**, which is a citizen reporting (request) tool for non-emergency issues. Learn more **ashlandoregon.gov/SeeClickFix**.

SeeClickFix is the fastest, easiest way for you to submit non-emergency requests to your community, stay updated, and initiate change in your community.

Download on the App Store GET IT ON Google play

Powered by SeeClickFix

- Throughout the coming months follow along in the City's ***Fire. Water. Get Ready.*, public awareness campaign at ashlandoregon.gov/GetReady and on Facebook and Instagram. Let's get ready, together! Better Prepared. Better Together.**

- Don't miss **Ashland Airport Day on Saturday, June 6.** More on the Ashland Airport at **ashlandoregon.gov/Airport**.