



Council Study Session Meeting Agenda

ASHLAND CITY COUNCIL STUDY SESSION AGENDA

Monday, August 3, 2026
Council Chambers, 1175 E Main Street

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

Public comment is welcome on agenda items.

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

5:30 p.m. Study Session

I. CALL TO ORDER

II. REPORTS AND PRESENTATIONS

- a. Asante Payment Use Proposal
- b. Strategic Plan Engagement Results and Framework
- c. SERJAC Proclamation Recommendation

III. ADJOURNMENT

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

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





Council Study Session

Date: August 3, 2026

Agenda Item	Asante Payment Use Proposal
Department	Mayor and Council
From	

TIME ESTIMATE

15 minutes

CATEGORY

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

SUMMARY

Requested by Council member DuQuenne, Sherrell, and Dahle. No Council Communication was provided.

POLICIES, PLANS & GOALS SUPPORTED

BACKGROUND AND ADDITIONAL INFORMATION

As of June 18, 2026 the City of Ashland and Asante mutually terminated their Affiliation Agreement, resulting in a payment to the City of \$4 million.

FISCAL IMPACTS

The City has received \$4 million in unbudgeted revenue.

SUGGESTED ACTIONS, AND/OR OPTIONS

Financial polices adopted by Resolution No. 2023-09 (May 16, 2023)

Budgetary Policies

If the City should receive unbudgeted revenues net of corresponding or related expenditures or proceeds from the sale of assets with any governmental fund, the City will transfer not less than 20 percent of the gain to the Reserve Fund, restrict not less than 10 percent for payment of future long-term liabilities, and designate no less than 20 percent to fund capital projects.

REFERENCES & ATTACHMENTS

1. SOACHAug3presentation
2. Financial Policies_Final_051623_202405011741216231





**Presentation prepared in
collaboration with
members of the SAVE
OUR ASHLAND
COMMUNITY HOSPITAL
(SOACH) coalition**

By



Dr. Fernando E. Gapasin

- Ashland Community Hospital 119 Years of Caring
- It was instrumental in creating:
 - **A culture of maintaining community health**
 - **It spurred economic vitality into Ashland**
 - **It provided for Ashlanders a sense of confidence and well being**
 - **It helped encourage civic pride and a unique Ashland identity**
 - **It provided quality healthcare for a region**

Community Hospital vs. No Community Hospital



Community Hospital vs. No Community Hospital

Economic Vitality



Economic Decline



Community Hospital vs. No Community Hospital

Community Confidence



Secure and safe, knowing care is close to home.

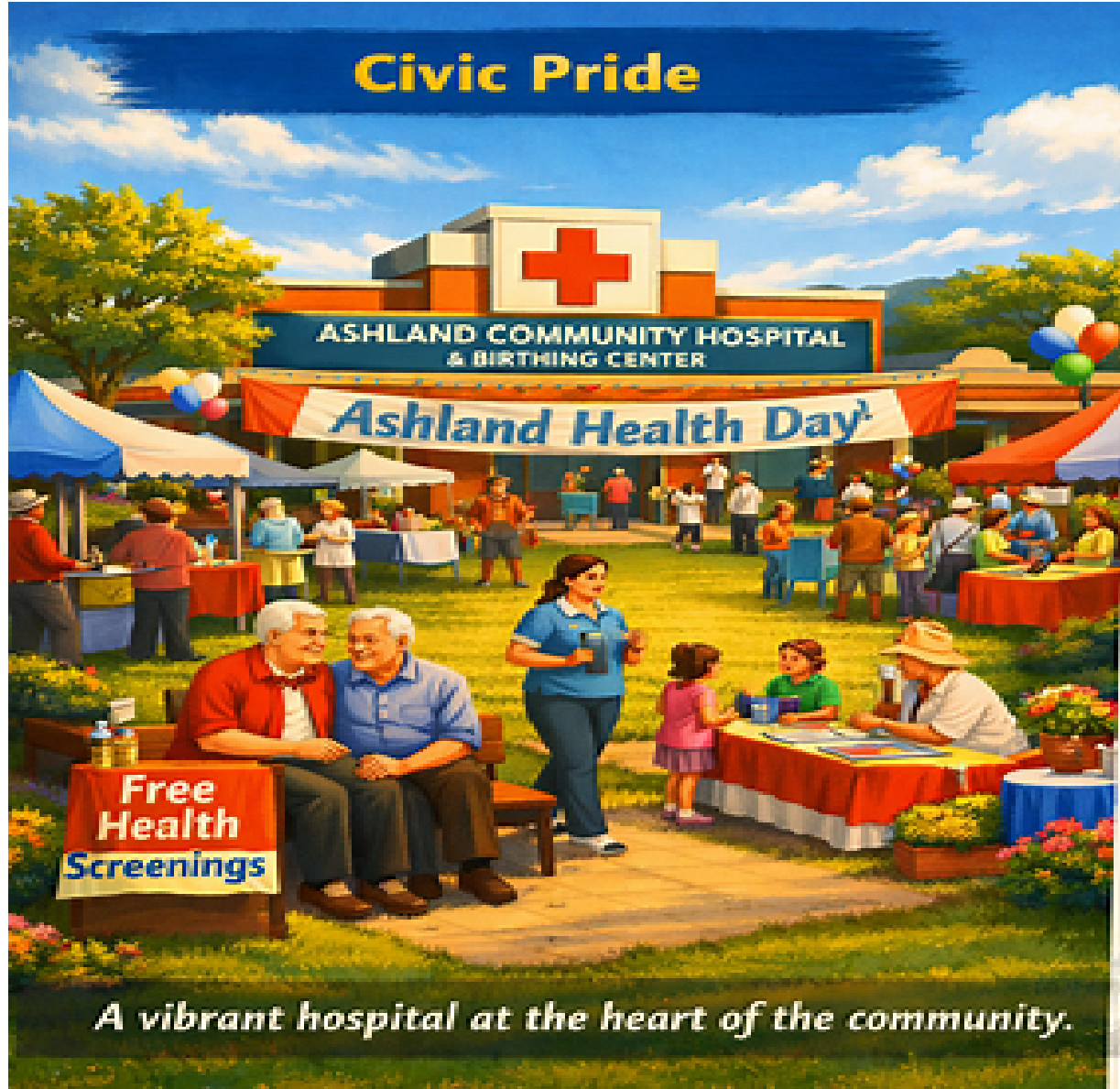
Community Anxiety



Worried and uncertain about distant care.

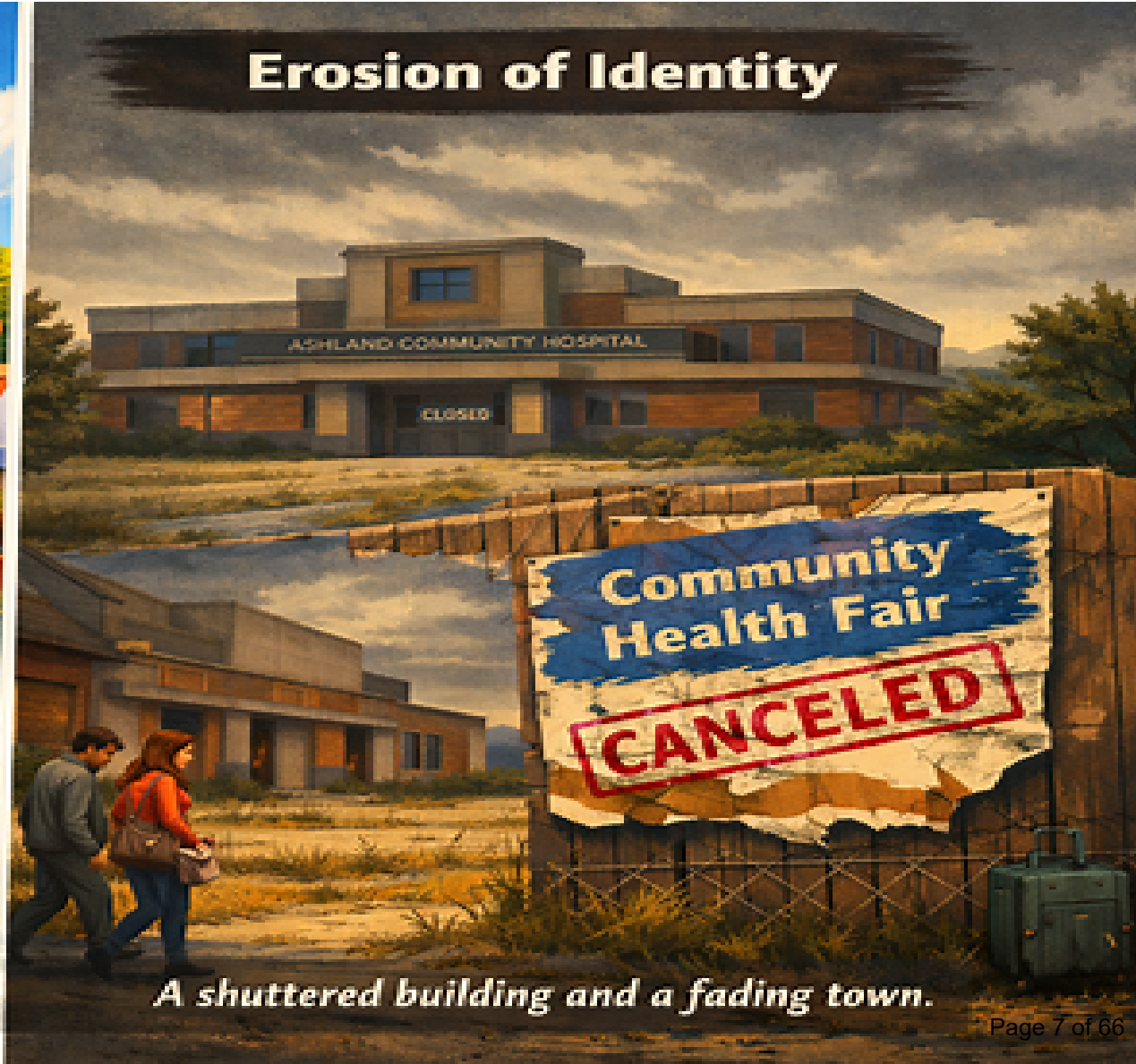
Community Hospital vs. No Community Hospital

Civic Pride



A vibrant hospital at the heart of the community.

Erosion of Identity



A shuttered building and a fading town.

Ashland Community Hospital
119 years of caring:

A Brief History





Southern Oregon Hospital burned
down in 1909 and was
temporarily relocated at 586 E.
Main street.

1909

1910

The Granite City Hospital was
opened in 1910.



Dr. Swedenborg's friend Jesse Windburn bought the Granite City Hospital in 1921, remodeled it and donated it to the City of Ashland in 1923.

1921

Nov. 1930

In November 1930 the citizens of Ashland voted in a Charter Amendment (Charter Article XVII) allowing the City of Ashland to own and maintain a City Hospital.





According to Dr. Arthur Kreisman, the first chairman of the hospital board of directors. The old hospital was falling apart and no longer served the needs of Ashland residents. He went all over the town looking for a place to locate the hospital and found the Maple street location.

Then he went to all of the social clubs in town, the Lions, the Rotary, the Elks and the Masons to convince them to help raise money to build the new hospital.

The City voted in bond measures and created a city fund to build and maintain the new hospital on Maple street. On November 4, 1961 the new hospital opened.

Building on the Ashland Community Hospital's history of adversity and reemergence through the collective efforts of the community and the medical practitioners of Ashland a collaborative patient centered health care culture developed which focused on personal interaction between healthcare providers and the people of Ashland.



In 1996 Ashland Community Hospital (ACH) became a Not for Profit Corporation.



As city owned the hospital began to enlarge and expand it's services not only for Ashland, but regionally as well. In the 1990s and 2000s ACH planned to grow.



Consequently, new surgeons began to flock to Ashland. In 1987 surgeries were about 60 a month and expanded by 5X by 2005. In addition, the Trinity Respit Center was added. Outpatient and aquatic therapy, home health and hospice care, a center for wound healing and hyperbaric medicine were added. The emergency room was expanded, imaging and MRI and an additional medical and surgery wing were added. In 2006 a 40,000 square foot diagnostic and surgery center added.

The unique sense of community created by overcoming adversity and the culture of patient centered care embraced by the Ashland medical community provided Ashland residents and this region with a world class model for Healthcare.

On November 15, 2012, ACH chose to partner with Asante, the owner of Three Rivers Medical Center and Rogue Regional Medical Center, to build a stronger financial base for the hospital. Ashland's city council approved the transfer to Asante in June 2013.

This affiliation was meant to improve the healthcare provided by ACH and penalties were negotiated if Asante could not meet their obligation to make improvements in capital expenditures and maintain a General Hospital

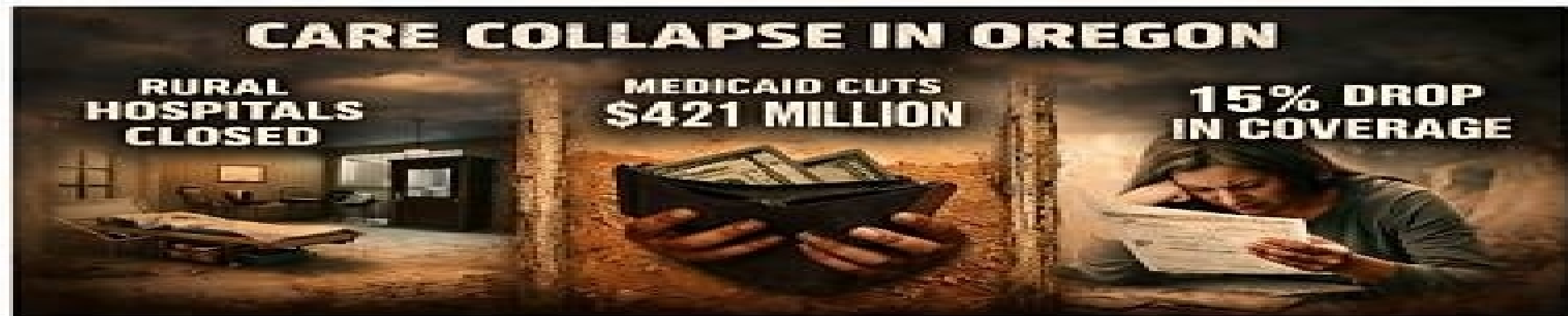
Asante had been downsizing services as a General Hospital as early as 2022. But when they stopped inpatient care and eliminated the birthing center they could not be a General Hospital. On June 18th Asante paid \$4 million to the City of Ashland and ended the affiliation agreement.

After 107 years Ashland has no community hospital

Ashland Community Hospital has been privately and publicly owned.
It has occupied five separate locations. It has been known by five different names.

The hospital has survived fire, obsolescence and insolvency. In each instance **forward-looking citizens** rallied to preserve the institution. For example: Dr. Francis G. Swedenborg, Susie Arnold, Josie Bansson, Jesse Windburn, Florence Schilling, Harry and Maggy Skerry, Dr. John Reynolds, Dr. Christian P. Hall, Dr. Arthur Kreisman, Dr. William Sammons, Hazel Bosard, Evelyn Kreisman, Maurice Lilner, Virginia Cotton, Beth Bornet, Roan Rio, Carolyn Johnson, Rick Hendricks, Phillip Hartley, Robert Stawbridge, James Watson, Mayor Kathy Shaw, Dr. Jean Keevil, Ellen Downs, Kathi Wilcox, Sandra Slattery and currently: Lauri Hoagland, Dr. John Maurer, Suzanne Haverman, Barbara Cooper, Kim Prowell, Wes Brain, Brenda Gould, Benjamin Ben-Baruch, JoAnn Sustrick, Dr. Fernando Gapasin. . .





Healthcare Deserts Don't Discriminate — But They Hurt Some More.

When hospitals disappear, the burden falls hardest on those least able to travel.



Seniors

Fixed incomes, no drivers, limited mobility. A 40-minute emergency transport to Medford can be the difference between life and death.



Expectant Mothers

Rural birth deserts increase risk. Women in labor now face 20+ mile drives through Siskiyou Pass in any weather.



People with Disabilities

Outpatient surgery access is nearly gone. Specialist visits require multi-hour round trips with no local alternative.



Uninsured & Medicaid Patients

Over 75% of Asante's patients are on Medicare/Medicaid. This community cannot afford to lose proximity care.



Emergency Patients

Every minute matters in cardiac events, strokes, and trauma. Distance kills.



Asante projected a \$50 million budget shortfall by 2027. The hospital is gone. The community pays the price.

FINANCIAL REALITY

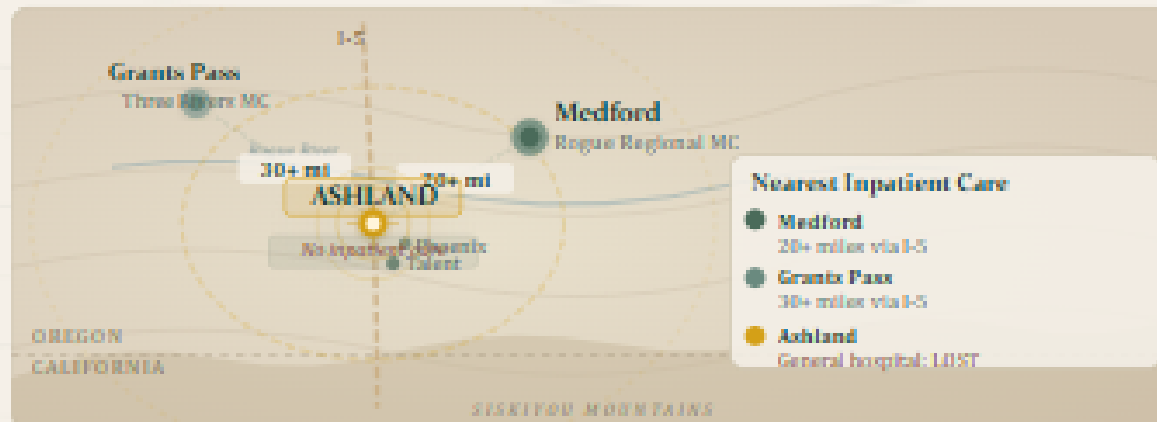
“

It is not only a personal loss of finances... there is also a community loss that comes from watching 119 years of healthcare history disappear.

”

— **Kim Prowell, Ashland Community Hospital Nurse & Petition Originator**

Founder, Save Our Ashland Community Hospital (SOACH) - January 2026



Ashland is now an island

The nearest inpatient care requires crossing the Siskiyou Mountains — through elevation, weather, and winding roads.



Communities left behind

Ashland, Talent, Phoenix & surrounding Northern California communities share no accessible hospital-level care.



Every minute of distance matters

In strokes, cardiac events & trauma, a 20+ mile gap can be the difference between survival and loss.

The closure leaves Ashland, Talent, Phoenix, and surrounding communities — including parts of Northern California — without accessible hospital-level care.

Asante Paid a Penalty. Now the Community Must Invest It Wisely.

\$

\$4M

Deposited into Ashland city funds on June 18, 2026 — Asante's penalty for breaching the 2013 affiliation agreement.

🕒

3 Yrs

SOACH is asking the city to hold funds in reserve for at least 3 years while a long-term healthcare plan is developed.

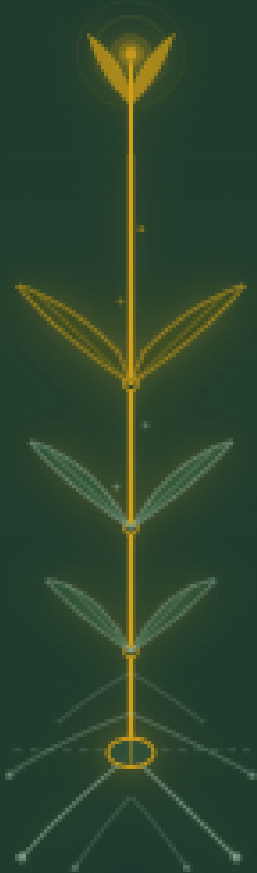
👥

2,750+

Signatures on the SOACH petition demanding this seed money be used to rebuild Ashland's healthcare future.

“It is our view, and the thousands who have signed this petition, that the same \$4 million represents the treasured time and efforts of generations of Ashland citizens.”

— Dr. John Maurer, founding SOACH member & longtime Ashland orthopedic surgeon



Save Our Ashland Community Hospital: A Movement Built from the Ground Up

Formed in January 2026 · Powered by nurses, doctors, patients, and neighbors



Petition Power — Over 2,750 Signatures

Combined online and in-person signatures demanding action from the Ashland City Council — and growing.



Coalition of Practitioners & Patients — United Across Borders

Healthcare workers and residents of Ashland, Southern Oregon, and Northern California joined in common cause.



City Council Engagement — June 16, 2026

SOACH presented directly to Ashland City Council, formally proposing the \$4M penalty reserve fund for community healthcare.



Healthcare District Proposal — Local Control Restored

SOACH advocates for forming a community-controlled healthcare district to restore and sustain medical services in Ashland.



Charter Authority — Article XVII, Section 1

Petitioning under Ashland City Charter to restore general hospital services within city limits — grounded in legal right.

Rebuilding Healthcare from the Ground Up



Protect the \$4M Seed

City reserves Asante penalty funds for minimum 3 years. No diversion. No short-term spending. *This is the foundation.*

PHASE 1 — IMMEDIATE



Plan Deliberately

City, SOACH, and healthcare professionals collaborate on a multi-year feasibility study: health district formation, partnerships, state and federal funding options.

PHASE 2 — YEARS 1-2



Form a Health District

A community-controlled healthcare district restores accountability — ensuring medical decisions are made locally, not in corporate boardrooms in Medford.

PHASE 3 — YEARS 2-3



GOAL

Restore General Hospital Services

Long-term goal: return birth services, inpatient care, and surgery to Ashland through public-private partnership, voter-approved funding, or state investment.

PHASE 4 — LONG-TERM VISION



Oregon's **\$37.5M rural maternity care fund** and federal rural health programs offer additional levers — **but only if Ashland acts now.**

Act Now

- Ashlanders will learn the lessons of our past 119 years of fighting for our Ashland Community Hospital to understand how to build forward
- Section 47 of the Oregon Constitution declares . . . healthcare as a fundamental right
- To achieve rights requires political will and that is achieved in coalition with many different groups within our Ashland community: Nonprofit organizations, For profit business and real estate groups, unions, seniors, BIPOC organizations, LGBTQ groups, Rotary, Lions, American Legion, Elks, Masons, Chamber of Commerce Democrats and Republicans.
- We can stop the healthcare desert in Ashland because we are all stakeholders in the struggle for quality healthcare and will stand united against the trend of limiting healthcare and eliminating it in rural America
- Since 1961 to 2017 Ashland had a hospital fund. To preserve the \$4 million to build Ashland Community Hospital Ashland City Council has the power to create a reserve fund to seed development of our future hospital. SOACH believes history, Ashland traditions and values and petitions with 2800 signatures call for this to happen.



It represents the heart of Ashland



We stand united in opposing the destruction of healthcare in rural America. We in Ashland stand for expanding world class healthcare to rural America

Financial Management Policies

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

Objectives

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

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

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

Investments and Banking

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

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

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

Accounting

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

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

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

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

Budgetary Policies

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

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

than 20 percent to fund capital projects.

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

Fund Balance Policy

General Fund

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

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

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

Special Revenue Funds

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

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

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

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

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

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

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

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

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

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

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

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

Capital Projects Funds

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

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

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

annual operating expenditures.

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

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

Debt Service Funds

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

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

Enterprise Funds

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

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

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

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

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

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

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

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

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

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

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

related purposes.

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

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

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

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

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

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

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

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

Internal Service Funds

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

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

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

3 percent of annual operating expenditures.

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

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

Trust and Agency Funds

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

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

- No minimum fund balance policy is recommended.

Revenues

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

Expenditures

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

Purchasing

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

Capital

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

Debts

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

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

Risk Management

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



Council Study Session

Date: August 3, 2026

Agenda Item	Strategic Plan Engagement Results and Framework
Department	City Manager's Office
From	Sabrina Cotta

TIME ESTIMATE

60 minutes

CATEGORY

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

SUMMARY

The City has been undergoing a strategic planning process guided by the consulting firm SSW. Consultants will be present to provide an update on the engagement results and next steps.

POLICIES, PLANS & GOALS SUPPORTED

BACKGROUND AND ADDITIONAL INFORMATION

FISCAL IMPACTS

SUGGESTED ACTIONS, AND/OR OPTIONS

REFERENCES & ATTACHMENTS

1. 2026-03-16 Study Session
2. 2026-04-20 Study Session





Council Study Session Meeting Agenda

ASHLAND CITY COUNCIL STUDY SESSION AGENDA

Monday, March 16, 2026
Council Chambers, 1175 E Main Street

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

Public comment is welcome on agenda items.

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

5:30 p.m. Study Session

- I. CALL TO ORDER
- II. REPORTS AND PRESENTATIONS
 - a. Strategic Planning Update
 - b. Wastewater and Storm Drain Cost of Service and Rate Overview
- III. ADJOURNMENT

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

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





Council Study Session

Date: March 16, 2026

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

TIME ESTIMATE

30 minutes

CATEGORY

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

SUMMARY

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

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

POLICIES, PLANS & GOALS SUPPORTED

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

BACKGROUND AND ADDITIONAL INFORMATION

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

FISCAL IMPACTS

This process was budgeted for in this BN budget.

SUGGESTED ACTIONS, AND/OR OPTIONS

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

REFERENCES & ATTACHMENTS

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





ENGAGEMENT FRAMEWORK

CITY OF ASHLAND

Forward Together. Vision with Action.

2026

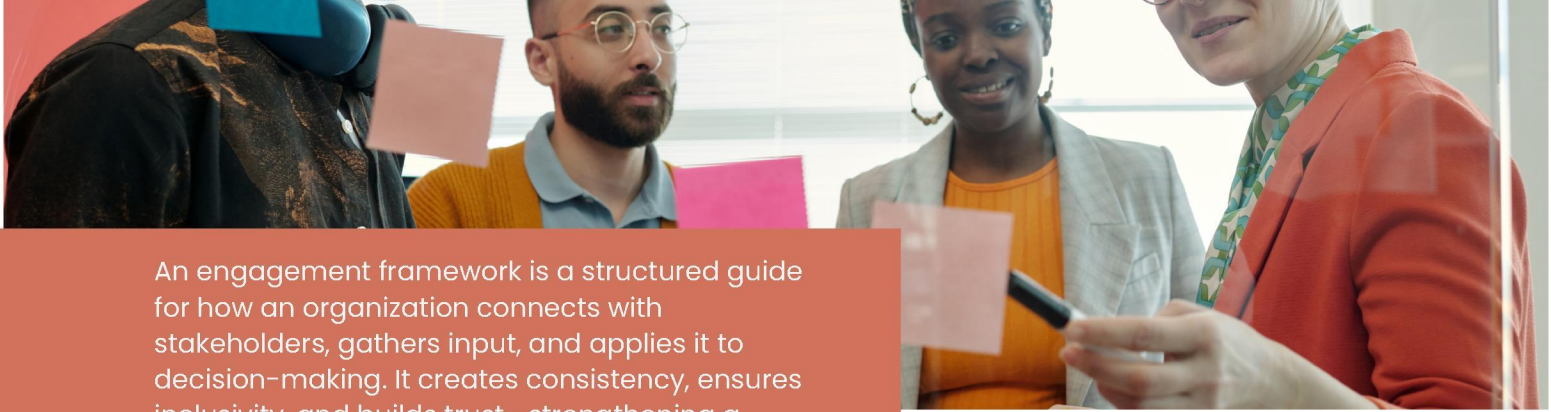
ABOUT THIS ENGAGEMENT FRAMEWORK

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

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

PROJECT GOALS

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



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

ENGAGEMENT GOALS

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

Phase 1:
PROJECT SCOPING &
PLANNING

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

Dec. 2025 - Jan. 2026

Phase 2:
STRATEGIC
PLANNING
WORKSHOP

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

Jan. - Feb. 2026

Phase 3:
STRATEGIC PLAN
ENGAGEMENT

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

March - May 2026

Phase 4:
STRATEGIC PLAN
DEVELOPMENT

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

June 2026

Phase 4:
ADOPTING
THE PLAN

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

July - Aug. 2026

Phase 3: Community Engagement

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

CHALLENGES

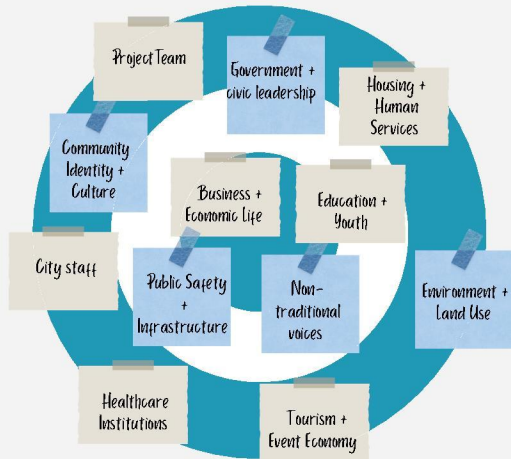
- Aligning timeline to make sure there are opportunities for engagement with student population while school is in session.
- Election year for some of Council
- Period of transition for many organizations in the community.

OPPORTUNITIES

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

STAKEHOLDERS

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



Government + civic leadership

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

Education + Youth

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

Community Identity + Culture

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

Housing + Human Services

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

Public Safety + Infrastructure

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

Non-traditional voices

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

Healthcare Institutions

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

Tourism + Event Economy

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

Environment + Land Use

- Climate action groups
- Conservation groups
- Fire mitigation groups
- Urban Forestry

Business + Economic Life

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

LEVEL OF ENGAGEMENT

Inform-	<i>"We'll keep you in the loop."</i> <i>Provide clear, balanced information to help the public understand issues and decisions.</i>
Consult-	<i>"We want your input."</i> <i>Gather feedback on options or decisions and consider it in the process.</i>
Involve-	<i>"Let's work on this together."</i> <i>Ensure public concerns are understood and reflected in the decision-making</i>
Collaborate-	<i>"You're at the table with us."</i> <i>Partner with the public in each aspect of the decision, including developing alternatives.</i>
Empower-	<i>"You decide."</i> <i>Place final decision-making in the hands of the public.</i>

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

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



Better Together

POTENTIAL COMMUNITY ENGAGEMENT EVENTS

APRIL

3/29/26 - 4/4/26

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

4/5/26 - 4/11/26

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

4/12/26 - 4/18/26

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

4/19/26 - 4/25/26

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

4/26/26 - 5/2/26

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

MAY

5/3/26 - 5/9/29

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

5/10/26 - 5/16/26

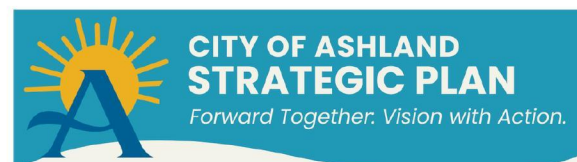
5/12 - The Rogue Valley Grower's Market
5/12 - Rotary AM
5/15 - Chamber Greeters
5/16 - Rogue Valley Bird Day
5/16 - Lithia Artisans Market

5/17/26 - 5/23/26

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

5/24/26 - 5/30/26

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



POTENTIAL COMMUNITY ENGAGEMENT EVENTS

JUNE

5/31/26 - 6/6/26

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

6/7/26 - 6/13/26

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

6/14/26 - 6/20/26

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

6/21/26 - 6/27/26

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

6/28/26 - 7/4/26

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

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

Internal Staff Engagement Note:

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

ENGAGEMENT TOOLS



Digital Engagement Tools

These help reach people where they already are online.

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



Print & Physical Engagement Tools

These help reach people outside the digital bubble.

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



Stakeholder Engagement Tools

These help reach targeted groups.

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



Event-Based Engagement Tools

These work well for community events and festivals.

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



Staff & Internal Engagement Tools

These help build alignment before engaging the community.

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



Outreach & Awareness Tools

These help people know engagement opportunities exist.

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

AGENDA

8:15 am | Welcome + Agenda

9:30 am | Project Goals, Process + Timeline

10:15 am | BREAK

10:25 am | Environmental Scan

11:30 am | Visioning Exercise

12:00 pm | LUNCH

12:30 pm | Visioning Exercise

1:30 pm | Communications + Engagement

1:50 pm | Wrap-up + Next Steps

2:00 pm | Adjourn

TEAM

Tonya Abraham, Mayor	Sabrina Cotta, City Manager
Dylan Bloom, City Council	Jordan Rooklyn, Deputy City Manager
Jeff Parle, City Council	Alissa Kolodzinski, City Recorder
Gina DuQuenne, City Council	Dorinda Cottle, Communications Officer
Eric Hansen, City Council	Bryn Morrison, Interim Finance Director
Bob Kaplan, City Council	Rachel Dials, Interim Parks Director
Cerek Sherrell, City Council	Pan Moulin, Operations Chief (Deputy Police Chief)
Jim Bachman Parks & Recreation Commission Chair	Scott Fleury, Public Works Director
	Brandon Goldman, Community Development Director

ROLES

Facilitator → Guide the team towards meeting outcomes

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

Staff → Quality information, identify trade-offs, listen

OUTCOMES

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

RULES

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

CONTEXT MAP

TRENDS

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

POLITICAL FACTORS

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

ECONOMIC CLIMATE

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

THEMES

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

CUSTOMER NEEDS

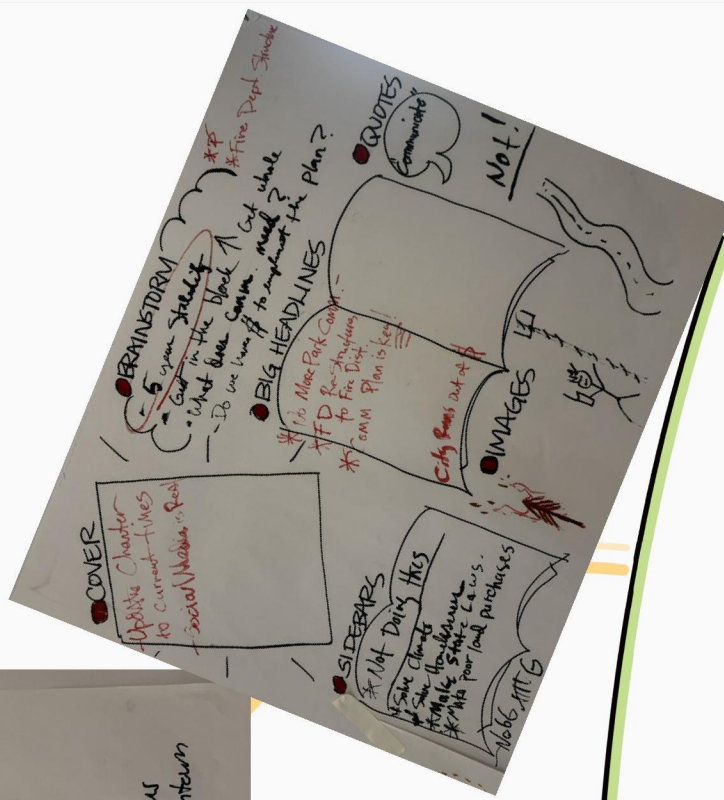
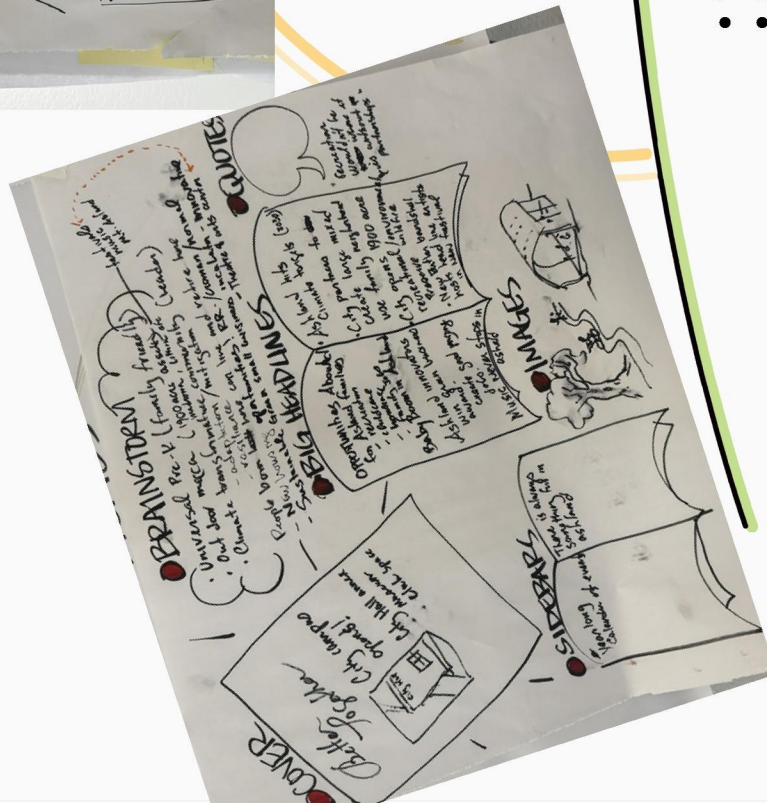
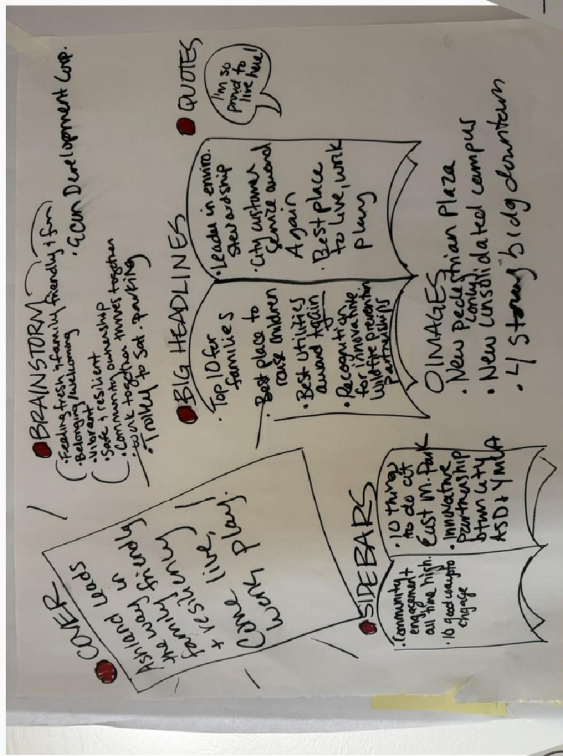
- Projects need to make sense for businesses to engage
- Review of current regulations (remove what no longer works or is misaligned with current goals)
- Fun things for our teens
- Toddler care
- Families
- Wage paying jobs/ industry
- Housing diversity
- Be friendlier
- Strong community anchors SOU, OSF, ASD, ASD, ACH
- Childcare and rec programs for kids and families
- Massive wildfire risk reductions
- Sustainable jobs
- Reliable services options
- Disaster resilience
- Workforce housing (for teacher, nurses, acct., etc.)
- Emergency recovery plan
- Regional reliance (keep dollars local)
- Ways to give back, volunteerism
- Access to nature + outdoors
- Accessible housing for families and service workers
- Central location for City services

TECHNOLOGY FACTORS

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

UNCERTAINTIES

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



VISION THEMES

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

CITY OF ASHLAND

STRATEGIC PLANNING WORKSHOP

WORKSHOP GOALS



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

GUIDELINES FOR SUCCESS

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

AGENDA

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



Council Study Session Meeting Agenda

ASHLAND CITY COUNCIL STUDY SESSION AGENDA

Monday, April 20, 2026

Council Chambers, 1175 E Main Street

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

Public comment is welcome on agenda items.

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

5:30 p.m. Study Session

- I. CALL TO ORDER
- II. REPORTS AND PRESENTATIONS
 - a. Strategic Plan Update
 - b. 2026 Water Supply Update
 - c. Building Fund Update
- III. ADJOURNMENT

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

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





Council Study Session

Date: April 20, 2026

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

TIME ESTIMATE

10 minutes

CATEGORY

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

SUMMARY

The City has embarked on a strategic planning effort with SSW Consulting.

POLICIES, PLANS & GOALS SUPPORTED

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

BACKGROUND AND ADDITIONAL INFORMATION

The City has embarked on the development of a strategic plan. The strategic plan workshop with City Council was conducted on January 28th (workshop notes attached in packet). The next step is engaging with the community. The goal is to have a plan adopted by July/August 2026 leading into the next biennium budget cycle. Council is invited to please share the survey with their networks, amplify the City's social media posts and share the community talking points. Council is invited to sign on to upcoming community engagement events during this discussion to hand out flyers and connect with the Community.

FISCAL IMPACTS

This process was budgeted for in this BN budget.

SUGGESTED ACTIONS, AND/OR OPTIONS

N/A

REFERENCES & ATTACHMENTS

1. Ashland_SP_Fact Sheet_Optimized
2. AshlandSP_Community Poster_Optimized
3. Council Talking Points in the Community 4.2





CITY OF ASHLAND STRATEGIC PLAN

Forward Together. Vision with Action



We're launching a community-driven Strategic Plan to help chart our shared future, and we need your input to make it happen! This plan will serve as the City's roadmap for the next 5-10 years, guiding how we deliver services, set priorities, and invest resources. By sharing your ideas, you'll help shape a clear, unified vision grounded in what matters most to our community.

**"STRATEGIC PLANNING TURNS INTENT INTO
COORDINATED ACTION AND MEASURABLE IMPACT."**

HOW YOU CAN GET INVOLVED

Whether you live, work, or spend time in Ashland, your voice matters. Tell us what's working, what needs attention, and what matters most as we plan ahead. We're especially interested in your perspective on:

- Housing
- Economic vitality
- Climate resilience
- Infrastructure, parks, & livability
- City operations & services

Get Involved

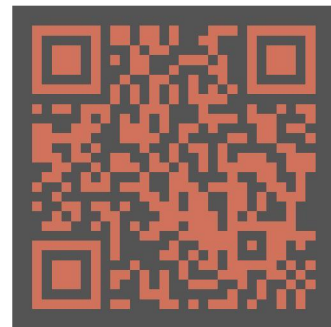
- Take our survey (5-10 minutes) to share your voice and shape Ashland's future.
- Join a community conversation or event (Details on the City's website)
- Sign up for project updates and stay connected

What you share will shape the City's priorities and investments for the next decade.

WHY ARE WE CREATING A STRATEGIC PLAN?

A lot has changed in the past five years - and change is continuing in real time. This Strategic Plan is an opportunity to step back, align around a shared direction, and focus on what matters most.

Together, we'll identify priorities that strengthen how the City delivers services, responds to community needs, and plans for the future. Through this process, we'll also strengthen partnerships and ensure we're working collectively to support a thriving, resilient Ashland.



**SCAN THE
QR
CODE OR
VISIT
THE LINK
BELOW TO
TAKE THE
SURVEY!**

[HTTPS://WWW.SURVEYMONKEY.COM/R/ASHSP26](https://www.surveymonkey.com/r/ASHSP26)



PROJECT GOALS

Create City of Ashland's First Comprehensive Strategic Plan

Develop a clear, long-range plan that moves beyond biennial budgeting to guide city priorities, investments, and decision-making.

Lead Robust Community + Staff Engagement

Design and deliver broad and targeted engagement—leveraging City capacity—to gather representative input and build shared understanding of challenges and opportunities.

Facilitate Council Alignment on Vision and Priorities

Support the Council in moving from issue-specific focus to a unified long-term direction that reflects community needs and realistic resource constraints.

Clarify Ashland's Future Identity and Strategic Choices

Help the community and City leadership determine the city's desired direction and identify priority investments for the next 5–10 years leading to adoption by Summer 2026.



We're better together!

Sign up for the City's e-newsletter to stay in the loop about strategic plan updates and opportunities to get involved.



2026 TIMELINE

JAN

Host a Strategic Planning Workshop for City Council

FEB

Develop Communications and Engagement Plan

MAR – JUN

Conduct comprehensive community and staff engagement

JUN

Synthesize engagement results and create the Strategic Plan framework

JUL

Draft Strategic Plan

AUG

Review and finalize Strategic Plan

SEPT

Adopt Strategic Plan



Photo Credit: Bob Palermi

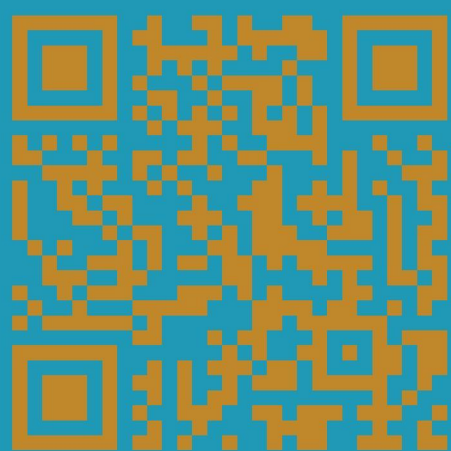


HEY, ASHLAND

WE ARE
PLANNING
FOR THE
FUTURE, AND
WE WANT TO
HEAR FROM
YOU!

The City is creating a long-range strategic plan to guide City priorities, investments, and services over the next 5 years. Your input will help shape what comes next!

What matters most to you? Share your perspective on things like housing, public safety, economic vitality, climate resilience, infrastructure, parks and recreation, City services and more!



Take the online survey and share your voice for the future!

Whether you live, work, or spend time in Ashland—your voice matters.



[ASHLANDOREGON.GOV/STRATEGICPLAN](https://ashlandoregon.gov/strategicplan)



COUNCIL TALKING POINTS IN THE COMMUNITY

Council Talking Points for Community Conversations

Forward Together. Vision with Action.

1. WHY WE'RE DOING THIS

- The City is developing Ashland's long-range Strategic Plan to guide priorities over the next 5–10 years.
- This is about stepping back as a community and asking: What matters most for Ashland's future?
- The plan will help guide decisions, investments, and how the City delivers services moving forward.

2. WHY COMMUNITY INPUT MATTERS

- This plan should reflect the people who live, work, and spend time in Ashland.
- Community members bring lived experience, ideas, and perspectives that we need to hear.
- The stronger the input, the stronger and more grounded the plan will be.

3. WHAT WE'RE ASKING FROM THE COMMUNITY

- Take a few minutes to complete the Strategic Plan survey.
- Share honest input about:
 - What's working well?
 - What needs improvement?
 - What you would like to see in Ashland's future?
- This is an opportunity to help shape priorities, not just react to them later.

4. THIS PHASE IS ABOUT LISTENING

- This first round of engagement is about hearing from the community-- not responding, debating, or problem-solving in the moment.
- We are intentionally creating space for:
 - Big ideas
 - Community needs
 - Aspirations for the future
- There will be time later in the process to evaluate feasibility, resources, and implementation.

Key reminders for Council:

- Listen to understand, not to respond.
- Avoid explaining constraints (budget, staffing, feasibility) during this phase.

- Focus on capturing what matters most to the community.

5. WHAT THIS IS AND WHAT IT IS NOT

This IS:

- A chance to hear directly from the community
- A way to identify shared priorities
- The foundation for future decision-making
- A collaborative, community-driven process

This is NOT:

- A debate or public hearing
- A commitment to specific projects yet
- A discussion about what is or isn't currently feasible
- A one-time effort-- this is the beginning of the process

6. WHAT HAPPENS NEXT?

- Community and staff input will be collected this spring
- We will analyze the input and identify key themes
- Those themes will be explored more deeply through Action Labs with staff and community leaders
- From there, we will develop and refine a draft plan for Council consideration and adoption this summer

7. WHAT SUCCESS LOOKS LIKE

- A plan that reflects community priorities and staff realities
- Clear priorities to guide City decisions over time
- Strong alignment between community vision and City actions
- A process where people feel heard and see their input reflected

8. TONE FOR COUNCIL

- "We want to hear from you."
- "Your perspective matters."
- "This is about understanding what's most important to our community."
- "We're here to listen."
- "There will be time later to work through the details—right now, we're focused on hearing your ideas."



Council Study Session

Date: August 3, 2026

Agenda Item	SERJAC Proclamation Recommendation
Department	Mayor and Council
From	

TIME ESTIMATE

15 minutes

CATEGORY

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

SUMMARY

SERJAC is responsible (in part) for assisting the City with recommending policies, measures and practices to bring about social and racial equity and a greater inclusion for all who live, work, or visit in the City, including countermeasures to systemic racism and other racial and social inequities impacting marginalized persons in the Ashland community.

POLICIES, PLANS & GOALS SUPPORTED

BACKGROUND AND ADDITIONAL INFORMATION

SERJAC heard from members of the public regarding recent reports of increased regional ICE activity, and concerns regarding potential expansion of Medford's ICE facility at its regular meeting on May 7, 2026. SERJAC subsequently adopted a motion to draft a proclamation opposing such an expansion in the region for consideration by the Ashland City Council.

A small working group was tasked to meet with Mayor Graham regarding its draft proclamation to receive feedback and to research similar efforts in other municipalities. SERJAC then heard from additional members of the public at its regular meeting on June 4, 2026 which included further reports of increased local ICE activity. At that meeting, SERJAC adopted a motion to incorporate feedback into its draft proclamation and to hold a special meeting for a vote on next steps. At its special meeting held on June 11, 2026, SERJAC adopted a motion to approve the draft proclamation as presented and asked that next steps be taken for Mayor/Council consideration and approval.

FISCAL IMPACTS

SUGGESTED ACTIONS, AND/OR OPTIONS

REFERENCES & ATTACHMENTS

1. SERJAC - Ashland_Proclamation_ICE_final draft for Council consideration
2. Submission from SERJAC Regarding Ice Facilities



PROCLAMATION

OPPOSING THE ESTABLISHMENT OF AN ICE DETENTION FACILITY IN THE ROGUE VALLEY

WHEREAS, the public has brought to the Mayor and City Council their deep concerns regarding the potential development of an ICE detention facility in the Rogue Valley; and

WHEREAS, the siting of an ICE detention facility in the Rogue Valley would impose material burdens on Ashland's public safety and municipal service infrastructure, including demands on police, fire, medical, code enforcement, water and sewage utilities, and road infrastructure. These services are all at capacity and are needed to serve the current residential and commercial population. An ICE facility would divert resources away from community needs, and create operational risks and unfunded service demands; and

WHEREAS, the Rogue Valley's economy depends upon tourism, the arts, outdoor recreation, healthcare, agriculture, education, small business development, and a workforce that includes immigrants and their families. An ICE detention facility in or near Ashland would undermine the City's tourism-based economy by: raising safety concerns for its necessary immigrant workforce; diminishing the area's reputation as a safe and welcoming arts and outdoor recreation destination; reducing visitor traffic to outdoor and artistic attractions, lodging, and small businesses; creating congestion, restricted-access zones, and security-related closures that interfere with recreation and tourism mobility and discourage private investment in hospitality, retail, the arts and outdoor-recreation sectors; and

WHEREAS, the regional airport plays a critical role in supporting local commerce, passenger travel, forestry, the arts, the outdoor industry and emergency medical transport, an ICE detention facility in or near Ashland would disrupt airport operations, create heightened security restrictions, and impede economic development efforts tied to air travel and regional connectivity; and

WHEREAS, the absence of meaningful oversight mechanisms for ICE detention facilities raises serious constitutional concerns, including due process rights for those detained, access to legal representation, and conditions of confinement consistent with constitutional standards;

NOW THEREFORE, THE CITY OF ASHLAND DOES HEREBY PROCLAIM:

1. The City of Ashland opposes the siting of an ICE detention facility in the Rogue Valley as it is incompatible with Ashland's local infrastructure capacity, economic development priorities, tourism, agriculture, community-defined strategic goals, and basic human rights and due process for incarcerated individuals.
2. The City of Ashland directs that copies of this proclamation be transmitted to the Governor of Oregon, members of the Oregon Legislature representing Southern Oregon, Oregon's Congressional delegation, Jackson County elected officials, and all municipalities throughout the Rogue Valley.

Proclaimed this _____ day of _____, 2026.

Tonya Graham, Mayor — City of Ashland, Oregon

Official Local Government Actions Opposing Proposed ICE Detention Facilities

Research Standard: Only official city, county, state, or Attorney General documents are included. No news articles, Facebook posts, advocacy organizations, or congressional press releases. Pending entries identify the official government page where the record is expected to appear.

Jurisdiction	Population	Government Action	Date	Official Document	Outcome
Coos Bay, OR	15,985	City press release opposing detention facility	3/2/26	City Press Release	ICE did not pursue facility
Coos County, OR	64,929	BOCC discussion (2 opposed, 1 supported)	3/3/26	YouTube meeting (32:00–47:00)	No minutes; ICE did not pursue facility
Newport, OR	10,620	Federal lawsuit challenging ICE facility	11/2025	Federal court filing	Pending litigation
Romulus, MI	25,178	Resolution No.26-044	2/2026	DHS Facility Updates / Resolution 26-044	Resolution adopted
Sparta Twp., NJ	19,700	Ordinance 26-02	3/10/26	Ordinance 26-02	Adopted
Roxbury Twp., NJ	23,300	Township resolution	2026	Township records	
Bucks County, PA	646,538	Commissioners Resolution	2/18/26	Resolution page	Adopted
Town of Newburgh, NY	31,000	Town Board resolutions	2026	Official news	
Orange County, NY	401,310	Resolution No.21	2/5/26	Minutes / Resolution 21	21-0

Merrillville, IN	36,434	Resolution 26-02 opposing ICE detention facility	1/27/26	See attached official minutes (pp.9-10)	Passed 6-0
Orange County, FL	1,429,908	Resolution opposing warehouse detention	3/10/26	Legistar Resolution	Adopted
Santa Clara County, CA	1,936,259	County/AG lawsuit	6/10/26	AG press release	Litigation
Marin County, CA	262,321	Joined amicus	6/23/26	County news release	Joined

Media Sources

Michigan Advance — “Hundreds rally as Romulus council rejects ICE detention center plan,” by Katherine Dailey, Feb. 24, 2026

<https://michiganadvance.com/2026/02/24/hundreds-rally-as-romulus-council-rejects-ice-detention-center-plan/>

Bolts Magazine — “ICE Bought a Warehouse in a Conservative New Jersey Town. Locals Are Now Fighting Back,” April 2026 (covers Roxbury and Sparta, NJ)

<https://boltsmag.org/ice-warehouse-detention-facility-roxbury-new-jersey/>

NPR — “Why cities are resisting ICE’s detention expansion,” March 23, 2026 (covers Merrillville IN, Social Circle GA, Merrimack NH, Oklahoma City OK, and national overview)

<https://www.npr.org/2026/03/23/g-s1-114107/ices-growing-detention-footprint-and-the-communities-fighting-back>

Town of Newburgh, NY (official site) — “ICE Detention Facility Opposed by Town of Newburgh,” town news release, July 2026, News ID 58694

<https://www.townofnewburghny.gov/cn/news/index.cfm?NID=58694>

Civil Rights Litigation Clearinghouse — CoreCivic, Inc. v. City of Leavenworth, Kansas, Case No. 2:25-cv-02457 (D. Kan.), filed Aug. 8, 2025, re: Resolution No. B-2394

<https://clearinghouse.net/case/47007/>

KOLD 13 News (Tucson) — “Proposed ICE detention facility in Marana faces pushback from politicians, local groups,” March 10, 2026

<https://www.kold.com/2026/03/11/proposed-ice-detention-facility-marana-faces-pushback-politicians-local-groups/>

Bucks County, PA (official site) — “Commissioners Pass Resolution Opposing Warehouses as ICE Detention Centers,” county newsflash #1504, Feb. 2026; full resolution copy also embedded in WHYY article “Bucks County commissioners unanimously oppose use of warehouses for ICE detention” (why.org/articles/bucks-county-warehouses-ice-detention)

<https://www.buckscounty.gov/m/newsflash/Home/Detail/1504>

Atlanta News First / WALB — “Atlanta council passes resolutions opposing ICE detention facilities, setting police guidelines,” April 21, 2026 (covers Atlanta and South Fulton, GA)

<https://www.walb.com/2026/04/21/atlanta-council-passes-resolutions-opposing-ice-detention-facilities-setting-police-guidelines/>

California Attorney General (official site) — “Attorney General Bonta, County of Santa Clara Sue to Block Illegal Development of ICE Facility Near Gilroy,” press release, June 10, 2026 (facility at 7240 Holsclaw Rd., unincorporated Santa Clara County)

<https://oag.ca.gov/news/press-releases/attorney-general-bonta-county-santa-clara-sue-block-illegal-development-ice>

Voices of Monterey Bay — “Attorney General Bonta, Santa Clara County sue to block ‘illegal’ ICE facility near Gilroy,” June 11, 2026 (documents Gilroy City Council unanimous resolution, Monterey County vote and letter, Santa Cruz County joining suit)

<https://voicesofmontereybay.org/2026/06/11/attorney-general-bonta-santa-clara-county-sue-to-block-illegal-ice-facility-near-gilroy/>

Marin County, CA (official site) — “County Joins Opposition of New ICE Detention Facility,” county news release, updated June 24, 2026

<https://www.marincounty.gov/news-releases/county-joins-opposition-new-ice-detention-facility>

Rep. Sharice Davids (official House site) — “Davids Opposes Proposed ICE Detention Facilities in Kansas City Metro, Demands Answers from Administration,” press release with full letter to DHS, Feb. 11, 2026

<https://davids.house.gov/media/press-releases/davids-opposes-proposed-ice-detention-facilities-kansas-city-metro-demands>

COURIER Newsroom — “MAP: All 23 industrial warehouses ICE wants to turn into detention ‘death camps,’” Feb. 23, 2026 — searchable map of all 23 verified sites with status (covers Hanover County VA, Shakopee MN, Chester NY, Williamsport MD, and others)

<https://couriernewsroom.com/news/map-ice-detention-warehouse/>

Vera Institute of Justice — “A Blueprint for Resistance: How Residents and Local Governments Are Shutting Down ICE Detention in Warehouses,” March 2, 2026
(covers El Paso TX, Kansas City MO moratorium, Portland OR, Salt Lake County UT, Surprise AZ)

<https://www.vera.org/news/a-blueprint-for-resistance-how-residents-and-local-governments-are-shutting-down-ice-detention-in-warehouses>

Stateline — “Communities fight ICE detention centers, but have few tools to stop them,” Feb. 17, 2026 (covers Merrimack NH, Oklahoma City OK, Orange County FL)

<https://stateline.org/2026/02/17/communities-fight-ice-detention-centers-but-have-few-tools-to-stop-them/>

WUNC — “Concord residents ask City Council to take stand against proposed ICE detention center,” June 12, 2026

<https://www.wunc.org/2026-06-12/concord-residents-ask-city-council-to-take-stand-against-proposed-ice-detention-center>