# Climate and Environment Policy Advisory Committee (CEPAC)

**Draft Minutes**

August 13, 2026, 5:00 – 7:00 PM

51 Winburn Way Ashland, OR 97520

1. **Call to Order**
   - **COMMITTEE MEMBERS-** Mark Morrison, Sharon Dohrmann, Gary Shaff, Maya Baerg
   - **ABSENT:** Sidney Brown, Ashleigh Cropper
   - **CITY COUNCIL:** Bob Kaplan
   - **STAFF:** Chad Woodward
2. **Consent Agenda.**
   - June 11, 2026, Minutes- Approved.
     - *Motion to approve by Shaff, seconded by Dohrmann. Approved by Shaff, Dormann, Baerg, Morrison. Passed 4-0.*
3. **Public Forum**
   - Julie Norman provided information to CEPAC about herbicide usage in the city. Information is attached below.
4. **Updates/Announcements**
   - **Council Update – Kaplan:**
     - Utility Bill Assistance program: 495 households participated last fiscal year, but only 6 completed the required energy/water conservation assessments. The annual assistance cap of $400 may need to be increased due to underspending.
   - **Staff Update – Woodward:**
     - Brief update on Home Energy Score advertising (social media and the Sneak Preview as) and EV charger advertising. Noted the expiration of the EV carshare the following week. The idea of installing DC fast chargers was briefly discussed, sharing the possible cost/benefits of this action.
5. **Unfinished Business:**
   - **City Electrification**
     - Incorporated into the 2026 CEAP report below.
   - **Community Wildfire Protection Plan (CWPP)**
     - It was shared that staff in the wildfire division are currently developing an implementation plan.
     - A discussion of regulation dead trees as a hazard was raised but is outside of the current CWPP's scope.

- **Transportation System Plan Update**
  - Committee discussed how to engage with the Transportation Advisory Committee (TAC) process on the plan update.

6. **New Business:**
   - **2026 Climate and Energy Action Plan (CEAP) Report – presentation of draft for feedback. (Slides attached below).**
     - Staff provided a presentation of the 2026 Draft report to share results and obtain feedback. The report produced updated information for community wide emissions, with a notable addition of actual natural gas consumption data being included this year. The report also presented City specific emissions data this year, with the surprise being that gasoline vehicles were the leading source of emissions (more than diesel due to use of R99 diesel and more than natural gas from buildings).
     - CEPAC feedback included:
       - Add discussion to the CEAP report on the city's shortfall toward the 2030 carbon neutrality goal.
       - Expand the CEAP report with more detail on electrification benefits (local revenue generation, consumer savings).
       - There was also a discussion of how to change the calculator used to determine the operating costs of natural gas versus electric heating equipment.
   - **CEPAC Roles and Responsibilities**
     - Discussion of potential Municipal Code (Chapter 2) amendments regarding the committee's role and the requirement for Council to consult with advisory committees, driven by frustration over lack of consultation on climate issues.

7. **Meeting Adjourned at 7:00.**

Julie Norman, Volunteer
596 Helman, Ashland, OR 97520
541-488-9474
August 13, 2026

# Proposal to CEPAC from Volunteer Residents of Ashland :

## To create a short-term, ad hoc team to research Ashland's weed abatement practices and study non-synthetic alternatives for use on City property

**Whereas ...**

An important component of CEPAC's mission is to "represent community interests" in "public health." Numerous residents are concerned about the health risks from poisonous herbicides on 6 acres of City Property. We worry about exposures to the Parks Dept. herbicide applicators, pedestrians, Greenway users, pollinators, pets, and wildlife.

So residents are urging the City Council to phase out Glyphosate-containing weed killers on City Property.

Glyphosate is now spot-sprayed on over 4 acres of our City's landscaped beds, which includes parking lot strips, perimeters around City buildings, a strip on the Greenway, and along streets). Nearly 2 acres of street medians also get spot-sprayed.

Every spray treatment is recorded on a Pesticide Application Record. A map showing the current 25 "spot spray" (Glyphosate) sites was produced by the GIS Department in June. [No list of 25 site names exists, so these two documents need to be reconciled and edited, resulting in a written list of the spray site names.]

The City's current Pesticide Policy (AMC 9.28) and the Parks Department's *Integrated Pest Management Policy (2010)* require an "annual review" of herbicide practices. [To the best of our knowledge, the annual reviews have not been conducted.]

**Therefore, be it resolved that:**

Residents would like to volunteer to help produce a *2026 Annual Review of Weed Abatement Practices and Alternatives* (as described above).

This documentation will help everyone have a better background for followup discussions with City Council, as they craft the City's new integrated pest management policy (via an ordinance revision and new City "policy" that is "consistent" with the Parks Department *Integrated Pest Management Policy*).

**RELEVANT DOCUMENTS, STATUTES AND POLICIES:**

1. Ashland Municipal Code 9.28 (adopted by City Council in __?_)

2. Ashland Parks Department *Integrated Pest Management Policy* No. 105 (adopted by the Parks Commissioners in 2010, with revisions in 2011, 2012, 2013, 2014, 2017, 2018, and 2024)

3. Ashland *Herbicide Use Map* (June 2006): https://ashlandgis.maps.arcgis.com/apps/instant/basic/index.html?appid=d05ebe01a9544ab3b3c3f0da738e62b2

If you zoom in on the map using the plus (+) sign 4 times, the background on the map will change to AERIAL PHOTO mode, where you can see the actual bushes, trees, etc. in each of the 25 Glyphosate spray sites.

# 23 GLYPHOSATE "SPOT-SPRAY" LOCATIONS IN 2025
## ON CITY PROPERTY ... NOT PARKS PROPERTY

**August 10, 2026 DRAFT - JKN**

**Total acres: 6.34** **Total Glyphosate sprayed: 5.37 gal. (in 275 gal. of water)**

**A. LANDSCAPED BEDS (4 types):**

**1. in street medians** 1.8 ac.

- North Main Exit
- Gilligan's Island (at Helman)
- North Mountain St. (by Mtn. Mdws.)
- Astro Island (at East Main)
- Siskiyou Blvd. Fire Island
- Siskiyou Blvd. Fire Sta. to 7-11
- Siskiyou Blvd. Omar's Island
- Ashland Street Bumpouts (where?)
- Ashland Street Rocks
- Ashland Street Napa Islands

**2. in parking lots**

- S. OR. Chiropractic P.L. (why?) MOU
- Pioneer St. P.L.
- Second St. P.L.
- Grove P.L.
- City Yards (east and west)

**3. around City office buildings** 4.5 ac.

- Police Dept.
- Grove Building
- City Yard Buildings
- Community Devel. Bldg.

**4. along Greenway by City Yards**

- along southside fence (?)

5. along streets

- E. Main, N. Mtn., B. St

**B. MISCELLANEOUS**

- Tolman at East Main (blackberries)
- Crowson Water Tower & Tank

**RECAP of meetings :**

Mar 12: Submitted first proposal from volunteer residents to CEPAC

June 1: Ashland's GIS Department produced "Herbicide Use Map" showing current 25 spot-spray sites using Glyphosate

June 3: At a joint session of the City Council and Parks Commission, a moratorium on Glyphosate spot-spray on City property was declared.
The staff meeting notice described the current spot-spray program as follows:

> The Public Works Dept. initiated the spray program in 2024, and arranged for Parks Dept. staff to do the work.
> Amounts of Glyphosate herbicide sprayed:
> 2024: 256 oz. (in 102 gal. of water)
> 2025: 687 oz. (in 275 gal. of water)
> Area of coverage: 4.5 acres in landscaped beds
> 1.86 acres in medians

Aug. 4: The Staff Notice for the City Council Business Meeting declares that the City is requesting 6 exclusions from the NEW City IPM Policy, including continued use of Glyphosate spot-spray for weed control on City property, "as needed."
City Councilors agreed to proceed on crafting a revised AMC 9.28 ordinance and a new IPM policy that is "consistent" with the Parks Dep.t IPM policy.

Aug. 10: At a meeting with Parks Director Rachel Dials and Parks Operations Mgr. Kevin Caldwell, we emphasized that we want to continue pressing for documentation of the current spray program, including an Annual Review.
We discussed our desire to reduce the use of Glyphosate in the 25 sites now being sprayed. We volunteered to help with documentation.

# Council Business Meeting

Date: August 4, 2026

| | |
|---|---|
| Agenda Item | Review of Parks Integrated Pest Management Policy for Consideration for City Adoption and proposed Ordinance Update |
| Department | City Manager's Office |
| From | Sabrina Cotta |

**TIME ESTIMATE**
10 minutes

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

**SUMMARY**
At the joint City Council Park Commission meeting on June 3rd, 2026 the use of herbicides was discussed. Following that discussion Council gave staff direction to bring back the Park Commission Policy for adoption by City Council.

**POLICIES, PLANS & GOALS SUPPORTED**

**BACKGROUND AND ADDITIONAL INFORMATION**
The City has been implementing strategies to reduce staff time, water use, and costs for maintaining our street medians and other strategic areas. These strategies include using herbicides to reduce the amount of staff time needed for manual weed maintenance and, in specific medians, converting landscaping to decorative rocks to reduce water use and staff
time. If the Council wishes to move forward with adopting the Integrated Pest Management Policy of the Park Commission for operational purposes City-wide, the City requests the following areas be excluded:

PROPOSED EXCLUSIONS →

- Reeder Reservoir and adjacent to operational facilities for maintenance-related activities.
- The Airport property adjacent to paved areas and lighting for safety-related purposes.
- Riparian restoration activities as contracted by the City
- Pre-emergent as needed around city facilities for weed control GLYPHOSATE on 6 ac
- Blackberries and other invasives on City property as needed for fire control
- Operations that are required to comply with regulatory agencies such as OHA and DEQ or safety as needed and approved by the City Manager or designee.

**FISCAL IMPACTS**
The current use of herbicides is estimated to save approximately 1,000 labor hours per year of maintenance of medians, parking lots and other-non-park designated areas. If herbicide is not used the wees will start growing again and that means more time spent on medians and parking lots in the future.
Future Staffing Projections: Operating without herbicide application in medians, parking lots, and other non-park areas is estimated to require an additional full-time employee.
• Volunteer Limitations: The volunteer program is at maximum capacity, managing 52 to 60 work parties annually and over 12,000 hours (equivalent to 5 FTE) of volunteer service throughout the parks system. Expanding this program to offset manual weeding would require an additional full-time employee.

**SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS**
I direct staff to revise Ordinance AMC 9.28. Pesticide Policy

SAMPLE

City of Ashland
PARKS and RECREATION DEPARTMENT
340 S. Pioneer Street Ashland, OR 97520

# Pesticide Application Record
(To be kept for 3 years)

**Applicator** Joe Skyles, Trever Coster **Date of Application** 8-12-25
**Time of Application** 10
**Hour(s) Spent Applying Pesticides** 3

**Name of Park Maintained Area** (one park per application record) Gillisons, Astro, Wagner Grove PL, APD

CIRCLE AREA BELOW, and write in area from code list sheet

(City Property, Schools, Misc., Golf Course, Parks Div.)

**Area of Park Treated** (Circle areas on list below)

TW- treewells FL-fencelines (Cr-Cracks) Bl-bleachers (Sh-Shrub beds) P-Ponds DU-Dugouts

Bf-Baseball fields R-Roses W-Wasps/Hornets A-Annuals P-Paths/Trails TC-Tennis Courts

SB-Sloped Banks Other:

**Chemical Used:** CHOOSE ONE CODE FROM APPROVED CODE LIST or Write in Other: Glyphosate

Mixing Ratio (amount product/amt. water or granular coverage rate) 2.5 oz per gallon of water

**Supplier:** Amazon

**EPA Registration Number** Ranger Pro 524-517

**Target Species** (be specific) grasses, broad leaf weeds, clover

**Equipment Used** (Circle One Code Below or Write In):

(BP-Backpack) SQ-Sqeeze Bottle HA-Handheld

**Weather Conditions:** wind none
temperature 75°
precipitation none

**Total amount of product applied** 45 oz.

**Comments**

City of Ashland

==========

**Current 2026 Pesticide Policy Requirements and Responsibilities:**

***A. FROM THE PARKS DEPARTMENT IPM POLICY:*** (2010)

The Parks Director will oversee an Annual Review and present the results to the Parks Commission. This will include water quality tests, comparisons from previous spreadsheets showing amounts and location of pesticide applications.

The Parks Director will recommend specific locations, mgmt activities, costs, and targets for reductions of pesticides.

One Parks employee must be trained and licensed as an OR Pesticide Applicator. in order to oversee and authorize all pesticide uses.

Parks applicators must be trained.

Parks applicators must post signs 48 hours before and after spraying.

Parks applicators must wear protective clothing (rubber gloves, goggles, long-sleeved shirt) and change clothes before interacting with people not on the Parks staff.

Parks applicators must have event-specific authority for each applicat'n site and create a written record for each application.

Parks applicators must rinse backpack spray equipment and dispose of the rinse water in an approved target area.

Parks applicators must attend annual review of policies, procedures, and pesticide reduction strategies

Pesticides must be stored in safe, labeled, and secure environment.

Left over pesticide solutions must be locked up in the Mainten. Shop to be used later or disposed of in the Hazardous Materials process.

***B. FROM THE ASHLAND MUNICIPAL CODE PESTICIDE POLICY (Ch. 9.28)***

An annual review of pesticide policies and procedures shall be conducted at the department level and be mandatory for all City applicators.

One City employee must be trained and licensed as an OR Pesticide Applicator, in order to oversee and authorize all pesticide uses.

A designated City employee will create and oversee a training program for all City applicators, focusing on alternative methods of pest/weed control and safety measures.

City applicators must have event-specific authority for each applicat'n site and create a written record for each application.

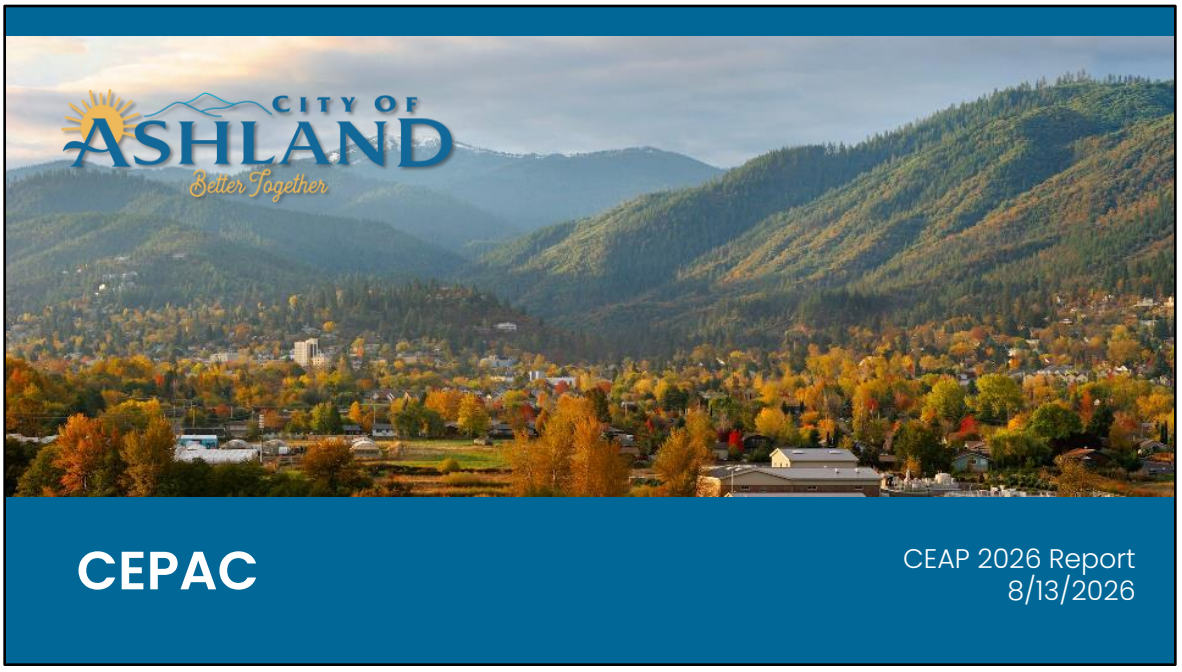
City applicators must post signs 48 hours before and after spraying.

City applicators must store pesticides in a safe, secure environment.

**Annual review:**

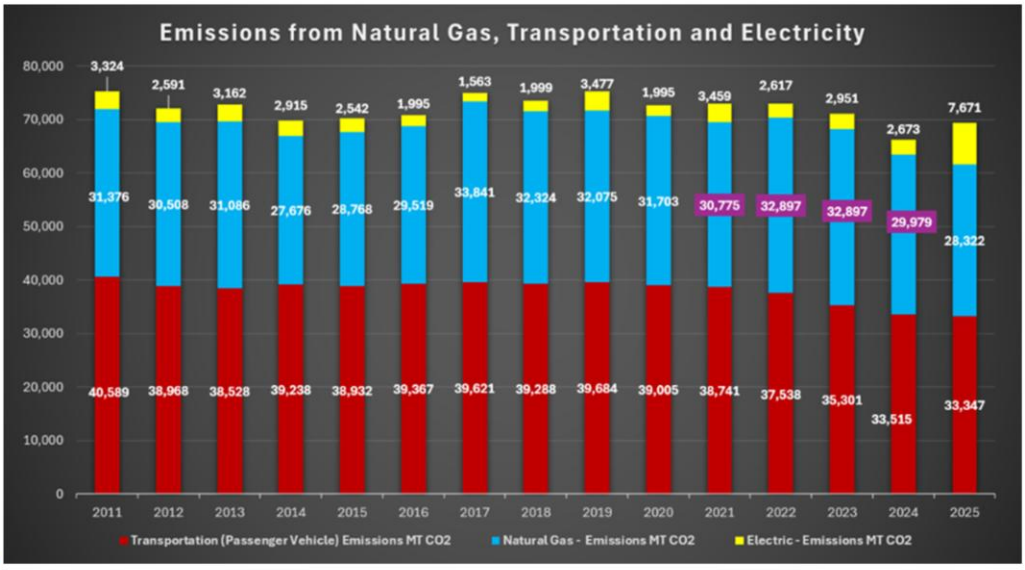
One important recommendation is for immediate preparation of an Annual Review, as required by both the IPM Policy and the Ashland Municipal Code (9.28.080). Due to the many changes in Parks Directors over the past 10 years, these Annual Reviews have not been produced.

The Parks Director in 2010, Steve Gies, stated that the Annual reviews will be "utiilized to compare use levels, successful reductions, and successful eliminations of pesticides. The plan will include lists of permitted pesticides for the following year and will be reviews with the Annual Review."

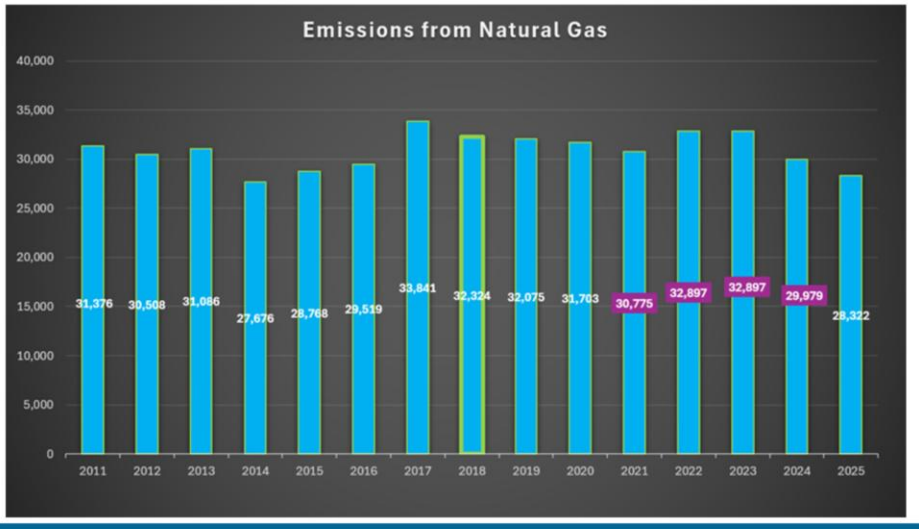



Ashland has been intentional in the way it has charted a deliberate plan for addressing growth and change

- 40+ years


Emissions from Natural Gas, Transportation and Electricity
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
3,324
2,591
3,162
2,915
2,542
1,995
1,563
1,999
3,477
1,995
3,459
2,617
2,951
2,673
7,671
31,376
30,508
31,086
27,676
28,768
29,519
33,841
32,324
32,075
31,703
30,775
32,897
32,897
29,979
28,322
40,589
38,968
38,528
39,238
38,932
39,367
39,621
39,288
39,684
39,005
38,741
37,538
35,301
33,515
33,347
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
Transportation (Passenger Vehicle) Emissions MT CO2
Natural Gas - Emissions MT CO2
Electric - Emissions MT CO2

Since 2018 (1st year after CEAP adoptions) our emissions from natural gas have decreased by 4,000 metric tons. WE NEED TO INCREASE THE PACE!




Better Together

3

If reducing by 4000 metric tons per 8 years then zero emissions by 2081 (56 years – 7 increments of 8 years)

518 gas heating appliances replaced with heat pumps over 10 years

11.7 reduction since 2020 (last data) even though 10% more heating degree days

Since 2020 - 3382 metric tons reduction over 5 years – if we continue at this pace then we will hit zero emission in nearly 42 years.. By 207 4 (8.37 increments of 5 years)

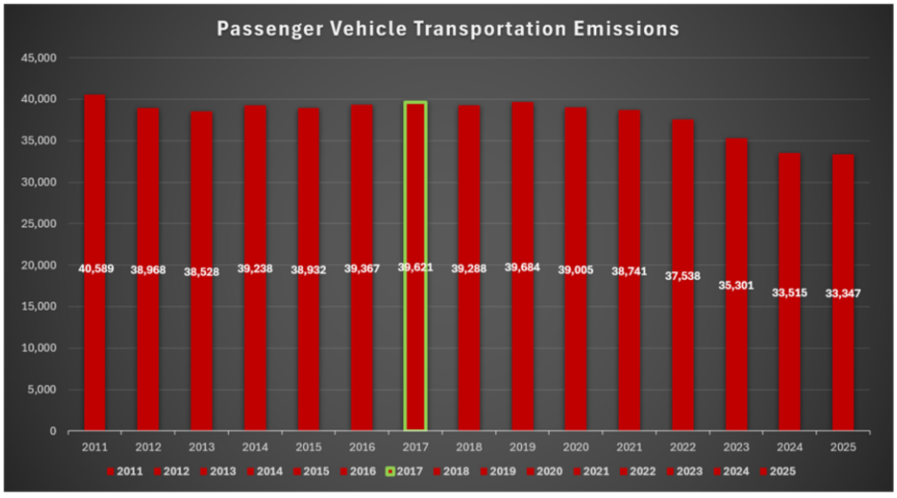
Need to increase the pace! Hopefully that is what we see moving forward and would expect this process to accelerate.

| **Commercial** | Meters | Therms | Therms/Meter |
|---|---|---|---|
| 2020 | 842 | 2,568,585 | 3,050.58 |
| 2025 | 825 | 2,397,110 | 2,905.59 |
| **% Reduction** | **2.0** | **6.7** | **5.2** |
| **Residential** | Meters | Therms | Therms/Meter |
| 2020 | 6,917 | 3,406,373 | 492.46 |
| 2025 | 6,795 | 2,940,694 | 432.77 |
| **% Reduction** | **1.8** | **13.7** | **12.1** |



Change from draft emailed – 13.7% and 2940694 therms.
Need to move faster!
Expand reach to more people more quickly. Residential focus, with commercial work, but need to focus on commercial more moving forward.

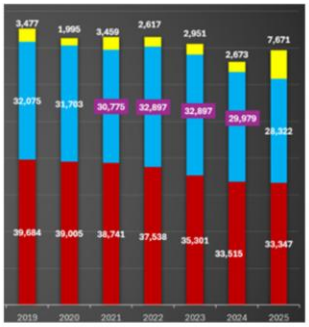
Transportation tailpipe emissions from passenger vehicles have dropped by 5,939 metric tons since 2018!

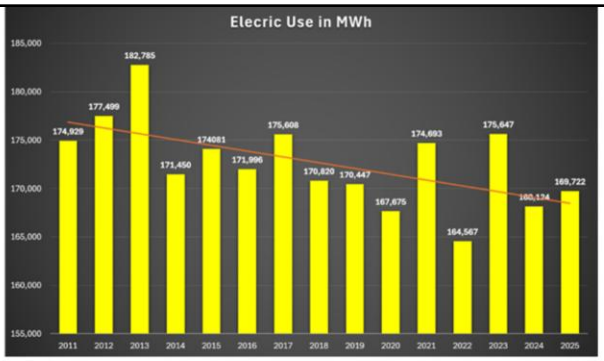


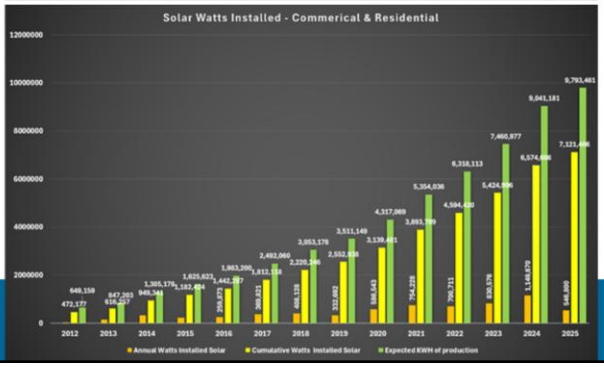


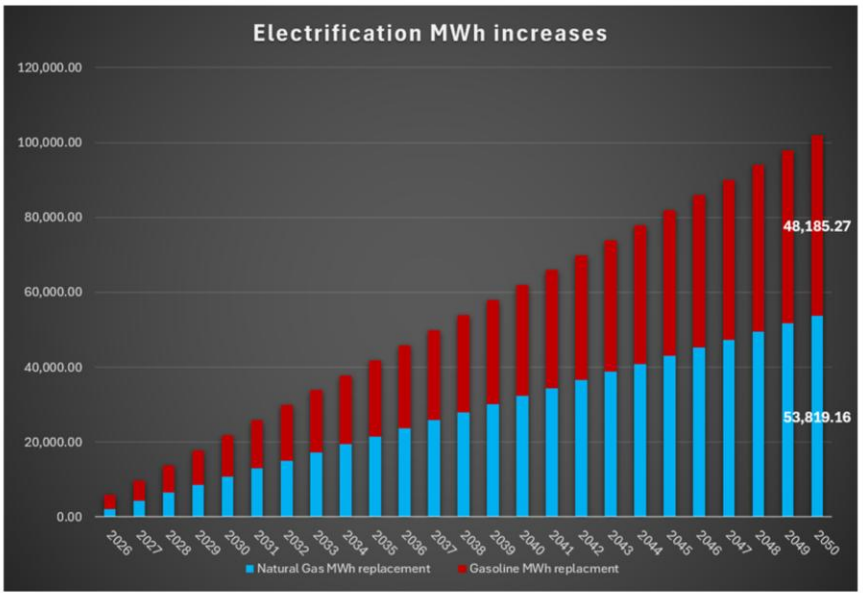

2018 = 5939 in 8 years (5.6 increments to zero = 44.8 years) = zero emissions by 2070

Need to move faster! Hopefully that is what we see moving forward and would expect this process to accelerate.


3,477
1,995
3,459
2,617
2,951
2,673
7,671
32,075
31,703
30,775
32,897
32,897
29,979
28,322
39,684
39,005
38,741
37,538
35,301
33,515
33,347
2019
2020
2021
2022
2023
2024
2025

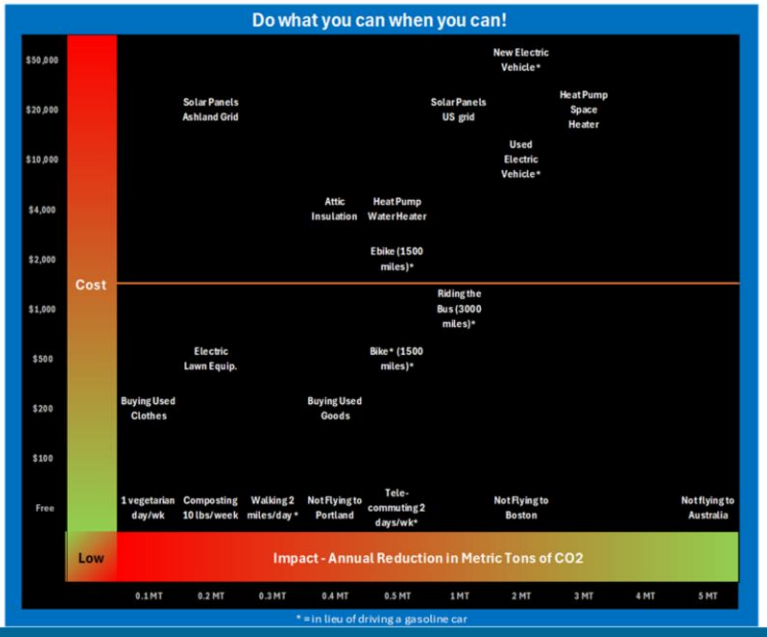

Elecric Use in MWh
185,000
180,000
175,000
170,000
165,000
160,000
155,000
174,929
177,499
182,785
171,450
174081
171,996
175,608
170,820
170,447
167,675
174,693
164,567
175,647
169,722
180,134
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025


Solar Watts Installed - Commerical & Residential
12000000
10000000
8000000
6000000
4000000
2000000
0
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
Annual Watts Installed Solar
Cumulative Watts Installed Solar
Expected KWH of production



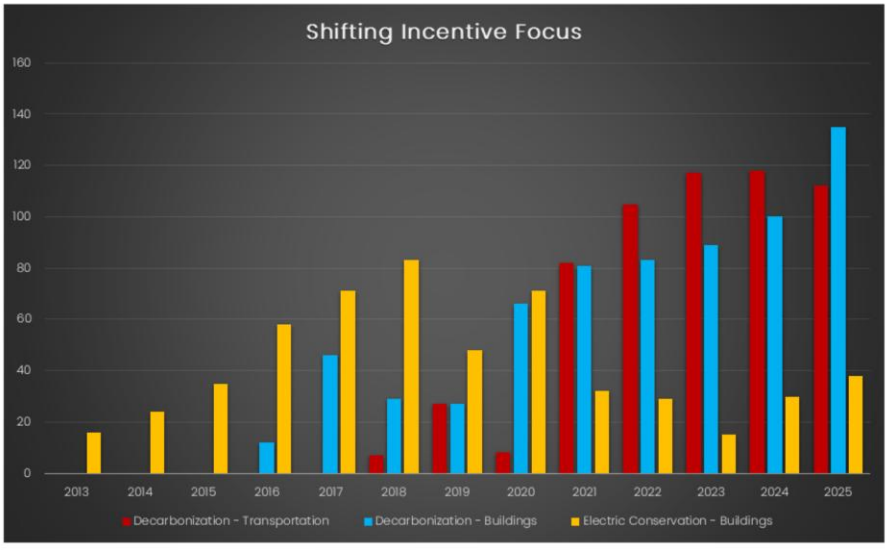


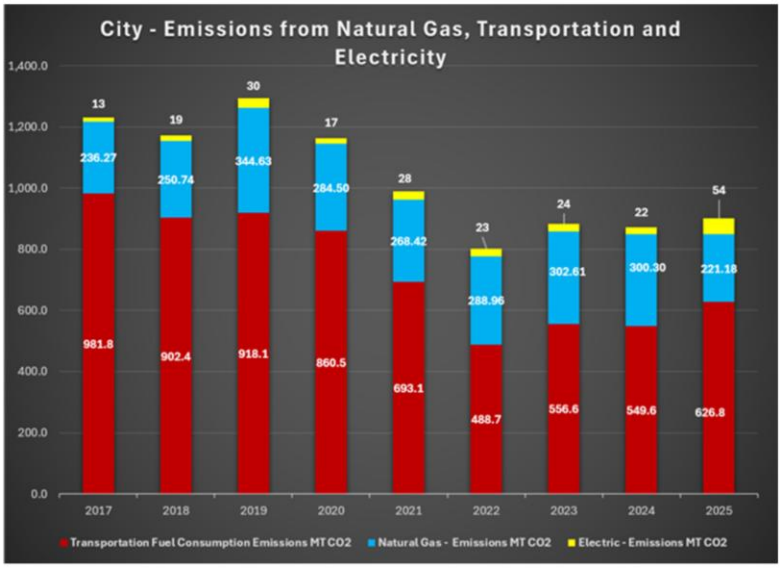

If only more 50,000 MWh sold by city by 2050 at .10/kWh then revenue from 50,000,000 kWh = 5,000,000 annual gross revenue and 500,000 franchise revenue/and 1,250,000 in city tax annually.

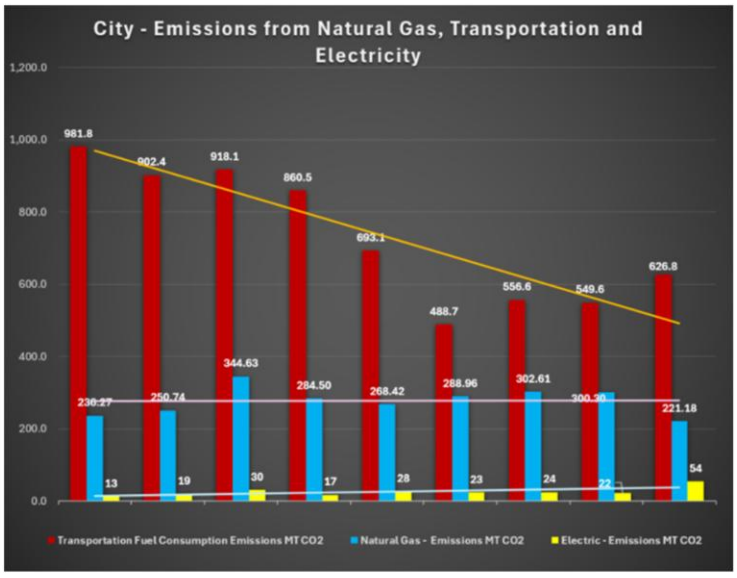


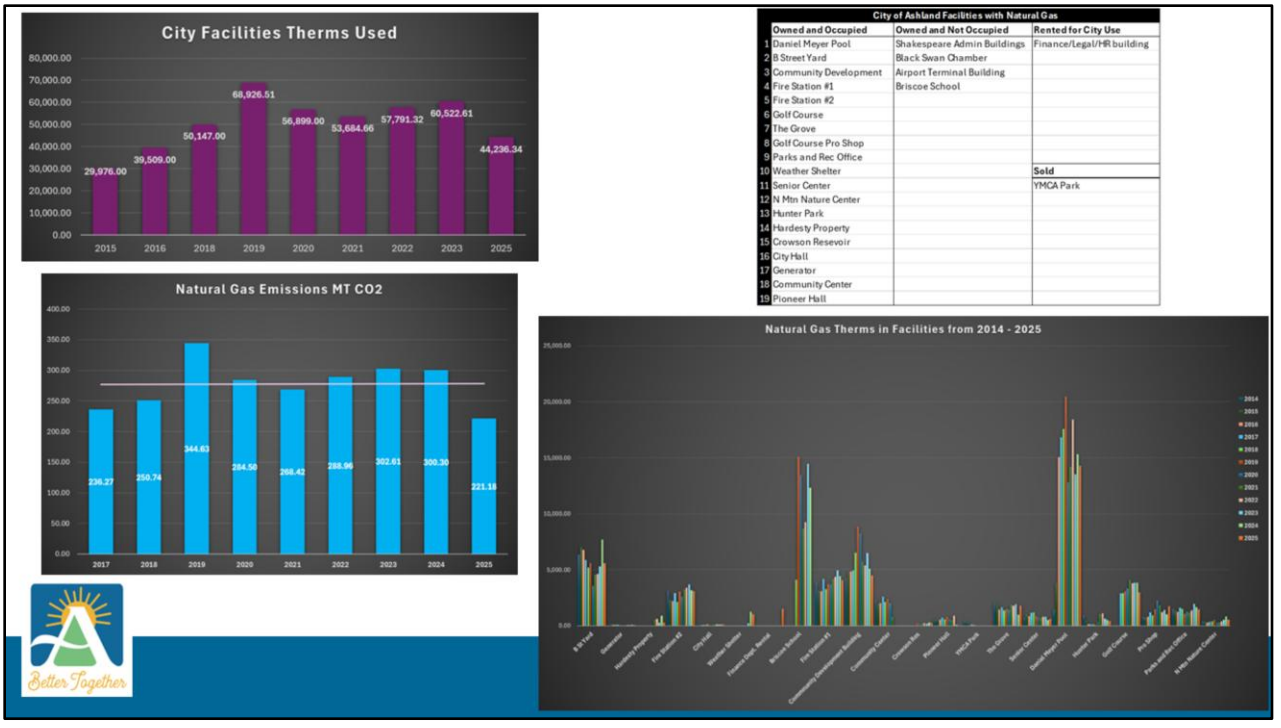



Outreach and education
Incentives line

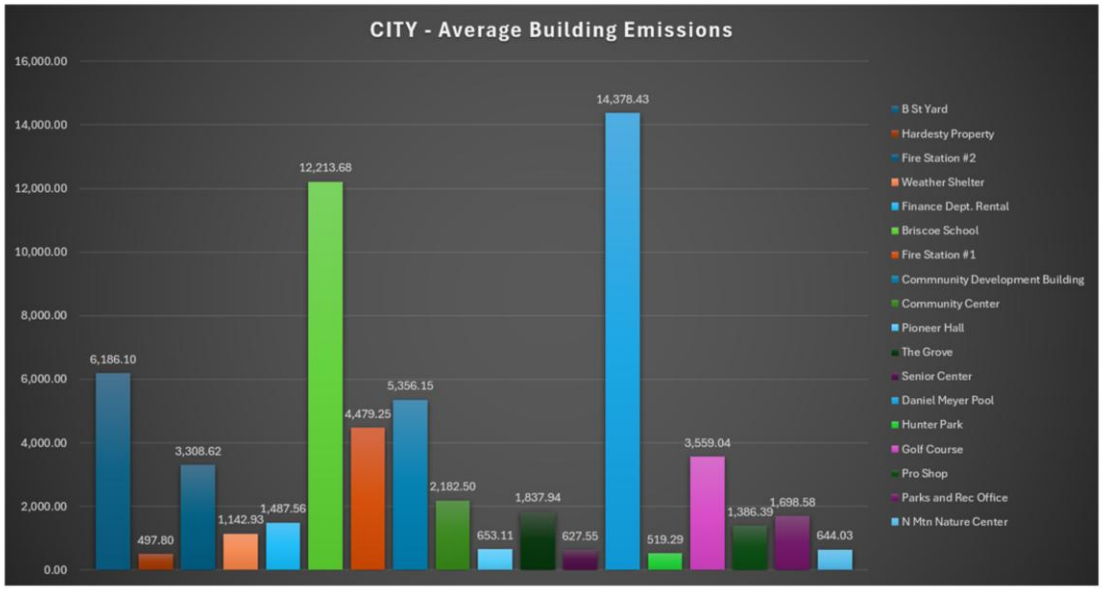

Shifting Incentive Focus
160
140
120
100
80
60
40
20
0
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
Decarbonization - Transportation
Decarbonization - Buildings
Electric Conservation - Buildings


City - Emissions from Natural Gas, Transportation and Electricity
1,400.0
1,200.0
1,000.0
800.0
600.0
400.0
200.0
0.0
2017
2018
2019
2020
2021
2022
2023
2024
2025
13
19
30
17
28
23
24
22
54
236.27
250.74
344.63
284.50
268.42
288.96
302.61
300.30
221.18
981.8
902.4
918.1
860.5
693.1
488.7
556.6
549.6
626.8
Transportation Fuel Consumption Emissions MT CO2
Natural Gas - Emissions MT CO2
Electric - Emissions MT CO2


City - Emissions from Natural Gas, Transportation and Electricity
1,200.0
1,000.0
800.0
600.0
400.0
200.0
0.0
981.8
902.4
918.1
860.5
693.1
488.7
556.6
549.6
626.8
230.27
250.74
344.63
284.50
268.42
288.96
302.61
300.30
221.18
13
19
30
17
28
23
24
22
54
Transportation Fuel Consumption Emissions MT CO2
Natural Gas - Emissions MT CO2
Electric - Emissions MT CO2



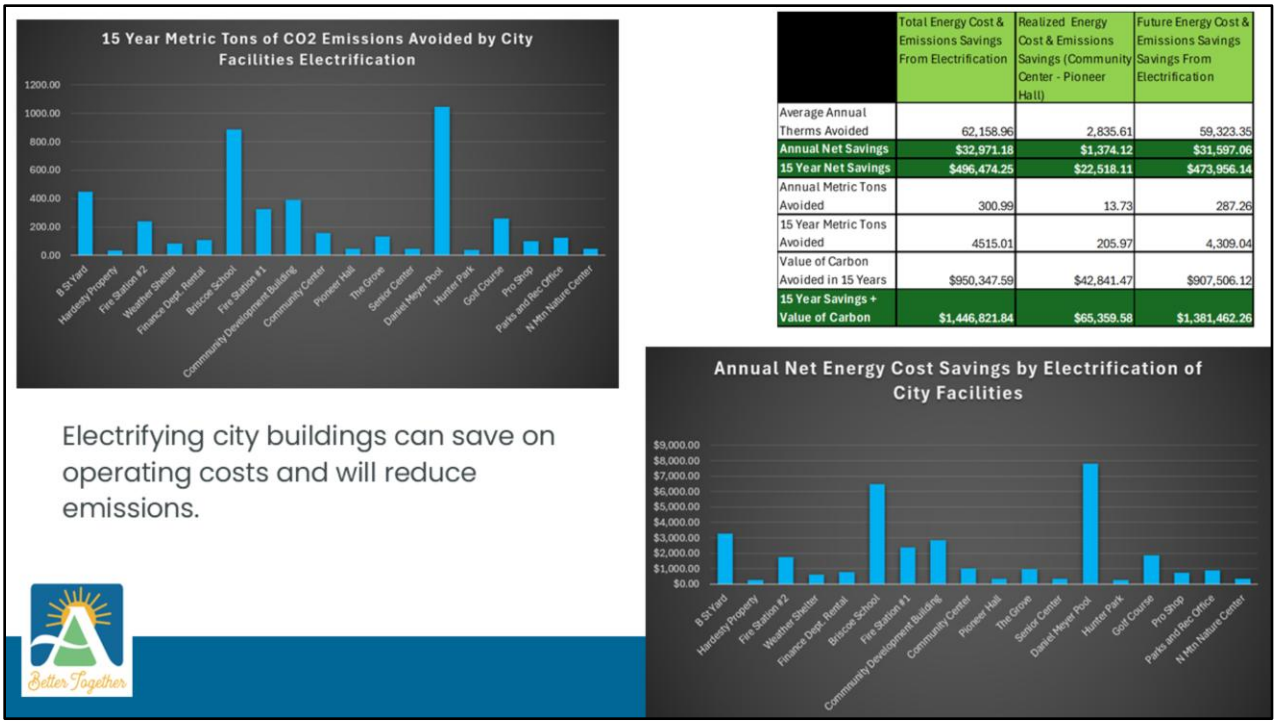

**In short, looking at the current year's billable therms alone doesn't show the full picture of how the city is doing with building emissions and perhaps more importantly how the city can make emissions reductions.**






2-3 year average of representative years for each building.

| Heating @ 2.5 COP | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Gas | | | | | | | | Conversion Therms to KWH | Electric Cost Per KWH | **Annual** Cost to Replace NG Therms at 95% efficiency - Electric Heat Pump Heating - Coefficient of Peformance (COP) = 2.5 | | | | | | | Long Term Cost Savings |
| Heat Pump @ 2.5 COP | NG $/ therm | Annual Therms Used | NG cost | NG Cost with Franchise of 5% in useage + 2% on bill | NG cost with Franchise of 10% = 7% on bill | Total City Revenue @ 5% Franchise Fee | Net Power Cost | Appliance Efficiency | | | Heat Pump KWH @ 2.5 cop | HP Cost @ 2.5 COP | Total Revenue | Net Power Cost | Revenue as % of cost | Energy Net Cost Savings Over Gas | Energy Cost Savings Over Electric Resistance | 15 years savings |
| | $1.27 | 2,182 | $2,771.14 | $2,826.56 | $2,965.12 | $141.33 | $2,685.23 | 0.80 | 29.31 | 0.1000 | 20,465.41 | $2,046.54 | $204.65 | $1,841.89 | 10 | $843.35 | $2,762.83 | $12,650.21 |
| | Emissions in MT CO2 | | | | | | 10.91 | | | | 0.3438 | Heat Pump = 29 times fewer emissions each year than gas = annual reduction: | | | | 10.57 | Total MT CO2 | 158.49 |
| | | | | | | | | | | | | | | Social Cost of Carbon/MT (SCC) | | $208.00 | | $208.00 |
| | | | | | | | | | | | | | | Annual SCC | | $2,197.77 | | $32,966.48 |
| | Community Center | | | | | | | | | | | | | Energy + Base + SCC | | $3,305.11 | | $49,576.70 |
| | | | | | | | | | | | | | | | | | | 158.49 |




| | Total Energy Cost & Emissions Savings From Electrification | Realized Energy Cost & Emissions Savings (Community Center - Pioneer Hall) | Future Energy Cost & Emissions Savings Savings From Electrification |
|---|---|---|---|
| Average Annual Therms Avoided | 62,158.96 | 2,835.61 | 59,323.35 |
| **Annual Net Savings** | **$32,971.18** | **$1,374.12** | **$31,597.06** |
| **15 Year Net Savings** | **$496,474.25** | **$22,518.11** | **$473,956.14** |
| Annual Metric Tons Avoided | 300.99 | 13.73 | 287.26 |
| 15 Year Metric Tons Avoided | 4515.01 | 205.97 | 4,309.04 |
| Value of Carbon Avoided in 15 Years | $950,347.59 | $42,841.47 | $907,506.12 |
| **15 Year Savings + Value of Carbon** | **$1,446,821.84** | **$65,359.58** | **$1,381,462.26** |

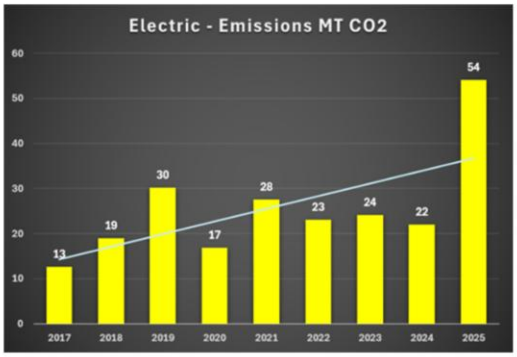


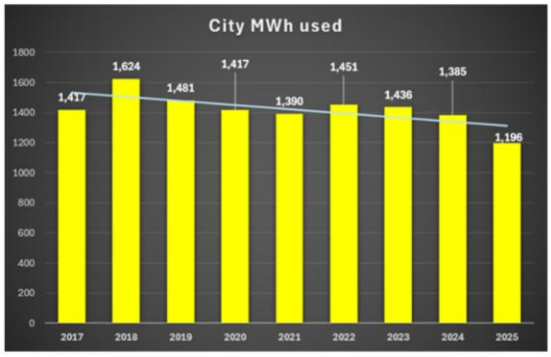

Electrifying city buildings can save on operating costs and will reduce emissions.

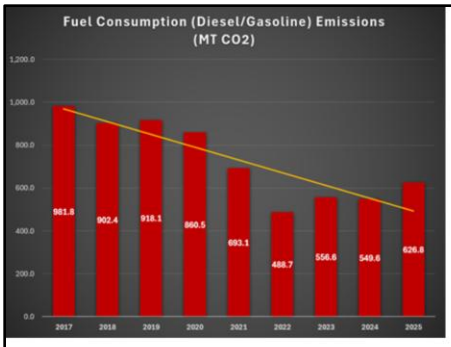
Better Together

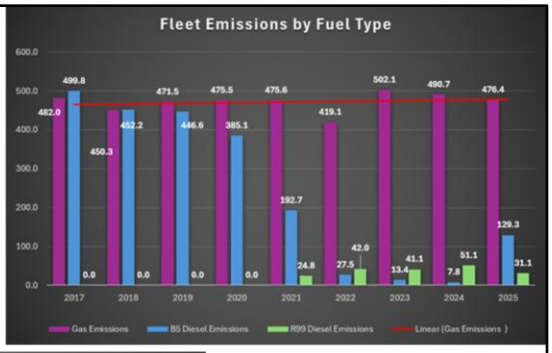
Cost comparisons for new equipment should include operating costs and likely also include the social cost of carbon in deciding options.

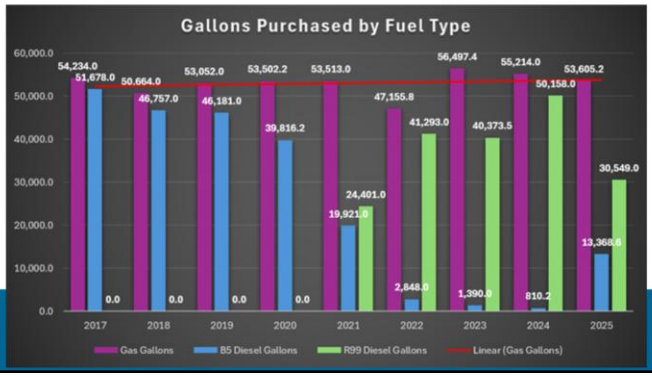
**Net result after 15 years would be avoiding 4,515 metric tons of carbon emissions. Annual energy operating costs are reduced by $32,971 per year. Over 15 years this amounts to a reduced operating cost of $496,474.**


Electric - Emissions MT CO2
60
50
40
30
20
10
0
13
19
30
17
28
23
24
22
54
2017
2018
2019
2020
2021
2022
2023
2024
2025


City MWh used
1800
1600
1400
1200
1000
800
600
400
200
0
1,417
1,624
1,481
1,417
1,390
1,451
1,436
1,385
1,196
2017
2018
2019
2020
2021
2022
2023
2024
2025




Better Together

| Vehicle Purchases Since 2019 (Low Speed/Light/Heavy) | |
|---|---|
| EV | 12 |
| Hybrid | 17 |
| Gasoline | 38 |
| Diesel | 31 |
| TOTAL | 98 |

| 2019 Unleaded Gallons Used | | | |
|---|---|---|---|
| Rank | Dept | Gallons | Annual Emissions in Metric Tons of CO2 |
| 1 | Police | 22,193 | 197.23 |
| 2 | Parks | 6,630 | 58.92 |
| 3 | Electric Operations | 6,492 | 57.69 |
| 4 | Water Distribution | 3,258 | 28.95 |
| 5 | AFN Internet | 2,293 | 20.38 |
| 6 | Streets Operations | 2,051 | 18.23 |
| 7 | Wastewater Collections | 1,755 | 15.60 |
| 8 | Fire Emergency Services | 1,660 | 14.75 |
| 9 | Police Support | 1,346 | 11.96 |
| | TOTALS | 47,678 | 423.71 |


Ashland has been intentional in the way it has charted a deliberate plan for addressing growth and change

- 40+ years