

**ASHLAND CITY COUNCIL
PLANNING RETREAT AGENDA
Friday, April 12, 2024**

In attendance: Mayor Graham, Councilors DuQuenne, Dahle, Hyatt, Hansen, Kaplan, and Bloom.

Welcome & process for the day.

Interim City Manager Sabrina Cotta reviewed the agenda and logistics for the day. She spoke about the goal of the day which is to review departments as the City is coming up on the next fiscal year and to understand where departments are in regard to projects and workflow and to discuss Council priorities.

Work plan review (see attached)

Public Works – Discussion with Public Works Director Scott Fleury

The Hosler Dam Comprehensive Assessment Project and Report is almost done. The Dam is in good condition. Transportation System Update should start this year. GAP analysis will be completed. The final draft for the Facilities Masterplan and Asset Management will be done by the end of year. The consultants finished their on-site analysis this week. Next step includes interviews with department heads to gather additional information. CEAP goals will be taken into consideration in recommendations on moving forward. Alternative uses for spaces will be part of the assessment. Discussion on how to communicate with citizens so they can provide input before decisions are made.

Review of Council directed items. What items could be removed or highlighted as most important?

Priorities include:

- 2200 Ashland street
- division zero action plan
- ALEAP program
- Night lawn program
- Briscoe School
- Solor
- Transportation system planning
- Renewable energy opportunities
- Southside – vandalism/trash

Community Development– Discussion with Community Development Director Brandon Goldman (handout attached).

Goldman discussed the general delivery of service as being the largest impact to the community that Community Development offers. The number of projects has grown exponentially over the last few years. Discussion on vacation rentals, sign code compliance, and housing needs. Building codes are being amended in response to FEMA direction and needed updates as a response to changes in state laws and regulations.

Priorities:

- Manufactured Park zone
- Homeless service master plan
- Affordable housing
- Land bank/trust and grant opportunities for tax increment pre-development to attract development
- Climate friendly equitable areas
- Relative to development process

Electric- Discussion with Director of Electric Utilities Tom McBartlett.

Discussed staffing levels, grant options, and equipment needs. The largest area of concern regarding the electrical infrastructure resiliency is wildfires.

Priorities

- Electrical Master plan update
- USDA on-bill financing
- Natural gas regulation option
- System automation
- BPA Contract negotiations

Parks & Recreation- Discussion with Interim Parks Director Leslie Eldrige (handout provided)

Some APRC goals were put on hold at the direction of the APRC until a permanent director is on board. There are future opportunities for funding more trails. The project of allowing alcohol in the parks was a big accomplishment. This was goal nine on the APRCs list and there are several large events already in the planning for the summer. North Mountain Park is continually being worked on. Eldrige would really like to re-institute the education project and rebuild the program with new staff. Discussion on support needed from partners and the City to get the word out regarding events. Discussed the pool and potential option for a large facility to include senior center and other services.

Priorities:

- Parks to support economic development
- Employ best management practices
- East main street park
- Support for community building
- North Mountain park
- Golf Course plan

Police - Discussion with Police Chief Tighe O'Meara

Discussion about a potential crossover with SOU and the SRO program; contingency planning for emergency situations that affect the wider community and a potential for an evacuation summit. Items for Council to offer support include adjustments to law enforcement program, get staffing back up, and ELEA enhancements. Discussion on services to assist with the homeless population.

Fire- Discussion with Fire Chief Ralph Sartain

The Fire strategic plan is not a priority as other tasks related to it are the priority. The contractor training courses are starting in May. Fire expects to reach the goal of 700 signups for the (WRAP) Wildfire Risk Assessment Program.

Priorities

- ISO inspection
- Membership program
- WRAP
- Single Role EMS

Department of Innovation & Technology- Department of Innovation & Technology- GIS Manager Lea Richards detailed the department's achievements in strengthening cyber security, the arrival and installation of network switches, and the initiation of the AFN pilot project. Richards talked about the rollout of a robust, new GIS website that will house all mapping, applications and GIS content. Richards also introduced the Council to the drone program, and how it is being used. There are six City employees who are trained and FAA licensed drone users. Drones are used for aerial surveys; they have a thermal camera to look at electrical equipment to check for overheating. Example: a drone will be used to discover damage caused by a tree that fell on equipment in a hard to access area. Drones will be used to focus on City spaces and equipment.

Finance Discussion with Finance Director Mariane Berry

Discussion on utility billing. 90% of work in the finance department is the day-to-day operations. As of today, Utility Billing is fully staffed and there is one opening in accounting. The next Munis software update will be much user friendly to the community members. Phone lines will be open starting next week every day. In-person option will remain to one day a week for the time being. Discussion on Open Gov and how to use the program for community members and the next budget process.

Human Resources- Discussion with Human Resources Director Molly Taylor

Discussion on training for new committee and commissioner members along with DEI trainings. Updating personnel policies is currently under way. Once updated, all employees will be required to go online and review and sign they are aware of the policy updates. This year the turnover rate has been reduced to eight employees, mostly due to retirements. We have hired about 15-20 new employees in the same time period. We are staffed at about 90%. Discussion on status of compensation and classification study and instituting an easy-to-use performance review process.

City Recorder- Discussion with City Recorder Alissa Kolodzinski

Discussion on backlog of items to be completed, staffing options, OLCC process and support needed for the future of the Recorder's Office. The OLCC process has been streamlined to be more efficient. The backlog of digital archiving and the physical retention of council packets has been completed and is up to date.

City Manager's Office/ Legal Department- Discussion with Acting City Attorney Doug McGeary and Economic Development Coordinator Jordan Rooklyn.

Discussion on the hiring process for City Manager and City Attorney. Reviewed items legal is currently working on by each city department. Discussion on beautification grants, the

Bandshell revitalizing, TLT program and other grant funding options along with a future TLT strategic plan. Discussion about economic development and long-term consistency and clarity for the next decade.

Communication Survey Overview & Update Discussion with Communications Specialist Dorinda Cottle (see attached presentation)

Discussion on how to let the community know that if you are seeking information about a City related topic, go to the City's website or social media. Concerns raised about falsehoods being put forth on social media and how does the City combat disinformation. Discussion on communication and the launch of the new website.

Emergency Management Training By Kelly Burns, Emergency Management Coordinator (see attached presentation and handout)

Burns conducted a training exercise about roles and responsibilities of City officials during an emergency situation.

Climate Action- By Chad Woodward, Climate and Energy Analyst. (see attached presentation)

Discussion on options for incentives for a variety of projects such as reduction to wildfire risk, EVs, solar, energy upgrades and conservation. Discussed the option of hosting a roundtable with local Banks to see what kinds of programs can be offered.

Looking Forward – Discussion with Sabrina Cotta (see work plan review attachment)

Closing Thoughts

- Appreciation for the retreat, information provided and staff time
- Reiteration of why it is so important to invest in infrastructure
- Enjoyed hearing from all departments
- Proper communication is key and effective
- Would like to see more frequent retreats
- Impressed by the progress the City has made over the last few years
- Liked the opportunity to have discussions without the restrictions of a formal meeting
- Would like more time to envision ideas and problem solving space
- Love the vibrancy returning to the City
- Appreciated disaster training
- Would like to see a strategic plan with community involvement for the next 10 to 15 years.

Respectfully Submitted by:


City Recorder Alissa Kolodzinski

Attest:


Mayor Tonya Graham



Council Planning Retreat

April 12, 2024

Work Plan Overview

Where did these projects come from?

- 23/25 BN Budget Process
- Staff led initiatives due to legislation change, need, etc.
- Council request since budget finalization

Reminder: This is in addition to maintaining all service delivery requirements and adhering to current regulations and standards.





Why review?

Subject: Thank you! And a commitment

Dear City Staff,

As we work our way through the projects that were delayed due to the pandemic, continue to rebuild our staff capacity, and wrestle with the current challenges and opportunities facing our community, we want you to know how much you are appreciated for who you are and what you bring to this work we do together. Over the past year as we have traveled the state and talked with other elected leaders and agency representatives, we have routinely heard great things about the team at the City of Ashland. Twice in the last week someone has mentioned, without an invitation, that we have a top-notch staff. Indeed, we do.

That's why we want to thank you for the good work you do. Each department is managing the regular work of their department while also pushing forward with new initiatives to improve the services we provide to our residents. It is simply stunning what you all make happen, as evidenced by the opening of the new shelter November 1st. While it aligns with our long-term goals for many reasons, this project wasn't in the workplan at the beginning of the year. Yet you still made it happen. And it's beautiful. Now 30 people (some of whom are children) who had been sleeping in the cold are able to sleep in a secure, warm, peaceful space and take steps to change their lives. What you do matters in so many ways.

All of the good work you do is why we also want to talk about a commitment - by Council leadership to you. The Council has no shortage of ideas to meet the moment Ashland finds itself in, and we recognize that a marathon sprint isn't good for anyone. We are mindful of the need to balance Council's desire to move various initiatives forward with the capacity constraints we have at the City. Work-life balance for all of our staff is important to us and when we say we are committed to ensuring a healthy, positive workplace, we mean it.

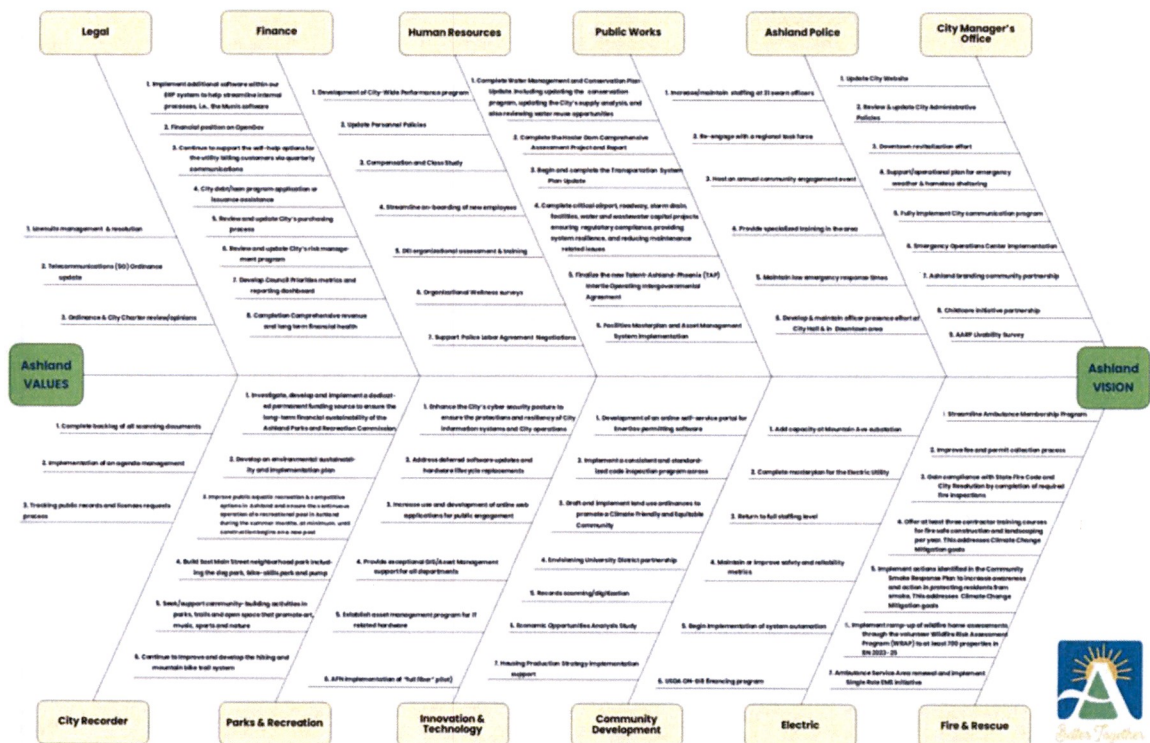
To that end, Sabrina has laid out the various efforts underway in all of the departments and we are working with her to develop that tool into something that the Council can use to understand where the various projects sit in the priority list for the City. That way, if Council decides to add something that needs to be worked on immediately, that conversation can include a decision about what will become a lower priority to accommodate the shift. We are also considering alternative structures by which we might move initiatives forward that do not require as much staff time.

We are so proud of what we do at the City of Ashland and feel fortunate to be able to do the work alongside such high caliber people. Thank you for all you do.

All the best,

Tonya Graham, Mayor

Paula Hyatt, Council Chair





- 23/25 BN Budget Process
 - Complete Water Management & Conservation Plan Update
 - Conservation program/ supply analysis/ reuse
 - Complete Hosler Dam Comprehensive Assessment Project and Report
 - Finalize new Talent-Ashland-Phoenix Intertie IGA
 - Transportation System Update
 - Complete critical infrastructure capital projects (next slide)
 - Facilities Masterplan and Asset Management
 - Flow augmentation study



TRANSPORTATION PROJECTS

Street Fund - Roadway

- City Wide Chip Seal Project (CMAQ)
- Hardesty Property Site Development and Equipment Storage
- Clay Street - Faith Avenue to Siskiyou Boulevard

Street Fund - Overlay

- Ashland Street Overlay - Siskiyou to Faith
- N. Mountain Avenue Overlay - I-5 to E. Main St
- Oak Street Overlay - City Limits to E. Main St

Street Fund - Pedestrian

- Install Sidewalk Beaver Slide - Water Street to Lithia Way
- B Street Bicycle Boulevard (Oak Street to North Mountain Avenue)
- 8th Street Bicycle Boulevard, 'A' to E. Main

STORMWATER PROJECTS

Storm Water Fund

- Hardesty Property Site Development and Equipment Storage
- Stormwater Miscellaneous Trenchless Lining
- North Mountain Avenue
- Siskiyou Boulevard at University Way

WATER PROJECTS

Water Supply Fund - Supply

- Dam Safety improvements
- East and West Forks Transmission Line Rehabilitation

Water Treatment Fund - Supply

- 7.0 MGD Water Treatment Plant

Water Supply Fund - Pump Station

- TAP BPS Backup Power

Water Distribution Fund - Pipe

- Annual Pipe Replacement Program

Water Supply Fund - Pipe

- Distribution Pipe Replacement Projects

Water Supply Fund - Operations and Maintenance

- Water System Telemetry Upgrades

Water Supply Fund - TAP Supply Improvements

- TAP Non-Peak and Emergency Supply Connection

Water Supply Fund - Booster Pump Station

- TAP Regional BPS Short Term Expansion
- TAP Regional BPS Programming Updates
- Talent BPS Generator Upgrade
- Talent BPS Expansion
- Talent BPS Facility Seismic Upgrades
- TAP 24" Transmission Main Seismic Improvements

AIRPORT PROEJCTS

Airport Fund

- Oregon Department of Aviation Taxiway Rehabilitation
- North Apron Reconstruction Project

WASTEWATER PROJECTS

Wastewater Fund - Treatment Plant

- Water Quality Temperature Trading Program (Shading)
- UV System Upgrades/Replacement
- WWTP Headworks Process Improvements
- WWTP Harmonics Upgrade
- WWTP Secondary Clarifier 2 Improvements
- WWTP Membrane Replacement

Wastewater Fund - Collection System

- Wastewater Miscellaneous In-House Replacement
- Sanitary Sewer Miscellaneous Trenchless Lining
- Hardesty Property Site Development and Equipment Storage
- Pinpoint I/I Sources in Various Basins
- Annual I/I Reduction and Collection System Replacement
- Wastewater Line Upsizing - Bear Creek Interceptor - Wightman to Tolman Creek Road

ADMINISTRATION - FACILITIES PROJECTS

- City Facilities Miscellaneous Upgrades and Renovations
- City Facility Optimization Program
- Briscoe School Improvements
- Pioneer Hall & Community Center Rehabilitation
- City Facility Deferred Maintenance Program



- Staff initiated
 - Progressive rate structure
 - Funding initiatives
 - Special Works Fund-Ashland St Rehabilitation Project
 - ODOT Transportation Funding-North Mountain Rehabilitation Project
 - EPA & WIFIA- Water Treatment Plant
 - LOC Water & Wastewater Advisory Committee Meetings
 - RVMPO & PVACT
 - Staffing work
 - Fern St Vacation Process
 - Mountain Meadows Vacation Process
 - Dame Safety Program external audit
 - Encroachment Guidelines & Ordinance Update
 - Water System Sanitary Survey
 - Lead water service line inventory
 - Parking Management RFP & Selection
 - East Main Street Park Development
 - ECSO coordination- emergency communication tower-Imperatrice property



- Council
 - Revisit of Briscoe School project
 - 2200 Ashland Street Shelter work
 - Acquisition and shelter improvements = ongoing oversight of facility (FENCING)
 - Night Lawn Facility Management
 - Dusk to Dawn Campground
 - Evaluation of ALEAP Program
 - ODOE 90 N Mountain Stracker Project
 - Ashland Solar Coop Rooftop Solar Project
 - Grant opportunities
 - Safe Routes to School
 - ODOT Carbon Reduction Program
 - Community Path Program
 - Safe Streets for All
 - Water Treatment Plant BIL-EC
 - Vision Zero Action Plan
 - Distracted Driving Resolution
- Other
 - Water Treatment Plant Communications
 - Oregon Health Authority Lithia Water Issue
 - Vandalism /trash/graffiti abatement



- 23/25 BN Budget Process
 - Records scanning and digitization
 - Development of Self-Service Portal: Energov
 - Implement consistent & standardized code inspection program
 - Draft & implement land use ordinances re: Climate Friendly & Equitable Community
 - Envisioning University District partnership
 - Economic opportunities analysis
 - Housing production strategy implementation
 - CDBG Consolidated plan
- State Required
 - Parking ordinance Amendments
 - Climate Friendly Area Study
 - Middle Housing Land Division Ordinance



- Staff initiated
 - Building code amendment
 - Equitable Housing plan
 - Affordable Housing Tax Exception Ordinance
 - Climate Friendly & Equitable Community Code Amendments
 - Manufactured Park zone Ordinance
 - Railroad Environmental Cleanup Review
 - Croman Mill Environmental Cleanup Review
 - ODOT Transportation model analysis for CFA areas
- Council
 - Federal Appropriation Request for Housing
 - Development Process Management Advisory Committee
 - Homeless Services Master Plan
 - Housing Land Trust Coordination
 - 2200 Ashland Street Use Planning
- Other
 - Sign rules/code amendment- Downtown (citizen led)



- 23/25 BN Budget Process
 - Maintain or improve safety and reliability metrics
 - Implement items in the Wildfire Mitigation plan
 - Add capacity at Mountain Ave substation
 - Begin implementation of system automation
 - Electric masterplan update
 - USDA on-bill financing (will be discussed during Climate Action)
 - Cost of Service & Rate Update
- Staff initiated
 - BPA Contract Negotiations
 - Certificate of Excellence in Reliability (Top 25% of Country)
 - Mutual Aid to Springfield
- Council
 - ODOE 90 N Mountain Stacker Project
 - Exploration of other solar opportunities
 - Natural gas regulation options



- 23/25 BN Budget Process
 - Investigate & develop a dedicated permanent funding source
 - Develop an environmental sustainability & implementation plan
 - Improve public aquatic recreation & competitive options in Ashland and ensure continuous operation of pool during summer months at minimum
 - Build E. Main Street neighborhood park
 - Seek/ support community-building activities in parks, trails and opens space that promote are, music, sports & nature.
 - Continue to improve & develop hiking & mtn biking trails
- Staff/ APRC Initiated
 - Employ best management practices to strengthen relations between management, co-workers, employees & community members
 - Develop plan for Oak Knoll Golf Course
 - Continue to improve/develop watershed pedestrian and mountain bike trail network
 - Seek out & support opportunities for community building through programs and events in our parks, open spaces and trails networks that celebrate art, music, sports and nature.



- 23/25 BN Budget Process
 - Host annual community engagement event
 - Increase & maintain staffing
 - Re-engage with regional task forces
 - Provide specialized trainings to officers
 - Develop & maintain officer presence at City Hall & Downtown Area
- Staff initiated
 - Reengage with SRO program
 - Re-invigorate volunteers in police service
- Council
 - Dusk to Dawn campground
 - Southside substation & increased southside patrols



- 23/25 BN Budget Process
 - Streamline ambulance membership program
 - Improve fee & permit collection program
 - Implement community smoke response plan
 - Gain compliance with State Fire Code & City Resolution by completion of required fire inspections
 - WRAP wildfire home inspections (Goal: 700)
 - Ambulance service area renewal
 - Single Role EMS Initiative
 - Offer 3 contractor training courses for fire safe construction/landscaping
 - Ashland Forestland Climate Change Adaptation Project- wildfire fuels reduction/helicopter operation
- Staff initiated
 - Update Fire & Rescue Strategic plan
 - Prepare for ISO inspection
 - Medicare/Medicaid audit
 - Partner with Jackson County to re-write Ambulance Service Model Contract
 - Partner with ESCO and Fire agencies to rebuild and roll out new station alerting & implement Tablet Command
- Council
 - 2200 Ashland Street Use Planning



- 23/25 BN Budget Process
 - Increase use of online web apps for public engagement (website)
 - Provide GIS support for all departments
 - Enhance cyber security position to ensure protection and resiliency
 - Address deferred software, hardware and license lifecycle replacements
 - Establish asset management program for IT related hardware
 - AFN pilot project
- Staff initiated
 - Establish a drone program
 - Dusk to Dawn increased security camera project
- Council
 - 2200 Ashland Street Configuration
 - Council chamber upgrade



- 23/25 BN Budget Process
 - Utility billing stabilization/automation and self-help
 - Utility billing communications
 - Debt issuance loan program assistance (RESP/ WIFIA)
 - Streamline internal processes and update ERP
 - Complete comprehensive revenue and long-term financial health review
 - Financial position on Opengov
- Staff initiated
 - Procurement process and AMC update
 - Investment management of funds
 - Implement and streamline grant coordination City-wide
- Council
 - 2200 Ashland Street / Dusk to Dawn funding
 - Evaluation of ALEAP Program
 - ODOE 90 N Mountain Stacker Project



- 23/25 BN Budget Process
 - Development of City-Wide performance evaluation program
 - Update personnel policies
 - Compensation and Classification Study
 - DEIA Assessment
 - Organizational wellness surveys
 - Review & update City's risk management program
- Staff initiated
 - HR Roadshows
 - Employee Appreciation Events
 - Revamp of onboarding process
 - Supervisor training
- Council
 - DEIA Dashboard



- 23/25 BN Budget Process
 - Implementation of agenda management software
 - Tracking of public records and licenses requests
 - Complete backlog of all scanning
- Staff initiated
 - Update missing liens- system development charges
 - Complete missing Council minutes
 - Get unsigned Resolutions and Ordinances signed
 - Ensure accuracy with code publishing for AMC updates
 - Ensure year+ backlog of Council packets are properly retained
 - Plan to deal with six year back log of records destruction
 - Update property data that has not been updated since 2020 for lien and title requirements
 - Complete property annexation that was not done- 2-year delay



- 23/25 BN Budget Process
 - Telecommunications ordinance update
 - Ordinance & City Charter Review and update
 - Update City website
 - Update administrative policies
 - Implement City Communication Program
 - Ashland Branding Community partnership
 - Municipal Court review
 - EOC Partnership
 - Downtown Revitalization
 - National Citizen's Livability Survey
 - Childcare Pilot Program
 - Event process streamlining
- Staff initiated
 - PIO training for emergencies
 - Ride alongs/ listening sessions with staff
 - OLLI course in the fall
 - Team Ashland
 - New Councilmember/ Mayor/ APRC information campaign
- Council
 - 2200 Ashland Street/ Dusk to Dawn
 - 2200 Ashland Street Ad Hoc Committee
 - Natural Gas Ordinance
 - Charter Ad Hoc Committee



- 23/25 BN Budget Process
 - Beautification Grants
 - This fiscal year dollars granted- 30 plus businesses
 - Event grants
 - Streamlining process
 - City permit fee waiving program
 - Downtown Beautification
 - Planters- pilot outside chamber and City Hall
 - Trashcans
 - Wayfinding
- Staff initiated
 - Strategic Funding Plan
 - Bandshell revitalization



Looking Forward

April 12, 2024

Looking Forward

Next steps

- Work Plan
 - Any official action or direction needed will be brought back at a future Council meeting.
 - Moving into next Fiscal Year
 - Continue projects
 - Forecasting for next BN
 - Next round of funding for grants





Protocol Reminder

From: Sabrina Cotta
Sent: Monday, November 13, 2023 10:31 AM
To: Sabrina Cotta <sabrina.cotta@ashland.or.us>
Subject: INFO ONLY: Communication with Staff/ Agenda Packet deadlines

Hello Mayor and Council (bcc),

STAFF COMMUNICATION

I received a question on how Mayor and Council should be communicating with staff, and I propose the following:

- Please reach out to Director's as needed including me as a cc. This will allow continued communication in a timely fashion with departments but also allow me to learn about issues and questions as they arise. I do not want to be a bottleneck to communication with Directors but would like to be aware of what is going on.
- Please only reach out to Director's. If your question needs to be routed to, for example, Chris Chambers, Linda Reid, Kelly Burns, etc. the Director will route as appropriate. This will allow Directors to be aware of questions and/or issues while keeping an eye on staff workload, time, etc.
- Staff will respond to all questions coming from Mayor or Council with a bcc to all of Mayor and Council with the answer. It is important we are all working with the same information.

Please let me know if you have any questions regarding this process.



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Subject: INFO ONLY: Communication with Staff/ Agenda Packet deadlines

AGENDA PACKET DEADLINES

Council meeting items:

A reminder on timing for agenda packets. I have heard feedback from Mayor and Council that ideally Council packets are out no later than Thursday by noon the week prior to the meetings. Earlier if possible. Staff has accelerated their timeline for getting this done as I feel it is important that you all have adequate time to review items in advance of the Council meeting. All items that are going to be included in agenda packets are due by **5p.m. on the Monday** the week prior to the agenda packet. This is to include any items that may be coming forward from Mayor and Council. This will ensure adequate time for review and agenda completion prior to publishing.



Election Season

- Oregon Municipal Handbook Chapter 4: Elections
 - State election law prohibits city employees from engaging in certain political activity during work hours
 - Can not solicit money, services, influence
 - Can not otherwise support or oppose a candidate, measure, or political committee
 - Law prohibits any person from attempting to coerce, command, or require a public employee to engage in the prohibited conduct
 - City employees can not hire a public relations firm to promote a local measure
 - City employees may provide impartial information about a candidate, measure or petition as part of normal job duties



Election Season

- Can not use City resources to campaign
 - Staff time
 - CM Code of Ethics
 - ORS 260.432
 - Public Meetings
 - Council Study Sessions
 - Council Business Meetings
 - Committee Meetings
 - Official public communications
 - Press releases
 - Website
 - City Social Media
 - City email
- **WHEN IN DOUBT - KEEP EVERYTHING SEPARATE**



Election Season

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- ***WHEN IN DOUBT - KEEP EVERYTHING SEPARATE***

Council Annual Retreat 4/12/2024

Community Development Department Overview

FY 2024

Major Project Accomplishments to date

- Self-Service Portal Live for Building Permits and Planning Applications (Energov)
- Implement consistent & standardized code inspection program
- Parking Ordinance Amendments
- Climate Friendly Area Study
- Middle Housing Land Division Ordinance
- Railroad Environmental Cleanup city review (deed restriction)
- 2200 Ashland Street site acquisition and shelter initiation
- Delivery of services
 - permits
 - planning applications
 - code compliance
 - committee administration

Development Services Report FY23-24

ACTIVITY	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Building Permits Issued	271	241	305		817
Building Plan Reviews	112	108	133		353
Over-the-Counter Permits	53	73	58		184
Online Permits	124	103	125		352
Building Inspections	765	851	889		2,505
Administrative Planning Permits	57	57	53		167
Planning Reviews (Building Permits)	87	92	105		284
Pre-Application Conferences	8	12	10		30
New Land Use Applications	11	16	18		45
Public Notices Issued	23	26	26		75
TOTAL:	1,511	1,579	1,722	0	4,812

Residential Development to date FY 2023-24 - 99 new dwelling units:

- 26 single Family homes
- 13 Accessory Dwelling Units
- 60 Multifamily Units

Building Division Activity



Monthly Building Permit Activity Report - March 2024

Single-Family Residential Building Permits

	FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation
July	6	\$1,530,304	7	\$1,435,886	12	\$1,149,451	6	\$1,261,099	1	\$504,776	1	\$360,000	0	\$0
August	4	\$852,781	3	\$640,370	3	\$934,779	1	\$257,996	0	\$0	1	\$285,118	1	\$485,760
September	1	\$327,724	5	\$1,432,067	2	\$451,414	1	\$315,000	3	\$968,523	3	\$827,679	6	\$1,619,558
October	4	\$944,354	4	\$1,400,846	3	\$861,087	6	\$1,218,352	0	\$0	3	\$888,118	6	\$1,814,073
November	2	\$80,104	3	\$756,477	0	\$0	3	\$674,086	2	\$585,068	1	\$193,993	0	\$0
December	2	\$579,175	3	\$1,284,364	3	\$608,253	1	\$201,858	3	\$1,026,399	2	\$285,763	3	\$1,483,419
January	2	\$424,608	1	\$362,529	0	\$0	7	\$773,405	1	\$288,750	2	\$626,096	3	\$1,220,236
February	5	\$1,396,651	0	\$0	1	\$223,090	0	\$0	7	\$1,323,376	1	\$274,685	0	\$0
March	2	\$495,507	1	\$457,892	3	\$742,475	3	\$444,132	1	\$264,950	0	\$0	7	\$1,946,905
April	4	\$1,003,250	6	\$1,246,414	1	\$221,128	3	\$444,546	6	\$1,115,703	2	\$572,110		
May	3	\$1,168,309	5	\$1,184,139	3	\$727,030	10	\$1,768,225	6	\$1,036,519	0	\$0		
June	1	\$287,753	1	\$207,806	1	\$329,399	3	\$1,148,101	2	\$279,835	1	\$309,178		
	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation
	36	\$9,090,520	39	\$10,408,790	32	\$6,248,105	44	\$8,506,800	32	\$7,393,899	17	\$4,622,740	26	\$8,569,951

Accessory Residential Units

	FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation
July	1	\$20,000	2	\$150,922	1	\$90,614	1	\$60,847	1	\$70,000	0	\$0	2	\$330,000
August	1	\$112,650	2	\$55,000	1	\$10,424	3	\$130,227	2	\$72,000	0	\$0	0	\$0
September	1	\$129,245	4	\$114,657	1	\$90,202	0	\$0	2	\$65,812	2	\$137,320	1	\$100,000
October	1	\$0	2	\$83,023	1	\$10,000	0	\$0	2	\$91,191	3	\$439,874	2	\$250,685
November	2	\$150,426	0	\$0	0	\$0	1	\$74,400	0	\$0	0	\$0	1	\$129,324
December	1	\$0	2	\$152,340	1	\$77,249	0	\$0	2	\$0	0	\$0	1	\$83,685
January	3	\$128,260	1	\$59,109	2	\$68,148	0	\$0	0	\$0	0	\$0	1	\$97,577
February	1	\$79,846	0	\$0	0	\$0	2	\$158,096	2	\$349,930	3	\$45,500	2	\$128,629
March	1	\$43,832	1	\$38,858	1	\$45,420	1	\$62,216	1	\$23,500	2	\$16,523	3	\$251,568
April	0	\$0	0	\$0	1	\$51,174	1	\$59,760	0	\$0	1	\$50,000		
May	0	\$0	2	\$23,527	0	\$0	1	\$64,248	3	\$217,146	0	\$0		
June	1	\$0	3	\$251,735	3	\$110,757	2	\$51,191	0	\$0	1	\$175,000		
	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation
	13	\$664,258	19	\$929,170	12	\$553,987	12	\$660,985	15	\$889,579	12	\$864,217	13	\$1,371,468

Additions																
	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation
July	15	\$443,354	5	\$155,933	8	\$444,048	3	\$109,507	2	\$136,607	2	\$63,000	1	\$65,000	3	\$188,000
August	4	\$304,000	5	\$207,012	6	\$306,866	5	\$211,734	4	\$335,080	2	\$118,799	2	\$410,000	0	\$0
September	10	\$600,809	6	\$188,591	6	\$194,751	4	\$128,019	3	\$95,383	0	\$0	1	\$55,000	5	\$383,866
October	8	\$540,302	4	\$155,346	9	\$681,602	0	\$0	2	\$71,000	2	\$73,020	0	\$0	4	\$259,300
November	4	\$163,574	5	\$208,161	2	\$48,428	1	\$15,063	6	\$398,998	2	\$65,000	2	\$137,157	3	\$200,159
December	17	\$484,322	11	\$353,084	2	\$84,367	3	\$302,835	3	\$53,998	3	\$217,585	2	\$53,623	1	\$36,000
January	2	\$34,000	1	\$2,253	2	\$83,746	5	\$472,669	2	\$78,043	7	\$468,930	6	\$341,047	1	\$15,000
February	6	\$216,846	6	\$293,458	4	\$154,143	6	\$20,328	2	\$240,000	3	\$180,000	3	\$90,000	2	\$166,800
March	8	\$246,457	9	\$649,148	2	\$142,236	1	\$20,328	7	\$436,939	3	\$191,477	4	\$190,000	1	\$13,277
April	8	\$211,783	4	\$323,276	4	\$200,352	2	\$89,529	5	\$136,000	1	\$29,896	1	\$87,754		
May	9	\$397,007	5	\$261,099	4	\$96,428	7	\$352,628	2	\$236,683	2	\$15,095	2	\$221,000		
June	7	\$196,597	10	\$210,999	5	\$220,548	6	\$600,984	7	\$331,753	2	\$106,720	3	\$246,321		
Total	98	\$3,839,051	71	\$3,008,361	54	\$2,657,514	43	\$2,554,524	45	\$2,550,468	29	\$1,529,522	25	\$1,896,902	20	\$1,262,402

Remodels/Alterations																
	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation
July	3	\$87,500	5	\$123,000	5	\$217,000	0	\$0	0	\$0	2	\$172,000	1	\$350,000	6	\$500,500
August	2	\$41,500	5	\$118,900	5	\$17,000	4	\$136,015	5	\$106,422	5	\$278,000	6	\$252,000	3	\$20,000
September	5	\$43,000	11	\$392,500	5	\$220,000	5	\$270,317	3	\$88,500	2	\$105,000	3	\$270,000	4	\$381,000
October	4	\$287,000	5	\$18,675	7	\$122,000	2	\$150,000	4	\$68,500	5	\$303,000	3	\$223,500	5	\$251,000
November	2	\$32,500	2	\$21,000	5	\$30,000	5	\$295,000	2	\$80,000	3	\$136,325	4	\$210,000	2	\$255,000
December	2	\$1,600	9	\$173,500	4	\$67,000	2	\$55,000	1	\$40,000	3	\$81,279	3	\$152,000	5	\$176,000
January	8	\$158,580	8	\$241,500	4	\$50,000	9	\$299,500	3	\$64,000	1	\$3,000	7	\$175,485	6	\$394,200
February	3	\$15,000	6	\$59,500	3	\$155,000	2	\$86,677	4	\$167,000	0	\$0	7	\$629,000	11	\$372,438
March	4	\$16,500	8	\$81,000	5	\$84,500	2	\$188,072	7	\$124,022	3	\$88,000	2	\$37,000	7	\$930,000
April	5	\$91,000	3	\$60,000	4	\$79,225	1	\$28,000	2	\$70,000	2	\$105,000	2	\$204,750		
May	8	\$84,000	6	\$231,175	6	\$15,000	3	\$27,500	2	\$64,998	2	\$123,917	6	\$436,719		
June	6	\$275,500	2	\$30,000	4	\$52,000	1	\$10,000	3	\$152,000	3	\$200,000	3	\$189,000		
Total	Issued	Total	Issued	Total	Issued	Total	Issued	Total	Issued	Total	Issued	Total	Issued	Total	Issued	Total
	52	\$1,133,680	70	\$1,550,750	57	\$1,108,725	36	\$1,546,081	36	\$1,025,442	31	\$1,595,521	47	\$3,129,454	49	\$3,220,138

Multi-Family Residential Building Permits																							
	FY 2017-18			FY 2018-19			FY 2019-20			FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24				
	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units		
July	0	\$0	0	2	\$1,073,969	7	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	1	\$1,500,000	4		
August	0	\$0	0	4	\$377,244	6	0	\$0	0	11	\$7,832,195	60	0	\$0	0	0	\$0	0	7	\$3,782,230	54		
September	0	\$0	0	1	\$137,036	1	0	\$0	0	0	\$0	0	1	\$189,249	1	0	\$0	0	1	\$5,000	1		
October	0	\$0	0	0	\$0	0	2	\$190,451	3	1	\$375,000	2	1	\$10,000	1	0	\$0	0	0	\$0	0		
November	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	1	\$25,000	1	0	\$0	0		
December	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
January	0	\$0	0	1	\$0	1	0	\$0	0	1	\$0	1	0	\$0	0	1	\$309,096	1	1	\$105,067	1		
February	1	\$79,982	1	1	\$37,430	1	0	\$0	0	1	\$533,100	5	0	\$0	0	0	\$0	0	0	\$0	0		
March	2	\$264,128	3	0	\$0	0	0	\$0	0	1	\$6,402,000	28	0	\$0	0	3	\$2,508,888	18	0	\$0	0		
April	3	\$1,009,243	12	1	\$519,047	3	0	\$0	0	0	\$0	0	1	\$115,517	2	0	\$0	0	0	\$0	0		
May	1	\$698,524	5	3	\$2,030,468	15	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
June	2	\$1,191,790	8	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
Total	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #		
	9	\$3,243,667	29	13	\$4,175,194	34	2	\$190,451	3	15	\$15,142,295	96	3	\$314,766	4	5	\$2,842,994	20	10	\$5,392,297	60		

Mixed-Use Building Permits																							
	FY 2017-18			FY 2018-19			FY 2019-20			FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24				
	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units	Issued	Valuation	# Units		
July	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	1	\$1,487,594	1	0	\$0	0	0	\$0	0		
August	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
September	0	\$0	0	0	\$0	0	0	\$0	0	1	\$3,628,743	24	0	\$0	0	0	\$0	0	0	\$0	0		
October	0	\$0	0	0	\$0	0	1	\$542,533	2	1	\$192,014	1	0	\$0	0	0	\$0	0	0	\$0	0		
November	0	\$0	0	0	\$0	0	1	\$8,500,000	34	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
December	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
January	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
February	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
March	0	\$0	0	0	\$0	0	0	\$0	0	2	\$2,562,442	5	0	\$0	0	0	\$0	0	0	\$0	0		
April	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
May	2	\$730,705	2	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
June	0	\$0	0	1	\$500,000	2	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0		
Total	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #	Issued	Total	Total #		
	2	\$730,705	2	1	\$500,000	2	2	\$9,042,533	36	4	\$6,383,199	30	1	\$1,487,594	1	0	\$0	0	0	\$0	0		

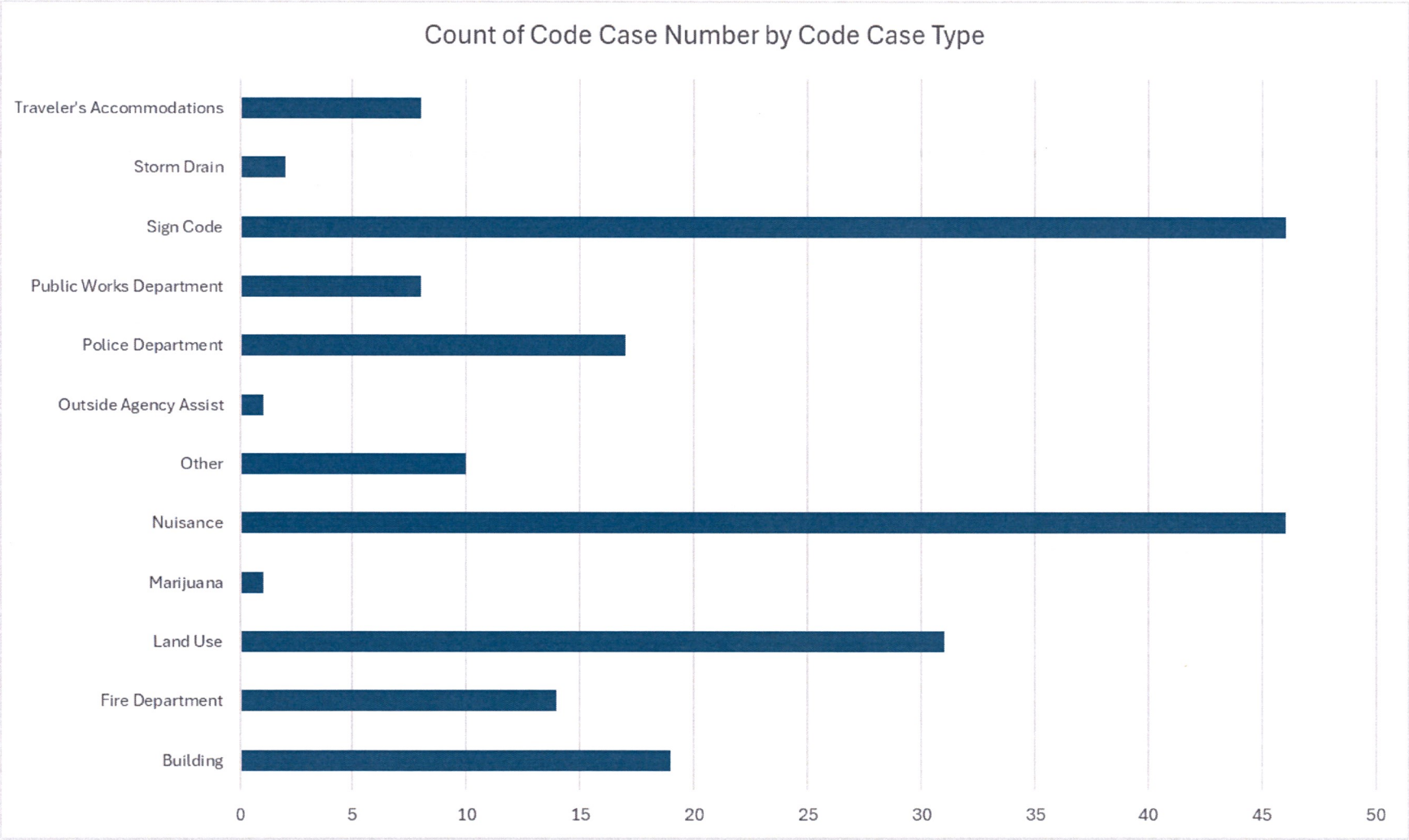
Commercial Building Permits

	FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation
July	0	\$0	0	\$0	0	\$0	1	\$885,000	0	\$0	0	\$0	0	\$0
August	0	\$0	0	\$0	0	\$0	0	\$0	1	\$1,200,000	2	\$1,371,261	0	\$0
September	1	\$2,532,597	1	\$2,999,523	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
October	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
November	0	\$0	0	\$0	0	\$0	1	\$25,000,000	0	\$0	1	\$513,000	0	\$0
December	0	\$0	0	\$0	0	\$0	1	\$10,350,000	0	\$0	0	\$0	0	\$0
January	0	\$0	0	\$0	0	\$0	0	\$0	1	\$50,000	0	\$0	2	\$2,562,835
February	0	\$0	0	\$0	0	\$0	1	\$159,553	1	\$18,500,000	0	\$0	0	\$0
March	2	\$289,000	0	\$0	1	\$697,200	0	\$0	0	\$0	1	\$12,085	1	\$2,750,000
April	1	\$50,000	0	\$0	0	\$0	0	\$0	0	\$0	2	\$3,875,679		
May	0	\$0	1	\$176,587	0	\$0	0	\$0	1	\$63,524	0	\$0		
June	1	\$204,497	0	\$0	1	\$225,000	0	\$0	1	\$1,924,991	0	\$0		
	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation
	5	\$3,076,094	2	\$3,176,110	2	\$922,200	4	\$36,394,553	5	\$21,738,515	6	\$5,772,025	3	\$5,312,835

Tenant Improvement Building Permits

	FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation	Issued	Valuation
July	1	\$18,000	3	\$154,077	6	\$818,000	2	\$677,288	4	\$2,650,000	3	\$1,470,000	2	\$10,731,513
August	2	\$64,000	3	\$318,500	0	\$0	2	\$40,000	1	\$36,750	1	\$92,000	1	\$25,000
September	4	\$20,800	2	\$160,000	0	\$0	4	\$66,200	1	\$20,000	3	\$2,001,500	3	\$368,500
October	0	\$0	5	\$711,371	0	\$0	6	\$236,000	1	\$288,049	0	\$0	1	\$180,000
November	2	\$80,000	3	\$82,600	1	\$940,000	1	\$21,000	5	\$269,424	1	\$77,500	4	\$39,839
December	1	\$8,000	0	\$0	1	\$7,000	2	\$3,170,000	0	\$0	1	\$225,000	1	\$6,000
January	3	\$327,159	1	\$75,000	1	\$97,000	3	\$104,000	3	\$250,000	0	\$0	5	\$468,220
February	2	\$40,000	0	\$0	1	\$25,000	2	215195	4	\$80,000	1	\$25,000	5	\$703,427
March	2	\$266,000	1	\$5,000	0	\$0	3	\$1,030,600	4	\$300,932	6	\$4,750,693	6	\$171,393
April	0	\$0	2	\$23,500	0	\$0	2	\$88,550	2	\$286,000	0	\$0		
May	4	\$75,000	1	\$120,000	2	\$44,860	1	\$33,800	2	\$10,000	2	\$1,285,452		
June	1	\$5,000	3	\$578,000	4	\$4,606,900	4	\$769,000	1	\$1,473,068	3	\$109,000		
	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation	Total Issued	Total Valuation
	22	\$903,959	24	\$2,228,048	16	\$6,538,760	32	\$6,451,633	28	\$5,664,223	21	\$10,036,145	28	\$12,693,892

Code Compliance Activity (July 2023 – March 2024)



230 Code Compliance Cases to date.

23/25 BN Budget Process

- Records scanning and digitization
 - Contract/Procurement underway with Richo to complete archive scanning from Community Center Plans
- Development of Self-Service Portal: Energov
- Implement consistent & standardized code inspection program
- Draft & implement land use ordinances re: Climate Friendly & Equitable Community
 - contracted consultants 3J, EcoNW, RVCOG
- Envisioning University District partnership
- Economic Opportunities Analysis
 - Grant obtained
 - RFP Issued, coordination with City of Medford on consultant selection
- Housing production strategy implementation
 - Various actions in process
 - Manufactured Park zone Ordinance
 - Grant obtained
 - Equitable Housing plan
- CDBG Consolidated plan

State Required

- Parking ordinance Amendments
- Climate Friendly Area Study
- Middle Housing Land Division Ordinance

Staff initiated

- Building code amendment
 - Draft completed, will be coming to Council in May
- Affordable Housing Tax Exception Ordinance
- Climate Friendly & Equitable Community Code Amendments
 - Grant obtained
 - Consultants selected 3J, EcoNW, RVCOG
- Railroad Environmental Cleanup Review
 - City role complete, deed restriction amendment - New schedule anticipates beginning of cleanup in Spring 2025
- Croman Mill Environmental Cleanup Review
 - Two contaminated areas removed. The third are which had dioxins present will be removed beginning yesterday and continuing over the next week. Disposed at Coffin Butte landfill.
- ODOT Transportation model analysis for CFA areas
 - State funded
 - Underway, Ashland and Milwaukee as pilot projects to develop the transportation model for ODOT.

Council Initiated

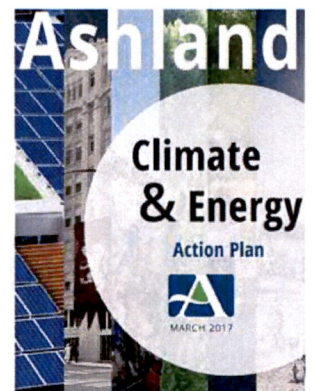
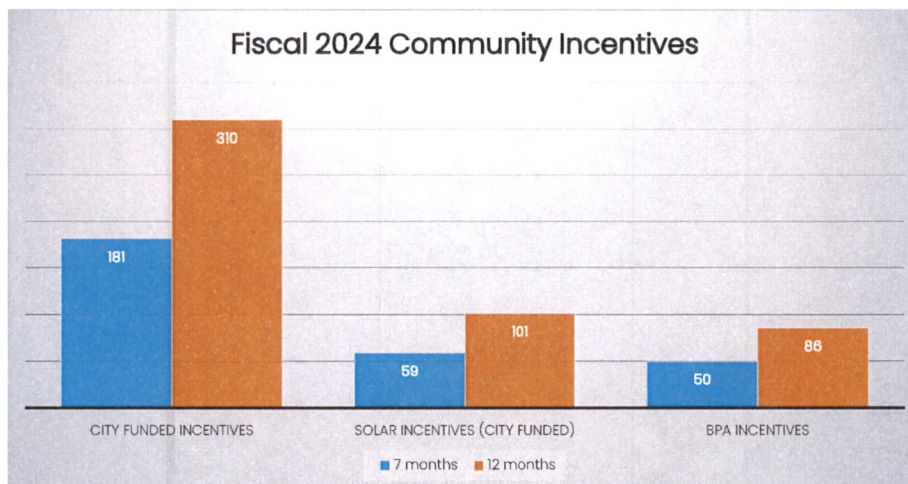
- Federal Appropriation Request for Housing
- Development Process Management Advisory Committee
- Homeless Services Master Plan
- Housing Land Trust Coordination
- 2200 Ashland Street Use Planning
- Other
- Sign rules/code amendment- Downtown (citizen led)

What have we been doing?

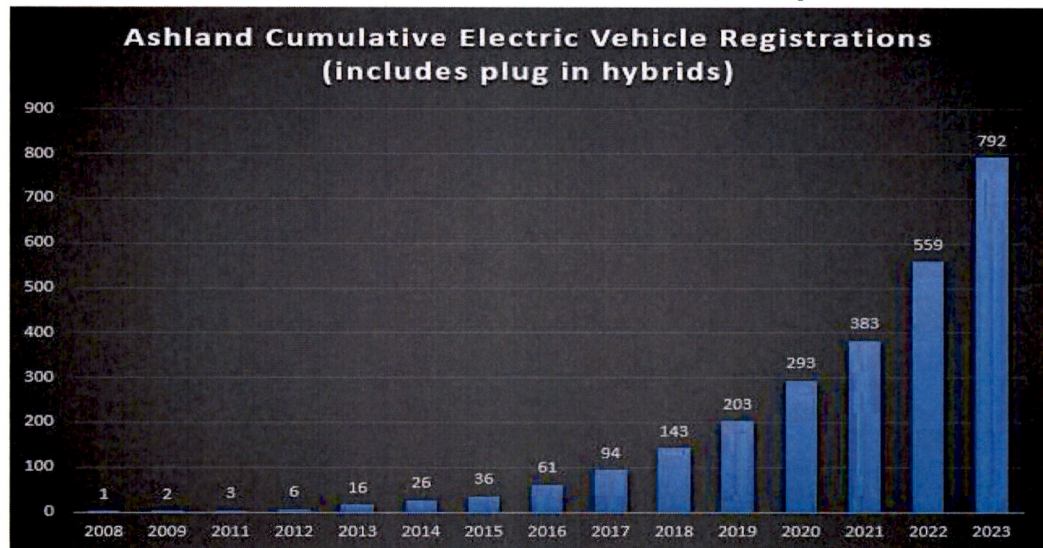
1. Re-establishing Climate Staff Position & Establishing A New Committee
2. Maintaining Existing Incentive Programs
 - EV's, Ebikes, Induction Cooktops = Chad
 - Residential = Dan Cunningham
 - Solar & Commercial = Larry Giardina
3. Invigorating Shelved Projects
 1. United State Department of Agriculture Rural Energy Savings Program (**USDA RESP**) **Loan** with On Bill Financing
 2. USDA RESP
 3. Home Energy Score
4. Tracking & Pursuing Funding Opportunities
5. City Policy Analysis Regarding Natural Gas & Electrification
6. Outreach – Groups, Events & Articles



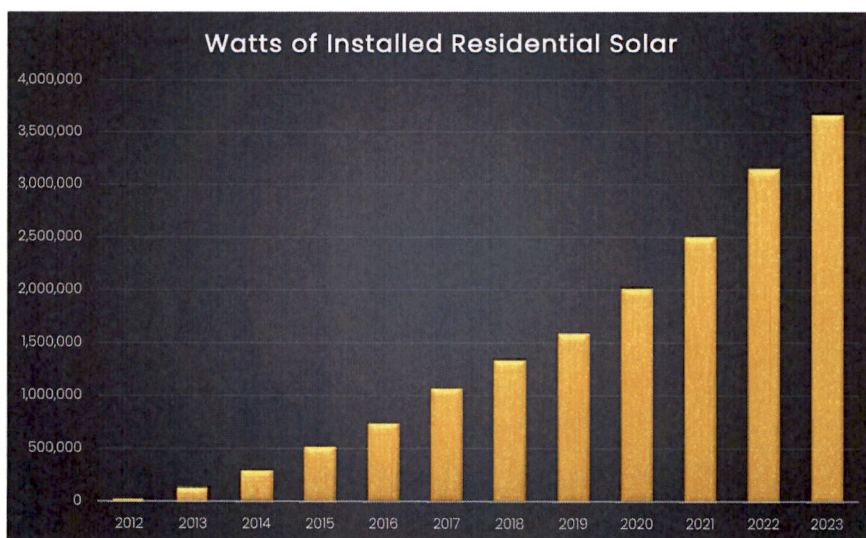
2024 Community Incentives



Trends – Electric Vehicle Ownership



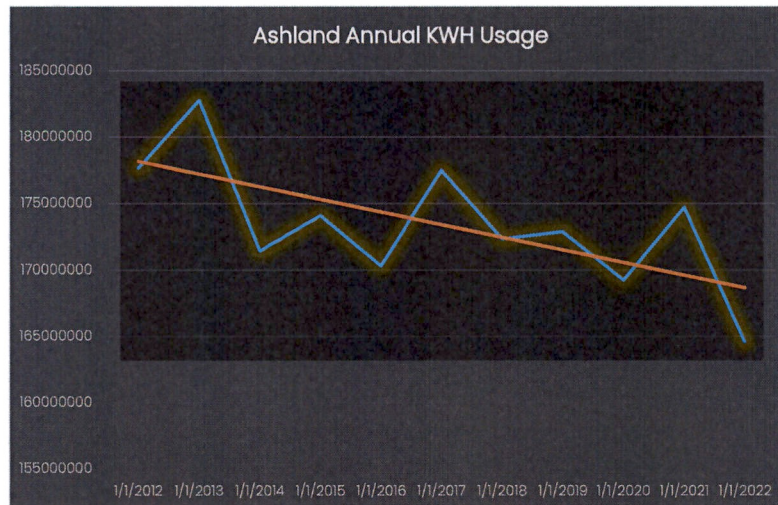
Trends – Solar Generation



Over 5.2 MW
when
including
commercial
installations!



Trends – Electric Usage



Planning & Data Collection

Underway:

1. Master Electric Plan with Solar Site Analysis
2. Municipal Buildings Evaluation

Upcoming/Needed

1. Fleet Management Plan
2. Climate Data Collection and CEAP Update and CEPA Numbers Calibration to Purchased Carbon Intensity



What's Next

- **USDA RESP Loan**
 - Refine details, recruit participants (contractors) and launch
- **Home Energy Score** Reinvigoration
 - Oregon Department of Energy – Energy Efficiency Community Block Grant (EECBG)
- **Carshare** program continuation
 - EECBG
- Installing 22 **EV Chargers**
- Investigate **Community Solar** Project Options
 - Oregon Department of Energy CREP
 - Oregon Department of Environmental Quality Solar For All
- **Expand Incentive Offerings**
- Increase Program **Outreach**
- Increase Staff **Capacity** when and where needed (interns/partnerships)



2023/25 Biennium Goals

1. Employ best management practices to strengthen relations between management, co-workers, City employees and community members. Potential steps include work with APRC's HR provider – the City of Ashland HR Department – to simplify and communicate HR policies and procedures, improve diversity equity and inclusion efforts, ensure all staff understand how HR benefits employees and how to access HR, and reorganize and add staff to free up management time for these efforts.
2. Improve public aquatic recreation and competitive options in Ashland consistent with the findings and recommendations of the Pool Ad Hoc Committee and ensure the continuous operation of an adequate recreational pool in Ashland during the summer months, at a minimum, until construction begins on a new pool.
3. Build east main street neighborhood park including the dog park, bike-skills park and pump track.
4. Develop plan for Oak Knoll Golf Course to respond to a variety of current issues at the course:
 - a. Drought
 - b. Fiscal Shortages
 - c. Playing Conditions
 - d. Staffing
 - e. Ancillary Uses
5. Develop an environmental sustainability and implementation plan.
6. Continue to improve and develop our watershed ped and MTB trail network, including connectivity to adjacent National Forest Land (above) and town centers (below) city ownership, as well as securing easements on private properties that protect public access to this network.
7. Perform a system-wide master plan for Ashland Parks and Recreation Commission to include the following sections, at least (sections may be completed together or independently):
 - a. Vision and goals
 - b. Bicycle and pedestrian circulation and access to park properties
 - c. Park system maintenance and improvements
 - d. Fleet evaluation recommendations
 - e. Design and maintenance guidelines
 - f. Review and update of all APRC policies
8. Investigate, develop and implement a dedicated permanent funding source to ensure the long-term financial sustainability of the Ashland Parks and Recreation Commission.
9. Seek out and support opportunities for community building through programs and events in our parks, open spaces and trail networks that celebrate art, music, sports and nature.



Early 2024

Communications Survey

LAUNCH & PROMOTION

Communications Survey

LAUNCHED JANUARY 24, 2024

Town Hall 2024

Posted on the City website

Pushed out to local media and

Pushed out on City's social media platforms

In the February City Newsletter

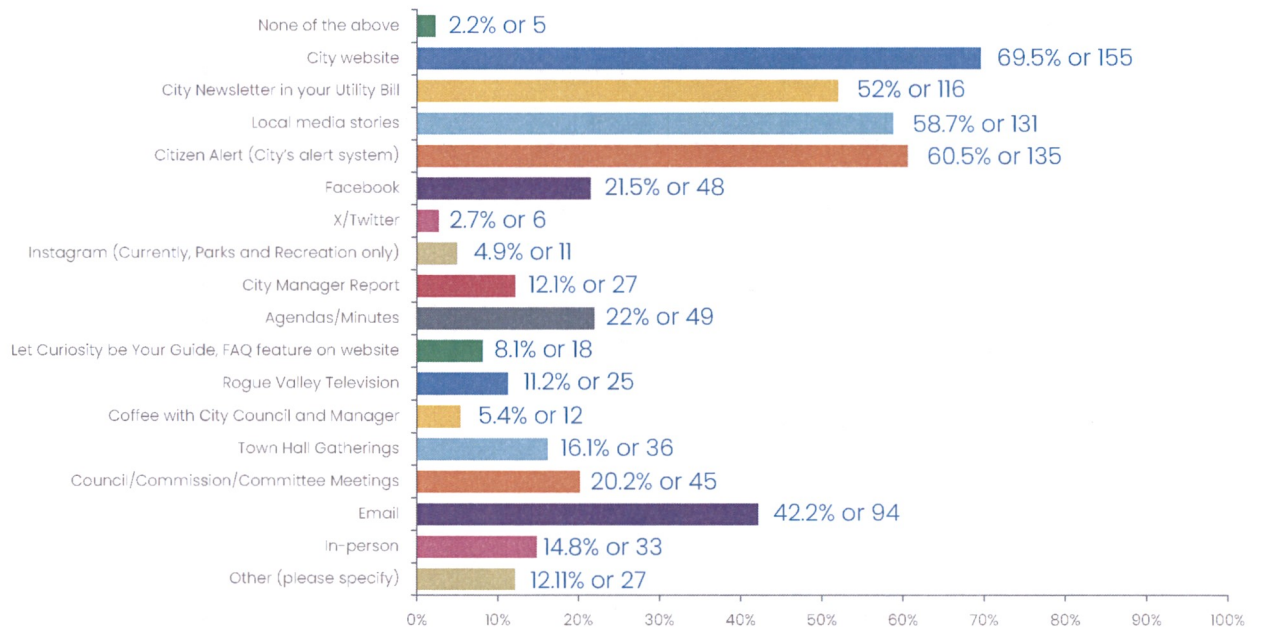
Survey closed March 3, 2024

COMPLETED RESPONSES

223

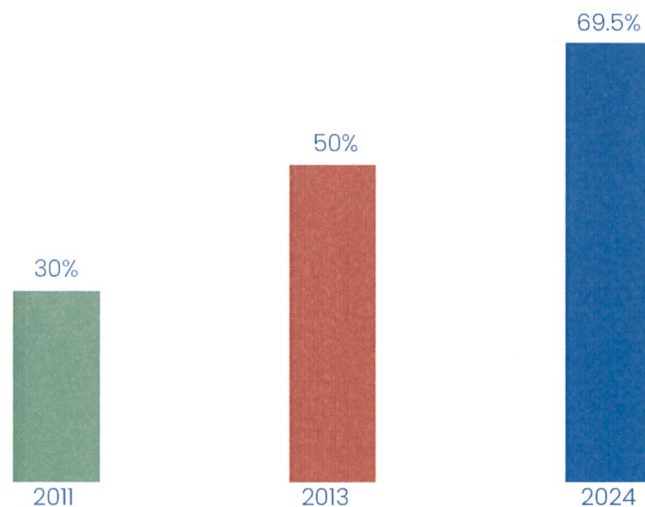


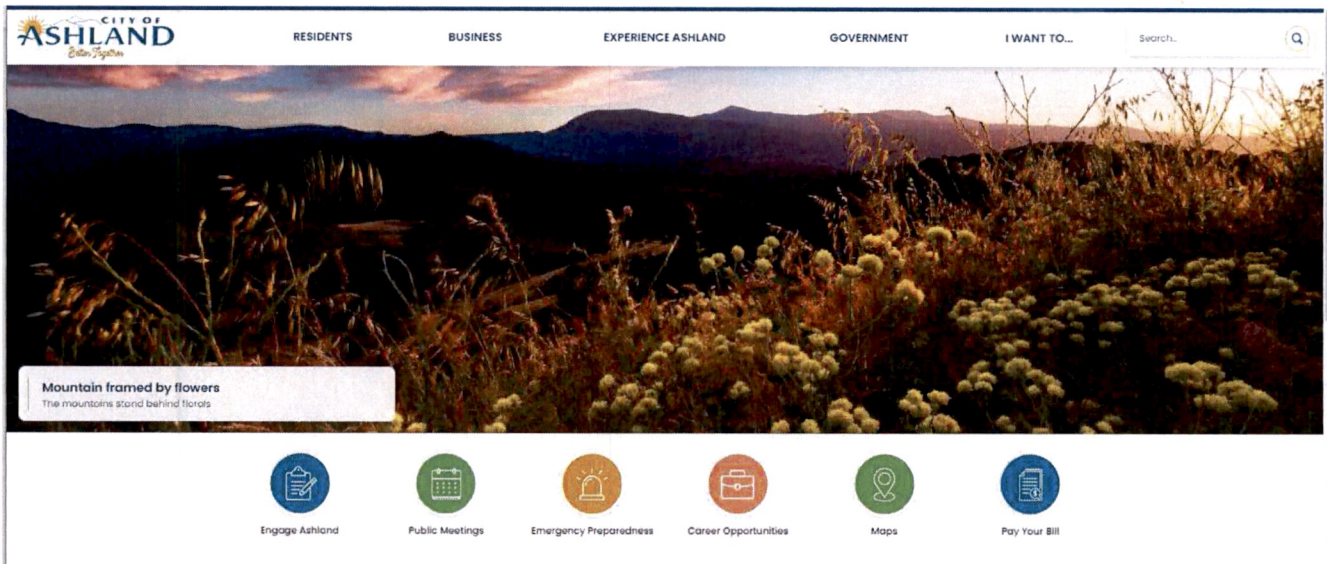
Q1: How do you currently interact with the City? Please select all that apply.



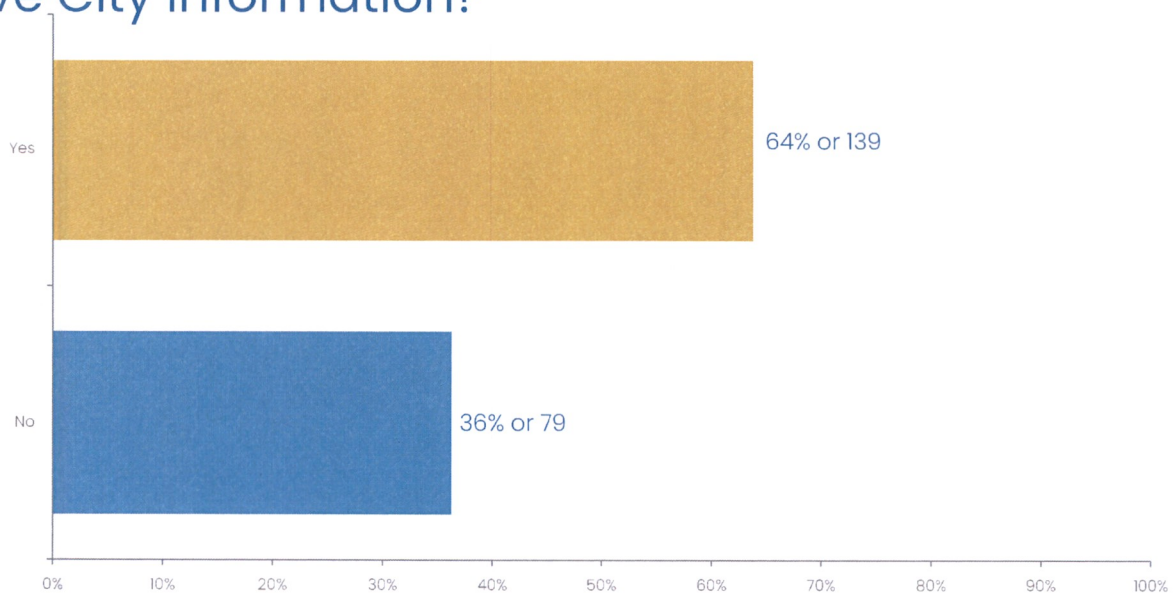
Percentage of residents who get their news & information from the City website

CITY WEBSITE

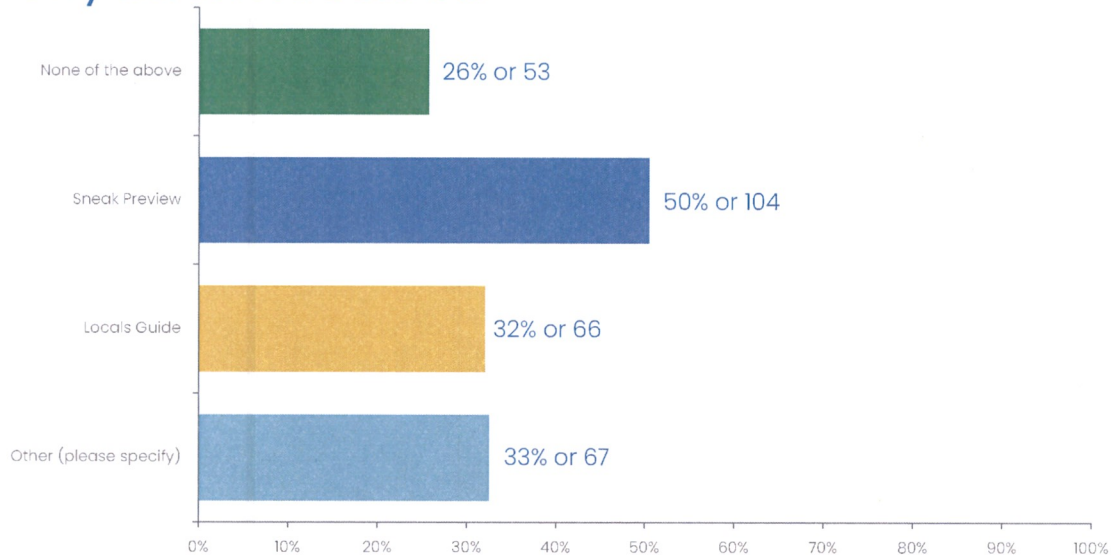




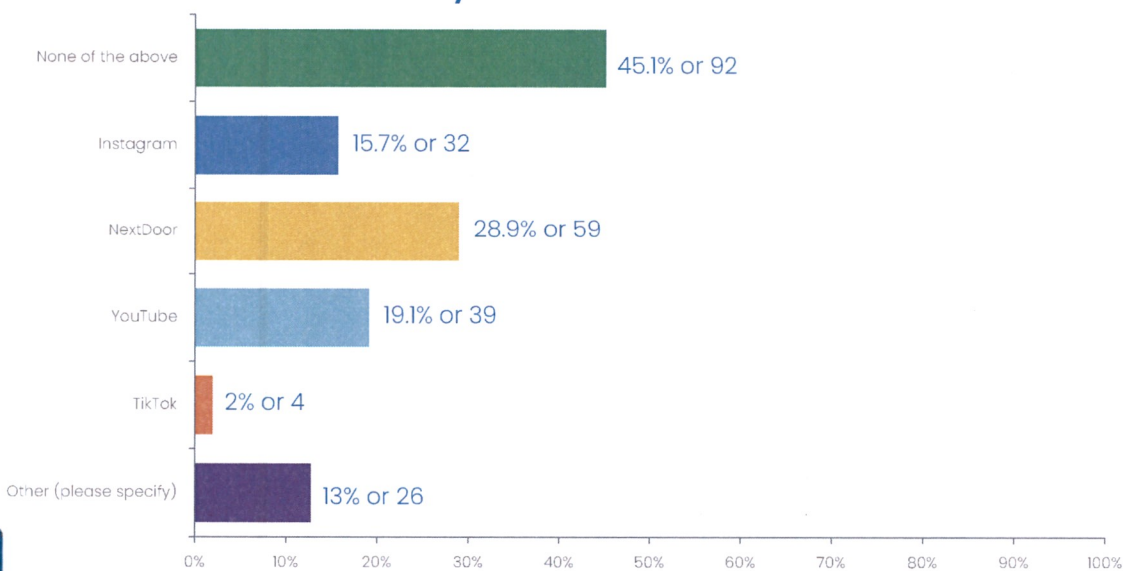
Q2: Would you utilize a City App to access and receive City information?



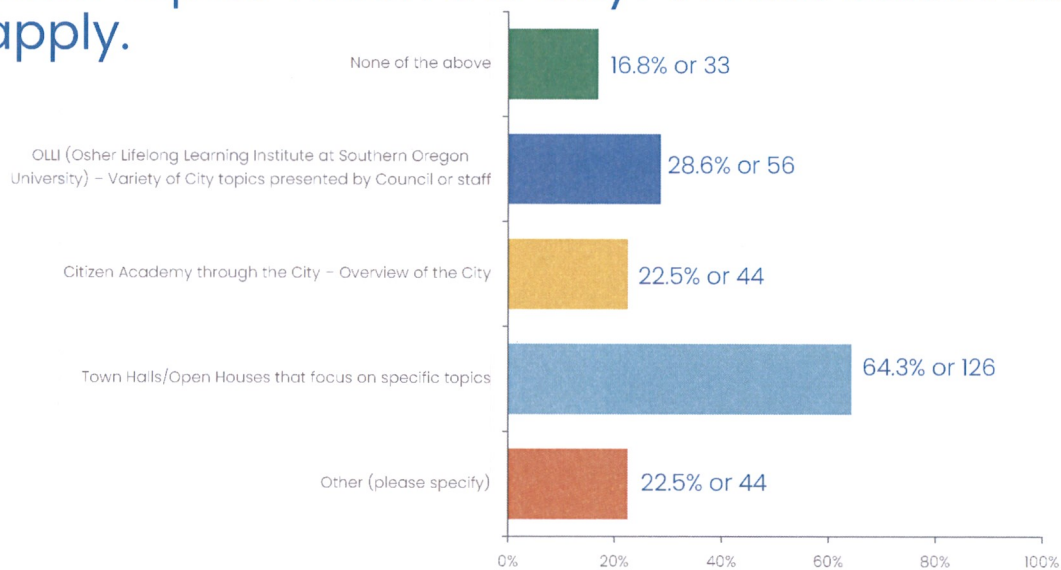
Q3: What additional media sources would you like to see City information in?



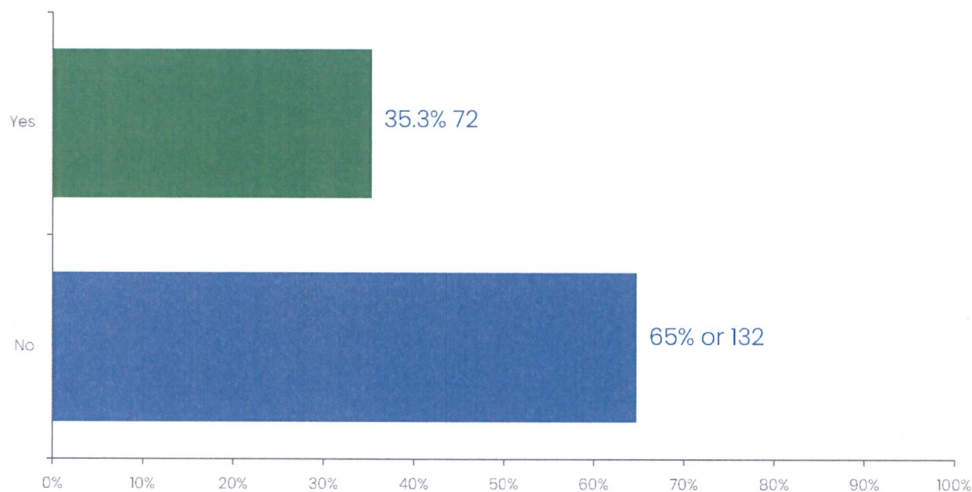
Q4: What additional social media platforms would you like to see the City utilize?



Q5: Are you interested in learning more about particular topics within the City? Please select all that apply.



Q6: Would you be interested in taking part in a forum to review the new website and offer valuable feedback before the site goes live?

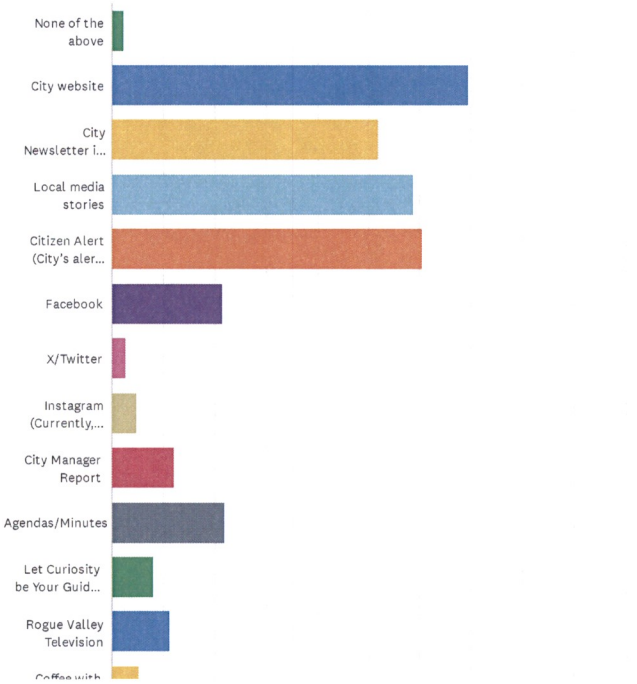


QUESTIONS?

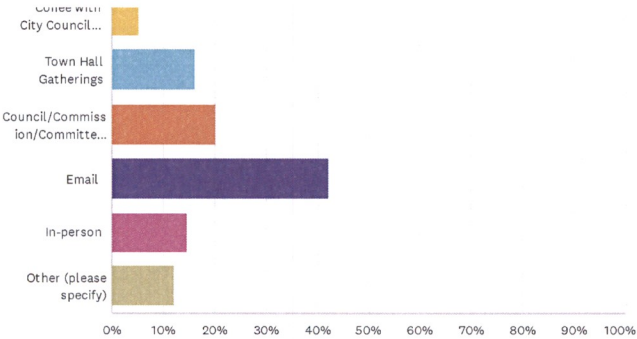


Q1 HOW DO YOU CURRENTLY INTERACT WITH THE CITY? PLEASE SELECT ALL THAT APPLY.

Answered: 223 Skipped: 0



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City of Ashland Communication Survey

ANSWER CHOICES	RESPONSES	
None of the above	2.24%	5
City website	69.51%	155
City Newsletter in your Utility Bill	52.02%	116
Local media stories	58.74%	131
Citizen Alert (City's alert system)	60.54%	135
Facebook	21.52%	48
X/Twitter	2.69%	6
Instagram (Currently, Parks and Recreation only)	4.93%	11
City Manager Report	12.11%	27
Agendas/Minutes	21.97%	49
Let Curiosity be Your Guide, FAQ feature on website	8.07%	18
Rogue Valley Television	11.21%	25
Coffee with City Council and Manager	5.38%	12
Town Hall Gatherings	16.14%	36
Council/Commission/Committee Meetings	20.18%	45
Email	42.15%	94
In-person	14.80%	33
Other (please specify)	12.11%	27
Total Respondents: 223		

#	OTHER (PLEASE SPECIFY)	DATE
1	Mayor Graham's enews	3/3/2024 7:42 PM
2	Tonya's newsletter	3/3/2024 6:28 PM
3	Mayor's newsletter	3/3/2024 9:30 AM
4	Ashland.news	3/1/2024 12:28 PM

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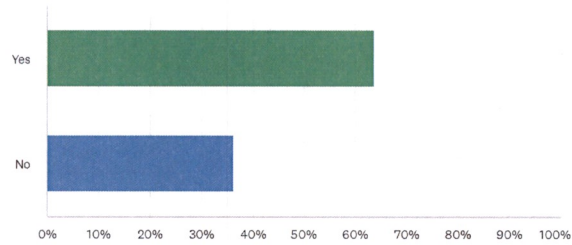
City of Ashland Communication Survey

5	text	2/29/2024 7:59 PM
6	I built my own Windows PC, Android, iOS and macOS applications that grab news feeds from multiple Ashland sources.	2/29/2024 12:22 PM
7	Mayor Newsletter	2/18/2024 10:02 AM
8	Ashland.news	2/18/2024 8:47 AM
9	Social posts generated by fellow ashland citizens	2/6/2024 9:03 PM
10	Phone	2/5/2024 9:55 AM
11	Tonya Graham's Informative Newsletter	2/5/2024 2:24 AM
12	R tv	2/4/2024 10:20 PM
13	Phone	2/1/2024 8:19 PM
14	NO ONE ANSWERS THE PHONE. NO ONE REPLIES TO EMAILS. I HAVE LIVED HERE FOR 28 YEARS, PAID THE ESCALATING PROPERTY TAXES, MAINTAINED MY PROPERTY FOR THAT ENTIRE TIME. THE LEVEL OF COMMUNICATION HAS BECOME SO COMPLICATED THAT IT IS DISCOURAGING. HOWEVER: I GIVE COMPLIMENTS TO THE STREET DEPT. AND THE FIRE DEPT. OF ASHLAND. THE CITY COUNCIL IS NOT PERFORMING, NOR IS THE MAYOR.	2/1/2024 7:13 PM
15	One-on-one meetings	1/29/2024 8:38 AM
16	Emails are confusing, links are duplicated and don't directly link to article. Newsletter doesn't link to emails on credit card payments for utilities	1/29/2024 6:57 AM
17	next door. I had no idea there was/is a facebook page.	1/28/2024 7:12 PM
18	My wife tells me and she follows website, social media, news, agenda/minutes, etc.	1/28/2024 4:17 PM
19	Regular letter	1/28/2024 3:05 AM
20	Transportation Advisory Committee member	1/27/2024 5:04 PM
21	Text via NIXEL with link to new city info	1/27/2024 9:20 AM
22	I use the feature where I get an email every time the website is updated. Please include that feature in the new website.	1/27/2024 8:21 AM
23	The emails the city sends	1/26/2024 8:38 PM
24	Nextdoor is very active re: Ashland city issues	1/26/2024 6:34 PM
25	5 Minute Meeting	1/26/2024 6:27 PM
26	Jim Fallenstein's 5-minute meetings (recap)	1/26/2024 5:12 PM
27	Test Dorinda - from /commSurvey page	1/24/2024 12:26 PM

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Q2 WOULD YOU UTILIZE A CITY APP TO ACCESS AND RECEIVE CITY INFORMATION?

Answered: 218 Skipped: 5

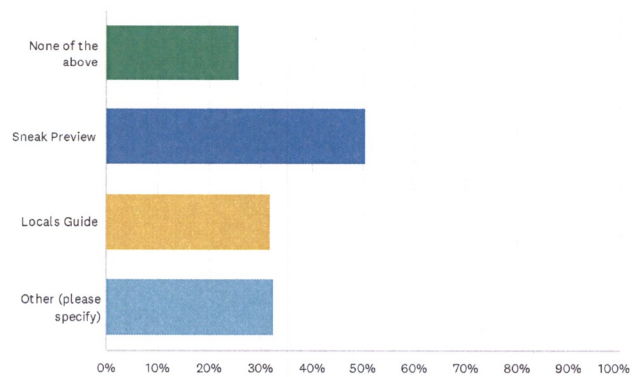


ANSWER CHOICES	RESPONSES	
Yes	63.76%	139
No	36.24%	79
TOTAL		218

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Q3 WHAT ADDITIONAL MEDIA SOURCES WOULD YOU LIKE TO SEE CITY INFORMATION IN?

Answered: 206 Skipped: 17



ANSWER CHOICES	RESPONSES	
None of the above	25.73%	53
Sneak Preview	50.49%	104
Locals Guide	32.04%	66
Other (please specify)	32.52%	67
Total Respondents: 206		

OTHER (PLEASE SPECIFY)

DATE

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City of Ashland Communication Survey

1	Tonya's newsletter	3/3/2024 6:28 PM
2	Ashland News	3/3/2024 2:30 PM
3	Rogue Valley Times, Ashlandnews.org	3/3/2024 2:07 PM
4	Ashland.news works well for us.	3/3/2024 1:34 PM
5	email	3/3/2024 8:50 AM
6	Ashland Chronicle	3/3/2024 7:28 AM
7	During morning news on Jefferson Public Radio	3/2/2024 7:22 AM
8	Ashland.news.com	3/1/2024 10:07 PM
9	Ashland.news and Rogue Valley Times	3/1/2024 6:31 PM
10	Ashland News	3/1/2024 2:46 PM
11	RVTV even though I don't get it via an antenna, which it should be.	3/1/2024 12:28 PM
12	The Ashland Chronicle	2/29/2024 9:25 PM
13	Be informed and vote on issues that exist	2/28/2024 9:40 PM
14	In person access to the city hall	2/27/2024 7:46 PM
15	Local Facebook groups	2/27/2024 8:59 AM
16	RV-Times	2/17/2024 7:19 PM
17	Effective website	2/16/2024 10:35 AM
18	Ashland.News	2/15/2024 11:48 PM
19	Facebook	2/15/2024 12:23 AM
20	all the newspapers	2/13/2024 5:09 PM
21	Ashland.news	2/12/2024 12:41 PM
22	Ashland.News	2/9/2024 10:11 PM
23	my email so I don't have to hunt for information	2/5/2024 10:24 AM
24	Rogue Valley Times	2/5/2024 10:08 AM
25	Email Newsletter	2/5/2024 2:24 AM
26	City monthly newsletter	2/4/2024 9:02 PM
27	RV Times newspaper	2/4/2024 3:09 PM
28	Ashland News; Rogue Valley Times	2/1/2024 10:41 AM

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City of Ashland Communication Survey

29	Ashland.News	2/1/2024 10:17 AM
30	A phone number we can call (that someone actually answers)	2/1/2024 7:58 AM
31	Daily Courier, Rogue Valley Times, Ashland.news	2/1/2024 6:27 AM
32	ashland news, ashland chronicles	1/29/2024 6:07 PM
33	Local TV/Radio	1/29/2024 11:06 AM
34	Ashland News, RV Tribune, Ashland Chronicle	1/29/2024 7:33 AM
35	Ashland News	1/29/2024 6:57 AM
36	next door.	1/28/2024 7:12 PM
37	Newspaper	1/28/2024 6:03 PM
38	Ashland.news, Rogue Valley Times, Grants Pass Courier, Ashland Chronicle, JPR	1/28/2024 4:17 PM
39	Ashland.news	1/28/2024 8:49 AM
40	Ashland.News	1/28/2024 7:57 AM
41	Simple lists	1/28/2024 3:05 AM
42	Ashland.news	1/27/2024 8:57 PM
43	RV Times, Daily Courier	1/27/2024 7:41 PM
44	Ashland.newd	1/27/2024 6:15 PM
45	I would like the City Hall offices to be open and staffed, as soon as necessary repairs are made. There should be a phone number to call for information (even if staffed by volunteers.)	1/27/2024 4:35 PM
46	Social media, newsletter	1/27/2024 3:28 PM
47	(	1/27/2024 1:17 PM
48	Ashland.news	1/27/2024 11:08 AM
49	Someone in office to answer phone calls. (The way it used to be done.)	1/27/2024 11:05 AM
50	https://ashland.news	1/27/2024 10:22 AM
51	Ashland News	1/27/2024 9:56 AM
52	Hard copy print,	1/27/2024 9:41 AM
53	Kskq radio	1/27/2024 9:23 AM
54	Text via NIXL with link to info	1/27/2024 9:20 AM
55	Ashland.news	1/27/2024 9:09 AM

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City of Ashland Communication Survey

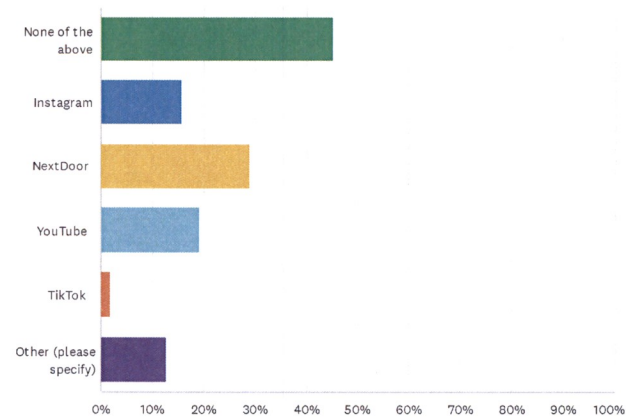
56	Ashland News	1/27/2024 8:21 AM
57	Facebook	1/26/2024 10:26 PM
58	Ashland.news, Rogue Valley Times	1/26/2024 9:18 PM
59	Plaza Information Kiosk	1/26/2024 6:27 PM
60	Ashland.news	1/26/2024 6:26 PM
61	Objective information about (potential) initiatives	1/26/2024 5:12 PM
62	Some sort of publication dedicated to economic development beyond the chamber	1/26/2024 1:59 PM
63	Ashland News	1/25/2024 4:21 PM
64	Ashland.news articles about City Staff and what they do, articles about City Process and how citizens can be engaged in it. Expand outreach for Let curiosity be your guide Revive City you Tube channel and produce videos of explanations and really improve the website!!!	1/25/2024 6:54 AM
65	Ashland Living Magazine	1/24/2024 6:41 PM
66	Sky writing	1/24/2024 1:08 PM
67	test from Dorinda	1/24/2024 12:26 PM

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City of Ashland Communication Survey

Q4 WHAT ADDITIONAL SOCIAL MEDIA PLATFORMS WOULD YOU LIKE TO SEE THE CITY UTILIZE?

Answered: 204 Skipped: 19



City of Ashland Communication Survey

ANSWER CHOICES	RESPONSES	
None of the above	45.10%	92
Instagram	15.69%	32
NextDoor	28.92%	59
YouTube	19.12%	39
TikTok	1.96%	4
Other (please specify)	12.75%	26
Total Respondents: 204		

#	OTHER (PLEASE SPECIFY)	DATE
1	Ashland News	3/3/2024 2:20 PM
2	see above	3/1/2024 12:28 PM
3	Facebook	2/27/2024 7:46 PM
4	Facebook, instagram, and threads	2/27/2024 8:59 AM
5	Ashland online news	2/27/2024 1:35 AM
6	Don't know enough about the long term likely ramifications of each choice here to give this question a good answer.	2/18/2024 8:41 AM
7	X	2/16/2024 7:26 PM
8	Absolutely do not use TikTok, Instagram or NextDoor for communicating city information!	2/4/2024 9:02 PM
9	Telephone for folks w no computer	2/4/2024 3:09 PM
10	personal communication from a human being at the City of Ashland!!!!	2/1/2024 7:13 PM
11	Contact Jim Falenstein....he is excellent at communicating city issues	2/1/2024 10:41 AM
12	A phone number we can call (that someone actually answers)	2/1/2024 7:58 AM
13	WhatsApp	1/29/2024 11:06 AM
14	As many as possible	1/28/2024 6:03 PM
15	Read RV Times, Daily Courier	1/27/2024 7:41 PM
16	Not NextDoor	1/27/2024 6:42 PM
17	Facebook	1/27/2024 3:28 PM

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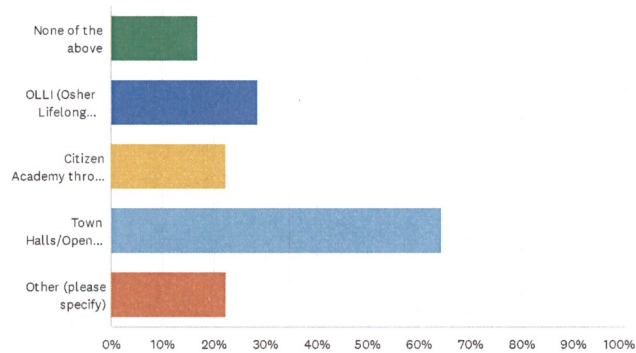
City of Ashland Communication Survey

18	message to my email	1/27/2024 11:05 AM
19	Hard copy print, perhaps a monthly newsletter. Also regular reports on Ashland.News-a regular column.	1/27/2024 9:41 AM
20	Text on NIXL with link to city info	1/27/2024 9:20 AM
21	Facebook (and it's interesting that FB is not a choice in menu while Next-door is.	1/27/2024 9:09 AM
22	Facebook	1/26/2024 10:26 PM
23	X/Twitter	1/26/2024 5:12 PM
24	Chamber of Commerce city events calendar included on city website	1/26/2024 1:45 PM
25	There are many Ashland groups on Facebook	1/25/2024 4:21 PM
26	Text from Dorinda	1/24/2024 12:26 PM

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Q5 ARE YOU INTERESTED IN LEARNING MORE ABOUT PARTICULAR TOPICS WITHIN THE CITY? PLEASE SELECT ALL THAT APPLY

Answered: 196 Skipped: 27



ANSWER CHOICES	PERCENTAGE	RESPONSES
None of the above	16.84%	33
OLLI (Osher Lifelong Learning Institute at Southern Oregon University) – Variety of City topics presented by Council or staff	28.57%	56
Citizen Academy through the City – Overview of the City	22.45%	44
Town Halls/Open Houses that focus on specific topics	64.29%	126
Other (please specify)	22.45%	44
Total Respondents: 196		

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City of Ashland Communication Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Graffiti abatement, sustainability& progress to make Ashland a green city including making downtown pedestrian only	3/3/2024 2:30 PM
2	Crime Report	3/3/2024 8:25 AM
3	Status of the second dog park in south Ashland	3/2/2024 7:22 AM
4	Parks usage for the peaceful contemplation of nature	3/1/2024 10:07 PM
5	Notifications about the of minutes from each council meeting	2/29/2024 7:19 PM
6	Community Wildfire Protection Plan and Evacuation infrastructure improvements (more live traffic cameras and exits out of town)	2/29/2024 12:22 PM
7	Emergency planning and response. Public safety.	2/27/2024 8:59 AM
8	Roads being redone!!!!!!	2/22/2024 6:48 PM
9	Rental guide	2/20/2024 11:30 AM
10	work on wildfire preparedness, work on helping citizens harden homes, work on helping citizens afford to harden homes against wildfire	2/18/2024 8:41 AM
11	Maintaining a balanced budget!	2/17/2024 7:19 PM
12	More coffee with the council with times that work for the working class residents.	2/16/2024 11:33 AM
13	Safety plans	2/15/2024 12:23 AM
14	How to volunteer	2/10/2024 7:48 AM
15	All development proposals and current development status	2/5/2024 12:39 PM
16	Justification for every consultant we hire	2/5/2024 10:24 AM
17	What City departments are doing	2/5/2024 10:08 AM
18	Progress on FireWise Efforts	2/5/2024 2:24 AM
19	Utilities	2/4/2024 3:09 PM
20	regular you tube reports	2/1/2024 10:41 AM
21	date for hazardous materials disposal; date for disposing green waste; availability of advice for wildfire damage mitigation	2/1/2024 10:17 AM
22	Utility office	2/1/2024 10:08 AM
23	have a publicist	2/1/2024 6:27 AM
24	How the theatre community is connected to the city and more about making the community part of the theatre as well	1/31/2024 7:57 AM
25	Utility rates	1/30/2024 5:45 AM
26	environmental efforts	1/29/2024 6:07 PM

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City of Ashland Communication Survey

27	Town Halls are merely showcases for Mayor and select council in putting their own agenda forward. They don't entertain any idea 1cm removed from their own world views.	1/29/2024 3:46 PM
28	1) City priorities and the impact on them from the budget shortfall, if any. 2) Use spellcheck.	1/29/2024 8:38 AM
29	All pen seats, hiring, proposals, everything.	1/29/2024 7:46 AM
30	Agendas	1/29/2024 6:57 AM
31	council resolutions and new ordinances	1/28/2024 4:17 PM
32	Spell correctly please	1/28/2024 3:05 AM
33	Tours of City facilities waterworks, etc	1/27/2024 8:57 PM
34	Budget issues	1/27/2024 7:41 PM
35	It would be great if the Mayor, City Council members, and department heads could hold regular open office hours.	1/27/2024 4:35 PM
36	Specific initiatives and items on the agenda for city council	1/27/2024 3:28 PM
37	I would like to see easy 2-way communication - if we ask a question, we get an answer, and if several people ask the same question, make that question and answer more prominent so others can access it. I guess that's how the FAQ section works but I always forget about it - maybe it needs to be more publicized as a one-stop shop for answers from the city.	1/27/2024 12:21 PM
38	local newspapers such as Ashland News, Rogue Valley Times, Sneak Preview, Ashland Chronicle, etc.	1/27/2024 11:05 AM
39	No	1/27/2024 9:36 AM
40	Volunteer opportunities	1/27/2024 9:23 AM
41	Summarized activities if the city committees	1/26/2024 8:46 PM
42	Detailed city budget	1/26/2024 5:12 PM
43	Timely access to ALL city meeting agendas and minutes	1/26/2024 3:27 PM
44	Test from Dorinda	1/24/2024 12:26 PM

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City of Ashland Communication Survey

Q6 ANYTHING YOU WOULD LIKE TO SHARE WITH THE CITY?

Answered: 105 Skipped: 118

#	RESPONSES	DATE
1	It's really hard to keep up to date with the issues the Council is taking up without having to constantly track the agendas through the website.	3/3/2024 7:42 PM
2	I thank our mayor and city council for your efforts to better our city of Ashland.	3/3/2024 6:28 PM
3	Focus on trash and graffiti removal, sustainability including cutting water usage by using different landscaping for center dividers, making the city center pedestrian only to deal with traffic, pollution and parking. Address racism and inequality including making the shirts at Railroad park a more permanent display.	3/3/2024 2:30 PM
4	Great disappointment with City politics and the absence of Councilor accountability.	3/3/2024 8:50 AM
5	Social Media like Next Door and You Tube scrape users' personal information in exchange for free service. Please choose other ways of communicating with residents that do not trade off privacy for information and which do not encourage even more use of social media.	3/3/2024 8:25 AM
6	I like the city newsletter a lot, but announcements in the newsletter are often nearly outdated by the time I receive and read it.	3/2/2024 7:22 AM
7	Ashland is populated by a large number of people who are eager to be involved and help make this a better place. It's a journey.	3/1/2024 10:07 PM
8	The city should mount a public Bulletin Board or Suggestion Box. There was sneaky, barely visible input on the "Road Diet (still no input apparently welcome) and the Plaza Design. A public Suggestion Box should have the ability to vote up favored ideas, improve on them, or dispute them. Most businesses should also have public Suggestion Boxes. On such a site, a distinction should be made for signed entries and anonymous ones. I am hopeful this new attempt will be structured to be user-friendly, simple for non-geeks, and truly welcoming of creative and helpful ideas.	3/1/2024 12:28 PM
9	Communicating with the City regarding utilities issues is impossible except Fridays 9-12 in person. Hard to do when you work in Medford. That said, person on Fridays is extremely helpful and professional.	3/1/2024 12:05 PM
10	There is a sense among Ashlanders that is almost impossible to connect with city offices in person. That's a problem.	3/1/2024 7:57 AM
11	Offer people the chance to ask questions about how things work. Either in live AMAs or periodic questions posted in a public place. Information about basic utilities/services should be in a central place. Every time there is a power outage or a garbage holiday too many people are confused for too long.	2/29/2024 7:19 PM
12	While I appreciate the efforts the City is doing to upgrade public access to documents online. It continues to be woefully inadequate. Hope you are upgrading the City system to allow electronic access to all public documents.	2/29/2024 7:12 PM
13	Can't wait to see improvements in the City web site, news feeds (RSS), apps, up to date YouTube videos, updated calendar of city events (not just city department events).	2/29/2024 12:22 PM

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City of Ashland Communication Survey

14	Elect a new Mayor that actually cares about the citizens; all citizens.	2/28/2024 10:18 PM
15	I would love to know more about this new curfew. Does it include a curfew for all people not just minors? What is your definition for open spaces? Will you provide a map of exactly where the curfew will be enforced? I have lived in Oregon for over 60 years and never had a curfew imposed on me, so I am a bit confused about this new city ordinance. Thanks	2/28/2024 9:40 PM
16	There is not enough transparency from the city of Ashland. Most people cannot make it to the city council meetings.	2/27/2024 7:46 PM
17	I hope the city becomes a model for other small towns with livability features. Perhaps create an annual State of the Citizenry questionnaire? Provide resources, to webinars, articles, talks, etc. that citizens can access related to innovations in housing, environment, transportation, community shared spaces, etc.	2/25/2024 7:56 AM
18	Yes, When are you folks going to repair our roads???.. You promised they would be done in October 2023...they are unbelievable!!! How long do I have to call about pot holes?!! Please fix...I have lived here 33 years and they have never been this bad!!!!	2/22/2024 6:48 PM
19	Hire someone to work the counter for the electric. It's ridiculous that you can't go in and pay your bill or ask a question	2/22/2024 10:17 AM
20	You are now so difficult to get a personal appointment with, the various departments are so lazy and ineffective (egs. the streets dept., code enforcement, etc.) that it's yet another reason I detest living in this community. Couple this with your collective, Californican, arrogant attitude which assumes that all citizens here share your liberal values, couple this with the city's continual cry that "We don't have enough money" while continually squandering the taxpayer's money sucked out of us with the highest property taxes in the county, couple this with the nighmarishly trashy looking row of rotting t-shirts down on the railroad property fence and I can't wait until I'm able to leave this bad acid trip of a town. You are a miserable failure and I want no further part of this place. How's that for a communication? Did I get my point across?	2/20/2024 8:05 AM
21	What happened to the proposed ban on gas installation for new home construction. I am against such a ban and support citizen choice of energy source.	2/19/2024 11:36 AM
22	The City may be doing many things I'm not aware of, but I would like to see the City implement culturally specific and other types of outreach to develop relationships with those least likely to connect with City government.	2/18/2024 4:04 PM
23	I can only imagine the responses you may receive to this question ●	2/18/2024 10:02 AM
24	I believe the elephant in the room is how woefully unprepared we are currently for the next almeda fire scale event that comes our way. Widespread Ashland landscaping, decking, fencing, and mulch practices amount to wildfire accelerant! They were fine 30 years ago, but we need a massive new program to fund, educate, and ultimately require changing out current landscaping, decking, fencing, and mulch practices to bring them in line with what's needed to prevent massive destruction in our town in the very foreseeable future. Incidentally, the Wildfire Commission, after City Council changed that group to a management committee recently, effectively lost their independence and became essentially a volunteer arm controlled by fire department staff. Under the direction of fire department staff, regular monthly meetings were eliminated and are now held at the convenience of rather overburdened fire department staff. While various important work is still being done, several of the most experienced members have left.	2/18/2024 8:41 AM
25	Stop spending and start reducing expenses. OSF, SOU, ASB and Asante have all made reductions based on the current economic climate. Why hasn't the City of Ashland?	2/16/2024 11:33 AM
26	The Citizen Alert system is extremely confusing and has not been well managed. Last year we were all asked to register for a new system, except it seemed to be the exact same system branded under a different name. Emergency alerts are used for a mish mosh of purposes, and it's hard to know whether the system would be ready for an actual emergency. After the	2/16/2024 11:02 AM

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City of Ashland Communication Survey

	Almeda Fire in 2020, I would have expected things to have gotten better ironed out by now. Please clean up this mess and give it priority attention. In so many ways, our community is still not ready to respond appropriately to a large-scale emergency.	
27	City leaders want citizens in the dark	2/16/2024 10:35 AM
28	Maybe I missed it. I don't understand why the City of Ashland utilities office closed. Citizens pay thousands of dollars for utilities. It seems to me they should be able to meet with someone in person.	2/15/2024 11:48 PM
29	I would like to see city staff back working at the city and not from home. I'd like to have city hall open and staffed. City Hall looks terrible. Awnings need to be cleaned. The city should set the tone for the downtown.	2/15/2024 1:17 PM
30	Please clean up the downtown. Street trees need a lot more care. Garbage cans are disgusting and should be replaced or at least power washed. Sidewalks need to be cleaned. Planter boxes need to be repaired and plants maintained and periodically replaced. Do city counselors walk the downtown? Do staff? Many other towns are looking better than ours.	2/14/2024 1:02 PM
31	Ashland	2/13/2024 3:54 PM
32	I appreciate the Mayor's newsletter.	2/12/2024 12:41 PM
33	Great place. Good work!	2/10/2024 7:48 AM
34	Hoe do I sign up to have my utility bill automatically withdrawn from my bank?	2/9/2024 10:11 PM
35	I think if you're using social media (FB/IG/X), you need to be ubiquitous on all 3. Leaving out one means segmenting your community based on demo (older generations using FB mostly, younger using IG, and who is even using Elon's X nowadays??) - and therefore not making the information easily available to all citizens. Of course, this would need to be in addition to everything being clear and easily searchable on the website. There are tools that allow you to post simultaneously on all 3 (Planily, Hootsuite), so it should be easy. As a young person, I feel Facebook is really toxic - I'd prefer a different place to get info. I would be happy if the website was more user friendly, and made upcoming issue more clear.	2/6/2024 9:03 PM
36	I don't know if there is disaster siren in Ashland but it would be good to have. And disaster drills.	2/5/2024 12:39 PM
37	I would like you to manage the budget instead of raising taxes. Your last survey was ridiculous. There were so many other ways to balance the budget besides raising taxes or deleting services.	2/5/2024 10:24 AM
38	Personally, I'm sick of 1) social media, 2) apps, 3) QR codes. I'd like to see the emails the City sends out more user-friendly/comprehensible, and the City website improved.	2/5/2024 10:08 AM
39	We need a face to face option when discussing our utility bills. A wealthy city like Ashland should provide more than a few hours/week at the Grove. Calling the phone # and being greeted with "after hours phone line" at 10 a.m. is ridiculous. And why is the call center based in Medford?	2/5/2024 9:55 AM
40	Please revamp the Utilities website. It is not user-friendly. Difficult to navigate. Hard to find information. Poorly laid out.	2/5/2024 2:24 AM
41	Older people, in general, aren't bf wry interested in more digital communication such as TikTok	2/4/2024 10:20 PM
42	Please consider using all forms of available media best suited to different demographics. Please do not use Instagram or TikTok or NextDoor for communication to citizens.	2/4/2024 9:02 PM
43	Frustrating to not have city light & water offices staffed for customer contact.	2/4/2024 3:09 PM

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City of Ashland Communication Survey

44	Please open up our city hall to our citizens	2/2/2024 1:56 PM
45	The city utilities/ billing staff has been a bit lax lately in posting payments in a timely manner. Not posting a payment for four to five weeks after payment was actually paid is not acceptable.	2/1/2024 8:19 PM
46	see above	2/1/2024 7:13 PM
47	On a positive note, at the recent town hall it was excellent to interact with staff. Kudos especially to Mariane Berry, Director of Finance, who helped me through a problem and followed up with a personal phone call. Since COVID, seems the city has lost some of its in person communication capacities. It is truly missed by people who have lived here a long time and remember when we could talk to a person when we called, rather than always getting an message to call back or the mail box is full.	2/1/2024 10:41 AM
48	I'm grateful for all that the Council and Mayor have done and are doing.	2/1/2024 10:17 AM
49	Would appreciate a public announcement as to when the utility office will be a more efficient way of doing business. One half of one workday where a customer can go to The Grove is not sufficient for a towns questions	2/1/2024 10:08 AM
50	Please hire person to answer the phone.	2/1/2024 7:58 AM
51	a publicist and a designated time we could call for answers re utility bills, etc. would be helpful to put in place. Or make frequent contact with local news outlets. Glad about Website	2/1/2024 6:27 AM
52	Yes, but my experience is no one is listening	2/1/2024 5:32 AM
53	I would like to not fear injury by deer while walking in city neighborhoods. My grandkids won't walk their dog or mine the 5 blocks between our homes because of previous attacks. I expect to live in a city with city protection, not in the forest wild.	1/31/2024 1:25 PM
54	Thank you for working so hard.	1/31/2024 12:31 PM
55	Please make it more obvious on the website where phone numbers are--specifically after hours and emergency numbers.	1/30/2024 4:00 PM
56	I want to be able to call the city and talk to a human who can answer my questions.	1/30/2024 5:45 AM
57	This is a great place. You're doing a good job of running it. But as a nondriver, I'd like to see more spaces that are car-free, where pedestrians can walk around without fear of getting hit by a car. I've seen this on videos of Sweden and other countries. At least part of these countries' city centers is just a promenade, a walkway without cars.	1/29/2024 6:07 PM
58	I would like the city to fix my street (upper Taylor St.) They skipped it when they repaved most of the streets. How do I get them to do this? We have potholes, and a cracked curb.	1/29/2024 5:42 PM
59	End the structural budget, don't use budgeted but vacate city FTE positions	1/29/2024 3:46 PM
60	Need local radio/TV station	1/29/2024 11:06 AM
61	The deer are a nuisance. We all know housing is a problem but bringing in more jobs that can bring a sustainable living would also go far.	1/29/2024 10:58 AM
62	It feels so hard to find out what's going on in Ashland and at City Hall for working parents.	1/29/2024 10:54 AM
63	Talk to your citizens. Everywhere. Often. Yes, even on social media (judiciously). Tell them what you're doing now to improve Ashland for all. Tell them what else you hope to do soon. Yes, you'll take brickbats from the usual complainers. That comes with the job, but everyone else will be appreciative that you're on the job.	1/29/2024 8:38 AM

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City of Ashland Communication Survey

64	Do a better job of getting the word out.	1/29/2024 7:33 AM
65	Reinstate the Airport Commission. This is a private business and asset to City that needs some help and direction from a small group of dedicated Citizens. Town halls should happen on a regular basis. Most citizens have no idea on what is going on until it is about to be implemented. Balance your appointments to represent the Citizens and Business, the chamber should be involved and represented on all committees.	1/29/2024 6:57 AM
66	The recent town hall meeting was not well publicized. I attended a year ago, in the armory, and loved it. This year I didn't even know it was happening.	1/28/2024 7:12 PM
67	Thank you	1/28/2024 4:17 PM
68	Survey was difficult to reach.	1/28/2024 10:49 AM
69	I don't use social media and resent more businesses/governments relying on social media to communicate to citizens.	1/28/2024 10:35 AM
70	Your website is awful and so challenging to navigate that I usually give up, and I am not someone who normally struggled with using websites. I'm so glad you're working on that!	1/28/2024 10:11 AM
71	Find new fresh management for the Chamber and Travel Ashland. So many local businesses are saying this and have been for many years but are too afraid to speak out because of the control of a powerful few over the chamber. We need to move this community into the future and not be so stuck in the past	1/28/2024 7:57 AM
72	Yes!!!! Start by having somewhere we can pay our bills IN PERSON. Have a phone number that someone ANSWERS. Before expanding to more digital options, offer the most basic ones.	1/28/2024 7:06 AM
73	Current website is terrible, but you already know that. I'm glad you're updating.	1/28/2024 6:43 AM
74	Current website is terrible, but you already know that	1/28/2024 6:43 AM
75	This survey says you've already made up your mind	1/28/2024 3:05 AM
76	Please do a survey that contains the question "Do you want the electric tax (25%) eliminated?"	1/28/2024 12:28 AM
77	No.	1/27/2024 9:22 PM
78	You already have a You Tube "channel" It would be great to have all City Committee Zoom meetings on there as well as short videos like you started before CoVid. Also, info needs to get out to folks about how the process involved with how a Capital Improvement Project gets from idea to construction. Especially how it is prioritized.	1/27/2024 8:57 PM
79	High cost of living to live in Ashland. Higher than nearby communities	1/27/2024 7:41 PM
80	Keep up the good work!!!	1/27/2024 6:15 PM
81	no	1/27/2024 5:53 PM
82	It is such a pleasure to watch council meetings without the drama of Sean Moran and Julie Atkins. Keep up the great work you are doing and don't let the negativity of a few vocal folks change how the city is working.	1/27/2024 5:04 PM
83	Hope the new website opens soon. Please provide more agendas and minutes and other documents as navigable/searchable web pages rather than pdfs.	1/27/2024 4:35 PM

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City of Ashland Communication Survey

84	Important to keep website current.	1/27/2024 3:51 PM
85	The city gives if the appearance of operating within a black box. My impression is that elected and unelected officials are more interested in pushing through their own agendas than in being representatives of their constituents. I hope that's a communication discrepancy rather than what's actually happening.	1/27/2024 3:28 PM
86	Lots of online complaints about utility bills and the inability to talk to a City person about billing problems. Many people want utility staff available at City Hall to answer their questions and resolve billing problems, some created by the stupid website. Lots of people are disgruntled about Pioneer Hall/Community Center being closed for years.	1/27/2024 12:21 PM
87	Been here 1978, my things have changed. ●	1/27/2024 11:56 AM
88	Please provide more handicapped access for City events and presentations. SOU doesn't have good handicapped access for the Union, as an example.	1/27/2024 10:33 AM
89	The city's new logo is not ADA compliant. The yellow type on a white background and the small font is next to impossible to see. Please see the ADA guidelines on design including web design.	1/27/2024 10:25 AM
90	The city's new logo is not ADA compliant. The yellow type on a white background and the small font is next to impossible to see. Please see the ADA guidelines on design including web design.	1/27/2024 10:24 AM
91	I think it would be helpful to communicate more often in a single place in a more informal way. Short articles on a single subject more often to update activity. Also, more complete council minutes that identify councilor statements and positions.	1/27/2024 10:22 AM
92	I wish the signage at the ends of the city did not make Ashland look like a circus. The "whimsical" uneven lettering is an inappropriate design choice. It reinforces negative stereotypes about the city.	1/27/2024 9:36 AM
93	You must do more to allow volunteers to have shelter and FEED the downtrodden and hungry instead of leaving everybody out in the rain and cold all winter long. Your "homeless" shelters do not provide sufficient nourishment or adequate accommodations for the needy in this community. Not everyone hungry is homeless. Get off your high horses and provide shelter for people to eat. If it can't be Pioneer hall, then how about the Grove after people go home from work, we will clean it up so you won't even know we were there.	1/27/2024 9:20 AM
94	The city has a lot of work to do to repair trust.	1/27/2024 9:09 AM
95	Facebook could be a good choice for communication with Citizens.	1/26/2024 10:26 PM
96	Great idea including news in the utility bill. Ask us more often what we want How are you making sure that all corners of the city's population have a meaningful way to participate in our local government?	1/26/2024 8:46 PM
97	I don't like the idea of an app which would require me to go to it to get news. I prefer that the city send it to me directly via email when it has something to alert me to, be it a meeting, a class, etc.	1/26/2024 8:38 PM
98	It would be helpful to have the link to things (like to this survey) in a different color print so it can be easily seen and clicked on.	1/26/2024 6:34 PM
99	current city website pretty awful	1/26/2024 6:26 PM
100	Desperately need media forms that appeal to younger demographics (18-49). No one under the age of 40 seeks out info in printed materials or legacy social like FB. Need app based, real-time info pushed to users	1/26/2024 1:59 PM
101	There is so much negative information about the City on Facebook. I don't know what is accurate or and what is not. It	1/26/2024 1:45 PM

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City of Ashland Communication Survey

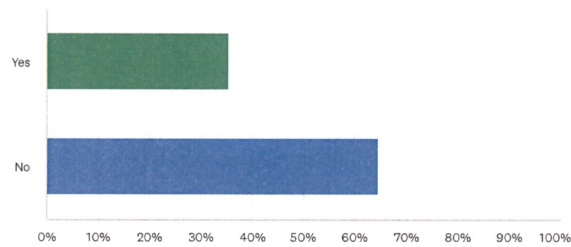
would be nice to have a city events calendar that is kept up to date in coordination with the Chamber of Commerce for events and festival and activities happening to promote better community building. After the ice rink goes down make it a pop up roller skating rink for a few months - other cities this size do that with their pop up ice rinks rinks.

102	I'll be glad when the utility billing dept gets fully staffed and trained.	1/26/2024 8:26 AM
103	The challenge is to get people involved early in a decision making process, instead of complaining after a decision is made!	1/25/2024 4:21 PM
104	I think you are headed in the right direction. Outreach to the community about what the City can and cannot do, explanations about how our fiscal "shape" is good and that we need to realize that we need to find ways to pay for the priorities we have. Getting the Food and beverage tax as a permanent source. Lobbying the State to allow a wealth tax, a tax on second and third homes.	1/25/2024 6:54 AM
105	Affordable housing also means afford cost of living and improvements to required minimum wages	1/24/2024 6:41 PM

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Q7 WOULD YOU BE INTERESTED IN TAKING PART IN A FORUM TO REVIEW THE NEW WEBSITE AND OFFER VALUABLE FEEDBACK BEFORE THE SITE GOES LIVE?

Answered: 204 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	35.29%	72
No	64.71%	132
TOTAL		204

#	IF YES, PLEASE PROVIDE YOUR NAME AND EMAIL ADDRESS IN THE COMMENT FIELD BELOW.	DATE
1	smokingends@gmail.com	3/3/2024 10:09 PM
2	vorendurff@hotmail.com	3/3/2024 7:56 PM
3	Valerie - tretiz8755@charter.net	3/3/2024 2:30 PM
4	terry.limpert@gmail.com	3/1/2024 10:07 PM
5	Amy MacLennan amy.maclennan@ymail.com	3/1/2024 6:31 PM
6	Juli Di Chiro. julidichiro@gmail.com	3/1/2024 2:46 PM
7	carrierbrad@gmail.com	3/1/2024 12:28 PM

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8	tonidileo@gmail.com	3/1/2024 7:57 AM
9	jessmariemac@gmail.com	2/29/2024 7:19 PM
10	David Intersimone david.intersimone@gmail.com	2/29/2024 12:22 PM
11	Victoria - Victoria@LivingAwake.com	2/28/2024 10:18 PM
12	meganlayars@outlook.com	2/27/2024 7:46 PM
13	Barbara Schack schackb516@gmail.com	2/25/2024 7:56 AM
14	Suzanne Zapf suzannezapf@hotmail.com	2/19/2024 11:36 AM
15	Brian - kolodzbd@gmail.com	2/18/2024 10:02 AM
16	James Jarrard jjarrard51@gmail.com	2/16/2024 10:35 AM
17	LucieintheSkye@msn.com Lucie K. Scheuer	2/15/2024 11:48 PM
18	lmrn37@gmail.com	2/15/2024 12:23 AM
19	jodyfornaciari@hotmail.com	2/13/2024 3:54 PM
20	Sabra Hoffman - hoffmansd@gmail.com	2/12/2024 12:41 PM
21	Judy Taylor	2/10/2024 7:48 AM
22	permanentboot@gmail.com	2/6/2024 9:03 PM
23	smokingends@gmail.com	2/5/2024 10:26 PM
24	Julia Sommer, juliamsommer@gmail.com	2/5/2024 10:08 AM
25	Karen smith 1943.ksf@gmail.com	2/4/2024 10:20 PM
26	Barb, barbmagee43912@gmail.com	2/4/2024 9:02 PM
27	Ian Cropper, itcropper@gmail.com	2/2/2024 7:31 PM
28	Joyce Stanley : stanleyj@mind.net	2/1/2024 10:41 AM
29	John Scarborough, jscar.ashland@gmail.com	2/1/2024 10:17 AM
30	Ann Magill , magill819@gmail.com	2/1/2024 6:27 AM
31	Tish Way tishway2@gmail.com	2/1/2024 5:32 AM
32	Scott@lenheim.com	1/31/2024 1:02 PM
33	Jessica Rizer rizer9200@hotmail.com	1/30/2024 9:52 AM
34	peterkrasilovsky@gmail.com	1/29/2024 5:42 PM
35	Will Wiebe. Wtwiebe@gmail.com	1/29/2024 11:06 AM

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City of Ashland Communication Survey

36	pdx_nomad@yahoo.com	1/29/2024 10:58 AM
37	Doug Knauer - dvknauer@comcast.net	1/29/2024 8:38 AM
38	Dave Hysom dhysom@duck.com (retired computed scientist; undergraduate in Sociology)	1/29/2024 7:45 AM
39	dhysom@gmail.com	1/28/2024 7:12 PM
40	Jacob Parker, jacobparker340@gmail.com	1/28/2024 6:03 PM
41	katyfox@bellsouth.net	1/28/2024 5:15 PM
42	Leslie leslielovesashland@gmail.com	1/28/2024 10:49 AM
43	Aura mamataaaura@icloud.com	1/28/2024 10:11 AM
44	Barbara Geraghty visionaryselling@gmail.com	1/28/2024 7:57 AM
45	Carolyn Anderson -- Anderson@ABKLegal.com	1/28/2024 6:43 AM
46	Carolyn Anderson -- Anderson@ABKLegal.com	1/28/2024 6:43 AM
47	Shelleyvasquez9@gmail.com	1/28/2024 12:46 AM
48	Linda Adams lindaforashland@hmail.com	1/27/2024 8:57 PM
49	harisorkin@charter.net	1/27/2024 6:34 PM
50	eric@ericinashland.com	1/27/2024 6:15 PM
51	pedal8r@gmail.com Dave Richards	1/27/2024 5:04 PM
52	Amy Titus lahondahiker@gmail.com	1/27/2024 4:35 PM
53	Holly Cochran - hwcochran@gmail.com - a thousand times yes. I provided feedback last time the City hired someone to revamp the website, but I don't think any of the problems I brought up were resolved. I'm an experienced website developer and have lots of opinions about ease of use of a website!	1/27/2024 12:21 PM
54	Kay Maser at HKJMASER@aol.com	1/27/2024 11:05 AM
55	Karen Smith 1943.ksf@gmail.com	1/27/2024 10:33 AM
56	Elin Silveous esilveous@aol.com	1/27/2024 10:25 AM
57	Cheryl French Cherylannfrench@gmail.com	1/27/2024 10:22 AM
58	tbohnett@gmail.com	1/27/2024 10:19 AM
59	jack -- jacktortoise@msn.com	1/27/2024 9:56 AM
60	annmgaffney@gmail.com	1/27/2024 8:21 AM
61	Mike Gardiner. Michaelgardiner52@gmail.com	1/27/2024 7:49 AM

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City of Ashland Communication Survey

62	Jmmdaily@gmail.com	1/26/2024 8:46 PM
63	lynnehasselmann@gmail.com (as long as I can do it remotely)	1/26/2024 6:34 PM
64	Julia Sommer, juliamsommer@gmail.com	1/26/2024 6:26 PM
65	Justin McCollum jmcollu@hotmail.com	1/26/2024 5:12 PM
66	Peter Finkle WalkAshland@ashlandhome.net	1/25/2024 4:21 PM
67	Linda Adams. Lindaforashland@gmail.com	1/25/2024 6:54 AM
68	This is a test	1/24/2024 1:08 PM
69	Test from Dorinda	1/24/2024 12:26 PM

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EMERGENCY MANAGEMENT EXERCISE FOR ELECTED & APPOINTED



APRIL 11TH , 2024

ON THE EVENING OF APRIL 11TH, SABRINA COTTA RECEIVED AN EMAIL FROM MAYOR GRAHAM, ASKING HER TO UPLOAD AND PRINT SOME NEEDED DOCUMENTS (ACCESSED THROUGH A LINK CONTAINED IN THE EMAIL) IN ADVANCE OF A MEETING THE NEXT MORNING. AFTER CLICKING THE LINK, THE DOCUMENTS FAILED TO UPLOAD AND SABRINA WAS UNABLE TO PRINT THEM. AFTER TRYING SEVERAL TIMES, SHE REACHED OUT TO MAYOR GRAHAM VIA PHONECALL, AND MAYOR GRAHAM DENIED HAVING SENT THE EMAIL. SABRINA REACHED OUT TO OUR IT DEPARTMENT AND LEFT A MESSAGE HOPING FOR ANSWERS.





APRIL 11TH , 2024

LATER THAT EVENING SABRINA'S PRIMARY
PRINTER RECEIVES AND PRINTS A ONE-PAGE
DOCUMENT WITH THE FOLLOWING MESSAGE:



IF YOU ARE READING THIS, IT MEANS ALL OF YOUR SYSTEMS
WERE HIT BY ROYAL RANSOMWARE. PLEASE CONTACT US VIA:
[HTTP://....](http://...)

IN THE MEANTIME, LET US EXPLAIN YOUR CASE. MOST LIKELY
WHAT HAPPENED WAS YOU DECIDED TO SAVE MONEY ON YOUR
SECURITY INFRASTRUCTURE. ALAS, AS A RESULT, ALL OF YOUR
CRITICAL DATA WAS NOT ONLY ENCRYPTED, BUT COPIED FROM
YOUR SYSTEMS ON A SECURE SERVER. FROM THERE IT CAN BE
PUBLISHED ONLINE. ANYONE WILL BE ABLE TO SEE YOUR
PERSONAL DATA, HR REVIEWS, INTERNAL LAWSUITS, FINANCIAL
REPORTS, ACCOUNTING AND MUCH MORE!
FORTUNATELY, WE GOT YOU COVERED! FOR A MODEST ROYALTY
WE WILL PROVIDE YOU ALL OF YOUR FILES BACK, DECRYPTED,
DATA RESTORED, KEPT CONFIDENTIAL, AND YOUR SYSTEMS WILL
REMAIN SECURE. WE LOOK FORWARD TO HEARING FROM YOU
SOON!

ON THE MORNING OF APRIL 12TH:

ALL CITY EMAIL THROUGH MICROSOFT OFFICE IS INACCESSIBLE.

ALL CITY DRIVES INACCESSIBLE.

ALL UTILITY/BILLING/ACCOUNTS PAYABLE/LEGAL/PROPERTY
RECORDS/PLANNING/MUNIS INACCESSIBLE.

ALL CITY COMPUTERS SHOW AN ICON OF A CHESS PIECE AND
ARE UNUSABLE.

CITY MITEL PHONE SYSTEM INACCESSIBLE.

PERSONAL COMPUTERS AND CELL PHONES ARE ABLE TO ACCESS
SPECIFIC WEB-BASED PROGRAMS, OUTLOOK WORKS, THANK
GOODNESS.

1. WHAT QUESTIONS
DOES THIS EVENT
ELICIT?

DISCUSS AND COMPILE QUESTIONS
YOU HAVE RIGHT NOW
(10 MINUTES)



2. SHARE AND ORGANIZE QUESTIONS INTO CATEGORIES.

WORK TOGETHER
(10 MINUTES)



3. IDENTIFY THE TOP 2 QUESTIONS IN EACH CATEGORY. (WHAT ARE THE MOST IMPORTANT QUESTIONS WE NEED ANSWERED NOW?)

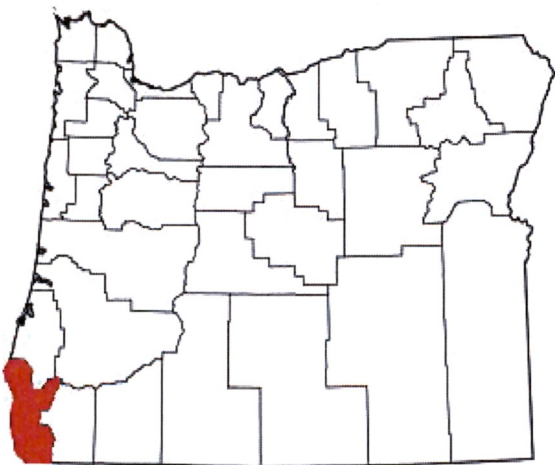
WORK TOGETHER
(5 MINUTES)





CURRY COUNTY RANSOMWARE ATTACK APRIL 2023

- Email received with document link. Link doesn't appear to work.
- County official contacts Bradley Alcorn, confirms he didn't send anything.
- 1 hour later, fax arrives with ransomware note. Call to their IT, downplayed the note. The next morning...
- All county email, public records including property, financial records and accounting/billing, elections records, their 911 system, others all inaccessible.
- Delayed response reaching out to state for help



CURRY COUNTY RANSOMWARE ATTACK APRIL 2023

- Initial 72 hours spent assessing depth and breadth of data breach and systems.
- Employees, officials, citizens under immense stress and uncertainty.
- Contacts feds, given to independent contractor specializing in cyberattacks, encourages paying the ransom. (15 Million USD).
- Bradley Alcorn says, "We are not paying the ransom."
- Reaches out to state resources again, directly. Gets in contact with Lane County IT Emergency Tech receives guidance.
- Public messaging achieved through social media, and web-based portals (independent of County resources).



CURRY COUNTY SYSTEMS FULLY RESTORED BY OCTOBER 2023.

THAT'S SEVEN MONTHS!!!... SEVEN MONTHS...

SOME TAKEAWAYS FROM THEIR EXPERIENCE

If they could go back they would:

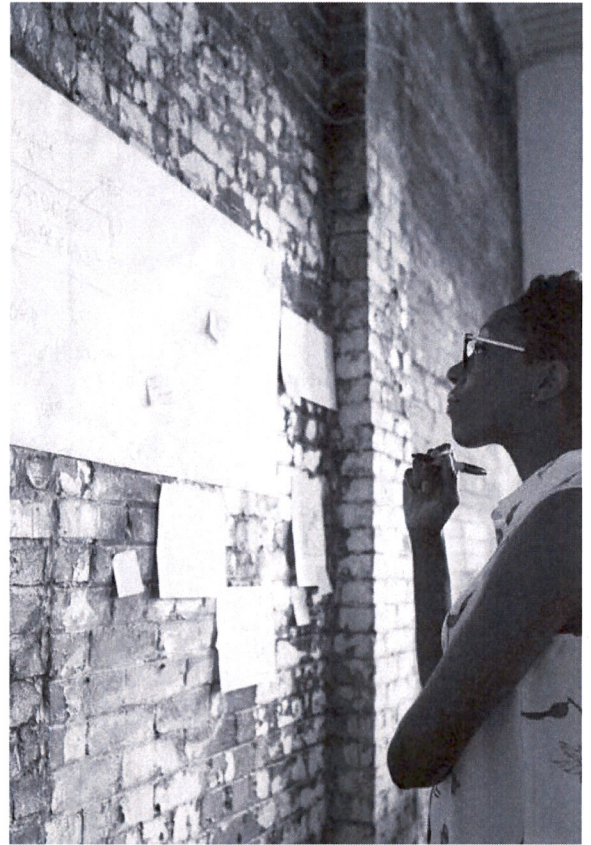
- Invest in IT security systems and personnel assigned to a true IT department.
- Create back-up systems and separate systems for public records, employee data devices.
- Do more employee cyber-education and require regular check-ins.
- More table-top exercises for officials and department personnel (for all events).
- Update their County EOP to include action-items for Cyberattacks on critical systems.

What are they doing now?:

- Asking Governor to create state cybersecurity branch at OEM.
- Investing in better IT infrastructure.
- Talking to other agencies about their experiences and recommendations.
- New, updated, protected county record systems and management.
- They would choose not to pay the ransom again. Hard path.

Q & A: YOURS AND...

1. As a group, let's tackle the questions you crafted.
2. What surprised you?
3. What are similarities and differences in preparing for cyber-threats versus other local hazards?



FINAL TIPS & TAKEAWAYS & FEEDBACK

- Strengthen your familiarity with your roles and responsibilities as elected officials. Review provided reference guide.
- Set goals for yourself and if you haven't taken the ICS training, it's time.
- In large events, it can take up to 72 hours to get a full scope and get rolling. Learn to breathe during periods of uncertainty (if you haven't learned this already).
- Do you have a communications plan with your family and other elected colleagues?

1. Is this exercise-based approach something you'd be interested in doing again?



THANK YOU!

Kelly Burns

541-880-3564

Kelly.burns@ashland.or.us

City of Ashland

Emergency Management Coordinator



Local Elected and Appointed Officials Emergency Management Checklist



This checklist was developed to help senior officials prepare for, respond to and recover from disasters and emergencies. The checklist is not necessarily sequential and not every item will apply to every jurisdiction or community. Essentially, this is a list of reminders for questions to ask, immediate steps to take and points to keep in mind when leading the community to prepare for, respond to and recover from a disaster. These items should be reconsidered as needed.

This is an excerpt from [FEMA's Local Elected and Appointed Officials Guide: Roles and Resources in Emergency Management](#), which has additional information on this topic.

Before Disaster

Senior officials are responsible for protecting the lives and property of their community. Executing the following tasks can prepare the local government to respond to and recover from disasters:

- ☐ Make planning for disasters a priority throughout the entire community.
- ☐ Provide resources and necessary authority to support a comprehensive emergency management program.
- ☐ Meet with the emergency management team and policy group, which provides guidance, resource prioritization and other executive functions, to learn about the hazards and unique vulnerabilities that threaten the jurisdiction. Update contact lists annually.
- ☐ Work with emergency managers to learn planning processes, timelines and planning update cycles for emergency operations plans, continuity of operations (COOP) plans and continuity of government (COG) plans; provide any support to help keep plans up to date.
- ☐ Create a strategy to support mitigation, continuity and recovery planning.
- ☐ Coordinate with senior officials and the emergency management agencies in neighboring jurisdictions, to review relevant emergency management plans, hazard mitigation plans or any other planning documents related to preparedness, response, recovery and mitigation in the community.
- ☐ Become familiar with the jurisdiction's Emergency Operations Center (EOC) and 911 center.
- ☐ Review applicable legal authorities and responsibilities relevant to disasters and emergencies.
- ☐ Provide policy direction for prevention, protection, response, recovery and mitigation-related activities based in part on information provided by the emergency management agency.
- ☐ Encourage individuals, families and businesses to develop emergency plans and be able to protect themselves during the first 72 hours after a disaster.

Senior Officials Emergency Management Checklist

- ☐ Develop a communications strategy, including sign and foreign language interpretation, in coordination with emergency management officials and Public Information Officers (PIOs).
- ☐ Learn about state, tribal, territorial and federal disaster assistance programs.
- ☐ Learn about the damage assessment process and how it impacts obtaining federal assistance.
- ☐ Participate in emergency and disaster drills, training and exercises. Encourage local government agencies and community partners to also participate.
- ☐ Personally develop and maintain an individual/family emergency plan.¹ Senior officials are encouraged to create a more specific “Go-Kit” to address their unique needs when supporting EOCs during responses.

“Go-Kit”: What to Bring to Your Disaster Work Location

The following list is intended to help senior officials prepare personal go-kits of essential items to bring to their anticipated work locations for extended disaster operations. It is recommended that they have enough personal items available to be self-sustaining for several days. They should evaluate the contents of their kits based on individual needs.²

- Backpack, bag or case (to put all items in);
- Work items: cell phone and charger, laptop, radio and charger, emergency job aids (e.g., checklists, guides, contact information) and identification;
- Clothes and shoes fit for the weather and a change of clothing (e.g., for press conferences);
- Food and snacks based on any special dietary needs (confirm whether the disaster work location has arrangements for providing food and hydration);
- Glasses and an extra pair of prescription glasses;
- Personal medications, supplements and hygiene items (e.g., toothbrush, toothpaste);
- Personal money (e.g., credit cards, cash in small bills);
- Pencil, pen and notebook;
- Contact list of family, friends and professional contacts; and
- Favorite personal and/or comfort items.

¹ For more information, see “Build A Kit” at <https://www.ready.gov/kit>.

² For more information on personal preparedness, see <https://www.ready.gov/>.



Senior Officials Emergency Management Checklist

During Disaster

INITIAL ACTIONS

- ☐ Establish contact with the emergency management agency as the situation permits, if this has not already been done:
 - Contact Name and Phone Number(s) _____
 - Contact Email _____
- ☐ Obtain assessment information and priority objectives (evaluate the situation).
- ☐ Determine situation status (obtain from the EOC/emergency manager):
 - What is the nature of the incident—what happened?
 - What hazards are present?
 - What area is impacted? How large an area is affected?
 - Is the situation getting better, stabilizing or getting worse?
 - What are the impacts on individuals, households and families?
 - What is the status of local hospitals? Assisted living facilities and nursing homes?
 - What are the impacts on first responders?
 - What are the impacts on businesses and the supply chain?
 - What are the impacts on people with disabilities, people with access and functional needs and traditionally underserved populations?
 - What is the number of casualties?
 - What are the impacts on critical infrastructure?
 - What is the status of local government agencies?
- ☐ What are the response actions currently?
 - What public protection actions are currently in progress and what actions need to occur?
 - Have the notifications, alerts and warnings been completed? Are additional notifications or warnings needed?
 - What is being done to assist individuals, families and businesses?
 - What is being done to assist people with disabilities, people with access and functional needs and traditionally underserved populations?
 - Are there resource shortfalls or gaps (e.g., personnel, equipment, commodities, services)?



FEMA

Visit [fema.gov/plan](https://www.fema.gov/plan) for guidance and resources

Senior Officials Emergency Management Checklist

- ☐ What is being done to bring in outside assistance or offer help to other communities?
- ☐ Begin and maintain a personal log of all incident actions (e.g., contacts, directives, decisions).
- ☐ Contact PIO to coordinate strategic public messaging, including American Sign Language, captioning and foreign language interpretation as needed.

EMERGENCY TASKS

During the activation and operational phases of the EOC, senior officials should consider the following tasks and actions and consult with the emergency manager to support as needed.

- ☐ Maintain situational awareness regarding the disaster by staying informed.
- ☐ Trust and empower your emergency management officials to make the right decisions.
- ☐ Address/support response and recovery priorities.
 - ☐ Collaborate with emergency managers to collectively develop guidance regarding priorities and strategies for dealing with incident response and recovery (e.g., emergency declarations, large-scale evacuations, access to extraordinary emergency funding, waivers of ordinances and regulations, adjudication of scarce resources).
 - ☐ Initiate requests for extraordinary resources or outside assistance, such as mutual aid, state or federal assistance.
 - ☐ Provide for the well-being, safety and health of the members of the community and visitors.
 - ☐ Ensure continuity or rapid resumption of essential local government services.
- ☐ Review the legal responsibilities and authorities of senior officials.
- ☐ Confirm implementation of appropriate administrative procedures and financial safeguards.
- ☐ Issue or arrange for issuance of a local, tribal or territorial disaster declaration if warranted.
 - ☐ Focus on protecting, saving and sustaining lives; protecting property and the environment; stabilizing the incident and maintaining essential services.
 - ☐ Consult with emergency management staff regarding strategic courses of action, while leaving tactical decision making to emergency response officials.
 - ☐ Consult with jurisdictional counsel regarding potential legal issues and courses of action.
 - ☐ Determine when to issue protective measures (e.g., curfew, shelter-in-place, evacuation, access control, quarantine, isolation, emergency orders) based on information provided by the emergency management agency.
 - ☐ Share situation information and actions and coordinate with neighboring senior officials, the governor and other key partners.
 - ☐ Use emergency powers and authorities of government as appropriate.



Senior Officials Emergency Management Checklist

- Suspend and waive rules, regulations and statutes as needed and allowed.
- Monitor the situation to determine the need to update or modify emergency orders/protective measures.
- Review and determine appropriate emergency response expenditure limits.
- ☐ The following information, derived at the local level, may help inform the governor or tribal chief executive to request a Stafford Act declaration:³
 - Description of the situation and conditions.
 - Geographic boundaries of the incident.
 - Outline of the resources being used.
 - Initial damage assessment outlining the physical and financial impacts and losses.
 - Details of the emergency powers and authorities enacted (including their effective time periods and copies of the requesting governor's or tribal chief executive's disaster declaration).
- ☐ Determine the need for and establish new policies to support response and recovery.
 - Ensure the EOC has clear policy direction. Issue direction and policy in support of response and recovery actions through the emergency manager.
 - Consider use of the EOC policy group (multiagency coordination [MAC] group) for making policy decisions.
 - Chair and/or participate in EOC policy/MAC group meetings at the EOC or designated site.
- ☐ Monitor the progress of emergency/disaster actions from messages, reports and information charts received by and issued from the EOC.
- ☐ When safe and when it will not interfere with response efforts, visit impacted areas, shelters and other temporary facilities to demonstrate leadership's commitment and to identify issues with service delivery.
- ☐ Ensure that a continuous stream of timely and accurate information is being provided by the EOC, PIO and the Joint Information Center (JIC).
 - Approve emergency public information news releases and other messages as appropriate.
 - Serve as a community spokesperson as planned in coordination with emergency managers.

³ Federally recognized tribal governments are empowered to make declaration requests directly to the President as explained at <https://www.fema.gov/about/organization/tribes>.

Delivering Effective Messages⁴

- *Lead the interview.* Present the main points; avoid speculative “what-if” questions.
- *Use simple sentences.* During times of high stress, people are more likely to remember short, concise bits of information.
- *Speak naturally.* Avoid using terminology unfamiliar to those working outside of emergency management or government.
- *Be honest and direct.* Exaggerated facts and misleading information can threaten lives in disaster situations.
- *Be genuine, personable and conversational.* Avoid using “no comment” and similar evasive phrases. Credibility is vital to effective disaster communication.

CONTINUITY OF OPERATIONS/CONTINUITY OF GOVERNMENT

- ☐ Ensure continuity of essential services—which may be provided or supported by private sector organizations—and local government operations.
- ☐ Support local government departments and personnel in obtaining resources necessary to continue essential services, as needed.

⁴ For more information on CDC’s Crisis and Emergency Risk Communication program, see <https://emergency.cdc.gov/cerc/training/index.asp>.



After Disaster

After a disaster, members of the community expect their local government and their senior officials to maintain an active role in the delivery of recovery resources and services, and to provide innovative, efficient and inclusive leadership. Each senior official's recovery tasks should include:

- ☐ Convene key stakeholders to establish a vision, strategy and plan for the recovery process and for the future of the community.
- ☐ Work with the emergency management agency to convene and maintain a recovery task force and a recovery organization structure.
- ☐ Work collaboratively with all groups of people affected by the disaster to promote inclusive and accessible outreach to their communities and address issues relevant to them.
- ☐ Lead the recovery process and appoint a recovery manager if needed.
- ☐ Establish a recovery office to effectively manage long-term regulatory, fiscal, infrastructure, community development and human services recovery functions.
- ☐ Continue to assess unmet needs through close coordination with jurisdictional agencies and non-governmental (NGO) partners with significant long-term recovery support roles.
- ☐ Optimize the benefits of state/federal programs along with private sector and NGO contributions.
- ☐ Understand the federal disaster declaration and assistance processes and what funding may be available to assist during recovery.
- ☐ Identify opportunities to rebuild the community better and mitigate impacts of future incidents.
- ☐ Ensure codes, regulations and finances are properly managed during the recovery process.
- ☐ Communicate coordinated information to the public and media (both traditional and social media) to generate confidence in the process, secure buy-in for recovery priorities and establish accountability. Include American Sign Language, captioning and foreign language interpretation as needed.
- ☐ Work with emergency management, other jurisdictional agencies and NGO partners as appropriate to conduct public meetings to determine unmet needs and identify current or future actions related to the disaster.
- ☐ Ask questions; the recovery process and programs can be complex.
- ☐ Support the community through the recovery. The process may take multiple years.



Climate Action

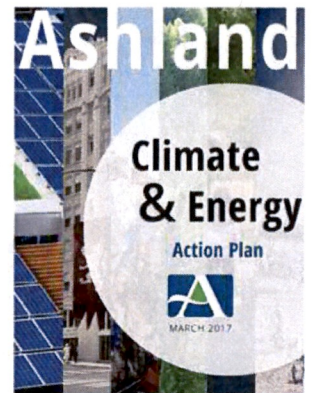
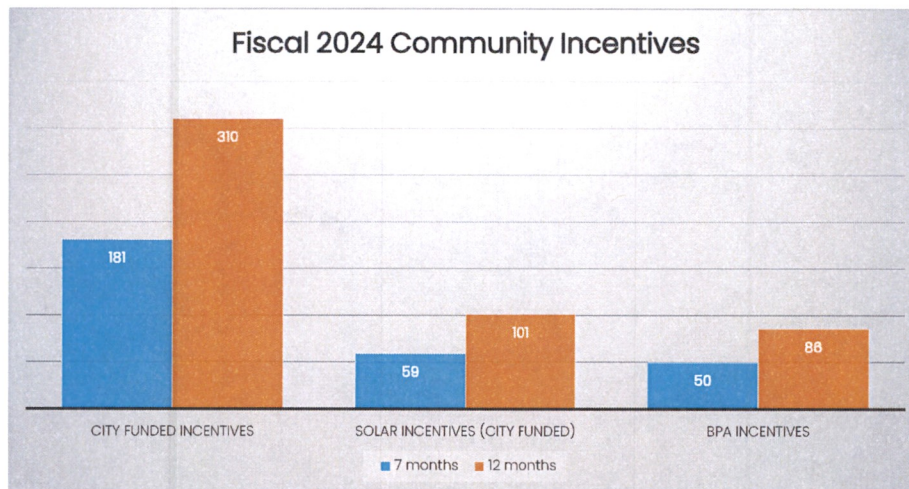
April 12, 2024

What have we been doing?

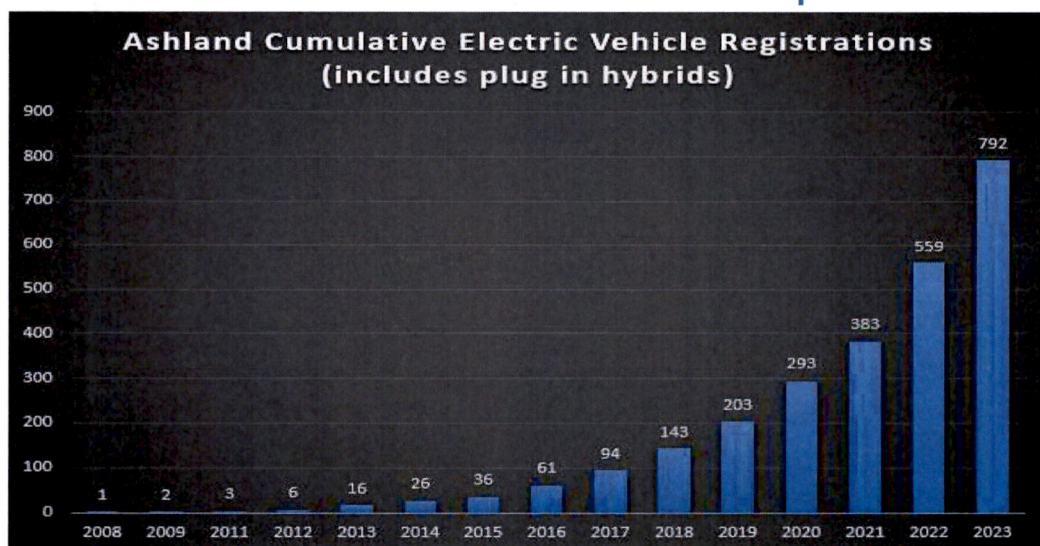
1. Re-establishing Climate Staff Position & Establishing A New Committee
2. Maintaining Existing Incentive Programs
 - EV's, Ebikes, Induction Cooktops = Chad
 - Residential = Dan Cunningham
 - Solar & Commercial = Larry Giardina
3. Invigorating Shelved Projects
 1. United State Department of Agriculture Rural Energy Savings Program
(**USDA RESP**) **Loan** with On Bill Financing
 2. USDA RESP
 3. Home Energy Score
4. Tracking & Pursuing Funding Opportunities
5. City Policy Analysis Regarding Natural Gas & Electrification
6. Outreach – Groups, Events & Articles



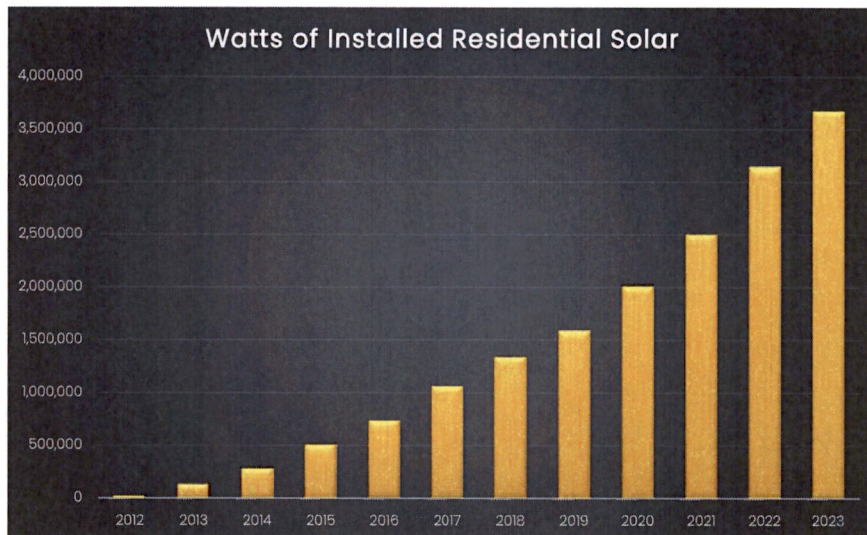
2024 Community Incentives



Trends – Electric Vehicle Ownership



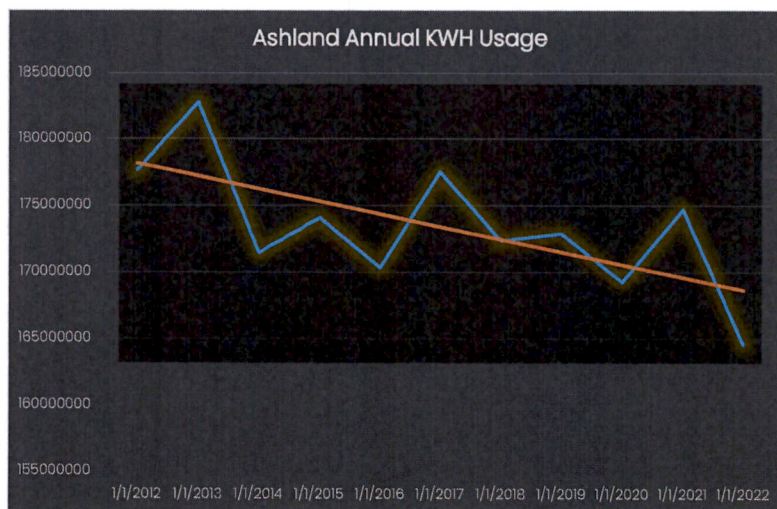
Trends – Solar Generation



Over 5.2 MW when including commercial installations!



Trends – Electric Usage



Planning & Data Collection

Underway:

1. Master Electric Plan with Solar Site Analysis
2. Municipal Buildings Evaluation

Upcoming/Needed

1. Fleet Management Plan
2. Climate Data Collection and CEAP Update and CEPA Numbers Calibration to Purchased Carbon Intensity



What's Next

- **USDA RESP Loan**
 - Refine details, recruit participants (contractors) and launch
- **Home Energy Score** Reinvigoration
 - Oregon Department of Energy – Energy Efficiency Community Block Grant (EECBG)
- **Carshare** program continuation
 - EECBG
- Installing 22 **EV Chargers**
- Investigate **Community Solar** Project Options
 - Oregon Department of Energy CREP
 - Oregon Department of Environmental Quality Solar For All
- **Expand Incentive Offerings**
- Increase Program **Outreach**
- Increase Staff **Capacity** when and where needed (interns/partnerships)

