

**ASHLAND CITY COUNCIL
BUSINESS MEETING AGENDA
Tuesday, March 21, 2023
Council Chambers, 1175 E Main Street**

View on Channel 9 or Channels 180 and 181 (Charter Communications)
or live stream via rvtv.sou.edu select RVTV Prime.

HELD HYBRID (In-Person or Zoom Meeting Access)

For written public testimony, email public-testimony@ashland.or.us
using the subject line: Ashland City Council Public Testimony

For public oral testimony, fill out a Speaker Request Form at ashland.or.us/speakerrequest
and return to the City Recorder at melissa.huhtala@ashland.or.us

5:30 PM Executive Session

The Ashland City Council will hold an Executive Session for the following:

1. City Manager Review, pursuant to ORS 192.660(2)(i).

6 p.m. Regular Business Meeting*

- II. **CALL TO ORDER**
 1. Land Acknowledgement**
- III. **PLEDGE OF ALLEGIANCE**
- IV. **ROLL CALL**
- V. **MAYOR'S/CHAIR OF THE COUNCIL ANNOUNCEMENTS**
 1. Proclamation Honoring Cesar Chavez
 2. Proclamation Celebrating Arbor Day
 3. Proclamation Declaring Food Waste Prevention Week
- VI. **APPROVAL OF MINUTES *****
- VII. **SPECIAL PRESENTATIONS**
 1. Union Pacific Railroad Restrictive Covenant Amendment Request
- VIII. **CITY MANAGER REPORT**
- IX. **PUBLIC FORUM (15 minutes)** (Public input or comment from the audience on City business not included on the agenda.)
- X. **CONSENT AGENDA**
 1. Greenleaf Restaurant Liquor License Approval Request
 2. Citizen Budget Committee Appointments
 3. Contract Amendment with ZCS Engineering for the Community Center and Pioneer Hall Design

- XI. **PUBLIC HEARINGS** (Hearings shall conclude at 8:00 p.m. and be continued to a future date to be set by the Council, unless the Council, by a two-thirds vote of those present, extends the hearing(s) until up to 9:30 p.m. at which time the Council shall set a date for continuance and shall proceed with the balance of the agenda.)
 - 1. **Ordinance 3218 Public Hearing and First Reading of 2022 Oregon Fire Code**
- XII. **UNFINISHED BUSINESS**
 - 1. **City Council Priorities for the 2023-2025 Biennium**
- XIII. **NEW BUSINESS**
- XIV. **ORDINANCES, RESOLUTIONS AND CONTRACTS**
 - 1. **Contract for Diversity, Equity, and Inclusion (DEI) Assessment with Paradigm Public Affairs, LLC**
- XV. **OTHER BUSINESS FROM COUNCIL MEMBERS/REPORTS FROM COUNCIL LIAISONS**
 - 1. City Recorder's Office Administrative Support for Liquor License Processing
- XVI. **ADJOURNMENT OF BUSINESS MEETING**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Manager's office at 541.488.6002 (TTY phone number 1.800.735.2900). Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title I).

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

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

***Agendas and minutes for City of Ashland Council, Commission and Committee meetings may be found at the City website, ashland.or.us/Agendas.asp.



A PROCLAMATION IN HONOR OF CESAR CHAVEZ

WHEREAS, on March 31, 2023, we celebrate the life and legacy of Cesar Estrada Chavez, a champion for social justice and advocate for hardworking people who build and sustain our nation. Born into poverty and raised by migrant workers, Chavez courageously dedicated his life to improving conditions for workers across the country. Chavez witnessed firsthand the inequities of an economy that only serve those at the top and left millions of hardworking Americans behind. Today as we continue to build an economy that rewards work and not just wealth, we stand on the shoulders of Cesar Chavez and carry forward his fight to advance the rights and dignity of working people.

WHEREAS, when Cesar Chavez founded the United Farm Workers of America alongside Dolores Huerta, he drew national attention to the many agricultural workers who experience inhumane working conditions and unlivable wages. Through strikes, marches, and boycotts, he inspired millions of people across the county to fight for a safe and healthy workplace, better wages, improved workplace protection from sickness and disability, and other core rights and protections.

WHEREAS, in the process, Chavez inspired generations of people across all backgrounds, ages, and industries to organize, bargain, and expand opportunity for workers and their families. His devotion to “viva la causa” (“long live the cause”) brought hope to workers and Latinos across the Nation, and his fight for justice, equality and dignity gave workers and Latinos everywhere a voice. Today we must summon the same courage and moral clarity to carry his legacy forward.

NOW, THEREFORE, I, Tonya Graham, Mayor of the City of Ashland, Oregon, on behalf of the City Council, do hereby acknowledge March 31 as Cesar Chavez Day. and call upon the people of Ashland to observe this day with appropriate reflection and learning. In Ashland we are “Better Together.”

Dated this 21st day of March 2023

Tonya Graham, Mayor



Melissa Huhtala, City Recorder



A PROCLAMATION OF ARBOR DAY 2023 IN ASHLAND

WHEREAS, in 1872, the Nebraska Board of Agriculture established a special day to be set aside for the planting of trees, *and*

WHEREAS, this holiday, called Arbor Day, was first observed with the planting of more than a million trees in Nebraska, *and*

WHEREAS, Arbor Day is now observed throughout the nation and the world, *and*

WHEREAS, trees can be a solution to combating climate change by reducing the erosion of our precious topsoil by wind and water, cutting heating and cooling costs, moderating the temperature, cleaning the air, producing life-giving oxygen, and providing habitat for wildlife, *and*

WHEREAS, trees are a renewable resource giving us paper, wood for our homes, fuel for our fires, and countless other wood products, *and*

WHEREAS, trees in our city increase property values, enhance the economic vitality of business areas, and beautify our community, *and*

WHEREAS, trees — wherever they are planted — are a source of joy and spiritual renewal.

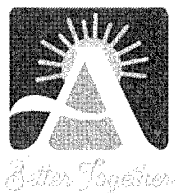
NOW, THEREFORE, I, Tonya Graham, Mayor of the City of Ashland, Oregon, on behalf of the City Council, do hereby acknowledge April 28, 2023, as Arbor Day in the City of Ashland, and urge all citizens to celebrate Arbor Day and to support efforts to protect our trees and woodlands, *and*

Further, urge all citizens to plant trees to gladden the heart and promote the well-being of this and future generations. In Ashland we are "Better Together."

Dated this 21st day of March 2023

Tonya Graham, Mayor

Melissa Huhtala, City Recorder





A PROCLAMATION OF FOOD WASTE PREVENTION WEEK IN ASHLAND, APRIL 10-16, 2023

WHEREAS, up to 35% of all food produced is thrown away, and a family of four could save an average of \$1,800 annually on uneaten food; *and*

WHEREAS, food in landfills, when buried without air will decompose and release methane gas, which contributes to climate change and we have a responsibility in helping the next generation adopt good sustainability practices; *and*

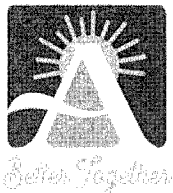
WHEREAS, we have the opportunity to save shared resources, like land, water, energy and transportation used to make food available that ultimately goes uneaten, and everyone would benefit from utilizing food resources better.

NOW, THEREFORE, I, Tonya Graham, Mayor of the City of Ashland, Oregon, on behalf of the City Council, do hereby proclaim the week of April 10-16, 2023, FOOD WASTE PREVENTION WEEK in Ashland, and we encourage all residents to commit to the practice of reduce, recover, and recycle food waste. In Ashland we are "Better Together."

Dated this 21st day of March 2023

Tonya Graham, Mayor

Melissa Huhtala, City Recorder





Council Business Meeting March 21, 2023

Updated Potential Motion

Union Pacific Railroad Restrictive Covenant amendment request

For the Union Pacific Railroad Restrictive Covenant amendment request the potential motion included in the Council Communication references the wrong meeting date, and as such a corrected motion referencing this evening's Council Communication is provided below.

"I move to direct staff to prepare, file, and seek approval of an application for a Major Amendment to replace the condition of approval in PA2016-00684 with the modified condition of approval presented in the ~~April 5, 2016~~ **March 21, 2023**, Council Communication and to continue working with Union Pacific Railroad and DEQ to achieve remediation of the rail yard site to applicable DEQ standards."

Modified condition of approval presented March 21, 2023, Council Communication:

"Parcel 7 is restricted from further development or land division until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards consistent with the current and likely future land use zoning for the property. These land uses correspond with the Department of Environmental Quality Urban Residential and/or Occupational exposure scenarios. Thereafter, development of or any subdivided parcel cannot occur until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to the use proposed for the subdivided parcel. This covenant will be removed from the property, and/or any subdivided parcel(s), upon the grantor providing the City written documentation from the Department of Environmental Quality demonstrating compliance with these standards to the City."



Council Business Meeting

March 21, 2023

Agenda Item	Union Pacific Railroad Restrictive Covenant amendment request		
From	Brandon Goldman	Interim Community Development Director	
Contact	Brandon.goldman@ashland.or.us		
Item Type	Requested by Council ☐ Update ☒ Request for Direction ☒ Presentation ☐		

SUMMARY

Before the Council is a request to modify a 2016 deed restriction (Restrictive Covenant) on the Union Pacific Railroad ("UPRR") rail yard property in Ashland. After completion of full-site remediation to DEQ's cleanup standards, the proposed revised deed restriction would allow subdivision and development of individual parcels upon further remediation in conformance with the DEQ risk standards applicable to the proposed actual uses of the parcels and the parcel-specific risks posed by the actual contaminants on them.

POLICIES, PLANS & GOALS SUPPORTED

Comprehensive Plan - Economy Element

Goal 7.07.03 To ensure that the local economy increases in its health, and diversifies in the number, type, and size of businesses consistent with the local social needs, public service capabilities, and the retention of a high quality environment.

Policy 1) The City shall zone and designate within the Plan Map sufficient quantity of lands for commercial and industrial uses to provide for the employment needs of its residents and a portion of rural residents consistent with the population projection for the urban area.

Policy 4) ... the City shall take such actions as are necessary to ensure that economic development can occur in a timely and efficient manner...

BACKGROUND AND ADDITIONAL INFORMATION

In November 1999, the City placed a deed restriction on the Union Pacific Railroad ("UPRR") rail yard property in Ashland. The deed restriction required that the entire property be remediated to DEQ's "Residential" standards before any further development or subdivision could take place, even if the subdivided parcels might be used for purposes like asphalt-capped streets, parking areas, or light industrial or commercial activities. However, the legal language of the originally recorded restriction resulted in years of no progress towards putting the rail yard to beneficial use. The cost of making every possible future subdivided parcel meet the strictest Residential remediation standards, regardless of potential uses, made the property unmarketable and diminished UPRR's incentive to undertake voluntary full-site cleanup.

In April 2015, UPRR proposed remediation of a limited portion of the site containing most of the high concentrations of contaminants, using trucks for transporting outgoing contaminated soil and incoming clean fill. City Council members countered with a request that UPRR conduct a full-site remediation





Council Business Meeting

using rail cars for taking contaminated soils away. UPRR asked the City to consider relaxing the deed restriction. At the January 5, 2016 Council business meeting, Council approved a motion directing staff to initiate the planning process to modify the 1999 deed restriction. Another part of the motion directed staff to try to get agreement from UPRR to clean up the full site as soon as possible and to use rail cars for transporting contaminated soils from the site. Unstated but implicit in the approved motion was the necessity of reaching agreement among the City, UPRR, and DEQ on the wording of the modified deed restriction. The three parties agreed upon revisions to the prior deed restriction, and it was modified in December of 2016 with the following language:

Parcel 7 is restricted from further development or land division until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to a single residential property. Thereafter, development of or any subdivided parcel cannot occur until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to the use proposed for the subdivided parcel. Grantor will provide written document from the Department of Environmental Quality demonstrating compliance with these standards to the City.

Upon review of this amendment, the City, DEQ, and UPRR are concerned that the use of the term "single residential property" to clarify the applicable cleanup standards is inconsistent with the intended future development of the property. Specifically, the City's E-1 (employment zoning) does not permit single-family residential uses. The allowable uses in the E-1 zone would include commercial, employment, and mixed-use development, or potentially under a future Climate Friendly Area designation, apartment uses may be permissible under state rules. In each of these cases, the DEQ cleanup standards for "Urban Residential" would allow for such future development. Therefore, staff finds that modifying the condition and corresponding restrictive covenant as proposed below would allow for development of the property consistent with the comprehensive plan designation for the property.

Parcel 7 is restricted from further development or land division until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards consistent with the current and likely future land use zoning for the property. These land uses correspond with the Department of Environmental Quality Urban Residential and/or Occupational exposure scenarios. Thereafter, development of or any subdivided parcel cannot occur until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to the use proposed for the subdivided parcel. This covenant will be removed from the property, and/or any subdivided parcel(s), upon the grantor providing the City written documentation from the Department of Environmental Quality demonstrating compliance with these standards to the City.

Next Steps

Should the Council authorize staff to seek planning approval to modify the deed restriction to meet "Urban Residential" standards, the anticipated next steps towards realization of full-site remediation include DEQ approval of a cleanup process. Specifically, the cleanup process will include UPRR and DEQ proceeding with the scheduling of a public meeting and presentation to Council regarding the proposed Remediation Plan. Following a public comment period DEQ will render a decision on the proposed remedial actions and enter into a voluntary agreement with UPRR to carry out the cleanup workplan.





Council Business Meeting

The immediate next step should Council be amenable to modifying the restrictive covenant language will be for the City staff to submit to the Planning Commission a request for Major Amendment to modify the existing Planning Action (PA-2016-00684) condition of approval concerning the rail yard's DEQ clearance requirement prior to further subdivision or development. This is the same process that was undertaken in 2016 to amend the 1999 Planning Action (PA-99-048) condition of approval relating to the original subdivision of the property.

FISCAL IMPACTS

There are no noteworthy near-term fiscal impacts. Future development of the railyard site following completion of a DEQ approved remediation plan could yield significant economic activity and City tax revenues.

STAFF RECOMMENDATION

Staff recommends the Council direct the Planning Commission to consider an application for modification of the prior planning condition, and upon approval of such modification that Staff and UPRR execute an amended Restrictive Covenant.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

I move to direct staff to prepare, file, and seek approval of an application for a Major Amendment to replace the condition of approval in PA2016-00684 with the modified condition of approval presented in the April 5, 2016, Council Communication and to continue working with Union Pacific Railroad and DEQ to achieve remediation of the rail yard site to applicable DEQ standards.

DISCUSSION QUESTIONS

Does the Council have any questions about the proposed amendment to the restrictive covenant or process moving forward?

SUGGESTED NEXT STEPS

Next steps include scheduling a public hearing before the Planning Commission to amend the condition of approval as set forth in planning action PA-2016-00684.

REFERENCES & ATTACHMENTS

- Attachment #1: UPRR/Jacobs Request for Amendment 03092023
- Attachment #2: 2016 UPRR Restrictive Covenant (existing)
- Attachment #3: DEQ Response To City Comments dated 03102023



March 9, 2023

Ashland City Council

51 Winburn Way

Ashland, OR 97520

**Subject: Modification of Covenant for
Union Pacific Railroad, Ashland Railyard**

Dear Ashland City Council,

On behalf of the Union Pacific Railroad Company (UPRR), Jacobs is submitting this request for a hearing before the Ashland City Council. The intent of the hearing is to initiate a subsequent Type II public hearing before the Planning Commission regarding modification of an existing covenant on the UPRR Ashland railyard property (site), which is referenced as Parcel 7 of Partition Plan No. P-32-3000. The existing covenant specifies that the remedial action will achieve cleanup standards applicable to a single residential property, which is inconsistent with the current land use zoning for the site. Modification of the covenant is necessary for consistency with the current zoning and the approved cleanup plan with the Oregon Department of Environmental Quality (ODEQ) for the site.

UPRR is committed to a cleanup agreement for the site with ODEQ through the Voluntary Cleanup Program (VCP). As part of the VCP, a Record of Decision (ROD) for the site was issued by ODEQ in 2001. An updated remediation plan was approved by ODEQ in 2022, which represents a cleanup approach that is based on current data and updated ODEQ guidance. The 2001 ROD specified that the site would be cleaned up to single-family residential standards, which is inconsistent with the current zoning for the property which allows for mixed use commercial and high-density urban residential development (i.e., E-1 with residential overlay).

Due to the potential ambiguity related to the exposure area assumptions used for the single-family residential cleanup calculations, the original covenant on the property from 1999 (Condition 9 of PA 99-048) was amended in 2016 as per PA 2016-00684 to read as follows (with underlining added for emphasis):

Parcel 7 is restricted from further development or land division until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to a single residential property. Thereafter, development of or any subdivided parcel cannot occur until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to the use proposed for the subdivided parcel. Grantor will provide written document from the Department of Environmental Quality demonstrating compliance with these standards to the City.

Because the updated remediation plan is based on current guidance, cleanup levels, and land zoning, an updated ROD for the site will be issued by ODEQ before the cleanup can begin. Before the initiation of the process for issuing a new ROD can begin, the language of the existing covenant must be amended to be consistent with the cleanup approach and the City of Ashland's current land use zoning. UPRR's proposed modifications to PA 2016-00684 are shown below:

Parcel 7 is restricted from further development or land division until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards consistent with the current and likely future land use zoning for the property (i.e., E-1 with residential overlay) applicable to a single residential property. These land uses correspond with the Department of Environmental Quality Urban Residential and/or Occupational exposure scenarios. Thereafter, development of or any subdivided parcel cannot occur until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to the use proposed for the subdivided parcel. This covenant will be removed from the property, and/or any subdivided parcel(s), upon the Grantor will provide providing the City written documentation from the Department of Environmental Quality demonstrating compliance with these standards to the City.

In conclusion, UPRR is requesting the Ashland City Council recommend that the Planning Commission modify the existing covenant on the property. Modification of the covenant is necessary before a new ROD for the site can be

issued, and the site cleanup can move forward. It is our understanding that the City Manager has added this item to the Council's look-ahead calendar on March 21, 2023, as "Union Pacific - Amendment to Restrictive Covenant for Railroad Yard Property". I am planning to attend the hearing in person, on behalf of UPRR, and will be happy to answer any questions pertaining to the amendments needed to the covenant on the property.

Sincerely,
Jacobs



Michael Niemet
Project Manager
541-602-4760
michael.niemet@jacobs.com

Electronic copy only:

John DeJong/Union Pacific Railroad
Robert Bylsma/Union Pacific Railroad
Margaret Oscilia/ODEQ
Jeff Paik/Jacobs

Return Document to:

Barbara Christensen,
City Recorder,
20 East Main,
Ashland, OR 97520

CITY OF ASHLAND
AMENDMENT TO CLEANUP RESTRICTION COVENANT

Owner: Union Pacific Railroad	Property Address: Not Applicable Property Description: Parcel 7 of Partition Plat No. P-32-2000 Index Volume 11 Page 32 in the Record of Partition Plats in Jackson County, Oregon, Jackson County Survey File No. 16528
Planning Action: 2016-00684	Consideration: \$Zero, but relief from restrictions of use of the property, the sufficiency of which the Owner deems sufficient.
Name of Development: City of Ashland Planning Action 99-048	

As Owner of the property listed above, Owner hereby consents to the following restrictive covenant as required by the City of Ashland by ordinance in order to permit land use activities on the Subject Property that affect legal rights landowners have in their land. This restrictive covenant is to be binding upon Owner, its heir(s), executors, and assigns, and it is Owner's express intention that this restrictive covenant shall run with the land, and shall be binding upon future owners of the property.

RECITALS

A. As a condition of approval in a City of Ashland Planning Action (PA) 99-048, a Restriction Covenant was recorded on the property and the following notation was included on Parcel 7 of Partition Plat No. P-32-2000 Index Volume 11 Page 32 in the Record of Partition Plats in Jackson County, Oregon, Jackson County Survey File No. 16528.

"As a condition of approval of this plat, the City of Ashland has required the following statement: Parcel 7 is restricted from further development or land division until the property has been cleaned to residential standards. Written compliance with these standards shall be provided to the city from the Department of Environmental Quality."

B. On June 28, 2016 and after a properly noticed public hearing, the City of Ashland Planning Commission approved the following change to the original condition, as of record Planning Action 2016-00684:

"2) That the deed restriction required in condition 9 of PA 99-048 shall be revised to read as follows

THEREFORE, the City has established lawful authority, to which Owner voluntarily consents and agrees, to amend PA 99-048 as follows:

STATE OF ~~OREGON~~)
~~Nebraska~~) ss.
 County of ~~Jackson~~)



Oregon

Tina Kotek, Governor

Department of Environmental Quality

Western Region Salem Office

4026 Fairview Industrial Dr SE

Salem, OR 97302

(503) 378-8240

FAX (503) 373-7944

TTY 711

March 10, 2023

Brandon Goldman
20 East Main Street
Ashland, Oregon 97520

Re: Response to Comments
October 2022 Staff Report Recommended Revision of the Remedial Action
ECI #1146 Union Pacific Railroad Ashland Rail Yard

Dear Brandon Goldman,

Thank you for providing questions and comments regarding the *Staff Report Recommended Revision of the Remedial Action* dated October 2022. Please see below questions and comments from the City of Ashland in the letter dated December 6, 2022 followed by DEQ's responses:

1) *The proposed cleanup plan relies on the assumption that the highest land use allowed for the western nine acres of the site will be an "urban residential" use scenario. Please provide a detailed plain language explanation of the "urban residential" land use scenario, including how the exposure assumptions differ from a "Single Family Residential" scenario. Note that the zone for this property (E-1) will allow some degree of residential occupation on the first floor of multi-floor mixed use buildings, as is currently the case adjacent to the railyard property on Clear Creek Drive.*

DEQ Response: DEQ's urban residential land use scenario assumes development with any combination of apartments, condos, or townhomes with minimal yard space maintained by the homeowner. Land use may also include mixed use commercial-residential buildings with residents on the first floor. Single family residential land use is assumed to include homes on larger lots (typically greater than 5,000 square ft) where landscaping is maintained by the owner, and the expected exposure duration would be longer than urban residential.

2) *How was the urban residential exposure frequency of 175 days/year established, as noted in Table 1? Can this be reconciled with the City's mixed use zoning designation for the property that allows a portion of the first floor to have residential occupation?*

DEQ Response: 175 days/year is the default exposure frequency used in DEQ's human health risk assessment guidance for urban residential. Risk assessment for the urban residential scenario includes half the exposure time, but the same consumption rate as single family residential. DEQ's urban residential scenario does account for apartment buildings with residence on first floor.

3) *It is not clear why DEQ's site specific cleanup goal for lead is indicated as 1,000 mg/kg, yet the urban residential risk-based concentration is shown in Table 1 as 400 mg/kg. The site-specific risk-based*



concentrations for all other contaminants in Table 1 are shown as being the same as urban residential RBCs.

DEQ Response: Table 1 will be revised to show 400 mg/kg as the site-specific cleanup goal for lead with a footnote added to the Final Site-Specific Goal column header that states, "The Final Site-Specific Cleanup Goals will be compared to the Exposure Point Concentrations (EPCs) calculated from the 90% upper confidence limits within a given exposure area." The EPC calculated from the 90% upper confidence limits of current lead concentrations within the western 8.7 indicated acceptable risk for residential, urban residential, and occupational exposure scenarios when compared to the RBC of 400 mg/kg. Some of the lead concentrations included in the EPC calculations exceeded 400 mg/kg and 1,000 mg/kg. Although the western 8.7 acres has a calculated acceptable risk for lead, DEQ commented in its review of the revised risk assessment¹ that concentrations of lead above 1,000 mg/kg should still be addressed on the western 8.7 acres as part of a risk management strategy.

4) Except briefly in Section 3.1.1, The draft staff report omits any explanation of the 2016/2017 cleanup plan, including total volume of contaminated soil to be excavated or that the soil was proposed to be moved off-site. We request a clear explanation and rationale for why the 2022 cleanup plan is significantly less extensive than the one proposed in 2017. The previous cleanup plan was painstakingly developed with extensive community involvement and the new plan should include a public explanation of how it provides at least an equivalent level of site mitigation and public health protection.

DEQ Response: A more thorough explanation of changes since the 2016/2017 cleanup plan will be included in the final Record of Decision (ROD). Changes to DEQ RBCs for contaminants of concern at the Site required less cleanup to meet urban residential exposure requirements. Capping excavated soil on-site addresses community concerns about transporting the impacted soil through town. Since this cleanup is being done voluntarily by UPRR, they have significant leeway as to how they want to implement a remedial action as long as it is protective of human health. The remedy as proposed in the Staff Report is protective for urban residential and commercial use. The current plan will remove pockets of high levels of contamination that previously would not have been removed.

5) Similarly, the Administrative Record included in the draft staff report omits reference to the 2008 and 2016/2017 cleanup plans. These past documents were publicly available and are expected to be an important part of the project record for community members.

DEQ Response: Reference to the 2008 and 2016/2017 cleanup plans will be included in the Administrative Record in the final ROD.

6) The draft staff report indicates that a deed restriction will be imposed by DEQ requiring its approval before any portion of the eastern three acres of the railyard be subdivided or redeveloped in the future. The staff report should explicitly state that additional site investigation and cleanup work would be required before approval of any land development or site work. How does DEQ contemplate the city's role in this process, including notification and consultation with city planning staff about proposed local

¹ Oregon Department of Environmental Quality (ODEQ). 2019. Comments on the Supplemental Remedial Investigation/Feasibility Study Risk Evaluation 2nd Revision dated June 5, 2019. November 5.



land use changes and requirements for additional environmental work? An outline of DEQ's review and approval process of a proposed subdivision or redevelopment should be provided, including a reference to DEQ's anticipated evaluation criteria and requirements for public notice and comment.

DEQ Response: DEQ anticipates that the City would be notified of a potential subdivision, development, or land use changes through the local permitting process. The requirements and process for notifying DEQ will be outlined in the Site deed restriction, also known as an Environmental Protection Easement and Equitable Servitude (EES) document, that accompanies the property deed. If DEQ determines that additional investigation or cleanup is required, then the identified responsible party would likely have to follow the usual DEQ cleanup process including a work plan review, and possible site investigation, feasibility study, public notification, ROD, remedial design, and closure. DEQ would continue our collaborative communication with the City of Ashland and follow a process similar to that outlined in the following *DRAFT Public Involvement Phases of the UPRR Ashland ROD and Remedial Action*.

7) It appears that DEQ does not contemplate any limitations (e.g., deed restrictions) for the western nine acres of the railyard as long as it is used for commercial, industrial, or urban residential purposes. Since the risk assessment evaluated human exposures of this parcel using hypothetical 1-acre polygons as shown in Figure 5, is it possible that risk assessment outcomes would be different when the western nine acres is subdivided into a different configuration, other than the one acre lots shown in Figure 5?

DEQ Response:

State deed restriction(s) consisting of an EES will be applied to the western 8.7-acres and agreed on by UPRR and DEQ to define controls used to:

- Restrict site use to urban-residential and/or commercial use; and
- Restrict development or subdivision without additional assessment and/or approval from DEQ.

DEQ would need to review and approve any request to subdivide or develop either the western 8.7-acres or the eastern 3-acres to verify that development meets allowed land use requirements and that a subdivision does not result in unacceptable risk within any of the proposed subdivided parcels. DEQ would conduct a risk evaluation similar to how the hypothetical 1-acre subdivisions were considered, but evaluation areas and locations would be based on the proposed subdivision.

8) How did DEQ establish that groundwater beneficial use has not changed since the 2001 ROD? Were Oregon Dept. of Water Resources records reviewed for possible new water wells drilled near the site since 2001? Since water supply is often a big concern to our community, possible use of groundwater for irrigation in the future might be a concern and should be acknowledged in the report.

DEQ Response: A beneficial water use survey has not been conducted since 2001, however changes in water use in this area are unlikely based on requirements for new developments to connect to City water. To be certain, DEQ will include an updated beneficial water use survey in the revised ROD. DEQ can also include groundwater use restrictions in the EES if there is concern about possible future use and climate change and resource demands, etc.



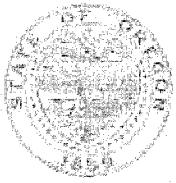
Also, the likelihood that contaminants will migrate to off-site supply wells and affect current and/or future, reasonably likely, beneficial use is minimal. Groundwater is first encountered at the Site within the silt/clay unit and/or discontinuous sand unit at depths between approximately 6 and 20 feet below ground surface. A dense sandy silt unit (weathered bedrock) is located below this shallow water-bearing formation and above a deeper water bearing zone. Groundwater for beneficial use in the Site vicinity is drawn from the deep aquifer at depths greater than 60 to 100 feet below ground surface. Site contaminants of concern (Bunker C Oil and diesel) were detected in shallow groundwater. The likelihood that Bunker C oil and diesel will migrate to off-site supply wells and affect current and/or future, reasonably likely, beneficial use is minimal because: the viscous properties of Bunker C Oil limit its mobility; the vertical separation between the impacted shallow groundwater and the deeper aquifer utilized for beneficial use is at least 40 to 60 feet, containing at least 20 to 40 feet of bedrock; and cross-contamination of the deeper aquifer by a future installation of a well or borehole through contaminated shallow soil or groundwater is minimized through the use of Oregon well construction standards.

9) Two areas with high lead concentrations are targeted for cleanup, as well as one area with high arsenic. Sample resolution in these areas was very limited in past site investigations, so how were polygons determined for the excavations shown in Fig 6? The report should acknowledge the importance of future confirmation sampling when excavation occurs, to ensure removal of soil exceeding the cleanup criteria.

DEQ Response: This information will be added to the final ROD. Confirmation sampling will be required after excavation and removal of contaminated soil. Regarding the excavation areas, the Site risk assessment showed that arsenic was the primary contaminant risk driver, with lead being a secondary driver. Figure 6 shows the sample locations where the arsenic and lead samples exceeded 30 mg/kg and 1,000 mg/kg, respectively. Contiguous rectangular polygons were drawn around sample locations with arsenic and lead exceedances within the 8.7-acre western area to form the remedial action target areas. Each of the rectangular polygons has a minimum dimension of 50 feet in all directions from the sample location. Adjacent areas were extended and connected when there were no clean samples in between. All the arsenic and lead samples to be addressed were in the upper 1.5 feet of the 0- to 3-foot depth horizon of the surface soil, therefore, all the target areas extend to a depth of 1.5 feet.

10) The report briefly acknowledges the presence of significant volumes of subsurface soil saturated with Bunker C oil (NAPL, or non-aqueous phase liquids) in the eastern parcel, and the potential for direct contact with Bunker C oil for future construction or excavation workers. Unlike the September 2016 Remedial Action Workplan, there is no acknowledgement of the estimated extent or volume of these NAPL areas, previously estimated by UP and DEQ as 5,400 cubic yards. For better transparency, shouldn't the three estimated Bunker C areas be shown graphically in Figure 5 (Hypothetical Future Exposure Areas) to address anticipated public concerns about future exposure to subsurface NAPL (similar to how they were shown in the 2016 plan)?

DEQ Response: DEQ will include the estimated extent and volume of NAPL areas in the final ROD. However, there is significant uncertainty associated with both estimates, which will be noted in any graphics or estimates.



11) Regarding the three areas of soil saturated with Bunker C oil, it is evident that the proposed capping and securing of the three eastern acres of the railyard will possibly result in entombing this contamination in perpetuity, rather than eliminating it. How will DEQ address possible community concerns about the stigma of such legacy contamination remaining in an area that will be surrounded by development at some point in the future? Should monitoring wells be required to assure the entombing is effective in protecting the community's groundwater? As a practical matter, the proposed capping of the eastern three acres would appear to add little or no value to the local community, including expansion of the local tax base, facilitating economic growth, or taking development pressures off of undeveloped, open land elsewhere in Ashland or Jackson County. This concern may be important given the City of Ashland's obligation to address State of Oregon statutory goals and policy requirements for Climate Friendly and Equitable Communities.

DEQ Response: Leaving pockets of non-mobile petroleum in-place to degrade naturally is commonplace with the redevelopment of former industrial sites. Acceptable risk for the Site has been demonstrated in the risk assessment with the Bunker C contamination remaining in-place. This is because petroleum compounds are relatively non-toxic, and the toxicity decreases over time as it degrades and weathers. DEQ will attempt to address community concerns by engaging the public to inform them of the proposed plan and gain their input. DEQ does not feel that monitoring is required for the Bunker C based on its observed immobility and age. Clearing the western 8.7 acres for urban residential and/or commercial use will offer opportunities for development. After capping, the eastern 3 acres will also be available for development, recreation or greenspace.

12) The plan states that institutional controls are not uncommon for former industrial properties and if long term management is done properly, they all can be reliable. How will this be assured, and by whom, and with what processes? This would appear to be especially relevant given the current challenges with local and state government staff turnover during these long-term projects.

DEQ Response: Sites with institutional controls are recorded in the DEQ database and property owners are required to provide DEQ environmental reviews typically every five years. This process will be detailed in an EES attached to the property deed.

13) For the selected alternative, the staff report indicates that "...clean backfill will include 2,710 cubic yards to fill in the excavation areas on the west side plus an additional 2,870 cubic yards to supplement the consolidated soil on the eastern side and fill in the former holding pond depressions." How will the clean soil backfill be delineated from underlying contaminated soil, to facilitate the possibility of future site investigation and cleanup that might be required in the eastern capped parcel? Given the current plan does not anticipate the removal of soil from the site, what is the anticipated site elevation profile following the introduction of the required backfill in relationship to the adjacent properties?

DEQ Response: The excavation areas in the western 8.7 acres and the pre-remediation topography of the eastern 3 acres will be surveyed. Construction barriers may be used to delineate impacted material from cap material in the eastern 3 acres. Details of the final grading elevations and the use of any construction barriers will be included in the remedial design.



14) The plan states that: "The eastern three-acre area will be fenced to limit access". The fencing installed several years ago by UP to secure the contaminated railyard area have proven to be unreliable for preventing access. How will the proposed fencing be made more secure in perpetuity to prevent unauthorized access? Will signage be posted with information and contact information for citizen inquiries? City staff request an opportunity to review and comment on UP's soil management plan, contaminated media management plan, and cap O&M plan before final DEQ approval.

DEQ Response: These details will be included in the final ROD. DEQ believes a locked gate and sign are adequate to secure the Site. An annual inspection of the cap and fence will be included as part of the Operations and Maintenance (O&M) Plan for the Site after the cleanup remedy has been completed. There is no immediate health risk to trespassers in the Site's current condition and there will be no immediate health risk to trespassers upon cleanup completion. The purpose of the fence is primarily to discourage vagrancy and prevent potential damage to the cap until the property is developed. UPRR also has a no-trespass agreement in place with the Ashland Police Department for the property.

A soil management plan/contaminated media management plan and O&M Plan are typically included in a Remedial Action Completion report and the final EES attached to the property deed. There will be a public comment period on these documents after the ROD cleanup remedy is complete and before Site closure.

15) The staff report briefly acknowledges the need for a new Record of Decision as part of this cleanup. Please include a summary of DEQ's administrative process for making environmental cleanup decisions for this property, including the likelihood of a Certificate of Completion when the cleanup is done. This summary should include DEQ's public involvement milestones as part of its cleanup process going forward.

DEQ Response: Once the public comment period has ended for the Staff Report, DEQ will prepare a final ROD to include a detailed description of the final remedial action. DEQ will then oversee implementation and documentation of the cleanup in conformance with the ROD. DEQ will enter into an RD/RA agreement with UPRR to define implementation timeline and requirements for the remedial action. DEQ will also review a remedial action and remedial design work plan before implementation for cleanup. The responsible party will submit a Remedial Action Completion Summary Report when cleanup is complete. If DEQ determines the cleanup has been performed as directed by the ROD, the regulatory process is complete. DEQ will provide public notice of cleanup completion and allow 30 days for submission of comments or questions. Then DEQ issues a document to the Site owner called a No Further Action letter/Certificate of Completion. Sites may carry long-term requirements that are recorded on their deeds, such as ongoing monitoring and development restrictions, when necessary. Below is a more detailed draft outline of the UPRR Ashland ROD and Remedial Action process with anticipated public involvement milestones:

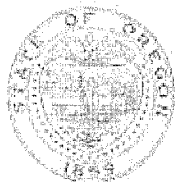


Oregon

Tina Kotek, Governor

Department of Environmental Quality

DRAFT UPRR Ashland ROD and Remedial Action Process and Public Involvement
City Covenant
Revise City Cleanup Restriction Covenant
DEQ Staff Report
DEQ holds 30-day comment period on Staff Report (Draft ROD), including public meeting and presentation to City Council
ROD
DEQ Signs ROD – <i>provide CC to City</i>
Remedial Design/Remedial Action (RD/RA)
Enter into RD/RA Voluntary Agreement with UPRR for implementation of the ROD
RD/RA Work Plan prepared for DEQ review
DEQ approve final RD/RA work plan – <i>provide CC to City</i>
Remedial Design prepared for DEQ Review
DEQ approve final Remedial Design
Remedial Action
Remedial Action implementation (earthwork)
Remedial Action Completion Summary Report with CMMP/Cap Maintenance Plan(s) drafted for DEQ review
Easement and Equitable Servitude (EES) documents drafted by DEQ and UPRR
CMMP/Cap Maintenance Plans and EES documents reviewed and commented on by DEQ – <i>provide CC to City</i>
Public Comment
DEQ holds 30-day comment period on Remedial Action Completion, including draft CMMP/Cap Maintenance Plans and EES documents
Remedial Action Completion
DEQ responds to comments on remedial action completion – <i>provide CC to City</i>
EES documents and attachments signed and recorded
DEQ issues NFA/Cert of Completion – <i>provide CC to City</i>
City removes Cleanup Restriction Covenant



Oregon

Tina Kotzé, Governor

Department of Environmental Quality

16) Before DEQ issues its Certificate of Completion when it deems the cleanup is complete, the City requests a public involvement process that is consistent with what is being planned in late 2022 and early 2023 for the proposed cleanup plan. This should include a 60-day public comment period, at least one DEQ-hosted public meeting, a presentation to the Ashland City Council, and continued collaboration with city staff on public communications.

DEQ Response: DEQ anticipates having a 30-day public comment period of the Remedial Action Completion report and follow the typical public notice process before a certificate of completion is processed or NFA is issued, including: Publication of a notice and brief description of the proposed action in a local paper of general circulation and in the Secretary of State's Bulletin, and continued collaboration with city staff on public communications.

I hope the information in this letter addresses your current questions and concerns. Please contact me at (503) 726-6522 with any additional questions. I can also be reached via e-mail at margaret.oscilia@deq.oregon.gov

Sincerely,

Margaret L. Oscilia

Margaret L. Oscilia, P.E.
Project Manager
Western Region Cleanup and Emergency Response

Translation or other formats

[Español](#) | [한국어](#) | [繁體中文](#) | [Русский](#) | [Tiếng Việt](#) | [العربية](#)

800-452-4011 | TTY: 711 | deqinfo@deq.oregon.gov

Non-discrimination statement

DEQ does not discriminate on the basis of race, color, national origin, disability, age or sex in administration of its programs or activities. Visit DEQ's [Civil Rights and Environmental Justice page](#).

Council Business Meeting

March 21, 2023

Agenda Item	Greenleaf Restaurant Liquor License Approval Request	
From	Melissa Huhtala	City Recorder
Contact	Melissa.huhtala@ashland.or.us ; (541) 552-2084	

SUMMARY

This is a request for approval of a liquor license application for Greenleaf Restaurant, 49 North Main Street, Ashland, OR 97520.

POLICIES, PLANS & GOALS SUPPORTED

AMC Chapter 6.32 Liquor License Review

PREVIOUS COUNCIL ACTION

N/A

BACKGROUND AND ADDITIONAL INFORMATION

This is an application for a Full-On Premises Commercial Liquor License.

FISCAL IMPACTS

N/A

STAFF RECOMMENDATION

Staff recommends approval of the liquor license application. The City has determined that the location of this business complies with the City's land use requirements. The applicant has a Business License and has registered as a restaurant.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

I move to approve the liquor license for Greenleaf Restaurant.

REFERENCES & ATTACHMENTS

Attachment 1: Application

LIQUOR LICENSE APPLICATION

Page 1 of 4

Check the appropriate license request option:

☐ New Outlet | ☐ Change of Ownership | ☒ Greater Privilege | ☐ Lesser Privilege | ☐ Additional Privilege

Select the license type you are applying for.

More information about all license types is available [online](#).

Full On-Premises

- ☒ Commercial
- ☐ Caterer
- ☐ Public Passenger Carrier
- ☐ Other Public Location
- ☐ For Profit Private Club
- ☐ Nonprofit Private Club

Winery

- ☐ Primary location
- Additional locations: ☐ 2nd ☐ 3rd ☐ 4th ☐ 5th

Brewery

- ☐ Primary location
- Additional locations: ☐ 2nd ☐ 3rd

Brewery-Public House

- ☐ Primary location
- Additional locations: ☐ 2nd ☐ 3rd

Grower Sales Privilege

- ☐ Primary location
- Additional locations: ☐ 2nd ☐ 3rd

Distillery

- ☐ Primary location
- Additional tasting locations: ☐ 2nd ☐ 3rd ☐ 4th ☐ 5th ☐ 6th

☐ Limited On-Premises

☐ Off Premises

☐ Warehouse

☐ Wholesale Malt Beverage and Wine

INTERNAL USE ONLY

Local Governing Body: After providing your recommendation, return this application to the applicant.

LOCAL GOVERNING BODY USE ONLY

City/County name:

Optional: Date Stamp

- ☐ Recommend this license be granted
- ☐ Recommend this license be denied

Printed Name

Date

LIQUOR LICENSE APPLICATION

Page 2 of 4

APPLICANT INFORMATION

Identify the applicants applying for the license. This is the entity (example: corporation or LLC) or individual(s) applying for the license. Please add an additional page if more space is needed.

Name of entity or individual applicant #1:

BFLM Group, LLC

Name of entity or individual applicant #2:

Name of entity or individual applicant #3:

Name of entity or individual applicant #4:

BUSINESS INFORMATION

Trade Name of the Business (name customers will see):

Greenleaf Restaurant

Premises street address (The physical location of the business and where the liquor license will be posted):

49 North Main Street

City:

Ashland

Zip Code:

97520

County:

Jackson

Business phone number:

541-482-2808

Business email:

eat@greenleafrestaurant.com

Business mailing address (where we will send any items by mail as described in OAR 845-004-0065[1]):

49 North Main Street

City:

Ashland

State:

Oregon

Zip Code:

97520

Does the business address currently have an OLCC liquor license? ☒ Yes ☐ No

Does the business address currently have an OLCC marijuana license? ☐ Yes ☒ No

AUTHORIZED REPRESENTATIVE – A liquor applicant or licensee may give a representative authorization to make changes to the license or application on behalf of the licensee or to receive information about a license or application.

I give permission for the below named representative to:

☐ Make changes regarding this license/application on my behalf.

☐ Receive information about the status of this application, including information about pending compliance action or communications between OLCC and the licensee/applicant.

Representative Name:

Phone number:

Email:

Mailing address:

City:

State:

Zip Code:

LIQUOR LICENSE APPLICATION

Page 3 of 4

APPLICATION CONTACT INFORMATION – Provide the point of contact for this application. If this individual is not an applicant or licensee, the Authorized Representative section must be filled in and the appropriate permission(s) must be selected.

Application Contact Name:

Brent Brakebill (managing member)

Phone number:

Email:

TERMS

- “Real property” means the real estate (land) and generally whatever is erected or affixed to the land (for example, the building) at the business address.
- “Common area” is a privately owned area where two or more parties (property tenants) have permission to use the area in common. Examples include the walking areas between stores at a shopping center, lobbies, hallways, patios, parking lots, etc. An area’s designation as a “common area” is typically identified in the lease or rental agreement.

ATTESTATION – OWNERSHIP AND CONTROL OF THE BUSINESS AND PREMISES

- Each applicant listed in the “Application Information” section of this form has read and understands OAR 845-005-0311 and attests that:
 1. At least one applicant listed in the “Application Information” section of this form has the legal right to occupy and control the real property proposed to be licensed as shown by a property deed, lease, rental agreement, or similar document.
 2. No person not listed as an applicant in the “Application Information” section of this form has an ownership interest in the business proposed to be licensed, unless the person qualifies to have that ownership interest waived under OAR 845-005-0311.
 3. The licensed premises at the premises street address proposed to be licensed either:
 - a. Does not include any common areas; or
 - b. Does include one or more common areas; however, only the applicant(s) have the exclusive right to engage in alcohol sales and service in the area to be included as part of the licensed premises.
 - In this circumstance, the applicant(s) acknowledges responsibility for ensuring compliance with liquor laws within and in the immediate vicinity of the licensed premises, including in portions of the premises that are situated in “common areas” and that this requirement applies at all times, even when the business is closed.
 4. The licensed premises at the premises street address either:
 - a. Has no area on property controlled by a public entity (like a city, county, or state); or
 - b. Has one or more areas on property controlled by a public entity (like a city, county, or state) and the public entity has given at least one of the applicant(s) permission to exercise the privileges of the license in the area.

LIQUOR LICENSE APPLICATION

Page 4 of 4

- Each applicant listed in the "Application Information" section of this form has read and understands OAR 845-006-0362 and attests that:

1. Upon licensure, each licensee is responsible for the conduct of others on the licensed premises, including in outdoor areas.
2. The licensed premises will be controlled to promote public safety and prevent problems and violations, with particular emphasis on preventing minors from obtaining or consuming alcoholic beverages, preventing over-service of alcoholic beverages, preventing open containers of alcoholic beverages from leaving the licensed premises unless allowed by OLCC rules, and preventing noisy, disorderly, and unlawful activity on the licensed premises.

I attest that all answers on all forms and documents, and all information provided to the OLCC as a part of this application, are true and complete.

Brent Brakebill



11-29-2022

Print name

Signature

Date

Atty. Bar Info (if applicable)

Print name

Signature

Date

Atty. Bar Info (if applicable)

Print name

Signature

Date

Atty. Bar Info (if applicable)

Print name

Signature

Date

Atty. Bar Info (if applicable)



Council Business Meeting

March 21, 2023

Agenda Item	Contract Amendment with ZCS Engineering for the Community Center and Pioneer Hall Design	
From	Scott Fleury PE	Public Works Director
Contact	Scott.fleury@ashland.or.us	
Item Type	Requested by Council ☐ Update ☒ Request for Direction ☒ Presentation ☐	

SUMMARY

Before the Council is a request to approve a contract amendment with ZCS Engineering and Architecture for work associated with the Community Center and Pioneer Hall Rehabilitation Project. The additional design work and associated fee is based on direction received from Council previously to resolve live and dead load structural issues within each facility along with Americans with Disabilities improvements.

POLICIES, PLANS & GOALS SUPPORTED

Department Goals:

- Maintain existing infrastructure to meet regulatory requirements and minimize life-cycle costs
- Deliver timely life cycle capital improvement projects
- Maintain and improve infrastructure that enhances the economic vitality of the community
- Evaluate all city infrastructure regarding planning management and financial resources

BACKGROUND AND ADDITIONAL INFORMATION

At the November 14, 2022 Council Study Session, staff and ZCS Engineering and Architecture presented the schematic design documents for the Community Center and Pioneer Hall Rehabilitation Project ([Staff Report, Minutes](#)). This presentation included an overview of the priority structural improvements required to reoccupy the Community Center, ADA improvements and a list of other deficiencies that could be resolved for each facility. ZCS broke the improvements down into priorities 1-5 with priority 1 being the needed improvements in order to reopen the Community Center and provide Americans with Disabilities (ADA) restrooms and ingress/egress accessibility.

As a reminder the priority one improvements for the Community Center were:

- Roof repairs over auditorium where existing trusses have inadequate capacity to support dead load of roof and ceiling framing
- Repairs to address phantom bearing wall where ceiling joists do not have adequate gravity support
- Foundation improvements at north wall where settlement has occurred, and previous work has resulted in lack of definable lateral load path between shear walls and foundations





Council Business Meeting

- Renovation of existing restrooms to provide compliance with ADA and accessibility. In addition, remove attic stairs to accommodate restroom reconfiguration and provide adequate egress to rear exit
- Removal of existing non-compliant rear stairs and re-work of porch framing to provide compliant egress at rear exit
- Provide 3'-0" wide door to existing kitchen for accessibility
- Provide new ramp at main entry for accessibility and ADA compliant entrance

The priority one improvements for Pioneer Hall were:

- Renovation of existing restrooms to provide compliance with ADA and accessibility

Priorities 2-5 were not needed to directly reopen the Community Center and continue current operations for Pioneer Hall but were developed to show what would be required to provide upgrades to meet current building code and ADA requirements along with providing general improvements including upgrading the mechanical, electrical and plumbing systems, changing out light fixture systems to LED, adding insulation and upgrading windows.

The Council showed interest in performing additional improvements to each facility including meeting current building code live load and snow load requirements and performing more Americans with Disabilities (ADA) improvements. Council was informed these additions would require a contract amendment with ZCS in order to move forward with the design development phase for the additional improvements. This contract amendment incorporates the scope and fee necessary to provide the additional design for improvements and associated updated cost estimates.

FISCAL IMPACTS

The proposed contract amendment with ZCS Engineering and Architecture preliminary/final engineering and cost estimating services is \$47,085. Proposed costs pertain to the Council direction to incorporate additional structural and ADA design solutions for each facility. There are current appropriations within the 2023 Biennium Budget to cover the cost increase for the additional design work.

Staff has attached a costing breakdown of all items and their priorities for each structure. This shows the cost for the priority 1 improvements along with the additions Council wanted to include to resolve all structural deficiencies except for the seismic conditions. The costing comes from the schematic design construction cost estimates developed by ZCS and provided to Council in November of 2022.

Staff will need to request funds be appropriated for the construction phase in the 2023-2025 Biennium Budget process.





Council Business Meeting

STAFF RECOMMENDATION

Staff recommends the Council authorized the City Manager to sign a contract amendment with ZCS Engineering and Architecture for design additions associated with the Community Center and Pioneer Hall rehabilitation project.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

1. I move approval of a professional services contract with ZCS Engineering and Architecture in the amounts of \$47,085.
2. I move to amend the contract amendment with ZCS Engineering and Architecture for preliminary engineering (insert amendment).

DISCUSSION QUESTIONS

Does the Council have any questions about the contract amendment or process moving forward?

SUGGESTED NEXT STEPS

Next steps include moving forward with the Design Development phase incorporating the additional design elements and updating construction costs.

REFERENCES & ATTACHMENTS

Attachment #1: ZCS Engineering and Architecture contract amendment

Attachment #2: ZCS Engineering and Architecture Facilities Assessment Memo

Attachment #3: Schematic Design Construction Estimate Breakdown



February 03, 2023

City of Ashland Public Works
51 Winburn Way
Ashland, OR 97520

Reference: Ashland Community Center and Pioneer Hall

Subject: Additional Design Services Proposal (Phase 1 Services)

We are pleased to present our proposal for additional design services for the proposed improvements at the Ashland Community Center and Pioneer Hall. It is our understanding the scope involves additional improvements to accessibility, ADA, structural improvements to roof framing for snow loading, and structural improvements to existing floor framing for live loading.

Project Scope

Based on direction from Ashland City Council and previous discussions with you, our understanding of the additional project scope to be included is as follows:

- Accessibility improvements to north exit stair of Community Center.
- Concrete ADA access / ramp to main entry.
- ADA access to the existing stage of the Community Center.
 - Install of new ADA compliant ramp.
 - We have partnered with Pariani Land Surveying to provide survey services for install of the new ADA ramp.
- ADA and accessibility improvements to the existing kitchen of the Community Center.
- Structural retrofit of existing roof framing within the Community Center to support snow loading.
- Structural retrofit of existing floor framing within the Community Center to support live loading.
- Structural retrofit of existing roof framing within Pioneer Hall to support snow loading.
- Structural retrofit of existing floor framing within Pioneer Hall to support live loading.

Fees

Our services will be performed on a lump sum basis and billed based on percentage of completion unless otherwise noted in the fee schedule. We have attached a fee schedule exhibit showing additional project fees required for the completion of the projects.

Any significant scope changes made by the Owner or required by local review committees after commencement of work affecting design or drawings may be considered extra services and would be billed with your prior authorization.

Additionally, it is assumed that our current insurance coverage will be satisfactory and not required to be increased under the agreement.

Exclusions and Assumptions:

The following services are not included in the above fee proposal but can be provided upon your request:

- It is assumed all design phases will take place at the same time at both sites.
- Design of HVAC, Plumbing, Electrical and Fire Alarm upgrades is excluded.
- Fire Sprinkler, Site Utility, and Low Voltage System design are excluded.
- All third-party special inspection fees during construction are excluded.
- All Hazmat reporting and abatement scope development is excluded.
- All System Development Charges, land development fees, permitting fees, LEED design and documentation are excluded.
- It is assumed that full public utilities are available and adequate on-site. Off-site utility improvements have been excluded.
- Design revisions associated with value engineering (VE) after completion of design (100% CD) will be considered additional service and may require additional fee.

Please review the above proposal. If you have any questions, feel that we have misinterpreted the scope of work, or feel that the fee proposed is beyond your expectations for this project please contact us so that we can work together to develop an acceptable package for this project. The services outlined above are proposed to be performed on a Lump Sum basis and billed based on percentage of completion.

We appreciate the opportunity to submit this proposal.

Sincerely,



Stephen L. Chase
Project Manager



Syllas E. Allen, PE
Principal

Enclosure: Appendix 'A' – Design Fee Schedules

Appendix 'A'

Design Fee Schedule

ASHLAND COMMUNITY CENTER IMPROVEMENTS

CONSULTANT FEES INCLUDE + 10%

Additional Services	Schematic Design	Design Development	Construction Documents	Total
Architectural	\$1,000	\$6,000	\$8,000	\$15,000
Civil		\$2,000	\$4,000	\$6,000
Site Survey (Pariani)		\$2,085		\$2,085
Structural	\$1,000	\$3,500	\$7,500	\$12,000
Total	\$1,500	\$4,000	\$6,500	\$35,085

PIONEER HALL IMPROVEMENTS

Additional Services	Schematic Design	Design Development	Construction Documents	Total
Architectural	\$1,000	\$2,500	\$3,500	\$7,000
Structural	\$500	\$1,500	\$3,000	\$5,000
Total	\$1,500	\$4,000	\$6,500	\$12,000

November 7, 2022

Attn: Scott Fluery
City of Ashland, Public Works Engineering
51 Winburn Way
Ashland, OR 97520

Reference: Ashland Community Center and Pioneer Hall Improvements

Subject: Facilities Assessments

ZCS Engineering & Architecture has developed Facility Assessment plans for required and recommended improvements at the Ashland Community Center and Pioneer Hall. In addition to the attached Assessment plans, we are providing this narrative to further define the background, evaluation, and recommended scope of work at each building.

Background

At the direction of the City of Ashland Public Works Engineering Department ZCS Engineering & Architecture (ZCS) has reviewed the Ad-Hoc Committee recommendations and previous assessment reports for the Ashland Community Center and Pioneer Hall to confirm and identify structural and code deficiencies requiring remediation. The Community Center has been closed due to structural deficiencies identified within the roof framing, ceiling framing, and the north wall foundation. Addressing these deficiencies will be required for re-occupancy of the building. In addition, ZCS has performed an Assessment of both the Community Center and Pioneer Hall to identify additional recommended scope items to improve the structural performance, egress, fire /life safety, ADA, building envelope, and MEP systems. The recommendations have been categorized into priority levels one through five below.

Evaluation

ZCS has evaluated the Community Center and Pioneer Hall to confirm noted structural deficiencies and further define structural and code deficiencies within the buildings. We have summarized the results of our evaluations and recommended priority level below.

Ashland Community Center Priority One

In review of the Ad-Hoc Committee recommendations, previous assessment reports, site observations, and preliminary calculations ZCS has confirmed and identified structural deficiencies within the Community Center which require remediation for re-occupancy. These deficiencies have been assigned priority level one within the attached assessment plans and include:

- Roof repairs over auditorium where existing trusses have inadequate capacity to support dead load of roof and ceiling framing

- Repairs to address phantom bearing wall where ceiling joists do not have adequate gravity support
- Foundation improvements at north wall where settlement has occurred, and previous work has resulted in lack of definable lateral load path between shear walls and foundations

At the direction of the City and review of Ad-Hoc Committee recommendations, ZCS has evaluated ADA and egress deficiencies within the Community Center to address as part of priority level one, addressing these deficiencies include:

- Renovation of existing restrooms to provide compliance with ADA and accessibility. In addition, remove attic stairs to accommodate restroom reconfiguration and provide adequate egress to rear exit
- Removal of existing non-compliant rear stairs and re-work of porch framing to provide compliant egress at rear exit
- Provide 3'-0" wide door to existing kitchen for accessibility
- Provide new ramp at main entry for accessibility and ADA compliant entrance

Pioneer Hall Priority One

At the direction of the City, ZCS has evaluated ADA and egress deficiencies within Pioneer Hall to address as part of priority level one, addressing these deficiencies include:

- Renovation of existing restrooms to provide compliance with ADA and accessibility

Ashland Community Center Priority Two

ZCS has identified accessibility code deficiencies within the Community Center. While these deficiencies may not be required for re-occupancy, we are providing these recommendations to further improve the accessibility of the space. These deficiencies have been assigned priority level two within the attached assessment plans and include:

- Provide ramp for ADA access to existing stage
- Replace north wood stairs and landing to be fully accessible
- Increase existing doorways within Community Center to minimum 3'-0"
- Renovate existing kitchen to be fully accessible and ADA compliant

Ashland Community Center Priority Three

ZCS has performed evaluations of the structural systems and identified additional structural deficiencies within the Community Center. While these deficiencies may not be required for re-occupancy, we are providing these recommendations to further improve the structural performance of the building. These deficiencies have been assigned priority level three within the attached assessment plans and include:

- Existing roof framing is not adequate to support snow loads
- Existing lateral systems are not adequate to support prescribed seismic forces

- Roof diaphragm is straight sheathed and does not have adequate capacity for code seismic forces
- Existing foundations do not provide adequate support of shear walls for transfer of code seismic forces
- Existing narrow shear walls, and plaster shear walls do not have adequate capacity for code seismic forces
- Existing floor framing does not have adequate capacity for code live loads

Pioneer Hall Priority Three

ZCS has performed evaluations of the structural systems and identified additional structural deficiencies within Pioneer Hall. We are providing these recommendations to further improve the structural performance of the building. These deficiencies have been assigned priority level three within the attached assessment plans and include:

- Existing roof framing is not adequate to support code snow loads
- Existing floor framing does not have adequate capacity for code live loads

Community Center Priority Four

Priority four involves upgrades to existing mechanical systems and lighting. These are recommended to improve the energy usage of the space. These upgrades include:

- Provide new heating and cooling systems to serve the Community Center
 - May require upgrades to existing electrical service and plumbing systems
- Replace existing light fixtures with LED fixtures
- Evaluate and replace existing electrical wiring throughout Community Center

Community Center Priority Five

Priority five involves upgrades to the thermal performance of the Community Center. These upgrades include:

- Replace existing single pane windows with new vinyl frame windows with insulated glazing
- Replace roof insulation to improve energy efficiency
 - Option 1: Replace existing insulation with new blow in insulation
 - Option 2: Replace existing insulation with closed cell spray foam insulation, this removes the requirement for ventilated attic cavities
- Provide new insulation at exterior walls
 - Replace existing insulation with new closed cell spray foam insulation from interior side of wall
 - Replace existing insulation with new batt insulation, will require removal of interior finishes

Conclusion:

It is our opinion the priority one structural deficiencies noted above will need to be addressed prior to re-occupancy of the Community Center due to the potential risk to life-safety. The existing trusses over the main hall do not have adequate strength to support the dead load existing roof and ceiling framing. The main hall ceiling framing between the proscenium wall and truss are not adequately supported at the phantom bearing line. In addition, the north wall foundation does not contain a definable path for transfer of lateral forces between existing shear walls above and foundation elements.

Priorities two through five may not be required for re-occupancy but have been provided for planning purposes. Addressing the deficiencies noted in these priority levels will further improve the use and performance of the structures.

We have provided a raw order of magnitude (ROM) construction costs associated with the required and recommended improvements to be utilized for planning level decisions for improving the performance of the Ashland Community Center and Pioneer Hall. Please see attached cost breakdown for reference.

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Feasible Under Current Budget Conditions-Primary Recommendation
Council Discussed Additions to Primary Recommendations
Need Additional Funds to Complete

Community Center		Construction Costs	Construction + Soft Cost	Contingency Addition (20%)
Priority #1	Structural	\$ 160,000	\$ 199,312	\$ 239,174
Priority #1	ADA & Access	\$ 175,000	\$ 217,998	\$ 261,597
Total				\$ 500,771

Pioneer Hall	Impr
Priority #1	ADA

Community Center		Construction Costs	Construction + Soft Cost	Contingency Addition (20%)
Priority #2	Kitchen Accessibility	\$ 52,500	\$ 63,299	\$ 75,959
Priority #2	ADA Access to Stage	\$ 20,000	\$ 24,114	\$ 28,937
Priority #2	Accessible North Exit Stairway	\$ 15,000	\$ 18,086	\$ 21,703
Priority #2	Widen Doorways	\$ 12,500	\$ 15,071	\$ 18,086
Total				\$ 144,684

Pioneer Hall	Impr
Priority #3	Stren
Priority #3	Stren

Community Center		Construction Costs	Construction + Soft Cost	Contingency Addition (20%)
Priority #3	Strengthen Roof Framing (Snow Loading)	\$ 105,000	\$ 130,799	\$ 156,958
Priority #3	New Plywood Roof Diaphragm	\$ 95,000	\$ 118,342	\$ 142,010
Priority #3	New Foundation Systems	\$ 90,000	\$ 112,113	\$ 134,536
Priority #3	New Plywood Shear Walls	\$ 50,000	\$ 62,285	\$ 74,742
Priority #3	Strengthen Floor Framing (Live Loading)	\$ 27,000	\$ 33,634	\$ 40,361
Total				\$ 548,606

Cou	\$
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Coun	\$
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Community Center		Construction Costs	Construction + Soft Cost	Contingency Addition (20%)
Priority #4	Mechanical System Upgrades	\$ 147,000	\$ 177,238	\$ 212,685
Total				\$ 212,685

Tota	\$
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Reme	\$
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Community Center		Construction Costs	Construction + Soft Cost	Contingency Addition (20%)
Priority #5	New Vinyl Windows	\$ 32,000	\$ 38,582	\$ 46,299
Priority #5	Replace Roof Insulation	\$ 65,000	\$ 78,371	\$ 94,045
Priority #5	Ext. Wall Insulation	\$ 85,000	\$ 102,485	\$ 122,981
Total				\$ 263,325

Total	\$
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Community Center Project Total - All Priorities	\$ 1,670,072
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Pioneer Hall Project Totals - All Priorities	\$ 283,002
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Contingency Addition (20%)
\$ 130,216
\$ 130,216

Contingency Addition (20%)
\$ 121,535
\$ 31,252
\$ 152,786



Council Business Meeting

March 21, 2023

Agenda Item	Ordinance 3218 Public Hearing and First Reading of 2022 Oregon Fire Code	
From	Ralph Sartain	Fire Chief
Contact	Ralph.sartain@ashland.or.us 541-552-2229	
Item Type	Requested by Council ☐ Update ☐ Request for Approval ☒ Presentation ☐	

SUMMARY

The State of Oregon has adopted the 2022 Oregon Fire Code. Because this has happened the City of Ashland must update its municipal code and adopt the 2022 Oregon Fire Code as well to be in compliance with state standards.

POLICIES, PLANS & GOALS SUPPORTED

Analyze City departments/programs to gain efficiencies, reduce costs and improve services.
Support Innovative Programs that Protect the Community

PREVIOUS COUNCIL ACTIONS:

Ord. 3186, amended 01-07-2020, to adopt 2019 Oregon Fire Code
Ord. 3161, amended 02-05-2018, Correct typographical errors, update fee schedule allows APD to enforce provisions of the fire code.
Ord. 3104, 2014 to adopt 2014 Oregon Fire Code
Ord. 3037, amended 09-07-2010 to adopt 2010 Oregon Fire Code
Res. 2009-34, Established Semi-Annual Inspections.
Ord. 2944 amended 11-06-2007 to adopt 2007 Oregon Fire Code

BACKGROUND AND ADDITIONAL INFORMATION

The current fire code through ORS was adopted in October 2022, replacing the 2019 Oregon Fire Code with the 2022 Oregon Fire Code. Because of this, Ashland needs to adopt the 2022 Oregon Fire Code.

Section 1: Changes code from 2019 to 2022, and changes Appendix Numbering to Comply with new Numbering in Appendix of Fire Code
Section 2: No Changes
Section 3: Changes Division Chief of Fire and Life Safety to Fire Chief. Adds sub section 11. Occupancy Classifications. Meets national standards for definitions of low-risk, moderate risk, high risk occupancies and critical infrastructure. Renumbers subsection 11 to 12. Adds section 13 which establishes scope of fire prevention and code enforcement activities in existing occupancies, new construction and renovation projects. Renumbers subsection 12 to 14.
Section 4: No Changes
Section 5: No Changes
Section 6: Changes Fire Code from 2019 to 2022.
Section 7: No Change





Council Business Meeting

Section 8: No Change

Section 9: No Change

Section 10: No Change

Section 11: No Change

Section 12: No Change

Section 13: No Change

Section 14: No Change

FISCAL IMPACTS

There is no financial impact on the City by adopting the code.

SUGGESTED NEXT STEPS

Staff recommends approval of the 1st reading of Ordinance No. 3218 and send the ordinance to a 2nd reading on April 5, 2023.

Actions, Options & Potential Motions:

I move to approve the 1st reading of Ordinance No. 3218 to amend the Ashland Fire Prevention Code AMC Chapter 15.28 and to send Ordinance No. 3218 to a 2nd reading on April 5, 2023.

REFERENCES & ATTACHMENTS

Ordinance Bill No. 3218



**AN ORDINANCE TO AMEND THE ASHLAND FIRE PREVENTION CODE;
REPEALING AND REPLACING AMC CHAPTER 15.28**

WHEREAS, the Fire Chief wishes to amend the Ashland Municipal Fire Code to adopt the current 2022 Oregon Fire Code and to allow the addition of an inspection program in compliance with NFPA 1730 the Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Education Operations

SECTION 1. 15.28.010 Adoption of Oregon Fire Code

SECTION 2. 15.28.020 Establishment of Duties

SECTION 3. 15.28.030 Definitions

1. “Jurisdiction,” as used in the Oregon Fire Code, means the City of Ashland (“Ashland”).

3. “Fire Code Official,” as used in the Oregon Fire Code, means the ~~Division Chief of Fire and Life Safety~~ **Fire Chief** or designee.

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

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

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

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

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

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

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

26 **11. Occupancy Classification:**

27
28 **Low-Risk Occupancy. An occupancy that has a history of low frequency of fires**
29 **and minimal potential for loss of life or economic loss. Examples of low-risk**
30 **occupancies could include storage, mercantile, and business.**

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

5
6 **High-Risk Occupancy.** An occupancy that has a history of high frequency of fires,
7 **high potential for loss of life or economic loss, or that has a low or moderate history**
8 **of fires or loss of life but the occupants have a high dependency on the built-in fire**
9 **protection features or staff to assist in evacuation during a fire or other emergency.**
10 **Examples of high-risk occupancies could include multiple-family dwellings, high-rise**
11 **buildings, hotels, dormitories, lodging and rooming, assembly, child care, detention,**
12 **educational, health care, and industrial.**

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

17 **1112..** “Railroad right-of-way” means a right-of-way used for rail transportation.

18
19 **13. Scope.** Establishes the organization and deployment of fire prevention resources
20 **for fire prevention inspection and code enforcement activities in existing**
21 **occupancies, new construction and renovation inspections.**

22 **1214.** “Transportation route” means a roadway or waterway against which no taxes or
23 assessments for fire protection are levied by the City. (Ord. 3161 § 2, amended, 02/05/2018; Ord.
24 3081, amended, 04/02/2013)

25
26 **SECTION 4. 15.28.050 Fire Protection System Maintenance**

27 Fire protection systems service providers providing inspections, tests, and maintenance required
28 by OFC 901.6, and the referenced standards shall be qualified and shall provide the inspections,
29 tests, and maintenance in accordance with the referenced standards and section 108.3. Failure by
30 a company or individual service provider to follow the referenced standards is a Class I violation.
(Ord. 3161 § 3, amended, 02/05/2018; Ord. 3104, amended, 2014)

1 **SECTION 5. 15.28.060 Restricted Uses During Fire Season**

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

5 Exemption: A seasonal permit for contractors can be obtained for use within the City of Ashland
6 to allow for powered equipment use during fire season (i.e., landscape, construction, etc.).

7 Working on or within one-eighth (1/8) of a mile of ODF-protected property requires an
8 additional permit issued from ODF.

9 B. The Fire Code Official or designees may issue a permit which allows a person to conduct a
10 restricted activity as long as specified fire prevention measures are taken to reduce the potential
11 for fire ignition. Contractors, such as those performing landscape or construction work, may
12 obtain a seasonal permit for use within the City to allow for powered equipment used during fire
13 season. Working on or within one-eighth (1/8) of a mile of ODF-protected property requires an
14 additional permit issued by ODF. (Ord. 3161 § 4, amended, 02/05/2018; Ord. 3037, amended,
15 09/07/2010; Ord. 2944, amended, 11/06/2007; Ord. 2929, amended, 08/18/2006; Ord. 2925,
16 amended, 04/18/2006; Ord. 2921, amended, 01/05/2006)

17 **SECTION 6. 15.28.070 City of Ashland Modifications to the Oregon Fire Code 2019 2022**
18 **Edition**

19 Ashland Fire Prevention Code incorporates the Oregon Fire Code **2019 2022** Edition except that
20 the following referenced OFC sections are modified as set forth below:

21 A. OFC Section 104.6.3 is modified by the addition of the following language:
22

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

26 B. OFC Section 106.2 is modified by the addition of the following language:

27 1. Inspections outside of normal business hours: The Wildfire and Community Risk Reduction
28 Division will make every attempt to conduct inspections during normal business hours (Monday
29 thru Friday 8 am to 5 pm). If the applicant or business owner's agent requests an inspection
30 outside of normal business hours, or if the Fire Code Official determines a permit inspection is
required and there is no other alternative but to conduct the inspection outside of normal business

1 hours, the Fire Code Official shall inform the applicant or business agent there will be an after-
2 hours inspection fee of \$150.00. The inspection will not be performed until the required fees
3 have been paid.

4 For additional information see City of Ashland Fee Schedule.

5 2. Re-Inspection Fees, each Fire & Life Safety inspection is provided with one additional re-
6 inspection at no additional cost to the business. If a second re-inspection is required, a fee of the
7 base inspection plus \$100 shall be assessed. If a third re-inspection is required, a fee of the base
8 inspection plus \$200.00 shall be assessed. If a fourth re-inspection is required, a fee of the base
9 plus \$400.00 shall be assessed.

10 For additional information see City of Ashland Fee Schedule.

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

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

16 1. Operational Permits:

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

26 2. Construction/Use Permits:

1 a. Automatic fire-extinguishing systems

2 b. Battery Systems

3 c. Compressed gases

4 d. Fire alarm and detection systems

5 e. Fire Pumps

6 f. Flammable and Combustible Liquid Storage

7 g. Hazardous Materials

8 h. Industrial Ovens

9 i. LP-gas >125 gallons

10 j. Private Fire Hydrants

11 k. Spraying or dipping operations

12 l. Standpipe systems

13 m. Fire Sprinkler Systems

14 D. OFC Section 105.6.30, Open Burning, is modified by deleting the current language of this
15 OFC provision entirely and adding the following language: See Ashland Municipal Code 10.30.

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

17 1. The Ashland Police Department shall have the authority to issue fire code citations for the
18 following offenses on public and private properties:

19 a. Obstruction of marked fire apparatus access roads and fire lanes (Ref. OFC 503.4; 503.2.1)

20 b. Failure to maintain existing NO PARKING – FIRE LANE signs/markings (Ref. OFC 503.3;
21 D103.6)

22 c. Obstruction of fire hydrants and fire protection equipment (Ref. OFC 507.5.4; ORS 811.550
23 (16))

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

F. *Section 506.1.* Add the following sentence:

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

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

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

Exceptions:

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

H. *OFC Section 307* is modified by deleting the current language of this *OFC* provision entirely and adding the following language: Refer to AMC 10.30.

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

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

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

Fire protection system service providers providing inspections, tests, and maintenance required by *OFC 901.6* and the referenced standards shall be qualified and shall provide the inspections,

1 tests and maintenance in accordance with the referenced standards. Where the manufacturer
2 requires only manufacturer certified technicians to conduct inspection, testing and maintenance
3 service on their engineered fire protection systems, uncertified technicians shall not service the
4 system. Prior to conducting service in the City of Ashland the technicians shall provide a current
5 manufacturer certification in a manner specified by the Fire Code Official.

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

7 Notwithstanding ORS 480.110 through ORS 480.165 and OAR 837-012-0600 through OAR
8 837-012-0675, the sale of retail fireworks as defined in OAR 837-012-0610 is prohibited within
9 the City of Ashland.

10 1. The sale and/or use of retail fireworks as defined in OAR 837-012-0610 is prohibited at all
11 times;

12 2. The sale and/or use of sparklers as defined in ORS 480.110 is prohibited at all times;

13 3. The storage of retail fireworks within the City of Ashland is prohibited at all times; and

14 4. The advertising of retail fireworks or sparklers is prohibited within the City of Ashland in
15 accordance with ORS 480.152 and OAR 837-012-0665.

16 5. As a limited exception from the prohibitions in provisions 1 through 4 above, the use of
17 fireworks for public display is allowed in conformance with NFPA 1123 Code for Fireworks
18 Display, current edition, with a valid Ashland Fire & Rescue Fireworks Permit.

19 L. OFC Section 5601, Storage of Explosives – Prohibited, is modified by the addition of the
20 following language:

21 The scope referred to in Chapter 5601 of the Oregon Fire Code which references the Oregon
22 Revised Statutes and Oregon Administrative Rules related to explosives is amended as follows.
23 The sale, manufacture, possession, transfer and storage of explosives as defined by ORS
24 480.200(3) are prohibited in all areas within the City of Ashland except as specifically permitted
25 in writing by the Fire Code Official.

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

28 The limits referred to in Section 5704.2.9.6.1 of the Oregon Fire Code in which the storage of
29 flammable or combustible Class I and II liquids in above-ground tanks outside of buildings is
30

1 restricted are established as follows: All City of Ashland residential and historical district areas
2 as defined in the Comprehensive Plan. All installation and removal of above ground storage units
3 requires an operational permit from Ashland Fire & Rescue. New above-ground bulk storage
4 plants for flammable or combustible liquids are prohibited within this jurisdiction.

5 N. The City of Ashland is prohibiting section 5707 On-Demand Mobile Fueling Operations
6 within the City Limits.

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

8 The limits referred to in Section 6104.2 of the Oregon Fire Code, in which storage of liquefied
9 petroleum gas is restricted, are established as follows: All City of Ashland residential and
10 historical district areas as defined in the Comprehensive Plan are limited to the aggregate
11 capacity of any one installation shall not exceed a water capacity of 500 gallons.

12 Exception: In particular installations, this capacity limit shall be determined by the Fire Code
13 Official, after consideration of special features such as topographical conditions, nature of
14 occupancy, and proximity to buildings, capacity of proposed containers, degree of fire protection
15 to be provided and capabilities of the City of Ashland Fire & Rescue Department.

16 P.OFC Appendix A101.11 is modified by the addition of the following language:

17
18 A decision by the Ashland Fire Code Official may be appealed to a Board of Appeals established
19 pursuant to Oregon Fire Code Section 108 of the Oregon Fire Code. An appellant aggrieved by
20 the decision of the Board of Appeals may appeal to the Oregon State Fire Marshal as provided in
21 ORS 479.180 if the subject of the appeal concerns a matter governed exclusively by the Oregon
22 Fire Code and the appeal is filed within 10 days of the Board's final order. If an appeal from the
23 decision of the Board of Appeals, however, concerns a matter reserved by this Ashland Fire
24 Prevention Code (Ashland Municipal Code Chapter 15.28) for local decision-making, such an
25 appeal must be submitted in writing to the Ashland City Council within 10 days of the Board's
26 final order. A decision by the City Council shall be the final decision of the City and may not be
27 appealed to the State Fire Marshal.

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

30 Where required. (Buildings or portions of buildings or facilities exceeding 24 feet in height
above the lowest level of fire department vehicle access shall be provided with approved fire
apparatus access roads capable of accommodating fire department aerial apparatus.) Where the

1 vertical distance between the grade plane and the highest roof surface exceeds 24 feet approved
2 aerial fire access roads shall be provided. For the purposes of this section, the highest roof
3 surface shall be determined by measurement to the eave of a pitched roof, the intersection of the
4 roof to the exterior wall, or the top of parapet walls, whichever is greater. Overhead utility and
5 power lines shall not be located within the aerial fire apparatus access roadway or between the
6 aerial fire access road and the building.

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

9 Width. Fire apparatus access roads shall have a minimum unobstructed width of 26 feet in the
10 immediate vicinity of any building or portion of building more than 24 feet in height. (Ord. 3161
11 § 5, amended, 02/05/2018; Ord. 3104, amended, 2014; Ord. 3059, amended, 04/17/2012; Ord.
12 3037, amended, 09/07/2010; Ord. 3006, amended, 03/02/2010; Ord. 2944, amended, 11/06/2007;
13 Ord. 2932, amended, 10/18/2006; Ord. 2929, amended, 08/18/2006; Ord. 2925, amended,
14 04/18/2006; Ord. 2921, amended, 01/05/2006; Ord. 2876, amended, 09/04/2001; Ord. 2871,
15 amended, 08/07/2001)

16 S. Mobile and Temporary Cooking Operations

17 The City of Ashland will follow nationally referenced standards of inspection and maintenance
18 provided by the National Fire Protection Agency (NFPA 1 National Fire Code section 50.7) for
19 Mobile and Temporary Cooking Operations.

20 **SECTION 7. 15.28.090 New Materials, Processes or Occupancies – Permits Required**

21 The Building Official, the Fire Chief and the Fire Marshal shall act as a committee to determine
22 and specify, after giving affected persons an opportunity to be heard, any new materials,
23 processes or occupancies for which permits are required in addition to those now enumerated in
24 the Oregon Fire Code. The Building Official, in accordance with Section 104.9 of the Oregon
25 Structural Specialty Code, shall record and enter in the files of the Building Department any
26 action granting approval of new or alternate materials. (Ord. 3161 § 6, amended, 02/05/2018;
27 Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended,
28 01/05/2006)

29 **SECTION 8. 15.28.100 Penalties**

30 A. Any person violating or causing violation of any of the provisions of this chapter has
committed a Class I violation and, upon conviction thereof, is punishable as prescribed in AMC

1 1.08.020. Such person, firm or corporation is guilty of a separate violation for each and every
2 day during which any violation of this chapter is committed or continued by such person, firm or
3 corporation. This violation can be retroactively applied to the first day the occupant or owner
4 was made aware of the violation by the Fire Code Official.

5 B. For any violations of this chapter deemed to be life-threatening, a citation can be issued for
6 each and every occurrence, including multiple occurrences in one (1) day. Life-threatening
7 hazards include but are not limited to overcrowding, locking or obstructing doors designated to
8 remain unlocked, and shutting off or removing designated fire protection equipment.

9 C. The application of the above penalty shall not be held to prevent the enforced removal of
10 prohibited conditions. (Ord. 3161 § 7, amended, 02/05/2018; Ord. 3059, amended, 04/17/2012;
11 Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended,
12 01/05/2006)

13 **SECTION 9. 15.28.110 Severability**

14 Should any section, paragraph, sentence or word of this ordinance or of the Code hereby adopted
15 be declared for any reason to be invalid, it is the intent of the City of Ashland that it would have
16 passed all other portions of this ordinance independent of the elimination here from of any such
17 portion as may be declared invalid. (Ord. 2929, amended, 08/18/2006; Ord. 2925, amended,
18 04/18/2006; Ord. 2921, amended, 01/05/2006)

19 **SECTION 10. 15.28.130 Firefighting Outside City - Authorized**

20 In accord with ORS 476.290, the Fire Chief or representative is authorized to extinguish
21 uncontrolled fires that are found to be burning in unprotected areas situated outside the
22 boundaries of the City and that are causing or may cause an undue jeopardy to life or property if,
23 in the opinion of the Fire Chief or representative, such fire is causing or may cause an undue
24 jeopardy to life or property. (Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006;
25 Ord. 2921, amended, 01/05/2006; Ord. 1698 § 1, amended, 1971)

26 **SECTION 11. Firefighting Outside City – Resources**

27 In extinguishing a fire pursuant to Section 15.28.120, the Fire Chief or representative may
28 employ the same means and resources used by them to extinguish similar fires within the City.
29 (Ord. 2929, amended, 08/18/2006; Ord. 2925, amended, 04/18/2006; Ord. 2921, amended,
30 01/05/2006)

1 **SECTION 12. 15.28.150 Plan Review/Permits – Fees**

2 For application in this City, Oregon Fire Code plan review fees shall be established by resolution
3 of the City council. (Ord. 2929, amended, 08/18/2006; Ord. 2921, amended, 01/05/2006; Ord.
4 2906, added, 04/06/2004)

5 **SECTION 13. 15.28.160 Inspection / Fees**

6
7 The schedule for fire code compliance inspections shall be established by resolution of the City
8 Council. (Ord. 3161 § 8, amended, 02/05/2018; Ord. 2929, amended, 08/18/2006; Ord. 2921,
9 amended, 01/05/2006; Ord. 2906, added, 04/06/2004)

10 **SECTION 14. 15.28.170 Cost Recovery Fees**

11 *A. Fire and Rescue Service Charges Imposed.*

- 12
13 1. Any person receiving direct fire and rescue services from AF&R as a result of a motor
14 vehicle collision, a hazardous materials incident, a victim rescue or an occurrence on a
15 railroad right-of-way or transportation route that requires AF&R service, shall be liable to
16 the City for the direct and indirect costs incurred by the City in responding to the incident.
- 17 2. Whenever a fire is extinguished or attempted to be extinguished by AF&R outside the
18 City of Ashland, the owner of the property involved in such fire shall be liable to the City for
19 the direct and indirect costs of fire and rescue services incurred by the City in responding to
20 the incident.
- 21 3. When more than one person receives direct fire and rescue services from AF&R in a
22 single incident, the general costs incurred may be apportioned pro rata among the recipients
23 of the services not otherwise exempt from payment or among the parties involved in the
24 incident, or through any other apportionment which reasonably allocates the costs of the
25 benefits received.

26 *B. Exemptions from Charges.*

- 27 1. Except as provided in this section, a person liable for a charge imposed under Section
28 15.28.170 shall be excused from paying the charge if the person presents satisfactory proof
29 to the City that, at the time of the incident giving rise to the charge, the person was a resident
30 of the City, owned real property within the City, or was the holder of a valid license from the
City issued under Chapter 6.04.

1 2. The exemptions of this section do not apply to:

- 2 a. Drivers of vehicles under the influence of alcohol or drugs;
- 3
- 4 b. Persons who commit acts of gross negligence or are otherwise in violation of local
- 5 law or state statute;
- 6 c. Persons causing incidents that require hazardous materials clean-up; or
- 7 d. Fire extinguishment efforts by AF&R on property outside the City of Ashland.
- 8

9 C. *Interest on Charge.* Any charge imposed under this section shall be due to the City upon

10 demand or billing by the City. Any person who fails to pay such charge within ninety (90) days

11 of receipt of a bill from the City shall also pay interest on the charge from the date of the billing

12 at the rate of 12 percent (12%) per year; interest for a fraction of a year shall be prorated.

13 D. *Use of Payments Received.* Fire and rescue service charges collected by the City shall be

14 deposited in accounts designated for such payments. Funds in such accounts shall be expended

15 only for operational costs of the fire department, police department, or the public works

16 department, to reimburse the City for costs of administering and collecting charges for fire and

17 rescue services.

18 E. *Failure to Pay Charge – Violation.*

19 1. Any person who fails to pay a fire and rescue service charge within ninety (90) days of

20 receipt of a bill from the City, or within such additional time as may be allowed by a written

21 extension of time by the Fire Chief, is in violation of this code. The issuance and

22 enforcement of a citation for this violation is governed by the provisions of AMC Chapters 1

23 and 15, and any other remedy provided by municipal or state law.

24 2. It shall be a defense in any proceeding that:

- 25 a. The person did not receive fire or rescue services;
- 26 b. The person is exempt from the payment of the charge; or
- 27 c. The charges were improperly computed and billed.
- 28

29 3. Failure to pay a fire and rescue service charge when due shall also subject the obligee to

30 the general penalties for violation of City ordinances and any other remedy provided by

 municipal or State law.

1 F. *Appeal Procedures*. A person AF&R determines to be liable for fire and rescue services
2 charges may appeal AF&R's determination as provided in AMC 2.30.020 [Administrative
3 Appeals Process]. A person whose application for a permit for exemption from fire restrictions is
4 denied by the Fire Code Official or who objects to fire inspection fees or fees imposed by the
5 Fire Code Official for noncompliance with regulations in AMC Chapter 15.28 or the Oregon Fire
6 Code may appeal the decision as provided in AMC 2.30.020, which appeal shall be decided in
7 compliance with Appendix A of the Oregon Fire Code. (Ord. 3081, amended, 04/02/2013)
8

9 The foregoing ordinance was first read by title only in accordance with Article X, Section 2(C)
10 of the City Charter on the ____ day of _____, 2023, and duly PASSED and ADOPTED
11 this ____ day of _____, 2023.
12
13

14 _____
Melissa Huhtala, City Recorder
15

16 SIGNED and APPROVED this ____ day of _____, 2023.
17
18

19 _____
Tonya Graham, Mayor
20

21 Reviewed as to form:
22
23

24 _____
Doug McGeary, City Attorney
25
26
27
28
29
30

Council Business Meeting

March 21, 2023

Agenda Item	Annual Appointment to the Citizens' Budget Committee	
From	Melissa Huhtala	City Recorder
Contact	Melissa.huhtala@ashland.or.us; (541) 488-5307	

SUMMARY

Appointment of two vacant positions on the Citizens' Budget Committee with one term ending June 30, 2024, one term ending June 30, 2025.

POLICIES, PLANS & GOALS SUPPORTED

N/A

PREVIOUS COUNCIL ACTION

N/A

BACKGROUND AND ADDITIONAL INFORMATION

Notice was made to the public of these vacancies. Three applicants have confirmed they would like consideration: Christine Fernlund, Shane Hunter, and Leda Shapiro (see attached applications).

Election process (voting)

1. There are three (3) applicants to fill two (2) open Citizens' Budget Committee positions.
2. Elections for identified position/term – ballots will be provided by the City Recorder to the Mayor and Councilors to select from all applicants for the below listed committee member terms of office in the sequence indicated. The initial ballot will be for the term ending June, 30, 2024. The individual who receives the highest majority vote count of Mayor and/or Councilors are selected for appointment. Subsequent votes by ballot will be taken in the case no individual receives a majority of votes or in the case of a tie. Subsequent ballot will be for the term ending June 30, 2025. Final appointment of the selected individuals is made/confirmed by Council motion (see below Action, Options & Potential Motions section).

First selection ballots: 1 position - June 30, 2024 term ending

Second selection ballots: 1 position - June 30, 2025 term ending

3. The City Recorder will tally the selection votes after each ballot and read the selection results aloud. Final Mayor and Councilor selection votes and results will be posted on the City website following the Council meeting.

FISCAL IMPACTS

N/A

STAFF RECOMMENDATION

N/A

ACTIONS, OPTIONS & POTENTIAL MOTIONS

The following motion will be in order once the final selection votes are tallied and announced by the City Recorder.

I move to appoint the following individuals by term to the Citizens' Budget Committee (names to be inserted in blank spaces):

- _____ for the term ending June 30, 2024;
- _____ for the term ending June 30, 2025

REFERENCES & ATTACHMENTS

Attachment 1: Christine Fernlund

Attachment 2: Shane Hunter

Attachment 3: Leda Shapiro

CITY OF
ASHLAND

**APPLICATION FOR APPOINTMENT TO
CITY COMMISSION/COMMITTEE**

Please type or print answers to the following questions and submit to the City Recorder at City Hall, 20 E Main Street, or email melissa.huhtala@ashland.or.us. If you have any questions, please feel free to contact the City Recorder at 488-5307. **Attach additional sheets if necessary.**

Name Christine Fernlund

Requesting to serve on: Budget Cmte (Commission/Committee)

Mailing Address [REDACTED] Draper Street

Physical Address same

Occupation Retired Phone: Home [REDACTED]

Work [REDACTED] 6

Emergency [REDACTED]

Fax [REDACTED]

1. Education Background

What schools have you attended? Southern Illinois Univ. BA, Psychology, Learning Theory

What degrees do you hold? Univ. Of Illinois MEd, Special Education

Northwestern Univ. MS, Electrical Engineering, IT

What additional training or education have you had that would apply to this position?

[REDACTED]

2. Related Experience

What prior work experience have you had that would help you if you were appointed to this position?

budget &, financial planning, business process re-engineering, root cause analysis

ROLM, IBM, Siemens AG

Do you feel it would be advantageous for you to have further training in this field, such as attending conferences or seminars? Why? not necessarily

CITY OF ASHLAND

APPLICATION FOR APPOINTMENT TO CITY COMMISSION/COMMITTEE

Please type or print answers to the following questions and submit to the City Recorder at City Hall, 20 E Main Street, or email melissa.huhtala@ashland.or.us. If you have any questions, please feel free to contact the City Recorder at 488-5307. **Attach additional sheets if necessary.**

Name Shane Hunter

Requesting to serve on: Citizen Budget Committee (Commission/Committee)

Mailing Address [REDACTED]

Physical Address same

Occupation CFO

Phone: Home [REDACTED]

Work [REDACTED]

Email [REDACTED]

Fax [REDACTED]

1. Education Background

What schools have you attended?

Southern Oregon University

What degrees do you hold?

MBA and BS in Business Administration, both from SOU

What additional training or education have you had that would apply to this position?

I am a licensed CPA in the state of Oregon. I have attended workshops relating to cash flow strategies, construction planning, municipal economies, legislative updates, financial statements, municipal accounting/budgeting, and much more.

2. Related Experience

What prior work experience have you had that would help you if you were appointed to this position?

I have created and helped create \$100M+ budgets for entities with complex interagency transactions; managed human

resources, recruiting, and labor pools with 100+ union and non-union employees; been involved with six strategic

planning initiatives and implementations; and been immersed in the intricacies of governmental operations for 8 years.

Do you feel it would be advantageous for you to have further training in this field, such as attending conferences or seminars? Why? Yes, there are always new regulations and ideas for sound

financial management practices that would help anybody be more effective.



3. Interests

Why are you applying for this position?

I would like to apply my skills and experience

with budgets and financial matters to strengthen the governance in Ashland and
give back to a town that has helped me grow during the past twelve years.

4. Availability

Are you available to attend special meetings, in addition to the regularly scheduled meetings? Do you prefer day or evening meetings? Yes, and I prefer evening meetings.

5. Additional Information

How long have you lived in this community?

12 years

Please use the space below to summarize any additional qualifications you have for this position

I have been vice chair and chair of the Citizen's Budget Committee.

I serve as the budget liaison to the Municipal Audit Committee and was a member of the Cost Review

Ad-Hoc Committee. All of these city committees help me understand our city in greater depth when I

review the recommended budget and think about impacts to our city, our reputation, our employees,

our residents, and our competitiveness as an entity in the region. I serve on other local boards

and committees in various capacities that all point toward one goal: to help as many people

as possible thrive and achieve happiness.

06/22/21
Date


Signature



**APPLICATION FOR APPOINTMENT TO
CITY COMMISSION/COMMITTEE**

Please type or print answers to the following questions and submit to the City Recorder at City Hall, 20 E Main Street, or email melissa.huhtala@ashland.or.us. If you have any questions, please feel free to contact the City Recorder at 488-5307. **Attach additional sheets if necessary.**

Name Leda Shapiro

Requesting to serve on: Budget Committee (Commission/Committee)

Mailing Address [REDACTED]

Physical Address same

Occupation Retired Phone: Home

Work
Ema [REDACTED]
Fax

1. Education Background

What schools have you attended? NYU, L.A. City College CalState LA,

What degrees do you hold? AA, BA

What additional training or education have you had that would apply to this position?
Advanced Accounting classes, Conferences on IT Financial systems

2. Related Experience

What prior work experience have you had that would help you if you were appointed to this position?

Director of Finance- AFSCME Council 36 - Los Angeles- Focus on Budgeting

Director of Finance - Upward Bound House- non profit, transitional Housing- Focus, Budgets, HUD

grants, LAHousing Authority Grant budgets

Do you feel it would be advantageous for you to have further training in this field, such as attending conferences or seminars? Why?

I do not think I need any additional training at this time.



3. Interests

Why are you applying for this position? _____

I am applying because I want to help the City of Ashland with help in the budgeting process, which is especially difficult with COVID.

I know what needs to be done to be able to do budgets that are in line with our values.

4. Availability

Are you available to attend special meetings, in addition to the regularly scheduled meetings? Do you prefer day or evening meetings? _____

I am available. Daytime is preferable but evening can be arranged.

5. Additional Information

How long have you lived in this community? _____

I have lived here for over a year.

Please use the space below to summarize any additional qualifications you have for this position

Before I moved here I can up many times in 20 plus years and did budget research before moving.

Date

6/3/21

Signature

[Handwritten Signature]



BALLOT #1

[illegible]

BALLOT #1

[illegible]

BALLOT #1

Row	Candidates (alphabetical)	Position Requested
1.	Tonya Graham (Mayor)	
2.	Paula Hyatt (Pos. No. 1)	
3.	Dylan Bloom (Pos. No. 2)	
4.	Jeff Dahle (Pos. No. 3)	
5.	Bob Kaplan (Pos. No. 4)	
6.	Gina Duquenne (Pos. No. 5)	
7.	Eric Hansen (Pos. No. 6)	
Notes		
1	Christine Fernlund	Budget Comm.
2	Shane Hunter	Budget Comm.
3	Leda Shapiro	Budget Comm.
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BALLOT #1

Row	Candidates (alphabetical)	Position Requested
		1. Tonya Ergham (Mayor) 2. Paula Hyatt (Pos. No. 1) 3. Dylan Bloom (pos. No. 2) 4. Jeff Dahle (pos. No. 3) 5. Bob Kaplan (pos. No. 4) 6. Gina Duquenne (pos. No. 5) 7. Eric Hansen (pos. No. 6) Notes
1	Christine Fernlund	Budget Comm.
2	Shane Hunter	Budget Comm.
3	Leda Shapiro	Budget Comm.
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BALLOT #1

Row	Candidates (alphabetical)	Position Requested
		1. Tonya Graham (Mayor) 2. Paula Hyatt (Pos. No. 1) 3. Dylan Bloom (Pos. No. 2) 4. Jeff Dahle (Pos. No. 3) 5. Bob Kaplan (Pos. No. 4) 6. Gina Duquenne (Pos. No. 5) 7. Eric Hansen (Pos. No. 6) Notes
1	Christine Fernlund	Budget Comm.
2	Shane Hunter	Budget Comm.
3	Leda Shapiro	Budget Comm.
4		
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Council Business Meeting

March 21, 2023

Agenda Item	City Council Priorities for the 2023-2025 Biennium		
From	Joseph L. Lessard	City Manager	
Contact	joe.lessard@ashland.or.us, 541.552.2103		
Item Type	Requested by Council ☐ Update ☐ Request for Direction ☐ Presentation ☒		

SUMMARY

This item is for Council consideration of priorities for the 2023-2025 biennium. The priorities will serve to guide development of the City staff's work program and corresponding budget for the next fiscal biennium.

Council hosted two recent events in preparation for consideration of potential City priorities, a community Townhall and an Economic Roundtable. These events were hosted with the goal of receiving community input on potential City programs and budget priorities for the upcoming 2023-2025 Biennial Budget. The 2022 Ashland Budget Survey is also a source of community comment on City budgeting priorities.

City Council Townhall – On January 30, 2023, City Council held a Townhall Gathering and together with the citizens of Ashland worked to identify priorities/objectives for the City for the upcoming 2023-2025 Biennium budget process and the next six years. Small group discussions took place between citizens, staff and Council.

A list of seven PRIORITIES with 32 OBJECTIVES for the City were presented at the meeting and in person voting took place. Citizens were each given 12 voting dots to prioritize their top choices out to the 32 objectives presented. Voters could spread their voting dots or cluster them on one or more objective. In total we had 293 in person voters, with over 300 folks of all ages in attendance. Simultaneously, online dot voting opened on January 30 and continued through February 3. In total, there were 151 online voters, who were presented with the same 32 objectives and 12 virtual voting dots. The objectives receiving the most votes include the following:

Over 200 votes

1	Open space and parks improvements (trails, wildlife hab	459
2	Wildfire risk reduction programs	352
3	Affordable/workforce housing	339
4	Diversify the local economy	259
5	City Parks and facilities maintenance	221
6	Street maintenance and repair	212
7	Creating social equity and racial justice	210
8	Implement Climate Energy and Action Plan	205





Council Business Meeting

Priority categories receiving the most votes are the following:

Priorities by percent	
Community Investment	18.84%
Quality of Life	17.69%
Public Safety	16.61%
Infrastructure Issues and Concerns	15.05%
Economic Opportunity/Vitality	12.51%
Social Initiatives or Services	11.73%
Planning and Growth	7.57%

In addition, public comment was garnered both in person and online from January 30 to February 3. The comments have been categorized according to the seven priorities. (*[View the results and public comments.](#)*)

City Council Economic Roundtable – On March 6, 2023, the City Council hosted a roundtable discussion with elected and appointed officials of Ashland’s key economic support institutions, including: Pam Marsh, State Representative for Southern Jackson County; Dave Dotterer, Jackson County Commissioner; Victor Chang, Chair of the Ashland School District (ASD); Samuel Bogdanove, ASD Superintendent; Rich Landt, Ashland Parks and Recreation Commissioner (APRC); Sheila Clough, Board Of Trustees Vice-Chair for Southern Oregon University; Dr. Rick Bailey, President of Southern Oregon University (SOU); Diane Yu and Sachta Card, Board of Trustee Members of the Oregon Shakespeare Festival (OSF); Anyania Muse, Interim Chief Operating Officer of OSF; Tara Houston Cultural and Community Liaison for OSF; Dr. Steven Hersch, Vice President of Medical Affairs and Administrator for Ashland Asante Community Hospital; Coleen Padilla, Executive Director of Southern Oregon Regional Economic Development Inc. (SORED); Gary Blake, President of the Ashland Chamber of Commerce Board; Sandra Slattery, Executive Director of the Ashland Chamber of Commerce; and Katharine Cato, Director of Travel Ashland. The roundtable discussion focused on addressing the following questions?

- What are our economic challenges and opportunities?
- What are the most important next steps for addressing our challenges and opportunities?
- What should our next “Better Together” steps be?

The roundtable participants identified three key next steps the participants could take together that would benefit Ashland’s citizens, businesses and visitors:

1. Establish a Partnership to Build the Ashland Brand – this collaborative partnership is for marketing Ashland for tourism and potential business relocation opportunities.
2. Establish a Partnership to Establish a University District Activity Center – this initiative is to jointly plan potential future development of a University District that would diversify the City’s economic base and support SOU by enhancing Ashland’s student life experience.





Council Business Meeting

3. Establish a Partnership for Affordable Childcare & Early Childhood Development – This partnering effort is to plan potential advancement of childcare or early childhood development options for Ashland residents.

2022 Ashland Budget Survey – On October 4, 2022, the Council received the summary findings from a Fall 2022 survey conducted by a team of SOU researchers on community attitudes toward alternative city spending cuts and/or fee increases intended to balance the city budget. The survey received a 25% response from the survey mailed to the City's 10,766 utility household addresses. The survey results showed a wide range of opinions without an overwhelming majority for any of the specific policy changes or service cut alternatives presented. Generally, the respondents identified maintaining the quality-of-life aspects of City programming with the expectation that City leaders will work to balance the sources and uses of funds, including pursuing opportunities to control costs. The respondents also expressed support for citizen involvement and volunteerism. Final Budget Survey Report.

POLICIES, PLANS & GOALS SUPPORTED

In the summer 2022, the City Council adopted Vision and Value Statements for the City. The statements are intended to provide direction to the City's strategic planning and service delivery. The Townhall Voting Data, proposed Economic Roundtable Partnerships and, 2022 Ashland Budget Survey provide the City Council with important community input that can assist them in formulating and adopting 2023-2025 Biennium priorities.

BACKGROUND AND ADDITIONAL INFORMATION

N/A

FISCAL IMPACTS

The findings from each community input gathering effort provide valuable information for the City Council and the Citizens Budget Committee for consideration of the 2023-2025 Biennial Budget. Even though City staff budget development is advanced well past its mid-point, directed at preparing the City Manager's recommended 2023-2025 Biennial budget, it is still timely for Council priority setting to help guide final budget preparations. City staff will work to incorporate the Council's priority direction into expenditure recommendations and corresponding program metrics.

DISCUSSION QUESTIONS

What priorities direction does the Council wish to provide to City staff for the 2023-2025 BN budget process; to be included in a follow-up Council resolution for consideration at a future Business Meeting?

SUGGESTED NEXT STEPS

The next step is for the Council to identify and discuss potential program priority areas/topics for elevated consideration and program monitoring in the 2023-2025 Biennial. Generally, even though city organizations must accomplish a multitude of service and program necessities, it is important to target approximately three-four top priority areas/topics or necessary accomplishments that will guide the organization's overall future





Council Business Meeting

leaning direction. Once the Council sets its priorities, City staff can begin efforts to incorporate them into the City Manager's recommended 2023-2025 Biennial budget.

REFERENCES & ATTACHMENTS

[2022 Ashland Budget Survey Presentation](#)

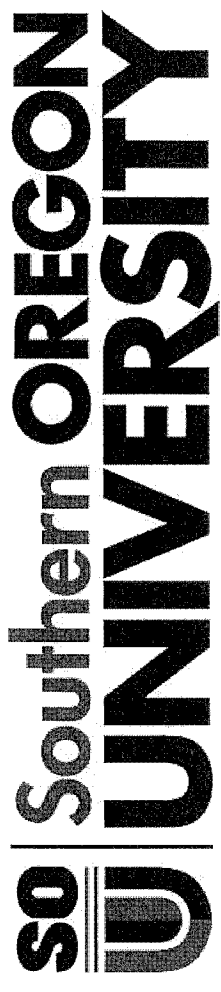
[City Priorities Presentation](#) (original March 15, 2023 – updated)

[2022 Ashland Budget Survey Presentation](#) (October 4, 2022)

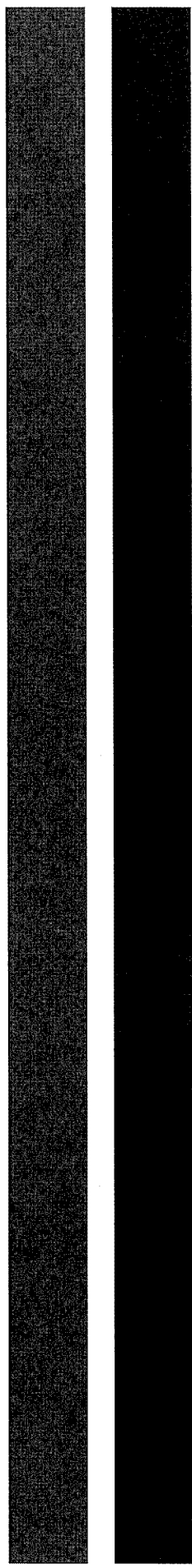
[Final Budget Survey Report](#).

[Aspirational Goals Presentation](#) (November 12, 2022)

[Resolution 2019-27 City Council's 2019-2021 Biennial Goals](#)



Findings from the Ashland Budget Survey
October 4, 2022



Research Team



Karen Miller-Loessi, Ph.D.

Dan Rubenson, Ph.D.

Eva Skuratowicz, Ph.D.

Pat Acklin, M.S.

Research Assistants

Hood Alrahbi

Brooke Carlton

Pandora Hamsa

Katherine Hardenbergh

Emilio McCutcheon

Katie Minich

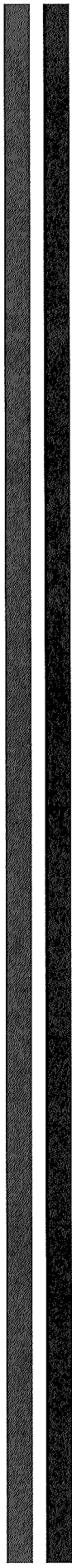


Overview

- Present findings on policy options, increased spending for public safety, and overall attitudes towards how to balance the budget
- Findings without interpretation
- Please hold questions until the end
- Handout with all the numerical findings

Survey Design

- To maintain a balanced budget, two main questions:
 - Cut spending, increase fees, or a combination?
 - What are Ashlanders' specific priorities?
- Adapted to Council/City's requests throughout
 - Not prescriptive: Community input on priorities rather than specific dollar cuts/increases
 - Reflects alternative approaches to the budget: cutting and/or spending
- Survey design is grounded in the academic literature on budget surveys
 - Context is important: real choices not generalizations
 - Reflects the complex choices faced by the Council and the City government



Issues in Survey Design



General fund only

- Each box (choice set) would balance budget
 - Will hand out results for each choice set
- Identify implications for households
- Blanket approaches such as “eliminate waste”, “cut across the board”, or “reduce employee compensation” don’t tell us about community priorities
- Changes in staffing levels follow identified priorities



Survey Design

- Internal validation by cross-referencing. Each possible budget cut appears in two boxes, within two contexts.
- Two questions (1 & 14) directly address the choice between balancing the budget entirely through unspecified spending cuts or increased fees
- Two questions address increased spending for public safety
- Open comment line for each choice set



Methodology

- Distribution – city utility addresses, population unit is households – 10,766
- Returned surveys – 2,647
- Response rate – 25%
 - Estimated margin of error
 - large N
 - small MOE 1.5 – 1.9%
- Data entry – 6 students (25% verification rate)
- Statistical analysis (SPSS)
- Open-ended comments



Demographics

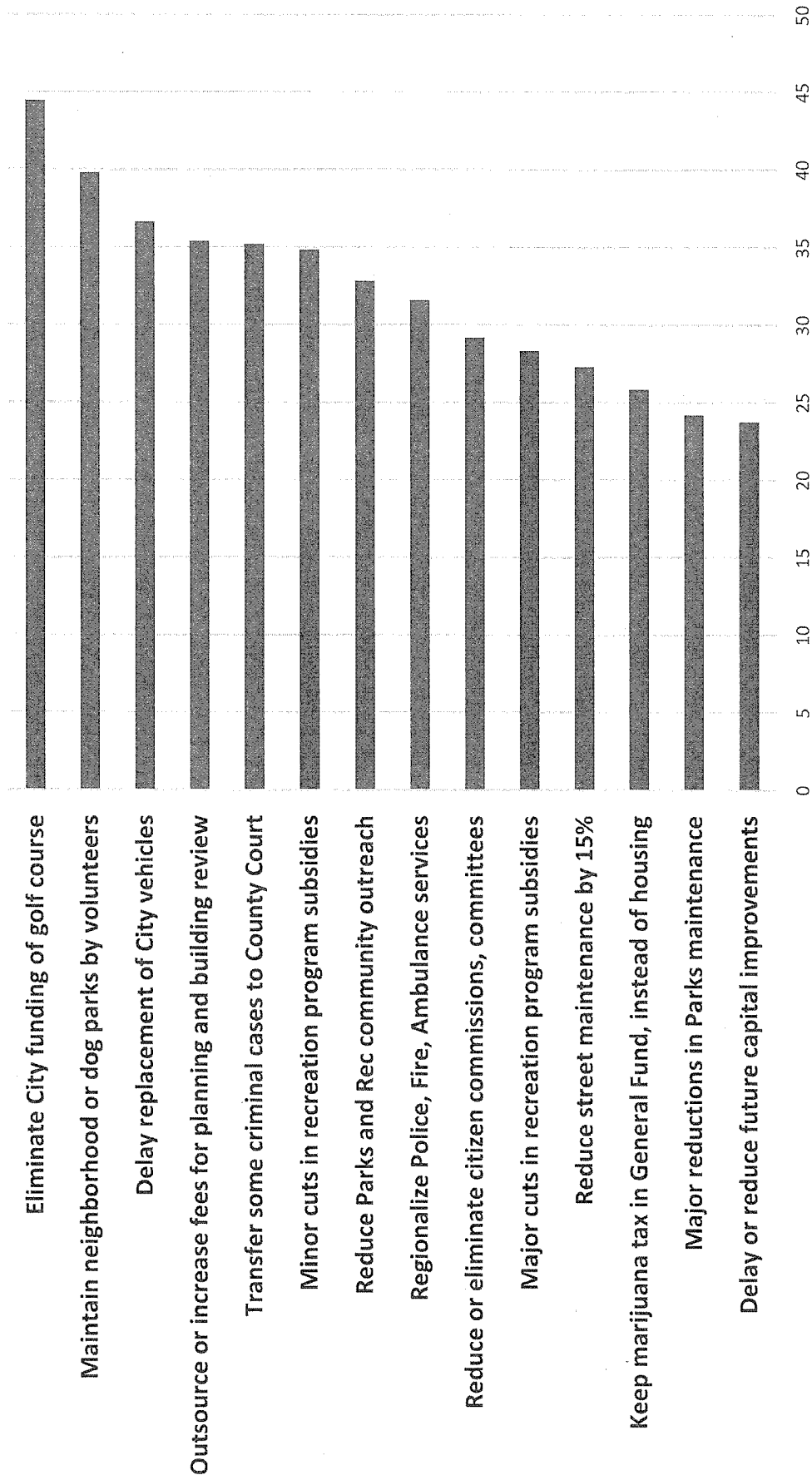
- Own - 85%, Rent – 15%
- Home – 98%, Business – 2%
- Age

Age	Number	%
20-29	36	2%
30-39	97	5%
40-49	196	9%
50-59	235	11%
60-69	555	27%
70-79	699	33%
80 & up	267	13%
total	2085	
missing	561	21%

- Education

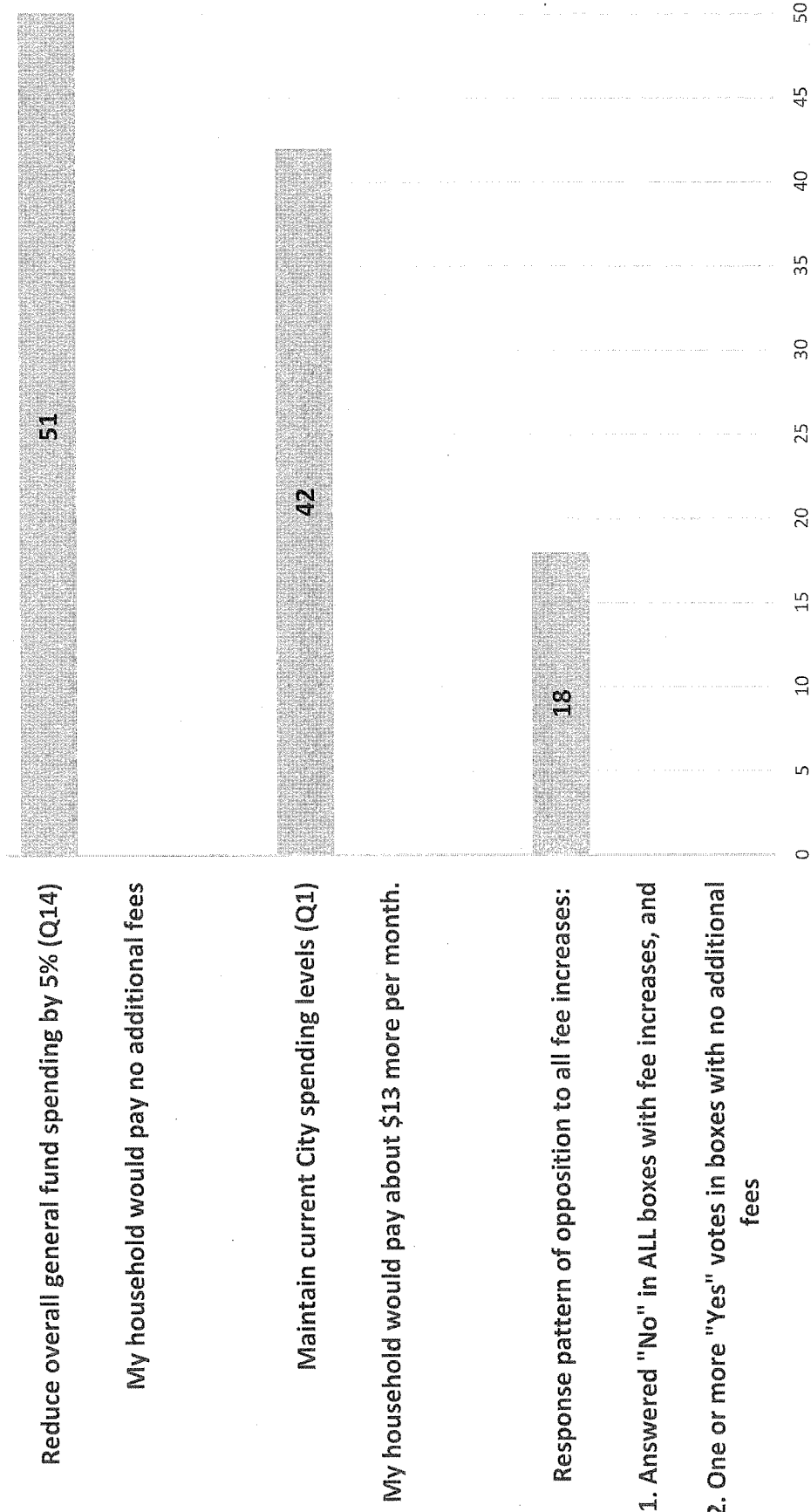


Willingness to reduce specific City services or activities (percent supporting each cut)

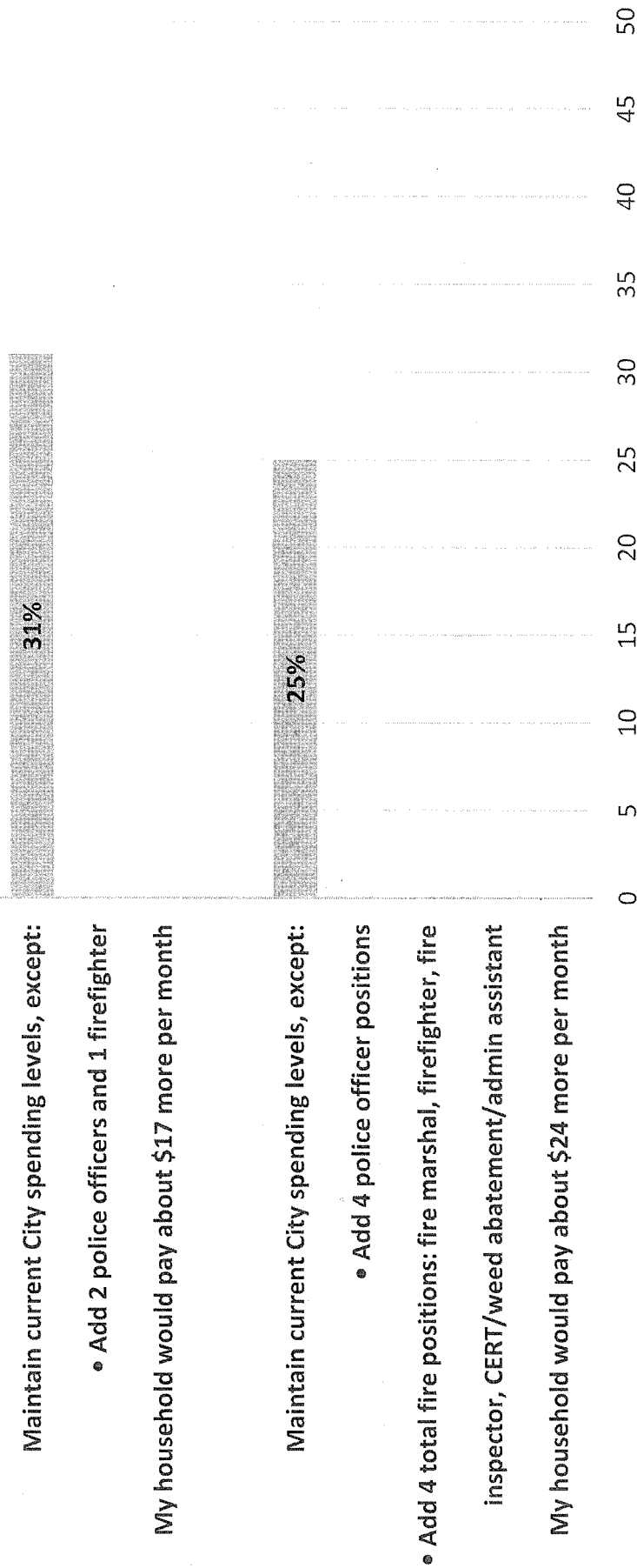


REDUCE SPENDING OR INCREASE FEES TO BALANCE THE BUDGET?

(NUMBERS ARE PERCENTAGES)



SUPPORT FOR ADDITIONAL PUBLIC SAFETY SPENDING



Summary

- Wide range of opinions represented
- Not an overwhelming mandate for any specific policy change, specific service cuts
- Maintain quality of life, pursue opportunities to control costs
 - Expect City to find a balance
- Support for citizen involvement and volunteerism



Going Forward



Written report

- include ALL of the comments
- more detail on methodology



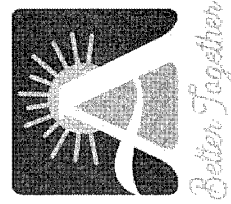
CITY OF
ASHLAND
Better Together

City Priorities

Mc

Vision for Success Mayor & City Council Priorities

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



Values for Success Mayor & City Council Priorities

Values that support the Vision:

COMMUNITY

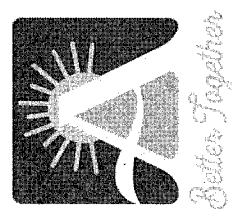
- Community affordability, including in available housing and
- Belonging through mutual respect and openness, inclusion
- Quality of life that underpins the city's economic vibrancy
- Environment resilience, including addressing climate change, ecosystem conservation
- Regional cooperation, including in support for public safety and homelessness

Values for Success Mayor & City Council Priorities

Values that support the Vision:

ORGANIZATION

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



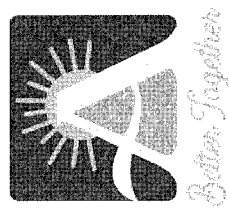
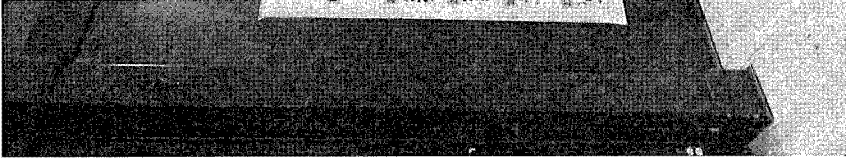
Information Gathered

TOWN HALL

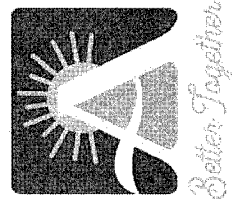
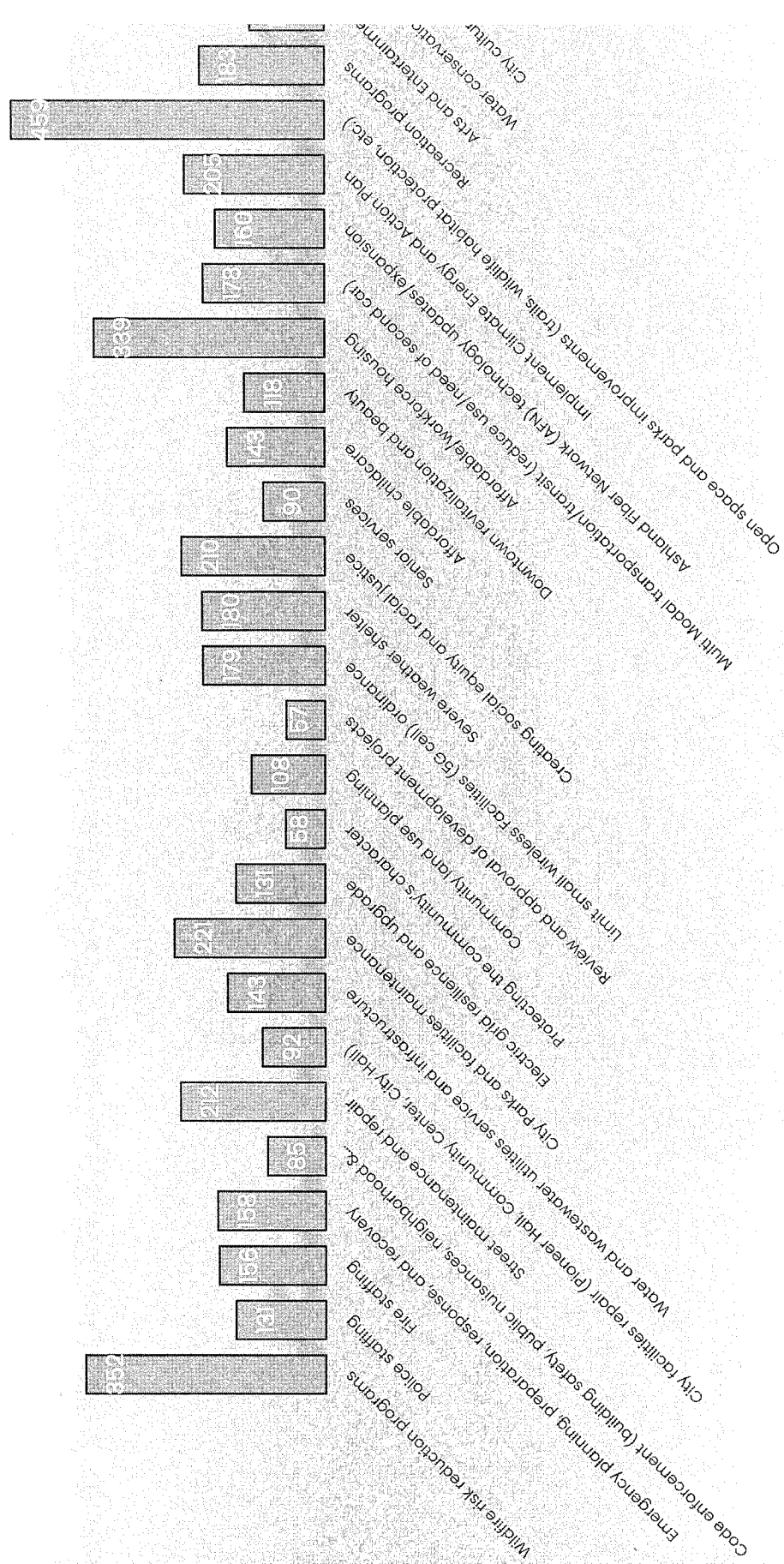
January 30, 2023, 5 p.m. Historic Armory
Over 300 attendees
Dot voting & small group discussions

WEBSITE

Open from January 30 to February 3, 2023
Over 150 participants (duplicates removed)
Dot voting & comments



Initiatives/Objectives by Vote



The Results

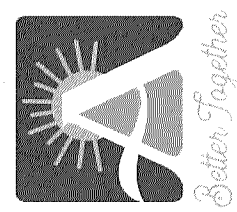
7 Priorities & 32 Objectives

Top
Objectives
Over 200 votes

1	Open space and parks improvements (trails, wildlife hab	459
2	wildfire risk reduction programs	352
3	Affordable/workforce housing	339
4	Diversify the local economy	259
5	City Parks and facilities maintenance	221
6	Street maintenance and repair	212
7	Creating social equity and racial justice	210
8	Implement Climate Energy and Action Plan	205

Top
Priorities

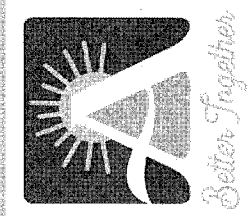
Priorities by percent	
Community Investment	18.84%
Quality of Life	17.69%
Public Safety	16.61%
Infrastructure Issues and Concerns	15.05%
Economic Opportunity/Vitality	12.51%
Social Initiatives or Services	11.73%
Planning and Growth	7.57%



Economic Roundtable

City Council Study Session

- March 6, 2023, 5:30 p.m., City Council Chambers
- 22 attendees
- Elected and appointed officials from key economic support institutions



Economic Roundtable

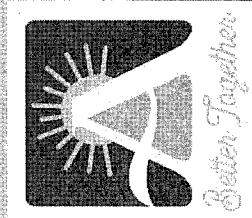
The roundtable participants identified three key next steps the participants could take as together that would benefit Ashland citizens, businesses and visitors:

1. Establish a Partnership to Build the Ashland Brand – this collaborative partnership is for marketing Ashland for tourism and potential business relocation opportunities.
2. Establish a Partnership to Establish a University District Activity Center – this initiative is to jointly plan potential future development of a University District that would diversify the City's economic base and support enhancing Ashland's student life experience.
3. Establish a Partnership for Affordable Childcare & Early Childhood Development – This partnering effort is to plan potential advanced childcare or early childhood development options for Ashland residents.

NEXT STEPS-

Council for deliberation and
adoption of priorities.

QUESTIONS?



SOUTHERN
OREGON
UNIVERSITY
SOURCE
RESEARCH
CENTER

Ashland Households' Views on Balancing the
City Budget

Final Report

*Karen Miller-Loessi, Ph.D., Dan Rubenson, Ph.D.,
Eva Skuratowicz, Ph.D., and Patricia Acklin, M.S.*

DECEMBER 19, 2022

Introduction

The SOURCE (Southern Oregon University Research Center) team, consisting of Dr. Karen Miller-Loessi, Dr. Dan Rubenson, Dr. Eva Skuratowicz, and Pat Acklin, was hired by the City of Ashland to investigate the opinions of Ashland residents on how to approach a budget deficit. This was an exciting research opportunity as SOURCE was able to construct, administer, and analyze a population survey that targeted all households that pay Ashland utility fees. This was a democratic process that gave Ashland households a voice in how to resolve an anticipated budget shortage for the City of Ashland. Unlike listening sessions or surveys that are posted on a website, this mailed-out survey gave every utility-payer the opportunity to weigh in with their opinion and perspective. The research team also included student research assistants Hood Alrahbi, Brooke Carlton, Pandora Hamsa, Katherine Hardenbergh, Emilio McCutcheon, Katie Minich, and Joseph Whitney.

This report includes the same survey findings that were presented to the Ashland City Council on October 4, 2022, and the update that was sent to the Mayor and City Council members on November 7, 2022. This final report covers the survey design, methodology, findings, a brief discussion of policy implications, and an annotated bibliography.

Survey Design

The Ashland Budget Survey was developed to answer two main questions:

- 1) In light of the City's structural budget deficit, should the budget be balanced primarily through spending reductions, or primarily through increased revenue (fees)?
- 2) If spending reductions are to be made, what are residents' specific priorities?

Ashland is not the first city to face budget decisions, and we are not the first researchers to develop a survey for eliciting residents' budgetary priorities. Our initial steps were to review the existing academic literature to determine the best practices in budget survey design. (Annotated citations to a representative sample of this literature are included at the end of this report.)

The best design for budget surveys is based on the contingent valuation (CV) approach. The basic idea is to present survey respondents with situations that require them to think about the trade-offs they are willing to make between competing budgetary priorities. In order to tease out peoples' underlying preferences and priorities, the survey sets up situations where they are asked to explicitly trade off incremental changes in one thing (e.g., public safety) against another (e.g., parks or increased taxes). Context is crucially important as none of the changes in a budget happen in a vacuum.

The best practice in budget survey design is to set up these trade-offs with actual numbers drawn specifically from the programs and policy choices under consideration. Our initial survey draft followed this design, but the Council did not want to include actual City budget figures (program costs) explicitly in the survey and wanted overall policy guidance, rather than specific policy guidance, to follow from the survey results.

Working within these constraints, we pursued a second-best survey design built around bundles of possible budgetary changes, each of which would add up to a \$2 million reduction in the City's structural deficit. Each bundle contained a mix of specific spending or revenue changes. By seeing which bundles were favored by survey respondents we could make inferences about their budgetary priorities.

We were additionally constrained in developing these bundles due to the need to keep the survey short. The printing and bulk postage costs for mailing out 10,766 surveys (and a separate postcard announcing the survey) were costly and creating a two-page survey was not an option as inserting a stapled document into an envelope is very difficult to automate. Additionally, the research team was in favor of a one-page survey to promote completion and avoid survey fatigue on the part of the respondent. Thus, we needed to fit the entire survey on both sides of one sheet of paper. This limited the number of policy options and bundles we could present in the survey.

Our decisions of which specific budget options to include in these bundles were driven by several general principles. We were directed that certain portions of the City budget were off-limits for the survey. These included anything that is not in the general fund (such as most capital improvements and enterprise funds) and programs that are self-supporting through their own fees or other external sources, such as the airport and senior services. We were also directed to exclude any reductions in public safety (police or fire and rescue).

Because of the crucial importance of context in examining budgetary trade-offs, all the spending reductions included in the survey needed to be in specific City functions and programs and identified with specific implications for how residents would be impacted by service changes. For this reason, more general spending reductions, like cuts in City employee compensation, were not included in the survey; responses to those general or across-the-board changes would not provide any information about residents' priorities for specific City programs and functions.

In order to develop a menu of possible budgetary changes to include in the survey, the project team researched several sources. We read through past minutes and documents from Council discussions and Citizen Budget Committee discussions and recommendations. We reviewed City budget documents for additional ideas. We also solicited specific proposals from current Council members and endeavored to include those in the survey where practical.

For each possible budgetary change (spending reduction or change in fees) we needed to estimate a specific dollar saving or cost. In some cases, we were able to find these in City budget documents; in others we had to do the research and analysis to estimate reasonable budgetary implications.

Throughout the process of developing a menu of possible budgetary changes, estimating the cost or revenue implications and describing the impacts on Ashland residents, we worked with City staff, including the City Manager, Finance Director and other staff members.

In addition to the survey questions based on bundles of spending and (possible) revenue changes, we had two more general questions (numbers 1 and 14) which directly addressed the first issue raised: the

preference for balancing the budget through revenue increases or unspecified spending reductions. For a list of the survey questions, please refer to Table 3 below. We provided a website with additional background information and details for the Ashland budget in general and all of the policy options. That website can be found at inside.sou.edu/research/survey.

Overall Methodology

This survey was unusual in that it was a population survey of Ashland households. It is very difficult to do a population survey as often the contact information for an entire population is unavailable, and most survey researchers use a random probability sampling method. The City provided us with the addresses for Ashland utility payers, which are all of those residences and buildings that have utilities through the City of Ashland and pay the utility fees that contribute to general fund revenues. This list did not include those who have an Ashland address, but live outside of the city limits and do not pay Ashland utility fees. It is important to remember that the unit of analysis for this research is the household, rather than the individual. One person per household was asked to answer the survey.

We addressed a number of issues with using utility addresses. The first is that property owners can have their tenants' utility bills sent to them and not to the tenants. In those situations, we had the physical address where the utilities were being used, but only had the property owner's name. We wanted to make sure that renters received the survey, so in the cases that we had a rental address, but only the property owner's name, we addressed the survey to "Ashland Resident".

To facilitate a robust response rate, we followed Dillman, et al.'s (2008) highly regarded recommendations and sent a postcard announcing the survey to each address before sending out the survey. There was a two-fold purpose to this process: 1. Bad addresses would be identified before sending the survey out; and 2. Ashland residents would anticipate that they would be receiving a survey in the mail. A total of 10,766 surveys were mailed in mid-June 2022, and September 13, 2022, was the last day that a survey was entered into the statistical software program. We received a total of 2,647 usable surveys, for a response rate of 25%. Given the fact that this survey was sent out in the summer, that it was a mail survey, and that survey response rates have been declining nationwide, we are very pleased with the number of returned surveys. On top of that, this was a household population survey, not a sample. One of benefits of this number of returned surveys is reflected in the small, estimated margin of error, which ranges from 1.5 – 1.9%, depending on the question.

Demographics

The survey ended with a short series of demographic questions. A total of 85% of households that responded owned the home they lived in. Residences accounted for 98% of the responses, with 2% being businesses. We had some challenges with the understanding of our education question answer categories (see Table 1). There were indications that some respondents may have misunderstood the "graduate degree" category to mean that they had graduated from college. For the age of respondents, as Table 2 indicates, there was a high percentage of surveys returned from older Ashlanders. That will be addressed further below in the section on weighting.

Table 1: Survey Respondent Education

Education Level	Frequency	Percentage
Less than high school	4	.2%
High school grad/GED	140	6%
2-year college degree	185	7%
4-year college degree	821	33%
Grad degree	1,320	53%
Total	2,470	
Missing/Ambiguous	177	7%

Table 2: Respondent Age Distribution

Age	Frequency	Percentage
20-29	37	2%
30-39	97	5%
40-49	196	9%
50-59	235	11%
60-69	555	27%
70-79	699	33%
80 & up	267	13%
Total	2,086	
Missing	561	21%

Findings

Data Procedures

A total of 2,647 usable surveys were received (this number does not include the handful of surveys we received that were completely blank or had only extraneous comments). Of the 2,647 usable surveys, 1,386 (52%) had written an answer to the open-ended comment area at the end of the survey. For the yes/no questions and the demographic questions on the survey, responses were entered as numerical codes into a Statistical Package for the Social Sciences (SPSS) data file. This software is commonly used for quantitative survey data analysis. It is especially useful for using syntax to compute new variables from existing quantitative data. It is somewhat less useful for handling qualitative data, so we set up EXCEL files to contain the written comments.

Most of the respondents who wrote comments used the section at the end of the survey, labeled "Additional Comments", to write on a variety of topics. Some of those comments were quite lengthy. The comments were transcribed verbatim into the EXCEL file and then coded by theme. An overview of the comments is contained in this report. There was also a space allocated within each box for comments. The most common of the responses written in these spaces involved specific exceptions to a vote for a given box, for example, for Box 2, indicating support for eliminating city funding to the golf course but not supporting major reductions in city subsidies for recreational programs. These qualifying comments were given numerical codes and used for analyses involving the specific budget actions.

Six SOU student research assistants were employed to enter the data from the surveys. We used two procedures for verifying the accuracy of the data entry into SPSS. The first was to compare a random subset of the case entries to the original paper survey responses, to check for accuracy and correct any errors. We verified 26% (678) of the case entries in this manner: of these, Dr. Miller-Loessi verified 39%, Senior Research Assistant Katherine Hardenbergh verified 33%, and the other research assistants verified a total of 28% of the case entries of the verified cases. The second verification method was to run frequencies on all the variables once data entry was completed to check for invalid codes and correct any errors.

Responses to Survey Boxes

Table 3 shows the percentage of respondents voting YES for each box, with their associated Margins of Error, which range from +/- 1.5 to 1.9. percentage points. Box 14, "Reduce overall general fund spending by 5%, cuts determined by the City Council and City Manager", had the highest percentage of YES votes at 51%. The lowest percentage of YES votes (19%) went to Box 6, "Delay or reduce future capital improvement projects" and "Reduce or eliminate citizen committees and commissions."

Table 3: Frequencies and MOE for YES votes on Survey Boxes

Survey Box	Percentage voting YES	Margin of Error
1. Maintain current City spending levels • My household would pay about \$13 more per month	42%	+/-1.9%
2. Maintain current City spending levels EXCEPT: • Eliminate all city funding to the golf course • Major reductions in city subsidies for one or more recreational programs such as the Daniel Meyer pool, the ice rink, and the Nature Center. This could result in substantially increased recreation fees and/or reduced availability. • My household would pay no additional fees	36%	+/-1.8%
3. Maintain current City spending levels EXCEPT: • Add 4 police officer positions • Add 4 total fire positions: fire marshal, firefighter, fire inspector, CERT/weed abatement/admin assistant • My household would pay about \$24 more per month	25%	+/-1.6%
4. Maintain current City spending levels, EXCEPT: • Outsource or increase associated fees to cover all costs of Planning and Building Review • Reduce street maintenance by 15% • Regionalize Police, Fire and Ambulance to save on administrative overhead costs • My household would pay no additional fees	25%	+/-1.6%

5. Maintain current City spending levels EXCEPT: • Regionalize Police, Fire and Ambulance to save on administrative overhead costs • Reduce Parks and Rec community outreach (including advisory groups and marketing) and administrative expenses to lower costs. • Maintain neighborhood or dog friendly parks by volunteers or contributions. (Parks Department would still maintain Lithia, Garfield & N. Mountain parks). • My household would pay no additional fees	34%	+/-1.8%
6. Maintain current City spending levels, EXCEPT: • Delay or reduce future capital improvement projects (examples include streets, parks improvements, drainage, sidewalks, and right of way) • Reduce or eliminate citizen committees and commissions • My household would pay about \$10 more per month	19%	+/-1.5%
7. Maintain current City spending levels, EXCEPT: • Reduce street maintenance by 15% • Delay replacement of City vehicles (except public safety) • Major reductions in Parks maintenance budgets (reduce watering, grounds maintenance, trash removal) except Garfield Park, Lithia Park, North Mountain Park • My household would pay no additional fees	27%	+/-1.7%
8. Maintain current City spending levels, EXCEPT: • Reduce or eliminate citizen committees and commissions • Delay replacement of City vehicles (except public safety) • Transfer state-law criminal cases from the Ashland Municipal Court to Jackson County • My household would pay about \$9 more per month	39%	+/-1.9
9. Maintain current City spending levels, EXCEPT: • Outsource or increase associated fees to cover all costs of Planning and Building Review • Maintain neighborhood or dog friendly parks by volunteers or contributions. (Parks Department would still maintain Lithia, Garfield & N. Mountain parks). • Minor reduction in city subsidies for one or more recreation programs such as the Daniel Meyer pool, the ice rink, and the Nature Center. This could result in increased fees and/or reduced availability • Eliminate all city funding to the golf course • My household would pay no additional fees	42%	+/-1.9%

10. Maintain current City spending levels EXCEPT: • Major reductions in city subsidies for one or more recreation programs such as the Daniel Meyer pool, the ice rink, and the Nature Center. This could result in substantially increased recreation fees and/or reduced availability. • Keep the marijuana tax revenue in the city general fund instead of transferring to the housing trust fund. • Major reductions in Parks maintenance budgets (reduce watering, grounds maintenance, trash removal) except Garfield Park, Lithia Park, North Mountain Park • My household would pay about \$4 more per month	20%	+/-1.5%
11. Maintain current City spending levels, EXCEPT: • Add 2 police officers and 1 firefighter • My household would pay about \$17 more per month	31%	+/-1.8
12. Maintain current City spending levels, EXCEPT: • Reduce Parks and Rec community outreach (including advisory groups and marketing) and administrative expenses to lower costs. • Minor reduction in city subsidies for one or more recreation programs such as the Daniel Meyer pool, the ice rink, and the Nature Center. This could result in increased fees and/or reduced availability • My household would pay about \$11 more per month	27%	+/-1.7%
13. Maintain current City spending levels, EXCEPT: • Transfer state-law criminal cases from the Ashland Municipal Court to Jackson County • Keep the marijuana tax revenue in the city general fund instead of transferring to the housing trust fund. • Delay or reduce future capital improvement projects (examples include streets, parks improvements, drainage, sidewalks, and right of way) • My household would pay about \$9 more per month	27%	+/-1.7%
14. Reduce overall general fund spending by 5% • The City Council and City Manager determine how to cut spending. This could mean reductions in city services as described in the other survey boxes or other budget savings that they identify. • My household would pay no additional fees	51%	+/-1.9%

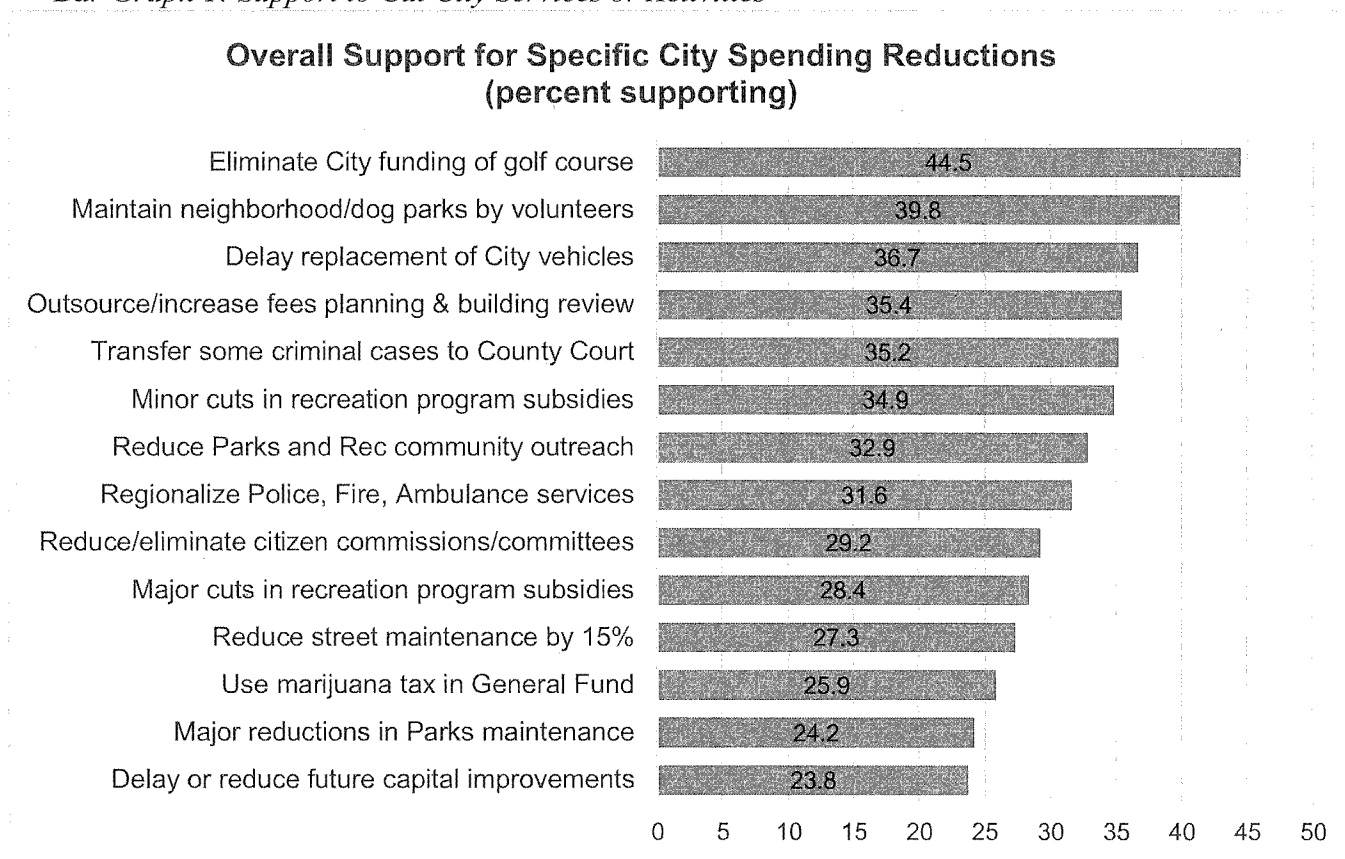
Support for Various Policy Actions

Within each of these boxes, there are policy actions (e.g., "Reduce street maintenance by 15%" or "Reduce or eliminate citizen committees and commissions") that are bundled together in order to cover the \$2 million budget deficit. Using syntax in SPSS, we were able to unbundle the responses to each box. To determine support for the specific policy actions bundled within the boxes, we used syntax to generate a score for each specific policy action: 0=No support for policy action; 1=Partial support for

policy action; and 2=Consistent support for policy action. Each policy action occurred twice in the boxes of the survey, in different combinations. If the respondent voted for neither of the boxes in which the specific policy action occurred, the score for that specific action was 0. If respondent voted YES for one of the boxes and did not make an exception for the specific action, but voted NO on the other box, the score for the specific policy action was 1 (partial support). If respondent voted YES on both boxes and did not make any exception for the specific policy action, the score was 2. This final vote tally for the specific policy action, as shown in Bar Chart 1, was calculated as the percentage of respondents with a score of 2 (consistent support for the action) plus the percentage multiplied by .5 of respondents with a score of 1 (partial support for the action).

In Bar Graph 1, we note that no specific policy action received majority support. The action with the highest level of support was "Eliminate City funding of golf course" at 44.5%. The action with the least support was "Delay or reduce future capital improvements (examples include streets, parks improvements, drainage, sidewalks, and right of way)" at 23.8%. One noteworthy finding shown in this graph is the relatively high support for maintaining neighborhood or dog parks by volunteers (39.8%) and the relatively low level of support for reducing or eliminating citizen commissions or committees (29.2%), suggesting general support for citizen involvement in Ashland.

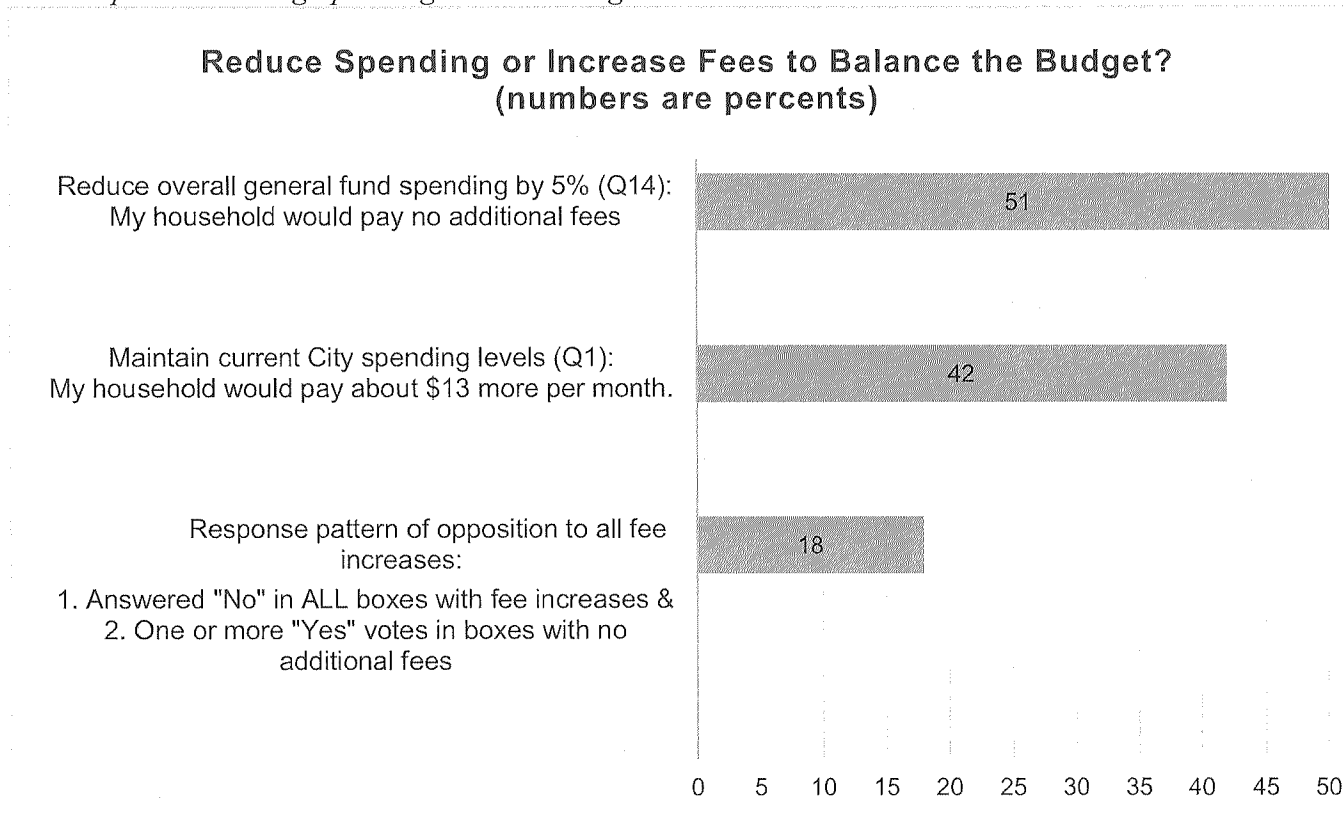
Bar Graph 1: Support to Cut City Services or Activities



Reduce Spending vs. Increase Fees

Bar Graph 2 addresses the preferences of Ashland residents for either reducing spending or increasing fees to balance the budget. The middle bar shows that 42% of the respondents indicated that they were willing to pay an increase in fees of \$13 per month to simply maintain current City spending levels (Box 1 of the survey). The top bar indicates that 51% of the respondents indicated their preference for reducing overall general fund spending by 5% to balance the budget, and not relying on additional fees (Box 14). To further explore the level of opposition to increased fees by Ashland residents, we analyzed what percentage of respondents fit two criteria: (1) They answered NO to ALL boxes with fee increases, and (2) they answered YES to at least one box with no additional fees (to weed out those few respondents who answered no to all the questions in the survey, a response pattern not necessarily interpretable as opposition to fees). Meeting these two criteria is a stringent test of overriding opposition to any fee increases, so perhaps it is not surprising that only 18% of respondents fit this pattern.

Bar Graph 2: Reducing Spending vs. Increasing Fees

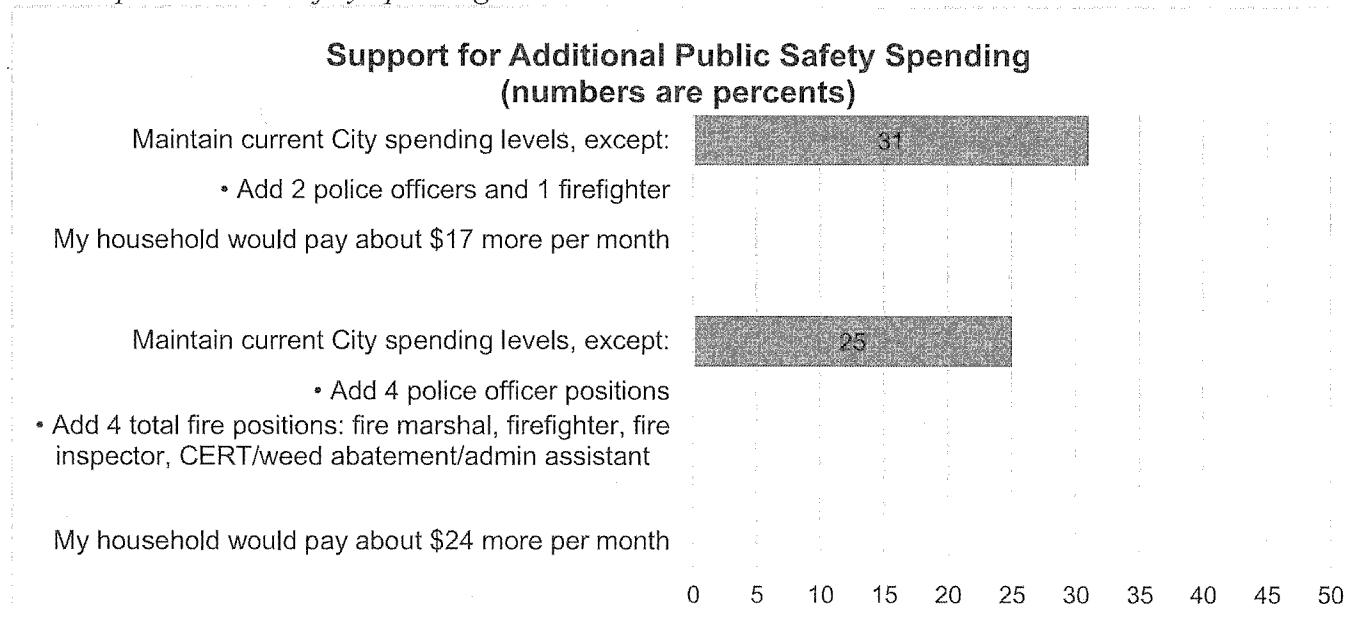


Support for Public Safety Spending

Bar Graph 3 represents support for additional public safety spending. We included two questions about increasing police and fire personnel, despite the current budgetary situation, because Council was aware that for some Ashland residents these are still high priorities, and perhaps increasingly so in the case of fire. The survey offered two scenarios: one with small increases in personnel and increased household fees of \$17 per month, and one with more comprehensive increases in personnel and

increased household fees of \$24 per month. We found that 31% of respondents voted YES on the less expensive option (Box 11), and 25% voted YES on the more expensive option (Box 3).

Bar Graph 3: Public Safety Spending



Methodology for Weighted Outcomes

We compared our 2,647 respondents' demographic characteristics to the U.S. Census 2020 American Community Survey (ACS) for Ashland. It was clear that we had an under-representation in the younger age groups and an over-representation in the older age groups compared to the proportions in the ACS data for Ashland. Thus, following standard statistical practice to address this issue, we weighted cases by age.

The ACS data are in 5-year age categories except for the oldest ages, so we collapsed our age data into the same categories starting with 25- to 29-years old, 30- to 34-years old etc., and ending in 85-years old and over. To get the weights for each age group, we divided the ACS proportion by the proportion in our data. We rounded the resulting weight to the nearest tenth (one decimal). Where age data was missing (561 cases) or, in a few cases, under 25 (16 cases), the weight of 1.0 was assigned so that all cases had a weight and were included in the weighted analyses.

To give examples of how weighting cases works, let's take the age groups with the highest and lowest weights. The age group of the survey respondents with the lowest proportion compared to the ACS data is 25- to 29-year-olds. In this case, 9.3 percent of the ACS population were in this age range, and only 1.0 percent of our respondents were. Thus, the substantive survey responses of every 25- to 29-year-old respondent to our survey were weighted 9.3 times in the statistical software weighting procedure (this was our highest weight). The most over-represented age groups among our respondents compared to the ACS population were both the 75- to 79-year-olds and the 80- to 84-year-

olds age groups. The 75-79 age group was 5.4 percent of the ACS population and 13.7 percent of our respondents. The 80-84 age group was 2.8 percent of the ACS population and 7.9 percent of our respondents. For both the groups, the weights rounded to 0.4, our lowest weight.

Weighted Findings

Responses to Survey Boxes - Weighted

Weighting the box votes by age and giving younger people the greater weight they would have in the population of Ashland, as estimated by the Census, produced only small differences, if any, in vote tallies for the fourteen boxes (see Table 4). The largest differences involved budget increases for police and fire personnel (Box 3 and Box 11), which we discuss in a separate section on public safety below. The vote tallies for other boxes changed either by 1-2% or not at all between the unweighted and weighted results.

Table 4: Weighted Frequencies and MOE for YES votes on Survey Boxes

Survey Box	Weighted Percentage voting YES	Margin of Error
1. Maintain current City spending levels • My household would pay about \$13 more per month	44%	+/-1.9%
2. Maintain current City spending levels EXCEPT: • Eliminate all city funding to the golf course • Major reductions in city subsidies for one or more recreational programs such as the Daniel Meyer pool, the ice rink, and the Nature Center. This could result in substantially increased recreation fees and/or reduced availability. • My household would pay no additional fees	38%	+/-1.8%
3. Maintain current City spending levels EXCEPT: • Add 4 police officer positions • Add 4 total fire positions: fire marshal, firefighter, fire inspector, CERT/weed abatement/admin assistant • My household would pay about \$24 more per month	23%	+/-1.6%
4. Maintain current City spending levels, EXCEPT: • Outsource or increase associated fees to cover all costs of Planning and Building Review • Reduce street maintenance by 15% • Regionalize Police, Fire and Ambulance to save on administrative overhead costs • My household would pay no additional fees	24%	+/-1.6%

5. Maintain current City spending levels EXCEPT: • Regionalize Police, Fire and Ambulance to save on administrative overhead costs • Reduce Parks and Rec community outreach (including advisory groups and marketing) and administrative expenses to lower costs. • Maintain neighborhood or dog friendly parks by volunteers or contributions. (Parks Department would still maintain Lithia, Garfield & N. Mountain parks). • My household would pay no additional fees	34%	+/-1.8%
6. Maintain current City spending levels, EXCEPT: • Delay or reduce future capital improvement projects (examples include streets, parks improvements, drainage, sidewalks, and right of way) • Reduce or eliminate citizen committees and commissions • My household would pay about \$10 more per month	18%	+/-1.5%
7. Maintain current City spending levels, EXCEPT: • Reduce street maintenance by 15% • Delay replacement of City vehicles (except public safety) • Major reductions in Parks maintenance budgets (reduce watering, grounds maintenance, trash removal) except Garfield Park, Lithia Park, North Mountain Park • My household would pay no additional fees	27%	+/-1.7%
8. Maintain current City spending levels, EXCEPT: • Reduce or eliminate citizen committees and commissions • Delay replacement of City vehicles (except public safety) • Transfer state-law criminal cases from the Ashland Municipal Court to Jackson County • My household would pay about \$9 more per month	40%	+/-1.9
9. Maintain current City spending levels, EXCEPT: • Outsource or increase associated fees to cover all costs of Planning and Building Review • Maintain neighborhood or dog friendly parks by volunteers or contributions. (Parks Department would still maintain Lithia, Garfield & N. Mountain parks). • Minor reduction in city subsidies for one or more recreation programs such as the Daniel Meyer pool, the Ice rink, and the Nature Center. This could result in increased fees and/or reduced availability • Eliminate all city funding to the golf course • My household would pay no additional fees	42%	+/-1.9%

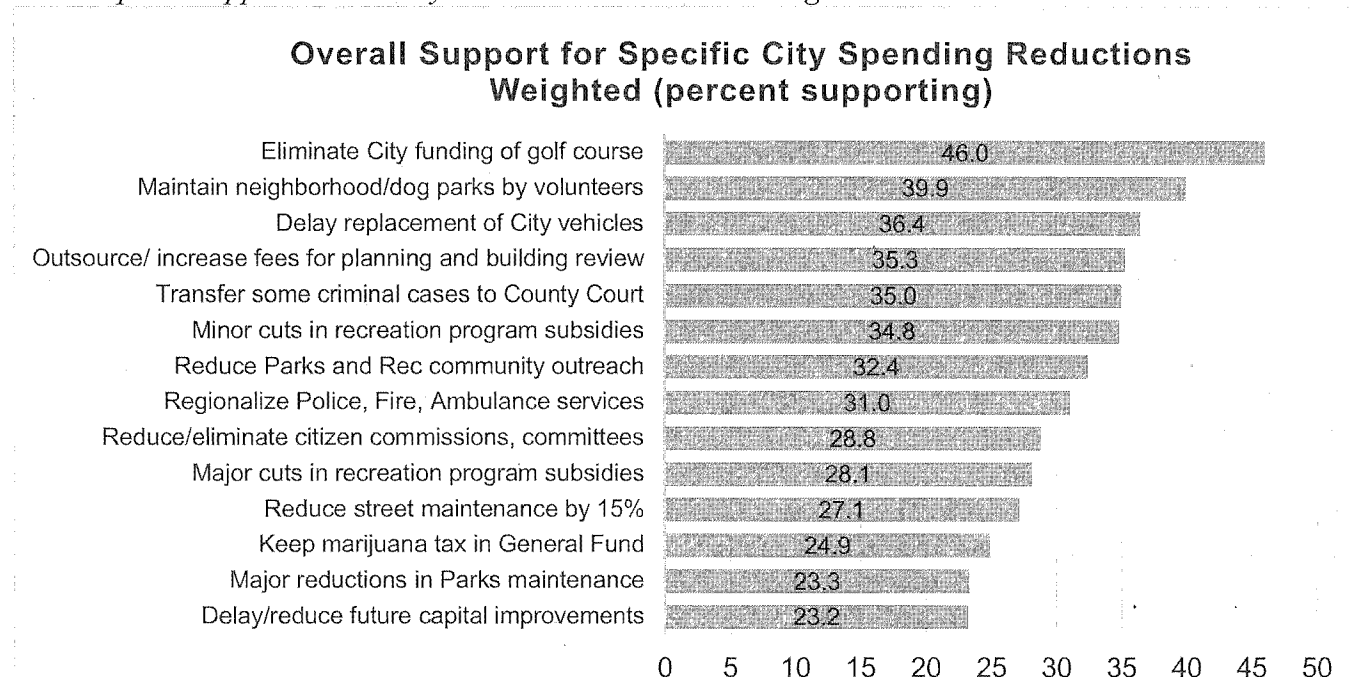
10. Maintain current City spending levels EXCEPT: • Major reductions in city subsidies for one or more recreation programs such as the Daniel Meyer pool, the ice rink, and the Nature Center. This could result in substantially increased recreation fees and/or reduced availability. • Keep the marijuana tax revenue in the city general fund instead of transferring to the housing trust fund. • Major reductions in Parks maintenance budgets (reduce watering, grounds maintenance, trash removal) except Garfield Park, Lithia Park, North Mountain Park • My household would pay about \$4 more per month	18%	+/-1.5%
11. Maintain current City spending levels, EXCEPT: • Add 2 police officers and 1 firefighter • My household would pay about \$17 more per month	28%	+/-1.8
12. Maintain current City spending levels, EXCEPT: • Reduce Parks and Rec community outreach (including advisory groups and marketing) and administrative expenses to lower costs. • Minor reduction in city subsidies for one or more recreation programs such as the Daniel Meyer pool, the Ice rink, and the Nature Center. This could result in increased fees and/or reduced availability • My household would pay about \$11 more per month	27%	+/-1.7%
13. Maintain current City spending levels, EXCEPT: • Transfer state-law criminal cases from the Ashland Municipal Court to Jackson County • Keep the marijuana tax revenue in the city general fund instead of transferring to the housing trust fund. • Delay or reduce future capital improvement projects (examples include streets, parks improvements, drainage, sidewalks, and right of way) • My household would pay about \$9 more per month	27%	+/-1.7%
14. Reduce overall general fund spending by 5% • The City Council and City Manager determine how to cut spending. This could mean reductions in city services as described in the other survey boxes or other budget savings that they identify. • My household would pay no additional fees	49%	+/-1.9%

Support for Various Policy Actions – Weighted

As can be seen in Bar Graph 4, the percentages supporting the specific policy actions show little difference between the unweighted and weighted results, with a few exceptions. The first exception is that the vote to eliminate City funding of the golf course is 1.5% higher in the weighted sample in which younger people's votes are weighted more. The second exception is that the vote to keep the marijuana tax in the General Fund instead of transferring it to the housing trust fund is 1% lower in the

weighted sample. Also noteworthy is that the vote to make major reductions in Parks maintenance budgets is 0.9% lower in the weighted sample. All the other differences due to weighting are a few tenths of a percentage point at most.

Bar Graph 4: Support to Cut City Services or Activities – Weighted

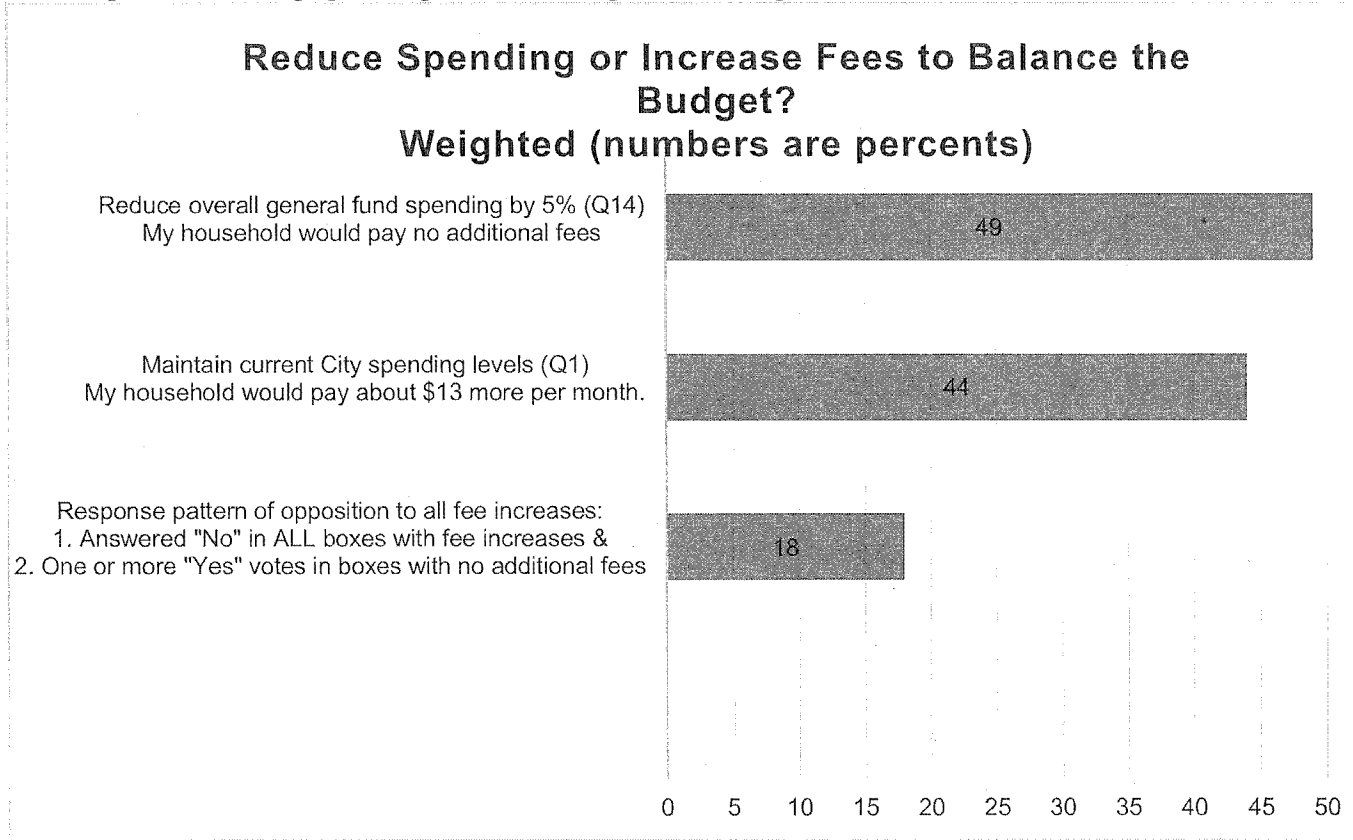


Reduce Spending vs. Increase Fees – Weighted

As Bar Graph 5 demonstrates, weighting young people's responses more and older people's responses less made some difference in the patterns that emerged regarding reduced spending or increasing fees to balance the budget. The vote to reduce overall general fund spending by 5% and letting the City Council and City Manager decide where to make the cuts was approved by 2% fewer in the weighted sample than in the unweighted one, 49% compared to 51%. The vote to maintain current City spending levels by increased household fees of about \$13 more per month, was approved by 2% more in the weighted sample than the unweighted one, 44% compared to 42%. So in the weighted sample the difference between preferring cuts and preferring increased fees to balance the budget is narrowed to a 5% difference, although preferring cuts is still ahead in the vote tally.

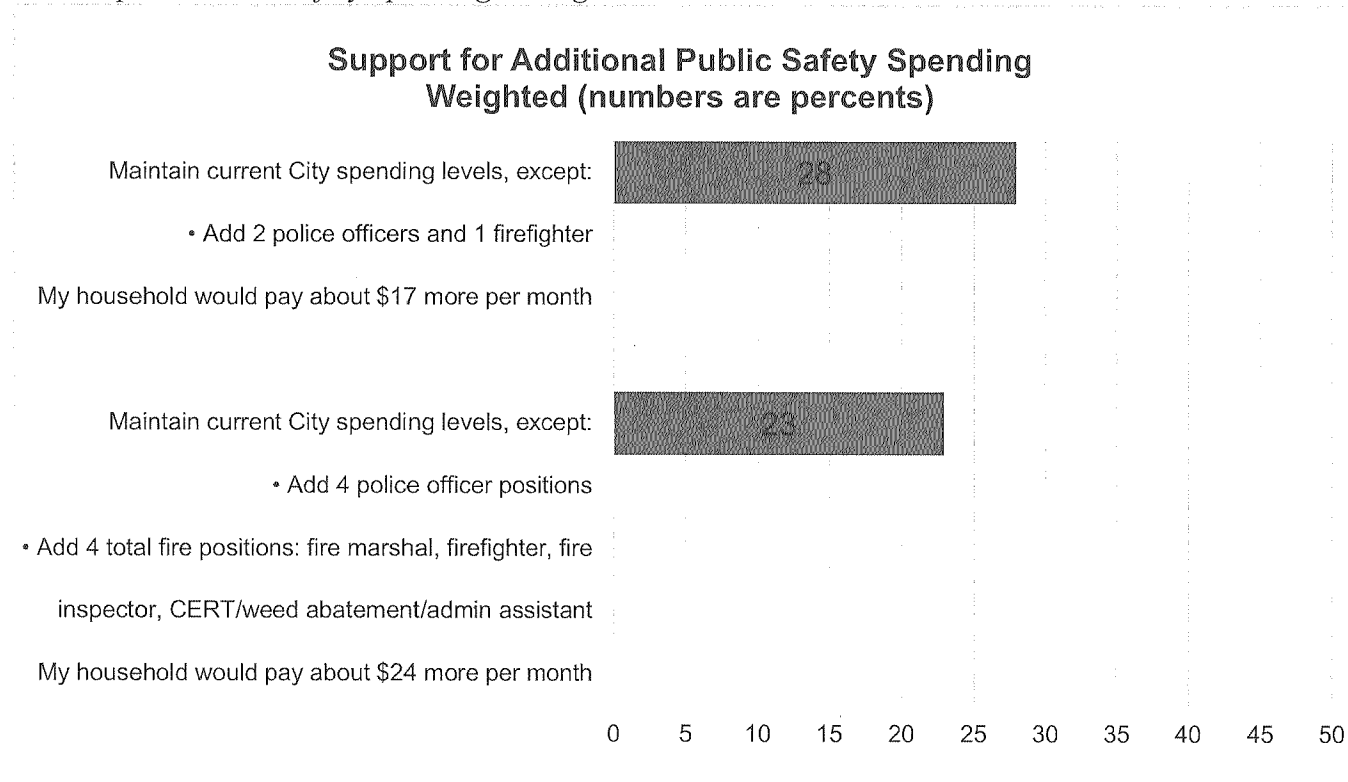
This lessened emphasis on cuts over increased fees is not indicated by the response pattern of opposition to all fee increases, discussed earlier. There is a difference of only one-tenth of one percent in the percentage of respondents with this response pattern: 18.2 % in the unweighted sample and 18.3% in the weighted sample, not a meaningful difference.

Bar Graph 5: Reducing Spending vs. Increasing Fees – Weighted



Support for Public Safety Spending -- Weighted

Among the differences found in the weighted sample compared to the unweighted sample, the largest difference was for Box 11, "Add 2 police officers and 1 firefighter", with a 3% decrease in YES votes from 31% unweighted to 28% weighted. Similarly, Box 3 adding four police and four fire positions had a 2% decrease in YES votes, from 25% unweighted to 23% weighted by age (see Bar Graph 6). These results suggest that younger people may be slightly less supportive of paying for increases in Public Safety personnel than older people in Ashland.

Bar Graph 6: Public Safety Spending – Weighted

Respondent Comments

The final question at the end of the survey asked for “Additional Comments” and was open-ended so that respondents were free to cover any topic related to the City’s budget. This was a popular option, as 1,386 of the 2,647 respondents (52%) wrote in comments for this question. These comments were coded (sorted) into general thematic categories and then additional sub-categories were generated to reflect important differences. For example, within comments about city management, there were three prominent themes: employee salaries/benefits, hiring freezes or laying off City staff, and consultants/contracts. Some comments addressed a number of themes and they were coded into all of the themes that were applicable. The survey responses from the final question are summarized below, alphabetically by thematic code. In addition to data about the number of comments in each category and sub-category, illustrative quotes are also presented.

It is important to note that comments are a powerful tool in better understanding the attitudes, opinions, and beliefs of the survey respondents. However, it is also important to understand that it can be easy to overestimate the prevalence of what is being expressed in the quotes. As is demonstrated below, all of these comment categories refer to **14% or less** of the survey respondents. This is why the quantitative numbers from the survey are essential in getting a comprehensive picture of the proportion of our household population who share the same attitudes, beliefs, and opinions.

City Management

Of the 2,647 respondents, there were a total of 366 comments (14%) made that related to city management. The vast majority of the general comments expressed dissatisfaction with how money has been spent by the City. Reducing the salaries and/or benefits for city staff was a solution suggested by 152 respondents (6%). Many of those comments pointed to administrators' salaries as being excessive. Hiring freezes or laying off city staff was recommended by 64 (2%) of the survey respondents. Two percent (42) of all respondents pointed to the cost of consultants in their comments. The remaining comments focused on exhortations to the Council and City Manager to solve the problem, pointed to specific boxes on the survey that the respondent supported, and/or suggested being "more efficient", making overall cuts to the budget, taking "a hard look at administrative costs", etc.

Climate

There were 30 respondents (1% of all respondents) who addressed climate issues/priorities and of this group, 11 respondents referred to the need for prioritizing climate change and 9 referenced the need to reduce water usage.

Cuts

A total of 44 respondents (around 2%) reiterated the importance of budget cuts in their comments in the open-ended question.

Fire

Two hundred and sixty-eight respondents (10%) commented on the Fire department. Almost all of these comments indicated supporting the Fire department and/or adding more fire staffing. "As fire is our #1 threat, I would like to see that department increased, everything else cut back." "The most essential budget item should be Ashland firefighters, please." Some felt that adding staffing to the fire department was preferable to the police department, "Why are we adding cops instead of more firefighters? We are on fire every year. I have never been helped by a police officer in Ashland," while others indicated support for additional fire and police personnel, "Happy to pay for more police and fire."

Golf

Opinions regarding City subsidy of the golf course led to 324 respondents weighing in. This is 12% of all surveys returned. Regarding the city-subsidized golf course, 78% (252) of those making comments about the golf course recommended ending subsidies or selling the golf course. "Pools, parks are important for everyone – Golf is NOT essential." "The golf course is an ongoing drain." A number of the surveys with comments not supporting a City subsidy of the golf course pointed to water and the drought. "Huge waste of resources (water) and money for an activity few enjoy." Roughly 22% (72 respondents) of the comments addressing the golf course urged the City to maintain subsidies, "The golf course benefits everyone by increasing property values and attracting tourists."

Homelessness

Fifty-two respondents (2%) commented on services for the homeless. Of those comments, about half encouraged the City to cut or end funding for the homeless, one-fifth advocated for programs for the homeless and the remainder commented on the problems stemming from the unhoused in Ashland.

Housing/Marijuana Tax

In the open-ended comment section, 93 respondents (4%) stated that the marijuana tax should be moved to the general fund.

Income

About 3% of all respondents (72) commented that their household or other households in the Ashland do not have the income to pay increased fees. "Many of us are on fixed incomes yet we are consistently asked to pay more." "Our one concern: This is the sort of town we want to live in, as revealed by our choices (on the survey). But we realize that not all Ashlanders can afford \$24/month more than they're already paying."

Increase/Decrease Fees

Being willing to pay more in fees was the sentiment expressed in the comments of 107 (4%) of the respondents. "The city of Ashland is a wonderful place to live and it is worth paying a little bit more to maintain this quality of life." Others recognized that not everyone can pay increased fees, "We are fortunate enough to be able to afford more outlay per month. The hardest part is that many others are not as fortunate. We would be willing to pay more based on value of property which would allow less fortunate to pay less." On the other side, 95 respondents (4%) commented that increasing fees is not sustainable for the City. "We love this town, but we (and other working families) don't have the deep pockets that all the regular increases in taxes, utility rates and other fees require." "I can't imagine having to add any additional requirement to have households cover the cost."

Mayor/City Council

In their comments, 90 respondents (3%) stated various reasons that the City is facing budget concerns ranging from the actions of past mayors and city councilors to the actions and approaches of the current mayor and city councilors. Thirty-eight (1%) of the comments questioned the need to do a survey for decisions made by the mayor, city council, and city manager.

Parks and Recreation

In the open-ended comments, 206 respondents (8%) expressed support for Parks and Recreation. Examples include, "Don't touch the parks - Ashland's gems. Please!" and "I like living in a city, Ashland, that is comfortable, safe, has such good recreation facilities, parks, parades, good planning, lot of various housing options throughout the city and friendly residents and visitors." Three percent (71) of the respondents had various ideas of how to better manage Parks. Reductions to Parks and Rec was suggested by 66 (2%) of the respondents.

Police

In comments regarding the police, 65 respondents (2%) indicated strong support for the police, with most of these comments including the fire department. An additional 78 (3%) respondents specifically advocated hiring additional police officers and, in most cases, included fire fighters to the request. "As a young family with two kids we would like to see increased spending on parks in addition to police for safety & fire for obvious reasons." On the opposite side, 68 respondents (3%) specifically requested no additional hires for the police department, 'Let me say it again, more police is not an acceptable "solution" here.' Twenty respondents (1%) indicated that there is greater necessity to hire mental health professionals instead of police staff.

Quality of Life

In regards to a good quality of life, 41 respondents (2%) stated that it was worth paying more to maintain what currently exists in Ashland. "Not opposed to some minor increases over time for high quality of life, services, & amenities." Quality of life was directly connected to parks for 26 people.

Recreation

Specific support for City recreation was commented on by 140 respondents (5%). "Please don't reduce funding for any outdoor activities or anything that benefits families with children." On the other side, 71 respondents (3%) recommended cutting funding to recreational programs. "Increasing user fees for pool, ice rink and Nature Center would be appropriate."

Regionalization

Of the 84 comments regarding regionalization of police, fire, and ambulance, half of the respondents were in favor and half were not. In terms of transferring state-law court cases to Medford, 61 respondents (2%) indicated support.

Streets

Ninety-six respondents (4%) called out the importance of maintaining the funding for streets.

Tourism

Tourism and the necessity to maintain parks and recreation as well public safety to draw tourism was mentioned by 29 respondents (1%). Fifteen respondents (less than 1%) want to tax tourists and OSF to a greater degree.

Other Ideas

There were 116 suggestions (4% of all respondents) of other ways that the City could address the budget issue. Topics included privatize the Ashland Fiber Network, the airport, and utilities; allow food trucks downtown; reduce or eliminate funds for public art; use community volunteers for a variety of City services; go to online utility billing; install parking meters; stop giving rebates; write grants; increase parking citation fees; sell city-owned properties; close the water treatment plant; and reduce or discontinue providing services for the homeless.

Implications for Policy

The survey findings provide useful answers to the two main questions outlined at the beginning of this report. The survey's robust response rate, and the absence of lop-sided findings on specific questions, support the conclusion that a wide range of opinions are represented in the survey. Given the diversity of opinions held by Ashland residents, it is not surprising that the results do not come down overwhelmingly on one side or the other for the questions asked. Opinions expressed through the survey are more nuanced.

The first question addresses whether the budget should be balanced primarily through spending reductions or increases in fees. More respondents prefer that City leaders balance the budget through spending cuts (49%), but the percentage willing to pay increased fees to make up the deficit is close behind (44%). Only 18% of respondents appear opposed to all increases in fees. Residents are not looking to pay more, but at the same time are relatively happy with City programs and overall spending levels as they stand. Our interpretation of these results is that residents want to maintain Ashland's high quality of life and level of municipal services while at the same time pursuing any available opportunities to control costs. They are asking City leaders to work for this balance.

The second broad question addresses residents' priorities for specific City functions and programs. When confronted with reductions in specific City activities, in general they did not express a strong preference for those cuts; none had over 50% support. The highest level of support was 46% for eliminating City subsidies to the golf course. Two questions asked about support for additional staffing in public safety; neither had strong support.

The findings do suggest that Ashland residents support volunteerism and citizen involvement. The idea of shifting some of the maintenance for neighborhood parks to volunteers was relatively popular as a cost-saving measure. Reducing or eliminating citizen committees and commissions was relatively unpopular. Taken together it appears that residents view these as important avenues for contributing to the City and connecting with its governance.

Annotated Bibliography

Berry, W. D. and Lowery, D. (1990). An alternative approach to understanding budgetary tradeoffs. *American Journal of Political Science*, 34(3): 671–705.

This article focuses on the federal budget and the conceptualization of trade-offs.

Blomquist, G. C., et al. (2004). Public Preferences for Program Tradeoffs: Community Values for Budget Priorities." *Public Budgeting & Finance*, 24 (1), 50–71.<https://doi.org/10.1111/j.0275-1100.2004.02401003.x>.

This article discusses the contingent budget choice technique. Blomquist et al. discuss providing survey respondents with a fixed amount of funding to add to public services, rather than providing an amount of budget cuts that the respondents need to remove from the budget. The researchers constructed their survey to have the respondent add up to a total of \$100, which represents \$100 million.

Crompton, J. L. (1988). A citizen-sensitive approach to retrenching services in the public sector. *The American Review of Public Administration*, 18(1), 79-93.

The authors emphasize that the best approach to struggling programs is not always to direct more funding into those programs. Reducing funds to or eliminating struggling programs is sometimes more realistic; as the source of struggling may not be simply lack of funds but other factors that diminish the relevance of the programs. This is similar to the idea of loss aversion in Moore et al. Crompton says there are three retrenchment strategies: "leave the program alone; modify its delivery strategy; or withdraw resources from it" (pg. 87). The main argument of this paper is that it's important to consider what citizens want when making decisions about reallocation of public funds.

Dillman, D.A., Smyth, J.D., and Christian, L.M. (2008). *Internet, Mail, and Mixed-Mode Surveys: the tailored design method*. Hoboken, New Jersey: John Wiley & Sons.

Koford, B. C. (2010). Public budget choices and private willingness to pay. *Public Budgeting & Finance*, 30(2), 47-68.

The author discusses connecting public marginal willingness to tradeoff (MWTTO) and an individual's own willingness to pay (WTP). The practical difference between MWTTO and WTP is that WTP can inform benefit-cost analysis, whereas MWTTO can only inform cost effective analysis. This relates to the Ashland Budget survey as there is a tradeoff component (CV between services with a certain budget) and a willingness to pay component (own support for tax increases).

McDaniels, T. L. (1996). The structured value referendum: Eliciting preferences for environmental policy alternatives. *Journal of policy Analysis and Management*, 15(2), 227-251.

This article refers to a method called a structured value referendum (SVR). Voting is generally not used (or used poorly) to understand preferences for nonmarket goods. Other methods discussed are contingent valuation and multi-attribute value.

McGowan, M. J., Pope, J. V., Kropf, M. E., & Mohr, Z. (2021). Guns or Butter... or Elections?: Understanding intertemporal and distributive dimensions of policy choice through the examination of budgetary tradeoffs at the local level. *Public Budgeting & Finance*, 41(4), 3-19.

Moore, W., Baber, W. F., & Bartlett, R. V. (2012). Loss aversion and rationality in cutback management: a deliberative democratic approach to contingent valuation. *Public Finance & Management*, 12(3).

The article focuses on budget cuts and reductions of spending. The authors emphasize the importance of determining what people are actually "willing to sacrifice." Economists and public officials often

underestimate the irrationality of responses to budget cuts. "Loss aversion" refers to the preference people express for goods and services that they already have. This paper provides an overview of contingent valuation (CV) and the theory behind it – "the theory of the economic value of public goods is derived from the standard utility maximization problem for consumers found in microeconomic theory" (pg. 243). The authors draw attention to how the "free rider" problem, non-excludability and non-rivalry of pure public goods impact people's responses about their preferences for these goods. They also discuss the drawbacks of CV and some benefits of dichotomous choice, which involves randomly assigning participants with outcomes for a range of possibilities, and then the participant accepts or rejects that outcome. This method is intended to reduce the amount of strategic and skewed answers that CV can elicit. Here is another concern specifically on the use of CV for budget cuts: "Any choice that does not include a specific payment vehicle is unlikely to be incentive compatible and that would include the choice of budget cuts. For this scenario to be incentive compatible, a choice of a specific reduction in taxes or increase in another specific public good would be necessary for revealing true preferences and avoiding strategic responses" (pg. 247).

Nollenberger, K., Maher, C., Beach, P., & McGee, M. K. (2012). Budget priorities and community perceptions of service quality and importance. *Journal of Public Budgeting, Accounting & Financial Management*.

The survey utilized in this research included both a \$1 million budget increase and decrease allocation. It also included categorical questions about the perceived quality of services and the perceived importance of services.

Ozdemir, S., Johnson, F. R., & Whittington, D. (2016). Ideology, public goods and welfare valuation: An experiment on allocating government budgets. *Journal of choice modelling*, 20, 61-72.

The authors provide another demonstration of a method for gathering preference information, specifically for choices given "budget-constrained combinations of public and publicly provided goods and services (pg. 70). They note that it is important to identify the source of funding for any increases to areas in a budget. Ozdemir et al. found that across ideological lines, providing specific details about what would be lost due to cuts makes people less likely to approve of said cuts. They found more evidence of loss aversion in their survey participants: "the disutility associated with program decreases was much higher than the utility associated with corresponding increases" (pg. 71).

Robbins, M. D., & Simonsen, B. (2002). A dynamic method of citizen preference revelation. *Journal of Public Budgeting, Accounting & Financial Management*.

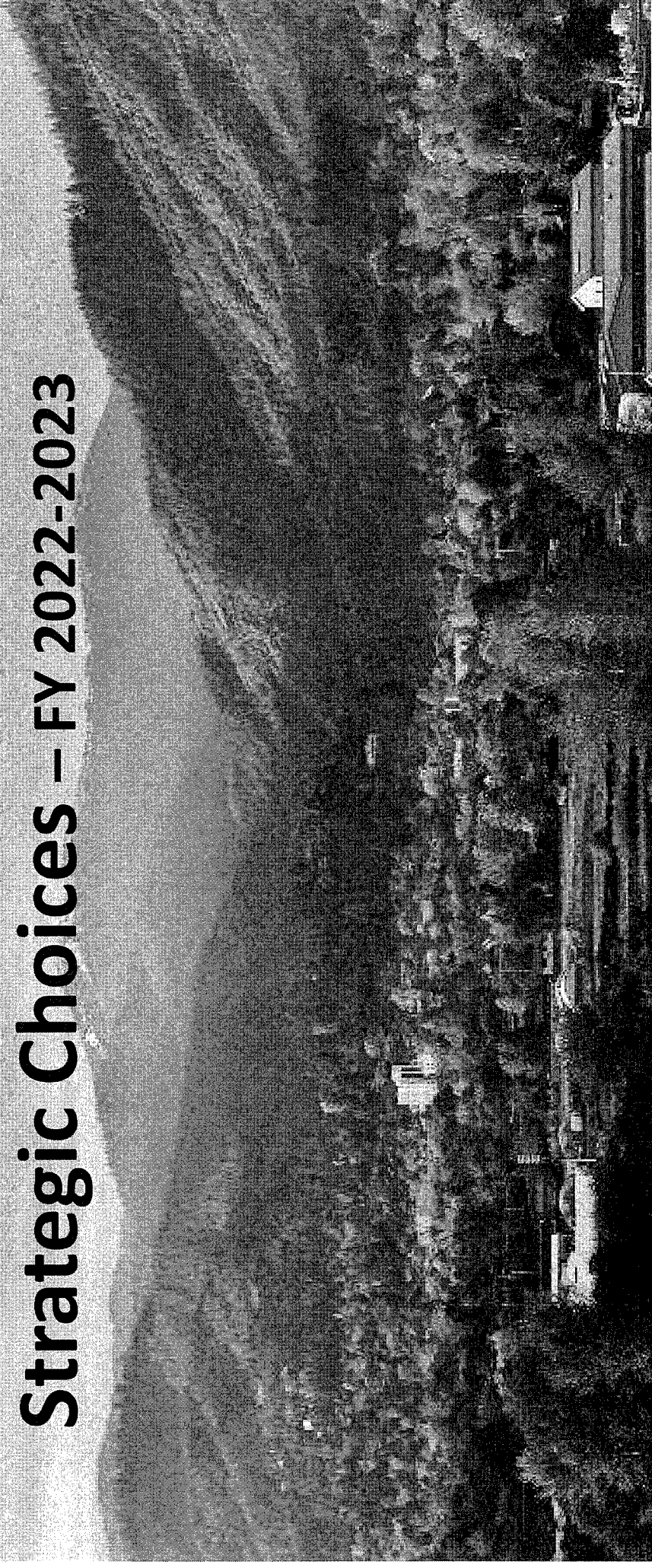
This paper discusses two models: one in which the survey respondents know the budget constraints facing the government but they are not given information about the impact on the quality of services or the associated changes in tax rate (CV), and the other which prompts focus on the cost to the respondent to reveal their willingness to pay for various levels of public services. They propose a blend of these two models, in which respondents must consider both the challenge from the government's perspective and the tax challenge relevant to respondents.

Strategic Choices – FY 2022-2023

CITY OF
ASHLAND

Mayor and City Council

N



Strategic Choices – Resolution 2019-27

- **Essential Services & Infrastructure**

- Electric Service
- Municipal Court
- Planning & Building Inspections/Plan Review
- Sewer
- Streets
- Water
- Stormwater
- Fire
- Police
- Parks Maintenance

- **Value Services**

Tier 1: High

- Emergency Preparedness
- Address Climate Change

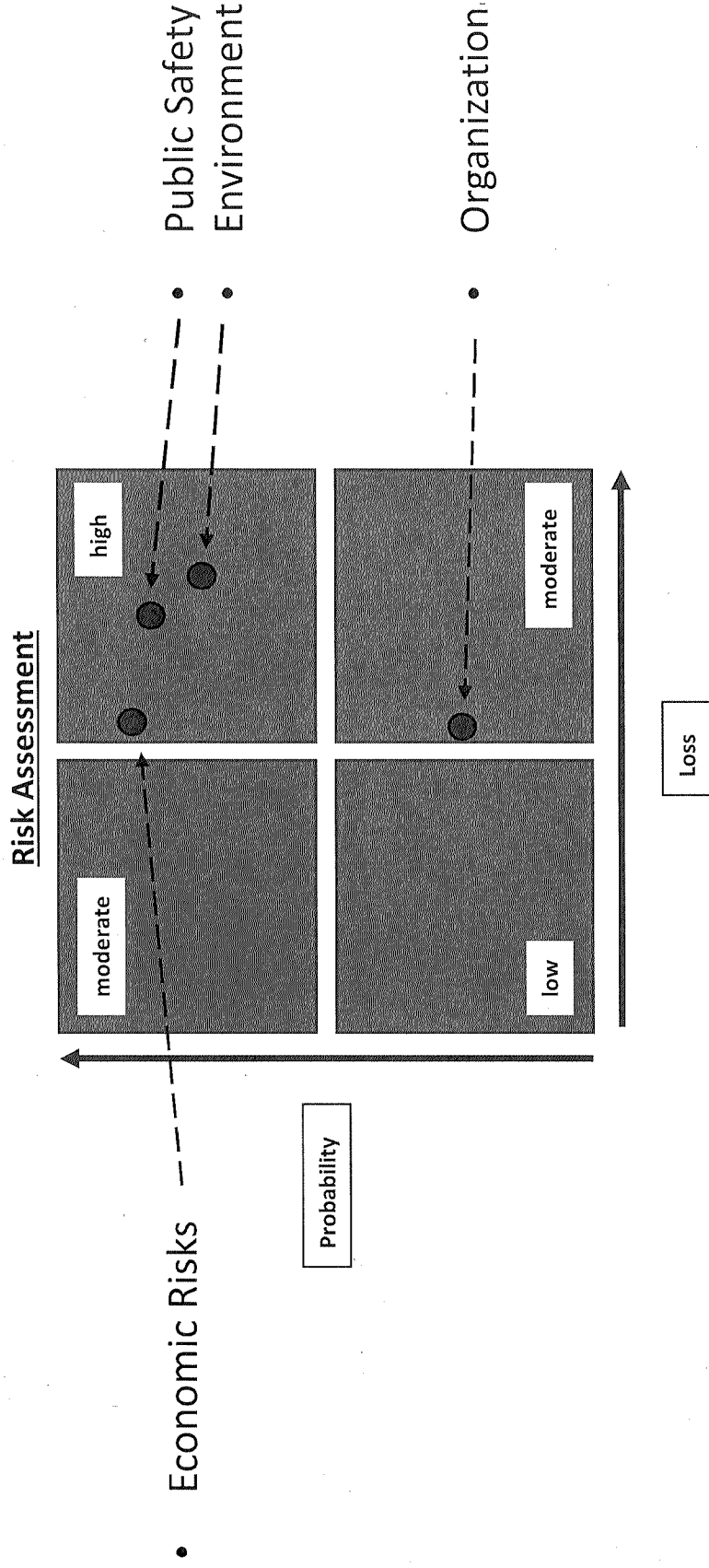
Tier 2: Moderate

- Reduce Wildfire & Smoke Risk
- Economic Development
- Housing Needs
- Multi-Modal Transportation
- Homeless Services
- All-Age Friendly Community

Tier 3: Low

- Acquisition of New Parks
- Downtown Parking
- Water Conservation

Strategic Choices – Risk Assessment



Strategic Choices – May 23 & 24, 2022

- **Priorities**

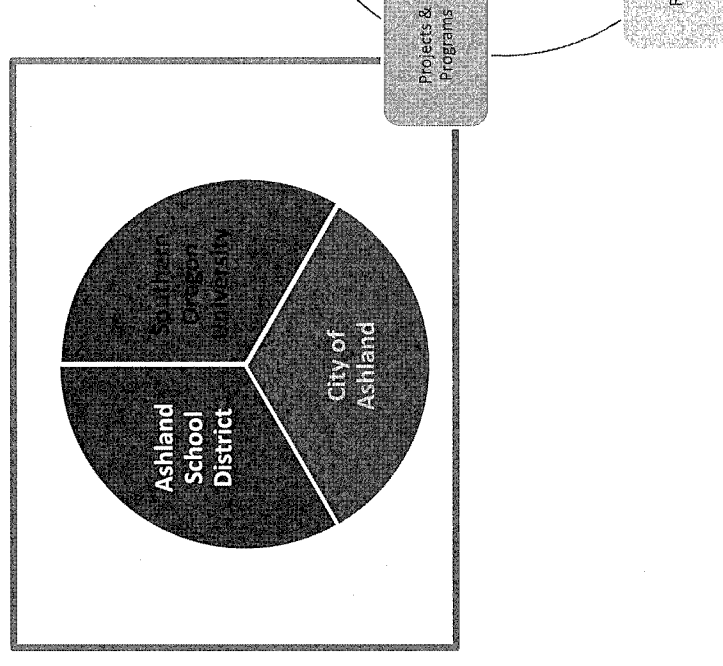
- Emergency Operations Center (EOC)
 - EOC Officer
- Diversity, Equity & Inclusion initiatives
 - Organizational assessment and Community Openness Report/Next Steps (“welcoming initiative”)
- Houseless Shelter
- Affordable Child Care & Early Childhood Education
- Customer Service Orientation
 - Planning & Development Facilitation
- Fire & Rescue Staffing

- **Risk Response**

- Emergency Reserve
- EOC Officer & Emergency Response Funding
- Innovation & Technology Director
- DEI assessment & TLT Business “welcome” funding
- City Recorder agenda support
- City Marketing/Communications Officer

- **Joint Planning Partners**

- Southern Oregon Univ. (SOU)
- Ashland School District (ASD)
- City of Ashland (CoA)
- Community organizations TBD



Strategic Choices – Vision for Success – Mayor & City Council Ballot

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

Strategic Choices – Values for Success – Mayor & City Council Ballot

Values that support the Vision:

- **Community**
 - **Community affordability**, with a focus on housing and childcare
 - **Belonging** through mutual respect and openness, inclusion, and equity
 - **Quality of life** that underpins the city's economic vibrancy
 - **Environment resilience**, including addressing climate change and ecosystem conservation
 - **Regional cooperation**, including in support for public safety and homelessness

Strategic Choices – Values for Success – Mayor & City Council Ballot

Values that support the Vision:

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

Strategic Choices – Aspirational Goals 2023-2025

Quality of Life and Public Safety – Potential Objectives (family and seniors focus)

- Develop a report/plan for affordable and available early childhood education (childcare all families in Ashland)
 - Equitable access with early childhood development focus
 - Licensed facility and caregiver solutions
- Develop a multi-modal transportation report/model that stresses affordable mobility
 - Tourism connectivity to activity Centers
 - Connect without need for second car
- Refinance AFN to support the community and promote business development
 - Attract/support remote workforce
- Leverage City lands/resources to promote workforce housing development
- Establish a new congregate location for emergency events, including severe weather shelter
- Plan to transition EMS/ambulance to breakeven service delivery model
- Find ways to expand the City's wildfire prevention efforts
- Build City's capacity to manage and recover from emergency events

Draft Aspirational Goal

“Ashland will be an affordable all-age community”

Strategic Choices – Aspirational Goals 2023-2025

Placemaking & Economic Diversity – Potential Objectives

(economic clusters of tourism/education/arts & culture/recreation)

- Enhance and maintain Ashland as visibly beautiful and inviting
 - Lithia Park and the Plaza as the community's center and iconic gathering places
 - Refresh Downtown Ashland with appropriate pedestrian amenities and cleanline
- Establish a state/national reputation as an accepting, supporting and creative community
- Develop plans to establish a University District that supports SOU and attracts younger
- Establish City as "Base Camp" for live entertainment offerings and celebrations/events offering and celebrations, visual arts, and outdoor recreation to build tourism resilience batch' or "maker" economy
 - Develop plan to access traveling/touring entertainment for Ashland shows
 - Provide plan for wayfinding information connectivity to city and area amenities
 - Identify/target options to establishment two new community celebrations/event in Spring to expand tourist calendar offerings
- Report on economic development tools to support activity center development options

Draft Aspirational Goal

"Ashland will be the personal experience capital"

Strategic Choices – Aspirational Goals 2023-2025

Community Capacity - Potential Objectives (adaptability, quality community services for

- Build institutional and private sector partnerships
- Be straightforward and open in communications
- Assure the City's culture is open, accepting and service oriented
- Build a City brand of value for quality community services

Draft Aspirational Goal

***“Ashland will be a leader in partnering for community
resiliency”***

Draft Aspirational Goals

“Ashland will be an affordable all-age community”

“Ashland will be the personal experience capital of

*“Ashland will be a leader in partnering for community
resiliency”*

Questions?

RESOLUTION NO. 2019-27
A RESOLUTION REPEALING RESOLUTION 2019-02 AND REPLACING WITH
2019-27 TO ADOPT THE CITY COUNCIL'S 2019-2021 BIENNIAL GOALS

RECITALS:

- A. The City Council desired to develop overall city goals for 2019-2021;
- B. The City Council held a listening session, on January 7, 2019 to allow for broad public input on City goals/issues and held two public meetings, on January 18, 2019 and February 1, 2019, focused on developing City Council goals utilizing a facilitator.
- C. The City Council adopted Resolution No. 2019-02 which outlined the City Council goals to be used in the preparation, review and adoption of the 2019-2021 biennial budget.

THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

SECTION 1. The 2019-2021 goals set forth below are adopted and will be used during the time period of 2019-2021.

SECTION 2. The City Council goals are as follows:

- A. Prioritize the "Essential Services", set forth below, including the associated infrastructure:**
- a. Electric Service
 - b. Municipal Court
 - c. Planning & Building Inspections/Plan Review
 - d. Sewer
 - e. Streets
 - f. Water
 - g. Stormwater
 - h. Fire
 - i. Police
 - j. Parks Maintenance

1 **B. Develop and/or enhance the following "Value Services" by leveraging the City's**
2 **resources.** The list of Value Services represents the priority Council is placing on these
3 value services as the 2019-2021 biennial budget is prepared, given the progress that has
4 been made to date to address them and the urgency with which they need to be addressed.

5 **A. Tier 1: Higher Priority**

- 6 a. Emergency Preparedness
7 b. Address Climate Change

8 **B. Tier 2: Moderate Priority**

- 9 a. Reduce Wildfire and Smoke Risk
10 b. Economic Development
11 c. Housing Needs
12 d. Multi-Modal Transportation
13 e. Homeless Services
14 f. All-Age Friendly Community

15 **C. Tier 3: Lower Priority**

- 16 a. Acquisition of New Parks
17 b. Downtown Parking
18 c. Water Conservation

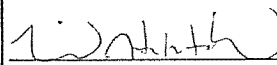
19 ~~C. Utilize City resources as leverage to develop and/or enhance prioritized Value~~
20 ~~Services.~~

21 **D. Develop current and long-term budgetary resiliency.**

22 **E. During the 2019-2021 Biennium** Analyze various departments/programs with the
23 goal of gaining efficiencies, reducing costs, and improving City services.

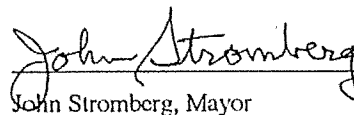
24 **F. Enhance and improve transparency and communication**

25 This resolution was duly PASSED and ADOPTED this 13th day of September, 2019, and takes
26 effect upon signing by the Mayor.

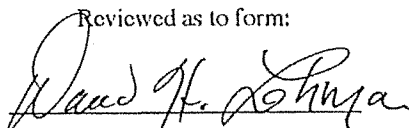
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Melissa Huhtala, City Recorder.

SIGNED and APPROVED this 13th day of September, 2019.


John Stromberg, Mayor

Reviewed as to form:


David H. Lohman, City Attorney



Council Business Meeting

Date

Agenda Item	Contract for Diversity, Equity, and Inclusion (DEI) Assessment with Paradigm Public Affairs, LLC	
From	Sabrina Cotta	Deputy City Manager
Contact	Sabrina.cotta@ashland.or.us 541-552-2106	
Item Type	Requested by Council ☐ Update ☐ Request for Direction ☒ Presentation ☐	

SUMMARY

In June of 2022 Council gave direction to conduct a DEI assessment of the City organization as recommended by the Social Equity and Justice Commission. \$40,000 was appropriated for this purpose. The City has conducted a successful RFP process and Paradigm Public Affairs, LLC has been selected to conduct the assessment.

POLICIES, PLANS & GOALS SUPPORTED

In the summer 2022, the City Council adopted Vision and Value Statements for the City. This includes being an *open, welcoming community for all*, the Organization has the values: *Respect for the citizens we serve and the work we do. Excellence in governance and city services.*

BACKGROUND AND ADDITIONAL INFORMATION

In June of 2022 the City Council appropriated \$40,000 to conduct an internal DEI assessment of the City Organization. The RFP was published December 1, 2022, on both the City of Ashland website and the Oregonbuys.gov which is the preferred site for posting all RFPs published in Oregon. The deadline to ask questions about the RFP was January 16, 2023, and answers were posted on the City's website. The deadline to respond to the RFP was February 17, 2023.

100 plus entities downloaded the RFP and the City received 20 viable responses. The responses were reviewed and scored by five staff people based on the scoring criteria detailed in the RFP.

FISCAL IMPACTS

\$40,000 in already appropriated funds for this purpose.

DISCUSSION QUESTIONS

Next steps will include ensuring a Human Resources Director is brought on board with the City and extensive messaging by the City Manager's office is utilized to prepare the Organization for this assessment. The Human Resources Director will be the main point person with support from the City Manager's office. The assessment will begin in September 2023 to allow time for this to occur.

SUGGESTED NEXT STEPS

Staff recommends awarding the Professional Services Agreement to Paradigm Public Affairs, LLC to conduct an internal DEI Assessment.

REFERENCES & ATTACHMENTS

Attachment 1: REQUEST FOR PROPOSAL Consulting Services Diversity, Equity, and Inclusion Internal Assessment





Council Business Meeting

Attachment 2: Response to Request for Proposal prepared by Paradigm Public Affairs, LLC

Attachment 3: Scoring Sheet

Attachment 4: Paradigm Letter: Project Date

Attachment 6: Revised Scope of work with revised budget

REQUEST FOR PROPOSAL

Consulting Services

Diversity, Equity, and Inclusion

Internal Assessment

RFP 22-010

Issued: Friday, December 01, 2022

Response Deadline: 4:00 p.m. Friday, February 17, 2023

Last Day to Submit Questions: Monday, January 16, 2023

Responses to all questions will be posted here www.ashland.or.us/responses

(Questions must be submitted in writing to cheryl.artrip@ashland.or.us)

Submit to:

Administration Department

Office of the City Manager

City of Ashland

20 East Main Street

Ashland, OR 97520

CONSULTING SERVICES FOR AN INTERNAL ASSESSMENT
FOR DIVERSITY, EQUITY AND INCLUSION



CITY OF
ASHLAND

Approved as to form:

A handwritten signature in black ink, appearing to read 'DM', enclosed within a hand-drawn oval.

Douglas M McGeary, Acting City Attorney

Project Overview

The City of Ashland requests proposals from experienced consultants to assess the internal operations of the organization through the lens of diversity, equity, and inclusion.

The Request for Proposal may be obtained:

- Through www.oregonbuys.gov
- City of Ashland website: www.ashland.or.us
- Via Email: administration@ashland.or.us

Proposals must be received by 4:00 p.m. PST on Friday, February 17, 2023. Sealed paper proposals must be marked in the lower left corner on the envelope “RFP 22-010 CMO, DEI Assessment” and submitted to Cheryl Artrip, Administrative Assistance, City Hall, 20 East Main Street, Ashland Or 97520. Please include the signed original and three copies. Email and Facsimile proposals are not acceptable.

Proposers responding to this RFP must follow the procedures and requirements stated within this RFP. Adherence to these procedures and requirement will ensure a fair and objective analysis of the proposals submitted. Failure to comply with or complete any part of this RFP may result in rejection of the submitted proposal.

The assessment will be administered by the Deputy City Manager’s Office.

Scope of Work

- Conduct an analysis and develop a baseline assessment report of the City of Ashland’s current organizational practices and level of DEI awareness and competency to fully appreciate the contribution of all staff and to identify priorities to further strengthen DEI capacity to shape and execute the City’s operations.
- Develop the City’s long-term DEI strategy and prioritize recommendations in the areas for hiring practices, procurement procedures and programming/services offered.
- Identify and incorporate qualitative and quantitative performance metrics and data to gauge DEI initiatives.
- Identify steps the City of Ashland could take to build trust and meaningful engagement with historically underrepresented and marginalized groups, as well as community partners.

- Provide insight and knowledge on DEI best practices with a focus on government agencies.
- Develop a training strategy to increase staff DEI competencies, skills and capacity.
- Increase awareness, address disparities, and promote equity and inclusion within City funded programs.

Desired Deliverables

An internal report assessing the current state of our organization's access, diversity equity and inclusion practices and culture.

A strategic plan that illustrates clear and actionable steps for internal strategies to address diversity, equity, and inclusion. The Plan should include:

- Assessment of hiring procedures, policies, and promotions. Recommend tools that support access, diversity, equity, and inclusion strategies, such as recruiting and staffing software that assists with unbiased selection and recruitment processes. All suggested actions must comply with State and Federal Law.
- Framework for continued culture changes for long-term sustainability of access, diversity, equity, and inclusion strategies.
- Framework for vendor selection that incorporates diversity, equity and inclusion best practices. Update vendor policies to align with best practices and identify reporting and monitoring processes.

Evaluation Process

1. Scoring Criteria

Scoring will be based upon the following described categories. The proposer must describe how each of the requirements specified in this RFP are met. Responses should be clear and concise.

1.1 Understanding of Requested Quote

Maximum Score 10 points

Demonstrate a clear and concise understanding of the scope of services being requested in this RFQ.

1.2 Proposer's Capabilities

Maximum Score 20 points

Demonstrate capability to complete the requested services. Response must include:

- (10 points) An explanation describing how the proposer can accommodate the varying workload contemplated under the contract, including a description of anticipated response times throughout the proposed project timeline and task assignment/schedule.
- (10 points) An explanation describing proposer's proximity to the project and how the proposer can cost effectively accommodate working on this project. If applicable, describe proposers branch or satellite offices that will project the requested services, indicate their locations(s) and which services they are able to perform.

1.3 Project Team and Qualification

Maximum Score 25 points

- (5 points) Describe the extent of principal involvement, and how you incorporate diversity, equity and inclusion practices.
- (10 points) Include descriptions of three or more relevant projects. Include project outcomes, team members and references.
- (10 points) Describe the experience and qualifications of proposed project manager(s), and provide information regarding key staff members who are anticipated to perform services.

1.4 Resources

Maximum Score 20 points

Demonstrate proposer's resources available to be allocated for the proposed scope of services. Describe any staffing or technology specialties or unique strengths that relate to the services requested in this RFP. Include a brief description of new or innovative technologies to be used.

1.5 Response Time

Maximum Score 15 points

These criteria relate to how quickly the consultant can begin (contract signing) and complete (final document delivery and formal final presentation) the project. The consultant must demonstrate how time will be managed.

1.6 Cost of Services

Maximum Score 10 points

- Professional, technical, other professional rates
- Estimated billable hours by major project element
- Direct non-labor costs that might be applicable;
- All license and services costs are complete and fully contained in the quoted price.

	Criteria	Maximum Score
1.1	Understanding of Requested Services	10
1.2	Proposer's Capabilities	20
1.3	Project Team and Qualifications	25
1.4	Resources	20
1.5	Response Time	15
1.6	Cost of Services	10
		TOTAL 100 Points

After the proposals are reviewed, additional information may be requested for final evaluation. The City of Ashland reserves the right to cancel this RFP at its sole discretion.

Additional Information

The City reserves the right to reject any and all proposals not in compliance with all prescribed public bidding procedures and requirements and may reject, for good cause, any and all proposals upon the finding that it is in the public interest to do so.

The City's programs, services and activities are open to all persons without regard to race, gender, age, handicap, religion, ethnic background, sexual orientation, or national origin.

A proposal may be withdrawn at any time before the proposal deadline, by providing a written request for the withdrawal of the proposal to the issuing office. A duly authorized representative of the firm shall execute the request. Withdrawal of a proposal will not prejudice the right of the proposer to file a new proposal.

City of Ashland, Oregon

**Response to Request for Proposals
Diversity, Equity, and Inclusion (DEI) Internal
Assessment**

Prepared by Paradigm Public Affairs, LLC

14 February 2023





14 February 2023

Joseph Lessard
City Manager
City of Ashland
20 East Main Street
Ashland, OR 97520

Dear Mr. Lessard and Members of the Selection Committee,

Paradigm Public Affairs appreciates the opportunity to present the City of Ashland with our proposal in response to your RFP for a Diversity, Equity, and Inclusion Assessment. We were drawn to your RFP for a number of reasons.

- Through an ordinance approved by City Council, the City of Ashland has created the Social Equity and Racial Justice Commission (SERJ). This signals to us that the City has leadership and community support to advance efforts within City government that promote diversity, equity, and inclusion.
- We recently completed a project in Jackson County for another municipality and we come prepared for this engagement with knowledge of the region, unique cultural attributes, and knowledge of community partners.
- Your RFP document identifies the development of performance metrics as a project deliverable to gauge DEI success. This suggests to us that you are interested in identifying meaningful impact and avoiding performative allyship.
- Finally, we really like working in Oregon. This year Paradigm made a strategic decision to focus work on our firm's home state of Colorado and the Pacific Northwest (PNW). For projects in Oregon and Washington, we have a team member who resides in the PNW, Dr. Matt Jones. Dr. Jones, who up in Jackson County, can offer historical and cultural context. Apart from being convenient for you, this means that we can help you when you need it and on your terms. Our Denver based team members can fly direct from Denver to Medford, so being on site easily achievable.

Every once in a while, we see a project where our unique perspective and experience aligns with a client, and we see that opportunity with the City of Ashland.

Let me tell you a bit more about who we are and why we're different from other firms. First and foremost, we are a firm that helps and supports local government. Paradigm Public Affairs is a woman owned small business in the Denver Metropolitan area. We were established in 2018 and since that time we've served local governments around the country in providing consultancy related to equity and inclusion, strengthening the relationships between government and the communities they serve, public policy review, and organizational development. We're different from other firms because working with state and local governments is not a practice area for us – it is exclusively what we do.

We are advocates and allies for local governments and we distinguish ourselves from other firms in important ways:

- Each member of our consulting team has practical experience in local government.
- We make every effort to match a team lead with the geographic region of each client, so we retain value in understanding the culture, dynamics, and political structure of the clients we serve.
- Each team member holds advanced credentials in local and/or state government, including team members with doctorate education and practice in law, policy, and public administration.
- Our services include up to 1 year of consultancy maintenance at no cost. There's nothing more frustrating than feeling that you've been left with an assessment with recommendations and findings yet you still have questions and need guidance. Our services typically include up to 1 year (24 hours) of follow-up consultancy after the engagement closes so clients have access to team resources and guidance after our time together ends.

We take great pride in our approach to working with local governments that includes adaptive consultancy with results that are co-produced with our clients, including creating educational content and delivery. We bring significant, practical experience in local government leadership and service, and if you ask any of our consultants, we'll tell you that we believe we are public servants, even though we now work for a private firm. Through this approach and mindset, you achieve results that are unique and relevant to the City of Ashland and the people, communities, and neighborhoods you serve. We are critical in our assessments, but in a way that is designed to help you see new opportunities and a vision for the future. When we design training and professional development, we work from the perspective of adult learning and an understanding and respect for people who are public servants in a variety of disciplines and programmatic areas.

Paradigm Public Affairs is uniquely positioned to support the City of Ashland in meeting your expectations and needs:

Experience	We Offer...
Experience and Diversity in Thought Leadership	Our consultants as are diverse as the clients we serve and the future our clients envision for their communities. We emphasize thought leadership in our work with clients by contributing to new and different theories, applications, and evidence-informed decision making.
Consultants with experience in local government	Our practice is comprised of consultants who have served in various government capacities throughout the nation. We bring a diverse skillset including experience in policy and program evaluation, leadership, public safety, public health, and planning and development, and a variety of other fields. We bring expertise in government beyond human resources, so you're positioned for a "Whole Community" strategy to assessment and training.

Experience in organizational culture assessment and the creation of practical strategic planning and implementation guidance.

Our typical strategies for assessment means collecting qualitative and quantitative data that become a baseline, or point in time, measure for DEI success. Our process is to understand your current state, look to the future to where you want to be, and then construct an implementation strategy to bridge the gap between the two. In the design of implementation strategies, we rely heavily on the concept of Targeted Universalism, the same strategy used by the State of Oregon.

This document outlines our proposed strategy for this important project. We encourage you to view this plan as a menu so you can make decisions about phased investment and select the process that works best for the City of Ashland. We look forward to learning about the next steps in the selection process. This letter and included proposal serve as an offer for services and is valid for 180 days. If we are fortunate enough to earn your trust for this project, I will serve as the principle contact for contracting, but my colleague Matt Jones who is based in the Portland area will serve as the local contact and project lead for you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tanya Settles', is positioned to the left of the typed name.

Tanya Settles, Ph.D.
Chief Executive Officer
Paradigm Public Affairs, LLC
tanyasettles@paradigmpublicaffairs.com
303.887.1608

Firm Profile

Paradigm Public Affairs, LLC is a full-service public sector management and leadership consulting firm established in 2018. Our specialty areas of practice include diversity, equity, and inclusion (DEI) and law enforcement consultancy. We are committed to providing customized strategic solutions, with sustainable, measurable results, to address the specific needs of an organization's culture. We are a woman owned business in the State of Colorado and our staff is comprised of over 15 consultants, researchers, designers, facilitators and more, located in the Denver area and across the United States.

Within the past several years, interest in how government entities create efficient, safe, community-centric approaches to challenges has significantly increased. We approach this work very differently from our competitors who tend to focus on rote assessments of management, policies, and procedures that ends with a set of recommendations and no direction on how to implement the findings or education programs that are not customized or specific to the client. Our approach is different, and our focus is on working with our clients as partners to identify unique challenges and areas of need. We use empirical evidence, published research and notable best practices, to work with and guide our clients to **value differences** while **enhancing government performance** and community **collaboration through the co-production of results**.

We believe governments can improve performance, strengthen their relationship with the community, and produce superior results by implementing transformational organizational change. Every part of the process is developed through collaboration with our clients with our role as one of helping each client to achieve their intended results, including content customization and development in education programs. We are attentive to your unique needs and circumstances, and every step of our process is customized to your needs including survey instrumentation, facilitation of discussion sessions with stakeholders, education development and delivery, and organizational culture assessments. Our approach is based on our extensive practical experience in government and each consultant and associate holds advanced academic credentials. We work closely with our clients to ensure key stakeholder voices are included in a very collaborative process.

Name	Paradigm Public Affairs, LLC
Address:	11757 W. Ken Caryl Ave., Ste. F-315 Littleton, CO 80127
Website:	paradigmpublicaffairs.com
Office Number	720.775.1171
General Email	info@paradigmpublicaffairs.co
Primary Contact for this Project	Tanya Settles Chief Executive Officer
	tanyasettles@paradigmpublicaffairs.com 303.887.1608

Our Mission

The mission of Paradigm Public Affairs is to help and support local government entities in building respectful, peaceful, and inclusive policies and processes to bridge the gap between government and the multifaceted communities they serve.

Our Vision

We envision sustainable, effective governments where employees and leaders are agents of change and boundless capability; governments work in tandem with communities to achieve effective, equitable, and transparent partnerships; and a world where government is shared, participatory, and hinges on collaborative relationships with communities.

Our Core Values

*Leadership is shared and requires community collaboration to achieve success.
Strategic and equitable partnerships are the basis of reciprocal and sustainable vision.
Better decisions are made with evidence and data.
Equity is a shared responsibility between government and communities.
Success is a strategic decision.*

Every government is different, and no two local governments are alike. We recognize and embrace the complexity of government and the unique attributes of every local government we serve. At Paradigm Public Affairs, we are process consultants. We listen to you with genuine curiosity, we learn from you, and approach work from the perspective that we are your partners in designing solutions. This means that we work collaboratively with each client to gain deep understanding about needs, culture, values, and goals for the future. Through this partnership, we identify challenges and barriers, and we develop solutions with you so that when we leave our time together, you have the tools you need to continue work independent of consultancy support. Our goal is to appreciate the difference between the organization you are now compared to what you envision for the future.

Added Value Statement

Our team brings a unique mix of skills, perspectives, experiences, and diversity to the forefront of our work with clients. We are different because:

- We each have worked professionally in local government in different areas and programs ranging from social services, public health, law enforcement, program and policy evaluation, public works, and parks and recreation (among many others).
- Each member of our team holds advanced credentials in public policy, public administration, public affairs, or related disciplines.
- We are diverse in unique ways ranging from race, identity, gender, and multiple

dimensions of intersectionality.

- Each of us has a background in higher education which means that we understand the complexity of local government, and develop solutions that are accessible, reachable, and sustainable to our clients.
- We only work with state and local government entities. We know our strengths, and we are experts in local government.
- We are a small organization by design which gives us great flexibility and ability to focus on a small handful of clients at one time. We have breadth and experience to work with the smallest of local governments with under 100 employees to the largest local governments in the nation with tens of thousands of employees.
- Several of our consultants and associates are "qualified" or "certified" administrators for standardized diagnostics such as the Intercultural Development Inventory and the EQi 2.0 series to assess emotional intelligence acuity. These tools can be incorporated into the assessment process.
- We follow the "humble inquiry" approach to consulting. Our goal is to partner with you, provide guidance where you need it, listen intently without judgement so we learn from you, and yet do the heavy lifting so you can focus on the business of government. When we leave our time together, our ultimate goal is that you have the skills, knowledge, and capability to sustain DEI and organizational transformation with limited, or entirely without, consultancy support in the future.

Part 2: Project Team Overview

Each of the team members identified have decades of executive and high-level local government experience, coupled with advanced training, and a dedication to supporting state and local governments in creating realistic, sustainable, and strategically planned and executed DEI initiatives. This practical experience is enhanced by many years of data analysis, executive training and practice, and consulting experience. Our team is multi-disciplinary meaning that each brings subject matter expertise in different aspects of government services and operations. Additionally, because we believe the best decisions are made from a position of evidence, each team member is trained in advanced research methods, data acquisition, management, and analysis which gives the City of Ashland assurance that we're the right team to help you develop performance metrics as needed related to professional development.

Roles and Responsibilities

The table below describes key responsibilities, role, and areas of subject matter expertise for the team we currently envision for the City of Ashland. As we learn more about your needs, we may adjust the team to meet those needs, or introduce other consultants to the project if we learn that different areas of expertise are required for the successful completion of this project.

Team Member	Expertise	Responsibilities
Tanya Settles, PhD Client Partner (Primary contact)	Restorative Justice	Assessment Design and Execution
	Community Capacity Building	Education Strategy, Design & Facilitation Coaching
	Public Health	Qualitative and Quantitative data analysis
	Emergency Management	Qualified Administrator for the Intercultural Development Inventory (if necessary)
	Law Enforcement	Client Relationship
Matt Jones, PhD Consultant (Local contact)	Organizational Development	Assessment design and execution, including analytic strategy
	Public Leadership Practice	Education facilitation
	Executive Coaching Group Facilitation and Education	Qualified Administrator for the EQi 2.0 (if necessary)
	Water Quality and Watershed Protection	

	Public Health and Human Services	
<i>Robert Rico, EdD Consultant</i>	Restorative Justice	Cultural Dialogue and Engagement
	Working with Adult Learners	Education Design and Facilitation
	Education Design	
	Community Capacity Building	
	Focus Group Facilitation	
<i>Judith Fitzgerald, JD Consultant</i>	Housing	Distance Education Design and Delivery
	Youth Advocacy	Legal review
	Human Resources	
	Law & Policy	
<i>Dan Settles Director of Operations and Client Relationships</i>	Enterprise Resource Planning Systems (ERP)	Information Technology needs
	Government IT Analytics	Data Extraction
	Resource Management	Operations and Billing
		Business Analytics

Please see the following pages for short resumes for each consultant team member. Full curricula vitae are available upon request.



JUDITH FITZGERALD

Consultant

PROFILE

Judith is a tireless advocate for people with disabilities, youth, and those who have been socially disenfranchised by the criminal justice system. Her legal work has spanned multiple areas including housing assistance, disability advocacy, and family law. Beyond her legal skill, Judith is a talented educator with a focus on using multiple strategies and technologies to meet adult learners where they are and move them toward the next level of success.

Judith has held various leadership roles in higher education, including leadership of a large academic program at Bowie State University. She is a member of Alpha Kappa Alpha sorority, the first Black-Greek letter sorority in the United States.

CONTACT

PHONE:
443.802.6202

EMAIL:
judithfitzgerald@yahoo.com
judith@paradigmpublicaffairs.com

EDUCATION

Boston College Law School
Juris Doctorate

Walden University
Master of Philosophy, Criminal Justice

Lincoln University
BS, Political Science

EXPERIENCE HIGHLIGHTS

Lecturer and course developer in NGO & Nonprofit Management program at Johns Hopkins University

Former program director in Criminal Justice at Bowie State University.

Recipient of the 2013 Dream Keeper's Award for Mentorship (and recognized on the Congressional Floor by Congressman Ruppersberger)

Served as Senior Counsel to the Atlanta Housing Authority

Practicing attorney representing clients and litigated matters in criminal defense, indigent prisoners referred by the US District Court on Criminal Appeals before the US Court of Appeals, 4th Circuit, family law, disability.

SKILLS

Strategic thinking, planning, restructuring in public and nonprofit organizations

Program evaluation

Leadership coaching

Disability law

Teaching with technology



MATTHEW JONES

PROFILE

Dr. Matthew Jones has been engaged in public sector consulting for over 15 years. His passion is partnering with organizations and individuals to innovate and achieve high-level performance. With a dedication to helping organizations solve problems and improve operations, he has served as a consultant on small and large projects that have included: organizational assessments, DEI development and sustainability, leadership development programming and training, research & analysis, executive coaching, and meeting facilitation.

Matt prides himself on his scientific approach to consulting but is best recognized for his human relations skills in projects. Matt started work on implicit bias in police organizations in 2005 and continues this work today. His approach is to work alongside clients integrating transformational leadership, emotional intelligence, and empathic thinking.

CONTACT

PHONE:
360.921.2321

EMAIL:
matt@nwemergent.com

EDUCATION

Portland State University

Doctor of Philosophy, Public Administration, emphasis Organizational Development (2008)

Master of Public Administration (2004)

Norwich University

Bachelor of Arts, Criminal Justice (1996)

EXPERIENCE HIGHLIGHTS

Current Vice President for the Clark County, Washington Clean Water Commission

President of the Board for the Lower Columbia River Estuary Partnerships

Member, Clark County WA Law and Justice Council

Former Assistant Professor of Public Safety Management at the State University of New York – Brockport

Former Assistant Professor and Program Manager for the Leadership in Public Safety Programs at Portland State University

Former Chief of Police at Condon, Oregon

Author of numerous published articles on police administration and research methods and design.

SKILLS

EQi-2.0 Certified (emotional intelligence)

Organizational Culture & Development

Facilitation

Quantitative and Qualitative Research Design and Execution

Performance Measurement and Metrics Development

Executive Coaching



ROBERT RICO

PROFILE

Dr. Rico is the Director of Restorative Justice at the Office of Inclusive Excellence at the University of Texas at San Antonio. Prior to this work, Robert served as a lecturer in the College of Public Policy, Department of Criminology and Criminal Justice at the same institution. Dr. Rico was the founder and program coordinator of the Restorative Justice Program of Kendall County and spearheaded and was a field consultant for a pilot project at Edward White Middle School in San Antonio. Dr. Rico also served as a police officer for 20 years and attended the Bill Blackwood Law Enforcement Management Institute of Texas and Leadership Command College at Sam Houston State University

EDUCATION

University of Texas at Austin

Ed.D. Higher Education Leadership (2022)

University of Texas at San Antonio

Master of Public Administration (2004)

Bachelor of Arts, Criminal Justice (2001)

EXPERIENCE HIGHLIGHTS

Pioneer in restorative justice and inclusion in higher education

Public speaker and coach on inclusion in higher education

Served on the Big Brothers Big Sisters Juvenile Justice Council

Board of Directors for Kendall County (TX) Child Services

Published author and thought leader in restorative justice and inclusion in public safety.

SKILLS

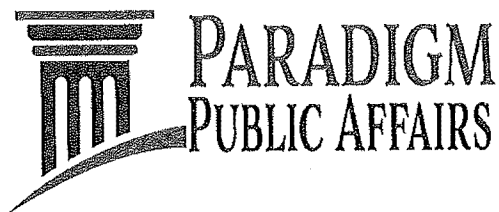
Education and curriculum design for adult learners

Community capacity building

Qualitative data analysis

Community forum facilitation

Language fluency in Spanish



TANYA SETTLES

PROFILE

Dr. Settles is the founder and Chief Executive Officer of Paradigm Public Affairs, LLC. Tanya and her team have partnered with local governments across the United States toward a path of community partnership, unity, and enhanced government performance. Tanya supports local governments through a focus on community capacity building, leadership, and professional development that leverages diversity, equity, and inclusion to achieve, build, and sustain high performance governments where employees and community members, alike, are invested and welcome.

Tanya has held various leadership state and local government, primarily in the areas of public safety, public health equity, higher education, and policy and program evaluation. Dr. Settles' current work focuses on race and community relations, restorative justice, diversity and inclusion in public safety and education, and the impacts of natural and human caused disasters on at-risk and diverse populations.

CONTACT

PHONE:
303.887.1608

EMAIL:
tanyasettles@paradigmpublicaffairs.com

EDUCATION

University of Colorado at Denver
Doctor of Philosophy, Public Affairs (2001)
Master of Public Administration (1996)

Metropolitan State University of Denver
Bachelor of Science, Criminology and Criminal Justice (1995)

EXPERIENCE HIGHLIGHTS

Former Associate Professor of Criminal Justice at the University of Texas at San Antonio

Appointed as a subject matter expert in law enforcement education to the Colorado Peace Officers Standards and Training Board

Published author and thought leader in diversity, equity, and inclusion, community and restorative justice, public ethics, and emergency management

Served as the Director of Faculty for Colorado State University Global Campus

Served as the Director of Strategic and Tactical Planning for the Denver Police Department

Subject Matter Expert to the Columbine Commission

Former Managing Auditor for the Office of the Colorado State Auditor

SKILLS

Advanced analytics, including statistical modeling and analysis

Quantitative and qualitative research design and execution

Education program and curriculum design, including machine language ability (Python) and HTMLX programming

Community capacity building

Envisioned Timeline and Team Availability

We envision 6 months to deliver this project, though accommodations can be made based on need and budget. A minimum of 4 consultants will be required to deliver all project deliverables. We respect the boundaries of budget and time, so to optimize both, you may only see 2 consultants on site with the other team members working remotely. We currently have the resources and staff time available to begin this project as early as March 1 with project completion by August 31, 2023. In determining staffing, we prefer to schedule engagements so that no team member is working on more than 3 projects at any given time. At this time, we confirm we have consultant availability and resources necessary to complete this project based on the following timeline and proposed workplan. In the interest of transparency, some members of this team are in the process of wrapping up one engagement, with a second project currently underway.

Preliminary Project Schedule

Step	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Project Launch						
Build Trust with Leaders and Staff						
Conduct Culture and Belonging Assessment						
Human Resources and People Management Review						
Analysis of Vendor Selection and Procurement Processes						
Design Implementation Strategy (Targeted Universalism)						
Design 18-month Strategic Plan						
Project Closure						

Part 3: Qualifications, Experience, and Capabilities

Paradigm Public Affairs has had the privilege of working with a variety of local government entities across the United States to address challenges and needs related to inclusive governance, efficiency, and government effectiveness through enhancing organizational culture and diversity, equity, and inclusion. We've worked with some of the largest local governments in the nation, and some of the smallest. Every municipal and regional government needs and deserves solutions that are unique to them and their circumstances.

The figure below shows some former and current clients we've worked with over the past several years. For these clients, we've provided services ranging from process consultancy to organizational assessments, education and professional development, facilitation of community engagement processes, and community capacity building.



Between 2018 and 2022, Paradigm Public Affairs and The Kaleidoscope Group entered into a strategic alliance partnership to develop DEI consultancy around the needs of government, public safety, and law enforcement clients. Some of the clients on this list include those served as part of this partnership where Paradigm Public Affairs either fully or substantially delivered services to clients.

Recent Examples of DEI Projects and Success

2022/3: City of Edgewater, Colorado. We recently completed an assessment of organizational culture, welcomeness, and belonging within Edgewater City government. Edgewater is a unique city that is geographically small, with a correspondingly small population size (under 6,000 residents, overall), but with the challenges and opportunities of a large municipal government because of geographic situation in the Denver metropolitan area. Our work for this assessment focused on determining a baseline assessment of belonging and inclusion within the workforce, offering recommendations for sustainable government administration that may include organizational restructuring, resolution of isolated incidents of organizational trauma related to DEI and belonging, and construction

of an implementation roadmap to put a measurable, performance-based plan into place over an 18-month time horizon.

2022: City of Medford, Oregon. This project had 2 prongs – first was a limited scope assessment of organizational readiness and flexibility related to diversity, inclusion, and access for employees in terms of HR practices, management, and service delivery. The second prong was a fairly deep dive into housing instability, houselessness, and equity in service delivery that included the Housing and Development Department, Police Department, relationships with private service providers, and intergovernmental agreements with state, local, and federal funding and oversight sources. One of the most notable findings associated with this study was identification of the City's challenges in acknowledging the needs of the Latino/a/x population in the city both in terms of valuing and leveraging diversity within City government and in service provision and outreach to the community.

2021-2023: Town of Mooresville, North Carolina. Our team has been working with the Town of Mooresville since the spring of 2021 when we provided DEI education and ongoing consultancy and support to their ERG, the Diversity Advisory Committee. We will continue this work throughout the remainder of 2022 through a comprehensive organizational culture assessment that includes qualitative and quantitative data collection components and use of more advanced analytical strategies to identify opportunities for improvement from baseline measurement (we're using exploratory factor analysis). Recent work in Mooresville has included developing training and professional development on strategies to practice allyship in government work.

2021-2022: Metro Nashville Government. Paradigm, in partnership with the Kaleidoscope Group, designed 2, 4-hour professional development/education programs for county and city government individual contributors and leaders about understanding and managing bias, engaging in inclusive and respectful behaviors, and challenging conversations. Leader education focuses on performance and people management strategies; individual contributor education focuses on understanding and managing bias and techniques to engage in respectful and inclusive behaviors both internally and in delivering services to an incredibly diverse and robust community.

2021: Village of Arlington Heights, Illinois. We conducted a limited scope organizational assessment that included a customized survey deployment to look at employee perceptions of diversity and inclusion, Human Resources and talent management policy and process review, and facilitation of a series of community listening sessions and moderating a Town Hall between community members and the Mayor and Town Manager. These community engagement sessions were conducted in the midst of the Co-VID epidemic, and therefore were facilitated virtually. Ideally, at least half of these sessions would have been conducted in person, but public health concerns were significant at the time of delivery.

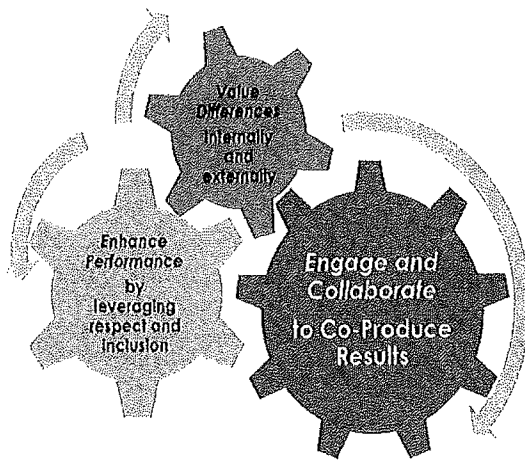
2021: Government of Racine County, Wisconsin. For Racine County government, we conducted leadership visioning and alignment sessions, delivered the EQi2.0 for leaders (with a group debriefing), and designed and delivered education programs for managers and individual contributors across the entire county government.

References

Town of Mooreville, NC	City of Medford, OR	City of Edgewater, CO	Village of Arlington Heights, IL
Tiffany Shelley	Bonnie Barasch	Jocelyn Mills	Mary Rath
Director of Human Resources	Director of Human Resources	Deputy City Manager, Director of Community Development	Director of Human Resources
413 N Main Street Mooreville, NC 28115 704.799.4027	411 W. 8 th St. Medford, OR 97501	1800 Harlan Street Edgewater, CO	33 S Arlington Heights Rd. Arlington Heights, IL 60005 312-692-3326
tshelley@moorevill enc.gov	bonnie.barasch@ cityofmedford.org	jmills@edgewater co.com	mary.rath@vah.com
Client Partner since 2021	Client partner since 2021	Client partner since 2022	Client Partner since 2019
Tailored design education programs for all employees, leaders, and law enforcement	Limited Scope DEI Organizational assessment Assessment of housing/houseless ness with DEI lens	Culture and Belonging organizational assessment Human Resources policy review	Conducted organization wide assessment Engaged in community outreach and facilitated community listening sessions
Consultancy support and guidance to the internal Diversity Advisory Committee	Policy review and assessment of Community Development Block Grant award process	Consultancy support to the DEEI Staff team Development of implementation strategy with performance benchmarks	Designed tailored strategic planning template for the Village
2022 work underway including organizational culture and belonging assessment within Town government.	Assessment of community partner relationships in response to houselessness and housing insecurity		See https://www.vah.com/your-government/diversity-equity-inclusion for a copy of the report.

Part 4: Project Understanding and Approach

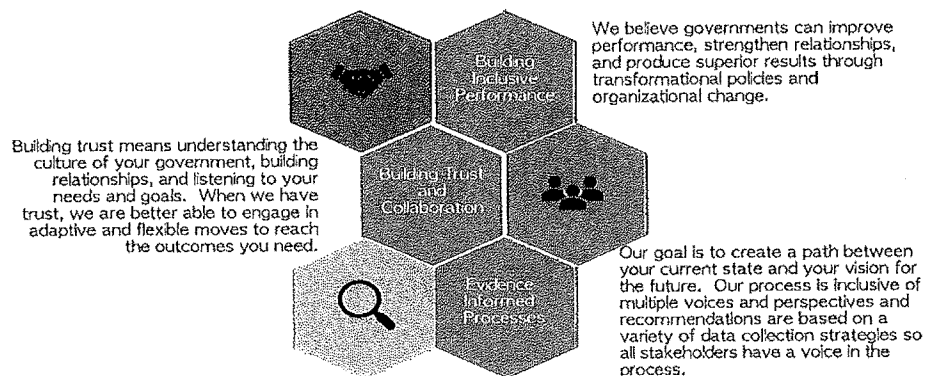
Within the past several years, interest in how government entities create efficient, safe, community-centric approaches to governance where diversity, equity, inclusion, and belonging is a central focus has significantly increased. Our approach is different because we work with our clients as partners to identify unique challenges and areas of need through a methodologically sound assessment process that may include adhering to Yellow Book standards when needed. We take what we learn from the assessment to create highly customized professional development and training that is unique to your needs and circumstances.



We use empirical evidence, published research, and notable best practices to work with and guide our clients to value differences and enhance government performance.

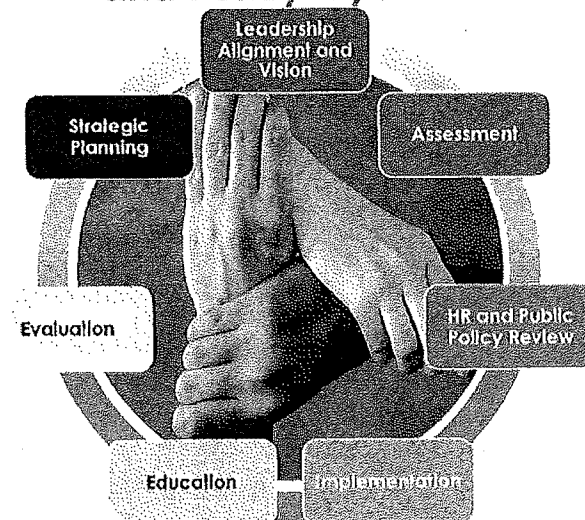
A key differentiating factor from our competitors is that our services often include the development of relevant implementation roadmaps when findings and recommendations call for policy change. In these cases, we often recommend an approach based on targeted universalism for policy

development because it allows government entities to look at equity and equality at the same time yet recognizes differences between the two. For local governments in Oregon, this is important, as the State of Oregon has adopted Targeted Universalism as a preferred policy structure so your approach may align with potential funding opportunities and resources.



Our process for this project follows a 6-month engagement and the timeline presented in Part 3 of this proposal. Our approach for DEI work blends best practices with key touchpoints of the public policy process. This blended model supports bringing assessment findings and education and training together as a matter of strategy. Our Blended DEI Development Cycle includes 7 points of interaction and engagement. To support incremental and strategically planned improvement, the process is cyclical so that clients can track success, make process and goal changes when needed, and continually evolve and adjust to changing internal and external factors.

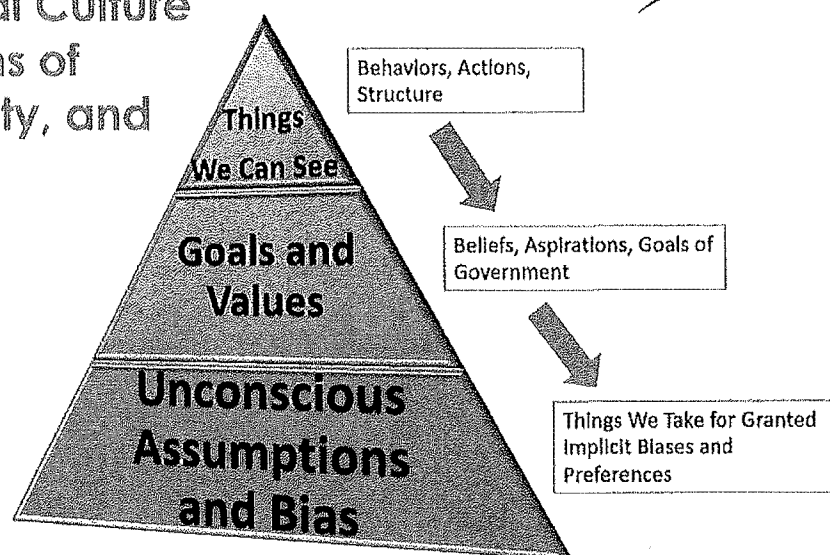
Blended Government DEI/Organizational Development and Policy Cycle



Because this model is cyclical, steps do not need to occur in a particular sequence. However, for the City of Ashland we recognize that your immediate needs are an organizational assessment, review of human resources and people management policies, design of an implementation strategy, and strategic planning.

Peter Drucker once said, "culture eats strategy for breakfast". This means that no matter how strong the assessment, strategy, or implementation plan is, if they don't fit within the organizational culture of the organization, the risk of failure is great. For that reason, part of our process includes taking time to understand the organizational culture of the City of Ashland within the context of organizational culture and belonging and professional development content and delivery. Our approach to understanding organizational culture and assessment is based on Edgar Schein's 3-layer model of organizational culture adapted to uncover, identify, and provide solutions to challenges and barriers to inclusion in governance.

Organizational Culture Through a Lens of Equity, Diversity, and Inclusion



Our recommendation for this project is to begin by looking at organizational culture to gain insight about how City government works, the degree to which you support a welcoming work environment, and what that means for service delivery to the community. This process involves looking at organizational culture by first examining the surface that includes the behaviors, practices, and structure of government. In other words, we look at those things that are seen by people, organizations, and partners that interact with the City of Ashland. Then we look deeper into the values and goals of City government to better understand what drives the organization and how DEI may (or may not) fit into those values. Finally, at the deepest level, we look for the things that are taken for granted. It is at this very deep level that unconscious bias exists that may impact how policies & procedures are structured and how staff interact with the community in the execution of those policies. When we encounter inequity, it is typically at this deeper level.

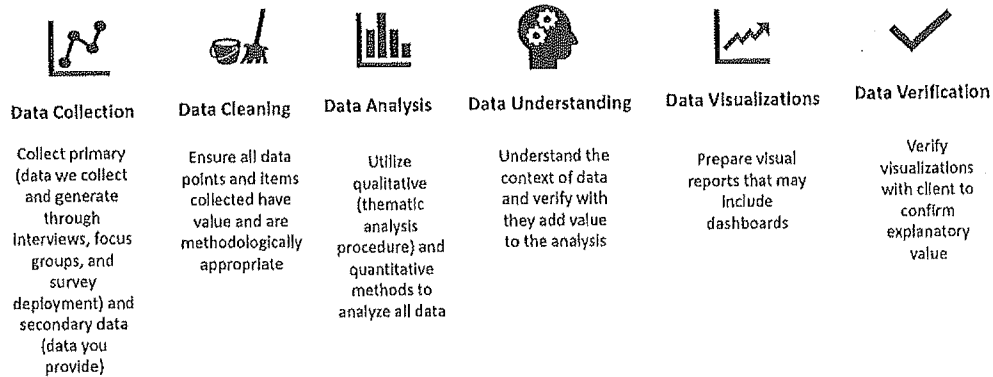
We envision 3 key parts to this project; first, a culture and belonging assessment, second the design of an implementation strategy that may be inspired by Targeted Universalism, and last, an 18-month strategic plan. Most work for the assessment will be conducted off site, though there are key points, such as focus groups, some interviews, and other events where we will need to have team-members on-site in Ashland. If we are fortunate enough to earn your trust, we will work together – with you – to develop a site-visit schedule that fits your needs when we finalize the scope of this project.

Culture and Belonging Assessment Approach

Our proposed process for baseline EDI assessment for the City of Ashland follows these general steps:

1. **Engagement launch and conduct project information sessions** to dispel myths and encourage participation throughout Ashland government. We recommend conducting information sessions with Department directors and leaders first, followed by general sessions with staff and employees. These sessions may be in-person, virtual, hybrid, or any combination that meets the needs of your workforce.
2. **Conduct a high-level organizational review** of documents, policies, and processes that support government. This step provides initial insight as to how the City is structured, operates, and gives us insight about areas of opportunity where DEI may improve overall performance.
3. **Conduct focus groups and individual interviews and analyze data.** This step involves engaging with employees and leaders to understand where the greatest opportunities are DEI needs and improvement, and gain insight as to how DEI objectives dovetail with organizational culture. In our experience, we gain deep understanding and knowledge through direct communication and engagement with staff. Qualitative data from focus groups and interviews is also used to tailor a survey to the unique needs and opportunities in City of Ashland government. In some cases, for various reasons, we're not able to connect with as many staff and employees as we'd like. When this occurs, we recommend facilitating listening sessions so all employees have an opportunity to engage in the project and claim ownership of the end result.
4. **Collect and analyze quantitative data.** Quantitative data may come from data the City of Ashland already holds (such as data from Human Resources Information Systems) or from a survey we customize and deploy specific to this project. Surveys are delivered electronically, can be translated into various languages as needed, and are optimized for mobile devices. Typical analysis includes descriptive statistics and cross-tabulations to look for significant differences and statistical relationships between elements of diversity (such as race/ethnicity, age, ability/disability, and gender among others) and behaviors and perceptions within government. The need for higher level analytics will be a decision we make together. As an example, we recently used an exploratory factor analysis strategy coupled with a regression analysis technique to identify the key drivers of diversity, equity, inclusion, and organizational culture that are unique to that organization.

Data Analysis Process



5. **Develop findings & recommendations and construct report.** Our reporting tends to first highlight those practices and policies that support inclusion and equity within a government, then look at opportunities to enhance the foundation already in place. Reports tend to include identification of challenges with solutions that are customized to each client as well as exploring opportunities for the future.
6. **Design implementation roadmap.** We see implementation planning as a separate deliverable from the assessment report. Guidance on implementation of findings and recommendations will help keep the momentum going and identify ways for team collaboration in implementation strategies. Findings and recommendations from the assessment are used as the foundation for a unique implementation roadmap that covers 6 to 18 months and includes metrics and measures for incremental and steady improvement. In our experience, a time horizon of more than 18 months increases the risk of non-completion. Additionally, since our services include up to 1 year (24 hours) of follow-up consultancy, you have the support you need to implement the strategy we design to improve DEI outcomes in the future.
7. **Design strategic plan.** The Implementation Roadmap may be considered part of the strategic planning document. In addition to designing a roadmap to help guide the City of Ashland through addressing findings and recommendations, we will also design a strategic plan and framework for the City of Ashland that includes identification of strategic areas of focus, goals for each of those strategic areas, measures and metrics for each goal that defines how you will measure success. We also recommend including in the strategic framework identification of keys that support sustainable change related to communication strategies, accountability for key stakeholders and groups, and education as needed. The strategic plan will be delivered as a report with a written narrative, and then consolidated into an infographic for distribution throughout the workforce.

Proposed Workplan and Scope of Work

This workplan represents our current understanding of the City of Ashland's immediate needs. We encourage you to view our proposed workplan as a menu. Each of these items can be scaled up, scaled down, or modified to meet unique circumstances. The schedule/timeline corresponds with an overall 6-month engagement and follows a structured and phased approach to activities and deliverables.

DRAFT SCOPE OF WORK		
ENGAGEMENT STEP	ACTIVITIES and DELIVERABLES	TIMELINE
Project Launch	1. Paradigm to conduct 60 min. kick-off meeting with key stakeholders (may be conducted virtually). 2. Paradigm to request organizational documents related to policy and operations throughout the City and information about partnerships with external stakeholders.	Month 1
Phase 1: Building Trust	1. Conduct an information session with Executives, Leaders, and individual contributors to introduce the project and team, answer questions, and dispel myths about DEI. 2. Hold 1:1 conversations with leaders to gain insight about vision for assessment and education goals.	Months 1-2
Phase 2: Conduct Culture and Belonging Assessment Human Resources, People Management Review Analysis of Vendor Selection and Procurement Processes	1. Qualitative data collection (may include 1:1 interviews, focus groups, listening sessions). 2. Collection and analysis of existing quantitative data from previous surveys and other data collection efforts related to organizational culture and workforce engagement. 3. Conduct detailed review of talent management policies, procedures, and practices for the City as a whole and individual departments and entities as needed. 4. Analyze all data (quantitative and qualitative) for themes and findings; report back to City for feedback and collaboration. 5. Develop draft culture report and acquire feedback from City on results. 6. Periodic touchpoint meetings with key stakeholders 7. Culture and Belonging Assessment delivery	Months 2-4
Phase 3: Design Implementation Strategy to Complement Assessment Recommendations and Finding	1. Prioritize recommendations based on urgency, risk, and ease of execution 2. Categorize recommendations into goals, develop overarching performance measures for each goal. 3. Design/develop implementation steps for each goal.	Months 4-5

	4. Gain feedback from client as to content, adjust/modify content as needed.	
Phase 4: Develop 18-month DEI Strategic Plan	5. Conduct SWOT analysis 6. Based on assessment results, identify core goals and values associated with belonging, culture, and DEI 7. Articulate action plans for core goals. 8. Incorporate incremental measurement and metrics points for process improvement.	Months 5-6
Phase 5: Project Closure	9. Consolidate all deliverables into a single document 10. Conduct final presentations as needed to leadership and elected officials (may be virtual or on site)	Months 6

This timeline and schedule for deliverables is based on the following assumptions:

- The Paradigm team will have access to relevant City of Ashland staff and leadership.
- The City of Ashland will assist our team in determining appropriate internal and external stakeholders for project tasks as needed.
- The City of Ashland will submit data and information, as needed, in a timely fashion.
- The City of Ashland will help promote opportunities for employee engagement as part of this project.

Communication Strategy

Co-production means maintaining and supporting open and transparent communication. Early in the project or engagement, we recommend biweekly meetings to touch base with key stakeholders that are virtual (e.g., Zoom) or in some cases in person. Our team member, Matt Jones, will be your primary "in-person" contact with other team members attending virtually. The exception is when we're on-site conducting assessment or education delivery activities. Our firm is based in the Denver area, and team members are located across the United States (Matt Jones is located in the Portland, Oregon area, Judith is in Baltimore, Robert Rico is located in San Antonio, Texas). For complex engagements, we recommend use of project management tools such as Gantt charts that are available to the client through a Google Cloud. We also recommend at least quarterly written status reports to the key client contact and/or Deputy City Manager.

If you decide to work with us, you will be provided with direct contact information for each team member. Our policy is that email from clients are answered within 1 business day, text messaging is welcome, as are direct phone calls. We'll work with you to schedule regular meetings (typically virtual) for project updates and for purposes of co-production, and if necessary, we'll create files in Google Workspace so you have access to project management tools, working papers, and feedback on deliverables and activities.

Part 5: Investment Proposal

We encourage you to view our proposed workplan as a menu and each of these items can be scaled up, scaled down, modified, or eliminated entirely to meet your needs. For Total Cost, we used a rough estimate of 425 employees for purposes of estimating focus group composition and survey results.

Paradigm Public Affairs does not charge for travel or supplemental fees (with some specific exceptions such as administration of standardized assessments), so these costs reflect only the time our team will be working on this project. Our fees are set at a flat \$275 per billable hour for all services. We develop costs based on the following factors:

- Our workplan narrative presented in the proposal.
- Our staffing plan and resource allocation which provides the City with the appropriate number of consultants and a level of expertise to complete the tasks defined in the RFP.
- Our experience conducting projects of similar size and scope.

Additional services not described in this proposal may result in a change in cost. Our all-inclusive price to conduct this project as described in this proposal is \$44,550. We understand this estimate is slightly over the budget you've identified for this project. We welcome the opportunity to discuss the scope of services with you and refine/revise as we better understand your needs.

ACTIVITY	HOURS
Project Launch and Information Sessions (1 for Leaders, 3 for Staff, may be delivered virtually, on-site, or both)	10
High Level Organizational Review	16
Focus Groups, Individual Interviews (requires 2 days on site with 2 consultants),	40
Qualitative Data Analysis	
Quantitative Data Collection, Survey Design/Deployment, Quantitative Data Analysis	30
Develop Findings & Recommendations; Report Construction	30
Design Implementation Roadmap and Strategic Plan with Resource Needs and Incremental Touchpoints for Measurement	20
Project Closure Including Presentations (may be virtual or in-person, TBD)	16
TOTAL HOURS	162
HOURLY RATE	\$275
TOTAL PROFESSIONAL FEES	\$44,550

Paradigm Public Affairs Preferred Terms

Payment: Payment schedule for services described in this statement of work:

- 30% of Professional Fees will be billed and payable upon contract initiation
- The remaining professional fees and reimbursable expenses will be invoiced monthly until the work plan budget is exhausted. (Travel and reimbursable expenses will be invoiced as incurred and billed according to the client's policy or guidelines if included in the cost proposal)
- All prices are guaranteed for twelve (12) months from the date of execution of the contract

Reimbursements: Travel and out-of-pocket expenses (e.g., airfare, hotel, rental car, ground transportation, parking, mileage, meals, etc.) are included in the agreed upon scope of work as described. Additional requests from the client may result in additional costs that are billed and payable as incurred..

Time for Work: If work is pre-billed and work is not completed within twelve months of date of contract, the contract will expire, and any collected pre-billed funds will be forfeited.

Audio and Video Recording: Audio and/or video recording of Paradigm Public Affairs content, consultants, and/or events at any client venue is prohibited unless written consent is provided in advance by Paradigm Public Affairs. Additional fees may apply.

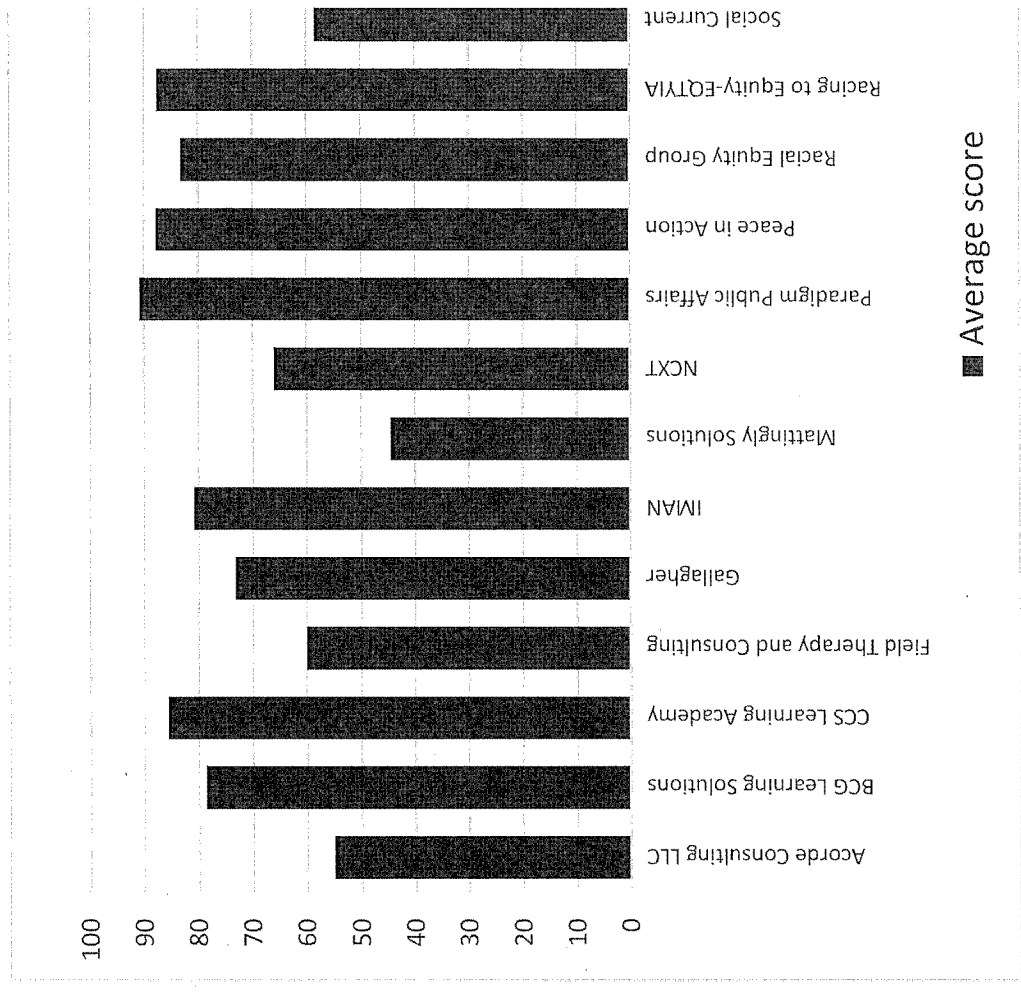
Cancellation of Work: If work is scheduled and cancelled within 15 business days prior to the scheduled date by the Client, the charge will be 25 percent of the cost of the work. If work is scheduled and cancelled within 10 business days of the scheduled date by the Client, the charge will be 50 percent of the cost of the work. If a cancellation occurs, no cancellation fees shall be due if Paradigm Public Affairs and the Client are able to mutually reschedule the work within 30 days. If Paradigm Public Affairs cancels this agreement, Paradigm Public Affairs will reimburse client any unexpended funds from the payments that have been received to date towards pre-paid work.

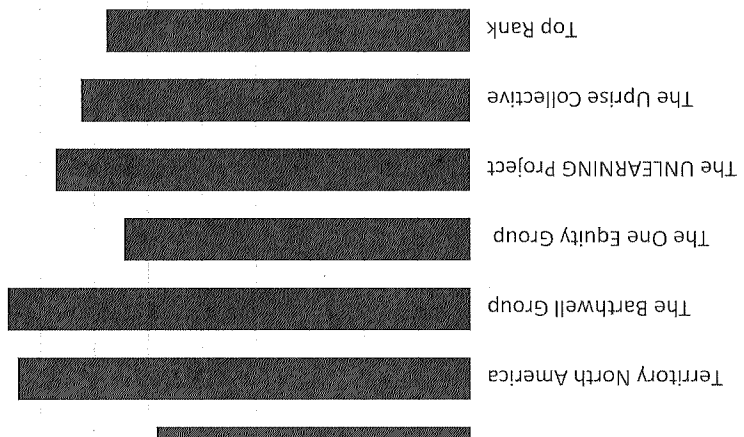
Property Rights: Paradigm Public Affairs shall copyright the materials that it develops for use with Client. All materials developed and used by Paradigm Public Affairs shall be the exclusive property of Paradigm and the Client agrees that it will not disclose any materials to a third party or use materials to conduct its own related services without the prior written consent of Paradigm Public Affairs or is included in the final contract for services. Any material specifically developed for client may be copied, distributed, and reviewed by any employee of client without further charge.

Confidentiality: Paradigm Public Affairs shall regard as confidential and proprietary all client "internal use" and "confidential" information communicated to it by the client in connection with this work plan. Paradigm Public Affairs shall not, without client's prior written consent, at any time use such information for purpose other than in connection with this work plan for the benefit of the client.

Input total scores for
each submission

Entity	Sabrina	Ann	Tighe	Brandon	Rachel	Total	Average score
Acorde Consulting LLC	68	63	45	49	50	275	55
BCG Learning Solutions	89	86	56	76	86	393	79
CCS Learning Academy	95	94	64	84	91	428	86
Field Therapy and Consultin	65	72	41	52	70	300	60
Gallagher	80	72	77	70	67	366	73
IMAN	95	81	67	80	81	404	81
Mattingly Solutions	40	26	53	36	68	223	45
NCXT	100	57	57	83	90	330	66
Paradigm Public Affairs	95	99	75	90	95	454	91
Peace in Action	95	86	73	91	94	439	88
Racial Equity Group	100	86	73	79	78	416	83
Racing to Equity-EQTYIA	95	95	65	92	91	438	88
Social Current	75	45	58	36	78	292	58
Territory North America	95	84	56	88	98	421	84
The Barthwell Group	90	92	75	91	82	430	86
The One Equity Group	55	81	58	43	85	322	64
The UNLEARNING Project	65	100	62	67	91	385	77
The Uprise Collective	78	87	46	69	82	362	72
Top Rank	88	76	50	57	67	338	68







Ann Seltzer
City of Ashland
20 East Main Street
Ashland, OR 97520

Dear Ann,

Thank you for spending some of your day with us on Monday. Matt and I both enjoyed meeting you, and we're excited about this project. We put our heads together, and I'd like to propose a solution that gives you the flexible scheduling you need, reduces the overall cost of the project, supports the momentum you've started for the year.

Based on what I understood from our conversation, here's what we propose:

1. Reduce the number of hours allocated to quantitative and qualitative data collection and analysis, as well as hours for designing and implementation strategy.
2. Set the target start date for the assessment project launch for September 1, 2023 with the caveat that if the City desires an earlier start, we will accommodate to the best of our ability.
3. Between the time of contract execution and September 1, Paradigm will conduct one on-site visit with the purpose of meeting with leadership to inform them about the project process and goals and dispel myths about DEI work in government. The purpose of this effort is to engage directors in the process, earn their trust, and gain preliminary insight about goals and objectives. During the same visit, we will conduct an open-house style information session for staff to introduce Paradigm, dispel myths, and engage with staff. For this visit, at least 2 Paradigm team members will attend (likely Matt and Tanya, though we encourage the City to consider remote access for other team members).
4. During the interim between contract execution and assessment launch, Paradigm will begin our learning about the City limited to publicly available information and no Ashland government staff support. For your convenience, I'm attaching to this letter our standard document discovery request that we'll formally send when we're ready to move forward with an engagement kick-off meeting. This is for your convenience only, and there are no expectations you respond to this list prior to the assessment launch (but please feel free to send any

information you believe is important or relevant for us to know and as we have time, we'll work off-contract to get up to speed so we can hit the ground running when the time is right).

5. As you know, our services include up to 24 hours (2 hours per month) of after-engagement maintenance. We propose shifting 8 of those hours to pre-engagement consultancy so you and other staff have help when you need it, on your terms, and you maintain support for the project that will begin later this year. That way, when you need resources, we're here – and if you don't, we'll move any hours we didn't expend back to maintenance after the project closes.
6. Our preferred terms and conditions that were included in the proposal identified 30 percent of professional fees payable upon contract execution. Given the circumstances, I feel that since we won't become fully engaged in the project for as much as 6 months, we're asking the City to consider a 20 percent retainer (\$7,975) to ensure we retain space in our project production schedule for Ashland and to cover pre-engagement costs associated with designing and delivering information sessions prior to full project engagement/launch.

I'm including some documents with this letter for your that includes our revised and preferred terms, a revised cost proposal for an overall investment by the City of Ashland for \$39,875 that includes a new column with an estimated timeline, and a revised workplan table. There are 2 changes to the initially proposed workplan:

1. I removed the assessment element that looked at equity in vendor selection and procurement processes which narrowed the scope and overall number of engagement hours.
2. I limited the focus of the SWOT analysis to assessment findings to narrow the scope and number of engagement hours.

I hope we've captured the changes we discussed earlier this week. Of course, if the City needs additional changes, we're always open to having a conversation so we ensure that our processes align with your needs.

Warmly,



Tanya Settles, Ph.D.
Chief Executive Officer
Paradigm Public Affairs, LLC

Paradigm Public Affairs Preferred Terms for City of Ashland, OR

Payment: Payment schedule for services described in this statement of work:

- 20% of Professional Fees will be billed and payable upon contract initiation.
- The remaining professional fees and reimbursable expenses will be invoiced monthly until the work plan budget is exhausted.
- All prices are guaranteed for twelve (12) months from the date of execution of the contract

Reimbursements: Travel and out-of-pocket expenses (e.g., airfare, hotel, rental car, ground transportation, parking, mileage, meals, etc.) are included in the agreed upon scope of work as described. Additional requests from the client may result in additional costs that are billed and payable as incurred.

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Revised Investment Proposal

ACTIVITY	PROPOSED TIMELINE	HOURS
Project Launch/Kickoff and Pre-engagement Information Sessions (1 for Leaders, 3 for Staff, may be delivered virtually, on-site, or both)	Month 0-2	10
High Level Organizational Review	Months 1-2	12
Focus Groups, Individual Interviews (requires 2 days on site with 2 consultants), Qualitative Data Analysis	Months 2-3	40
Quantitative Data Collection, Survey	Months 3-4	30
Design/Deployment, Quantitative Data Analysis	Months 4-5	25
Develop Findings & Recommendations; Report Construction	Months 4-5	16
Design Implementation Roadmap and Strategic Plan with Resource Needs and Incremental Touchpoints for Measurement	Months 4-5	16
Project Closure Including Presentations (may be virtual or in-person, TBD)	Month 6	12
TOTAL HOURS		145
HOURLY RATE		\$275
TOTAL PROFESSIONAL FEES		\$39,875

Revised Proposed Workplan and Scope of Work

This revised workplan represents our current understanding of the City of Ashland's immediate needs. We encourage you to view our proposed workplan as a menu. Each of these items can be scaled up, scaled down, or modified to meet unique circumstances. The schedule/timeline corresponds with an overall 6-month engagement and follows a structured and phased approach to activities and deliverables.

DRAFT SCOPE OF WORK		
ENGAGEMENT STEP	ACTIVITIES and DELIVERABLES	TIMELINE
Project Launch	1. Paradigm to conduct 60 min. kick-off meeting with key stakeholders (may be conducted virtually). 2. Paradigm to request organizational documents related to policy and operations throughout the City and information about partnerships with external stakeholders.	Month 1
Phase 1: Building Trust	1. Conduct an information session with Executives, Leaders, and individual contributors to introduce the project and team, answer questions, and dispel myths about DEI.	Months 1-2

	2. Hold 1:1 conversations with leaders to gain insight about vision for assessment and education goals.	
Phase 2: Conduct Culture and Belonging Assessment Human Resources, People Management Review	1. Qualitative data collection (may include 1:1 interviews, focus groups, listening sessions). 2. Collection and analysis of existing quantitative data from previous surveys and other data collection efforts related to organizational culture and workforce engagement. 3. Conduct detailed review of talent management policies, procedures, and practices for the City as a whole and individual departments and entities as needed. 4. Analyze all data (quantitative and qualitative) for themes and findings; report back to City for feedback and collaboration. 5. Develop draft culture report and acquire feedback from City on results. 6. Periodic touchpoint meetings with key stakeholders 7. Culture and Belonging Assessment delivery	Months 2- 4
Phase 3: Design Implementation Strategy to Complement Assessment Recommendations and Finding	1. Prioritize recommendations based on urgency, risk, and ease of execution 2. Categorize recommendations into goals, develop overarching performance measures for each goal. 3. Design/develop implementation steps for each goal. 4. Gain feedback from client as to content, adjust/modify content as needed.	Months 4-5
Phase 4: Develop 18-month DEI Strategic Plan	5. Conduct limited scope SWOT analysis based on assessment findings 6. Based on assessment results, identify core goals and values associated with belonging, culture, and DEI 7. Articulate action plans for core goals. 8. Incorporate incremental measurement and metrics points for process improvement.	Months 5-6
Phase 5: Project Closure	9. Consolidate all deliverables into a single document 10. Conduct final presentations as needed to leadership and elected officials (may be virtual or on site)	Months 6



QUESTIONS

- More information:

—

- ODEQ contact:

—



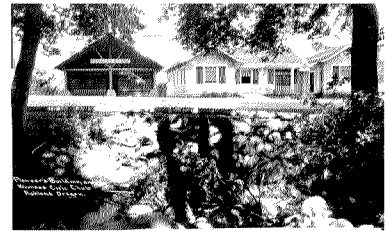
Facility Optimization Program – 2023–2025 Biennium

March 20, 2023

Facility Condition Assessments

- Overall Condition Score (A-F)
- Itemized Assessment
 - Exterior Systems (Security, Lighting, Roofing, Finishes, Paving, ADA)
 - Interior Systems (Heating, Ventilation, Air-conditioning, Mechanical, Electrical, Plumbing Systems, Finishes, Furniture)

5	NEW	New or like-new conditions. No unexpected maint./failures. Replace 8+ years
4	GOOD	Good condition. No major issues or concerns. Consider replacement 6 to 8 years
3	FAIR	Normal wear and expected maintenance, but no major issues. Replace within 4 - 6 years
2	POOR	Heavy wear. At or nearing or exceeded end of expected lifecycle. Replace within 2 to 4 years
1	CRITICAL	Extremely worn and/or damaged. Replace ASAP, but no more than 2 years



Pioneer Log Cabin and Women's Civic Club, c1923



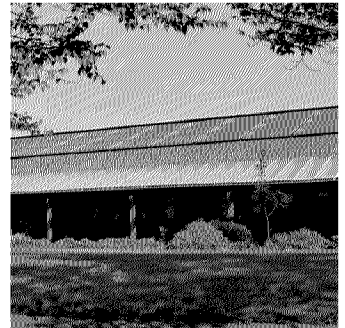
Facility Condition Assessments

- Community Development **B**
- City Hall **F**
- Community Center **F**
- Pioneer Hall **D**
- Service Center **B-**
- Street/Fleet/Facilities **C**
- Grove **B+**
- Electric Storage **A-**
- Civic Center **D**
- Police Department **B**
- Fire Station #1 **A-**
- Fire Station #2 **B+**
- Cemetery **C+**



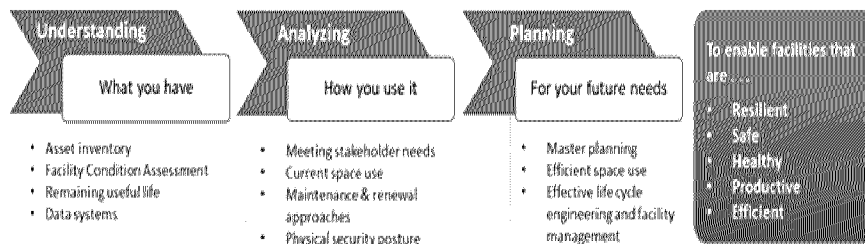
Facility – Asset Management

- Itemized Assessment of Major Facility Systems
 - Roofs, HVAC, MEP, Interior/Exterior Systems
 - Age, Life Cycle, Condition Score
 - Develop Maintenance Cycles
 - Life Cycle Replacement Costing
 - Fuel Switching



Facility Optimization and Planning-Overview

- Facility Master Planning
 - 2008 Facility Plan
- Facility Planning and Optimization Study
 - Formal Facility Assessments
 - Develop Space Need Requirements & Optimize Service Delivery
 - Master Plan
- Asset Management
 - Continue Development of Facilities Database Information



Next Steps

- Develop City Managers Recommended Budget
- Finalize Facility Study Solicitation

QUESTIONS?





UNION PACIFIC RAILROAD RESTRICTIVE COVENANT AMENDMENT REQUEST

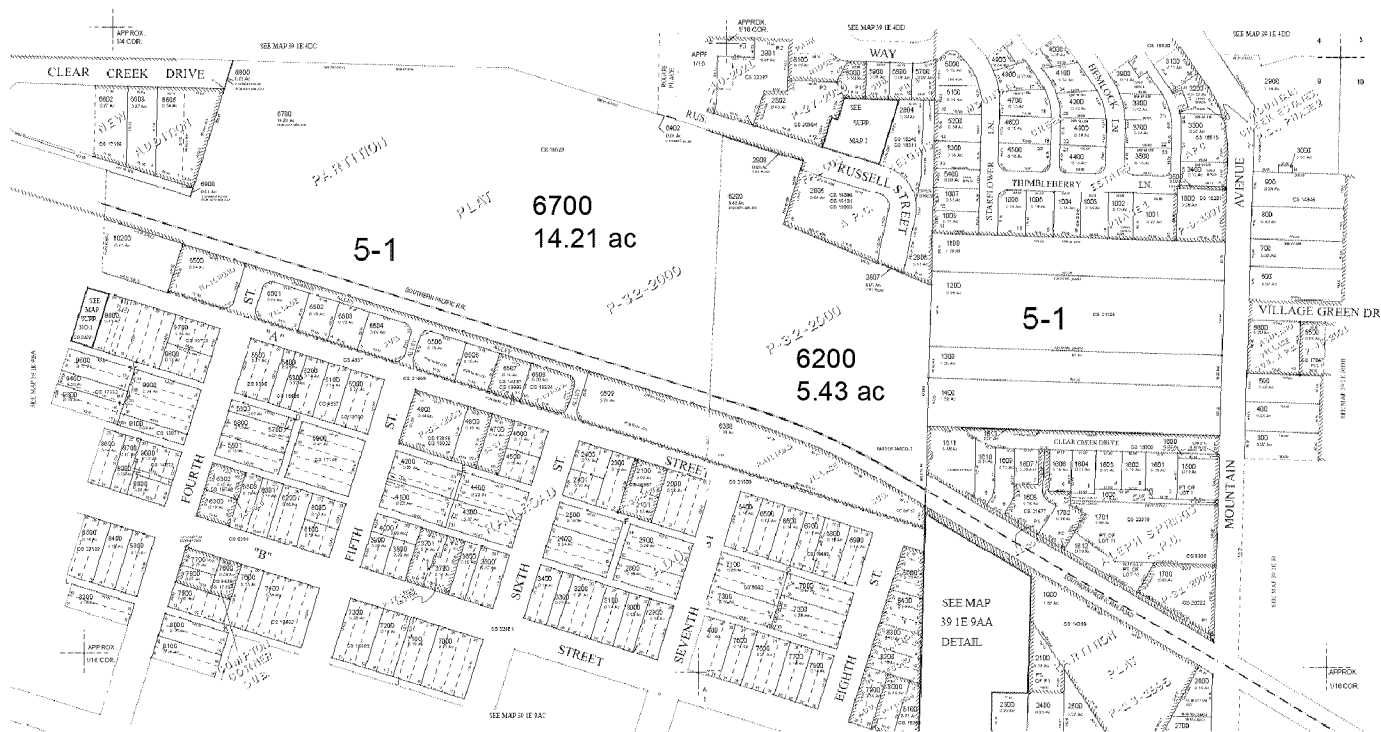
Union Pacific Railroad – Former Ashland Railyard

Ashland City Council Business Meeting
March 21, 2023

Jacobs



Parcel 7 of Partition Plan No. P-32-2000



Proposed Covenant Modification

(Condition 9 of PA 2016-00684)

Parcel 7 is restricted from further development or land division until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to a single residential property. Thereafter, development of or any subdivided parcel cannot occur until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to the use proposed for the subdivided parcel. Grantor will provide written document from the Department of Environmental Quality demonstrating compliance with these standards to the City.

Parcel 7 is restricted from further development or land division until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards consistent with the current and likely future land use zoning for the property (i.e., E-1 with residential overlay) applicable to a single residential property. These land uses correspond with the Department of Environmental Quality Urban Residential and/or Occupational exposure scenarios. Thereafter, development of or any subdivided parcel cannot occur until Grantor obtains a determination from the Department of Environmental Quality that the property meets cleanup standards applicable to the use proposed for the subdivided parcel. This covenant will be removed from the property, and/or any subdivided parcel(s), upon the Grantor will provide providing the City written documentation from the Department of Environmental Quality demonstrating compliance with these standards to the City.



Estimated Timeline – Next Steps

- **Spring 2023:** Type II hearing before Planning Commission for covenant modification
- **Summer 2023:** Public town hall and City Council Study Session
- **Fall 2023:** DEQ finalizes Record of Decision
- **Winter 2023:** Complete remedial design remedial action work plan
- **Spring 2024:** Solicit bids from remediation contractors
- **Summer 2024:** Commence remediation activities
- **Fall 2024:** Completion of remediation activities





QUESTIONS

- More information:

—

- ODEQ contact:

—

Speaker Request Form

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Tonight's Meeting Date 3/21/23

Name TeMara Wiki

(please print)

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) other, Electrification

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Written Comments/Challenge: _____

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Tonight's Meeting Date 3/21/23

Name Anya Moore

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Electrification ordinance

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 3-21-23

Name Piper Banks

(please print)

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) other/electrification

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 3.21.23

Name Mira Saturen

(please print)

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Electrification

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 3/21/23

Name Nena Robertson

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Electrification ordinance

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date _____

Name

John Hawksley

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Proposed Gas Ord.

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date March 21st 2023

Name Kiera Retiz

(please print)

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Electrification Ordinance

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 3/21/2023

Name Flavia Franco

(please print)

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Electrification

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 3/21/23

Name Nadia Pettengell

(please print)

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Electrification Ordinance

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 3/21/2023

Name Livy Casey

Regular Meeting

Agenda topic/item number Electrification OR

Topic for public forum (non agenda item) Ordinance

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date

March 21 2023

Name

Mary Scott

Regular Meeting

Agenda topic/item number _____

OR

Topic for public forum (non agenda item) _____

Support of All electric Ashland

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date MARCH 21 2022

Name WADE LEE BENNETT

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) electrification ordinance

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date

3/21/23

Name

Lauren Oliver

Regular Meeting

Agenda topic/item number _____

OR

Topic for public forum (non agenda item) _____

Electrification Proposal

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 3/21/23

Name Robert Jeffrey Parson

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item) Electrification for new construction

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Written Comments/Challenge: _____

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Comments and statements by speakers do not represent the opinion of the City Council, City Officers or employees or the City of Ashland.

Speaker Request Form

THIS FORM IS A PUBLIC RECORD

ALL INFORMATION PROVIDED WILL BE MADE AVAILABLE TO THE PUBLIC

- 1) Complete this form and return it to the City Recorder prior to the discussion of the item you wish to speak about.
- 2) Speak to the City Council from the table podium microphone.
- 3) State your name and address for the record.
- 4) Limit your comments to the amount of time given to you by the Mayor, usually 3 or 5 minutes.
- 5) If you present written materials, please give a copy to the City Recorder for the record.
- 6) You may give written comments to the City Recorder for the record if you do not wish to speak.
(Comments can be added to the back of this sheet if necessary)
- 7) Speakers are solely responsible for the content of their public statement.

Tonight's Meeting Date

3/21/2023

Name

Tish Way

(please print)

Regular Meeting

Agenda topic/item number _____ OR

Topic for public forum (non agenda item)

Sewage spill

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Tonight's Meeting Date 21, 11, 2023

Name MIRIAM REED

Regular Meeting

Agenda topic/item number _____

OR Telecommunications

Topic for public forum (non agenda item) X _____

Land Use Public Hearing

Please indicate the following:

For: _____

Against: _____

Challenge for Conflict of Interest or Bias

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Written Comments/Challenge: _____

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Tonight's Meeting Date

3/21/23

Name

Kelly Marcotulli

Regular Meeting

Agenda topic/item number

OR

Topic for public forum (non agenda item)

Wireless ordinance

Land Use Public Hearing

Please indicate the following:

For:

Against:

Challenge for Conflict of Interest or Bias

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A PROCLAMATION FOR NATIONAL PUBLIC SAFETY TELECOMMUNICATORS WEEK 2023 IN ASHLAND

WHEREAS, emergencies can occur at any time that require police, fire or emergency medical services, *and*

WHEREAS, when an emergency occurs the prompt response of police officers, firefighters and paramedics is critical to the protection of life and preservation of property, *and*

WHEREAS, the safety of our police officers and firefighters is dependent upon the quality and accuracy of information obtained from citizens who telephone Emergency Communications of Southern Oregon (ECSO 911), *and*

WHEREAS, Public Safety Telecommunicators are the first and most critical contact our citizens have with emergency services, *and*

WHEREAS, Public Safety Telecommunicators are the single vital link for our police officers and firefighters by monitoring their activities by radio, providing them information and ensuring their safety, *and*

WHEREAS, Public Safety Telecommunicators of ECSO 911 have contributed substantially to the apprehension of criminals, suppression of fires and treatment of patients, *and*

WHEREAS, each dispatcher has exhibited compassion, understanding and professionalism during the performance of their job in the past year.

NOW, THEREFORE, I, Tonya Graham, Mayor of the City of Ashland, Oregon, on behalf of the City Council, do hereby acknowledge April 9 through 15, 2023, to be National Public Safety Telecommunicators Week 2023 in the City of Ashland, in honor of the men and women whose diligence and professionalism keep our city, county and nation safe. Their work to protect our community proves that In Ashland we are "Better Together."

Dated this 21st day of March 2023

Tonya Graham, Mayor

DocuSigned by:

A02A82A0E5F2482...

Melissa Huhtala, City Recorder





A PROCLAMATION IN HONOR OF CESAR CHAVEZ

WHEREAS, on March 31, 2023, we celebrate the life and legacy of Cesar Estrada Chavez, a champion for social justice and advocate for hardworking people who build and sustain our nation. Born into poverty and raised by migrant workers, Chavez courageously dedicated his life to improving conditions for workers across the country. Chavez witnessed firsthand the inequities of an economy that only serve those at the top and left millions of hardworking Americans behind. Today as we continue to build an economy that rewards work and not just wealth, we stand on the shoulders of Cesar Chavez and carry forward his fight to advance the rights and dignity of working people.

WHEREAS, when Cesar Chavez founded the United Farm Workers of America alongside Dolores Huerta, he drew national attention to the many agricultural workers who experience inhumane working conditions and unlivable wages. Through strikes, marches, and boycotts, he inspired millions of people across the county to fight for a safe and healthy workplace, better wages, improved workplace protection from sickness and disability, and other core rights and protections.

WHEREAS, in the process, Chavez inspired generations of people across all backgrounds, ages, and industries to organize, bargain, and expand opportunity for workers and their families. His devotion to "viva la causa" ("long live the cause") brought hope to workers and Latinos across the Nation, and his fight for justice, equality and dignity gave workers and Latinos everywhere a voice. Today we must summon the same courage and moral clarity to carry his legacy forward.

NOW, THEREFORE, I, Tonya Graham, Mayor of the City of Ashland, Oregon, on behalf of the City Council, do hereby acknowledge March 31 as Cesar Chavez Day. and call upon the people of Ashland to observe this day with appropriate reflection and learning. In Ashland we are "Better Together."

Dated this 21st day of March 2023

Tonya Graham, Mayor



Melissa Huhtala, City Recorder

Alissa Kolodzinski
nunc pro tunc



A PROCLAMATION OF ARBOR DAY 2023 IN ASHLAND

WHEREAS, in 1872, the Nebraska Board of Agriculture established a special day to be set aside for the planting of trees, *and*

WHEREAS, this holiday, called Arbor Day, was first observed with the planting of more than a million trees in Nebraska, *and*

WHEREAS, Arbor Day is now observed throughout the nation and the world, *and*

WHEREAS, trees can be a solution to combating climate change by reducing the erosion of our precious topsoil by wind and water, cutting heating and cooling costs, moderating the temperature, cleaning the air, producing life-giving oxygen, and providing habitat for wildlife, *and*

WHEREAS, trees are a renewable resource giving us paper, wood for our homes, fuel for our fires, and countless other wood products, *and*

WHEREAS, trees in our city increase property values, enhance the economic vitality of business areas, and beautify our community, *and*

WHEREAS, trees — wherever they are planted — are a source of joy and spiritual renewal.

NOW, THEREFORE, I, Tonya Graham, Mayor of the City of Ashland, Oregon, on behalf of the City Council, do hereby acknowledge April 28, 2023, as Arbor Day in the City of Ashland, and urge all citizens to celebrate Arbor Day and to support efforts to protect our trees and woodlands, *and*

Further, urge all citizens to plant trees to gladden the heart and promote the well-being of this and future generations. In Ashland we are "Better Together."

Dated this 21st day of March 2023

Tonya Graham, Mayor

Melissa Hahtala, City Recorder

Alissa Kolodzinski





A PROCLAMATION OF FOOD WASTE PREVENTION WEEK IN ASHLAND, APRIL 10-16, 2023

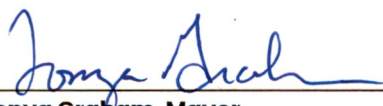
WHEREAS, up to 35% of all food produced is thrown away, and a family of four could save an average of \$1,800 annually on uneaten food; *and*

WHEREAS, food in landfills, when buried without air will decompose and release methane gas, which contributes to climate change and we have a responsibility in helping the next generation adopt good sustainability practices; *and*

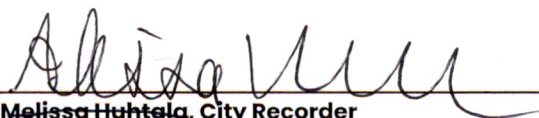
WHEREAS, we have the opportunity to save shared resources, like land, water, energy and transportation used to make food available that ultimately goes uneaten, and everyone would benefit from utilizing food resources better.

NOW, THEREFORE, I, Tonya Graham, Mayor of the City of Ashland, Oregon, on behalf of the City Council, do hereby proclaim the week of April 10-16, 2023, FOOD WASTE PREVENTION WEEK in Ashland, and we encourage all residents to commit to the practice of reduce, recover, and recycle food waste. In Ashland we are "Better Together."

Dated this 21st day of March 2023



Tonya Graham, Mayor



Melissa Huhtala, City Recorder
Alissa Kolodziniski

