

City of Florence



City of Florence
A City in Motion

Fiscal Year 2015-16
Proposed Budget

Budget Summary

City of Florence
Oregon's Premier Coastal Community

- 1 City Service Delivery.** Sustain and improve the delivery of cost effective and efficient services to the citizens of Florence and our visitors.
- 2 Economic Development.** Create a strategy and actions aimed towards sustaining and expanding the Florence economy.
- 3 Livability & Quality of Life.** Sustain and improve the City's livability and quality of life for Florence residents and visitors.
- 4 Financial Sustainability.** Sustain and improve the City's financial position, policies, and communication.
- 5 Organizational & Capital Plant.** Sustain and improve the City's organizational structure, operations, and capital plant.
- 6 Communication & Trust.** Sustain and improve the City's communications and strengthen citizen trust.
- 7 Public Safety.** Sustain and improve the community's safety, perception of safety, and emergency preparedness.



City of Florence
A City in Motion

Budget Summary

- \$33,877,033 – total
- \$8.2 million beginning and ending fund balance
- \$17.8 million spending plan

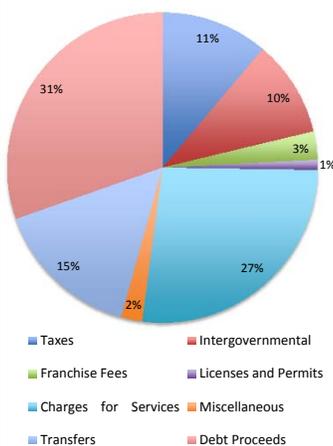
- Ambitious budget
- Not everything will be accomplished that is in this budget



City of Florence, Oregon Proposed Budget
Fiscal Year 2015-16

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Revenue/Resource Summary



- \$25.7 million total current year resources
 - \$3.9 million transfers
 - Internal services – Admin and PW
 - Debt
 - SDC's
 - \$7.8 million debt
 - \$4.1 million City infrastructure
 - \$3.7 million FURA - \$2.15 million new money
 - \$13.9 million in revenue



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Taxes and Fees Summary

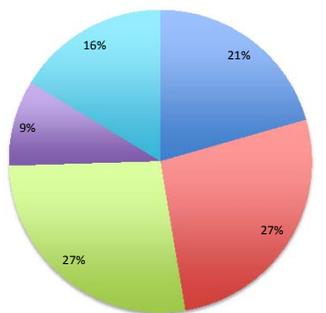
- Property taxes
 - \$2.8061 tax rate – General Fund
 - 4.0% increase in TAV projected
 - \$149,000 GO tax levy
- Intergovernmental
 - State – 1% increase in population
- 1.7% CPI rate adjustment
 - Water
 - Wastewater
 - Stormwater
- \$0.50 increase (10%) Street Fee – Single family
 - Additional increase may be necessary – pending County measure
- All other fees and charges, excluding minor adjustments within the FEC are unchanged
 - Review City funding with finance committee



City of Florence, Oregon Proposed Budget
Fiscal Year 2015-16

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Expenditure Summary



■ Personnel
■ Capital Outlay
■ Transfers
■ Materials and Services
■ Debt Service



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- \$5.3 million personnel
 - Nearly at full staffing –
 - Limited vacancies
- \$6.9 million materials & services
 - \$3.7 million FURA
- \$7.0 million capital
- \$4.2 million transfers
 - \$1.0 debt service

Expenditure Summary

(in thousands)

Description	14-15	15-16	\$ Change	% Change
Personnel	5,045	5,292	247	4.9%
Materials and services	2,954	6,889 3,189 *	3,935 235*	133.2% 8.0%*
Capital	4,485	6,985	2,500	55.7%
Debt service	2,668	2,360	-308	-11.5%
Transfers	3,457	4,196	739	21.4%
Total	18,609	25,722 22,022*	7,113 3,413*	38.2% 18.3%



* Net of \$3.7 million to FURA
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Personnel Summary

Description	12-13	13-14	14-15	15-16
Total FTE's				
Includes contracted positions	60.4	60.9	65.3	66.4

- Addition of parks maintenance position
- Reclass parks supervisor to field supervisor
- 0.5% COLA – all employees
- 2.0% merit budgeted – management & non-represented
- Pay adjustment – 14 employees
 – \$46k + 15% benefits - \$53k total, \$27k General Fund
- 21% increase health insurance



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 Fiscal Year 2015-16

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General Fund



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General Fund Resources

- Property taxes
 - 3.9% increase projected
 - Levy full tax rate - \$2.8610
- Franchise fees
 - 1.2% over prior year budget
- Licenses and permits
 - 5.0% increase
- Charges for services –
 - flat excluding \$100k from FURA
- Miscellaneous
 - similar to prior year – excluding insurance settlement
- Transfers
 - CPI adjustment 2.0%, plus cost of accounting technician position



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General Fund

Police Department



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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
Chief of Police	1.0	1.0	1.0	1.0
Lieutenants	1.0	1.0	1.0	1.0
Sergeants	2.0	2.0	3.0	3.0
Police Officers	10.0	10.0	10.0	10.0
Administrative Assistant	1.0	1.0	1.0	1.0
FTE's - Police	15.0	15.0	16.0	16.0
Communications Center Supervisor	1.0	1.0	1.0	1.0
Communications Officers	6.0	6.0	6.0	6.0
FTE's - Emergency Communications	7.0	7.0	7.0	7.0
Corrections Officer	-	1.0	1.0	1.0
Total FTE's - Police	22.0	23.0	24.0	24.0



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Accomplishments

Fiscal Year 2014-15

- Completed Policy Manual
- Brought Department to Full Staffing
- Two new fully equipped SUV's to better operate in our environment



Strategic Issues

- **Short-term**
Utilize the third Sergeant position to better facilitate shift supervision and work load.
- **Long-term**
Begin an evaluative process to determine the community's needs, including K-9 services, School Resource Officer, and Emergency Operation Planning.



Challenges and Opportunities

- **Short-term**

Care and maintenance of the Justice Center facility. To meet these needs, we are undertaking the sealing of exterior walls to preserve the building.

Opportunity to collaborate with other agencies and stakeholders to provide A.L.I.C.E. Training for our schools and businesses.

Ultimately, this will improve our community safety, perception of safety, and emergency preparations.

- **Long-term**

Grant application for School Resource Officer

Garner revenue sources (donations) to fund the K-9 Program and other potential programs.

Better utilize Performance Measures to ensure the best service to our community.



Changes

- Cost of emergency operations coordination moved to non-departmental
- Personnel costs for three divisions are separated



Performance Measures - 2014

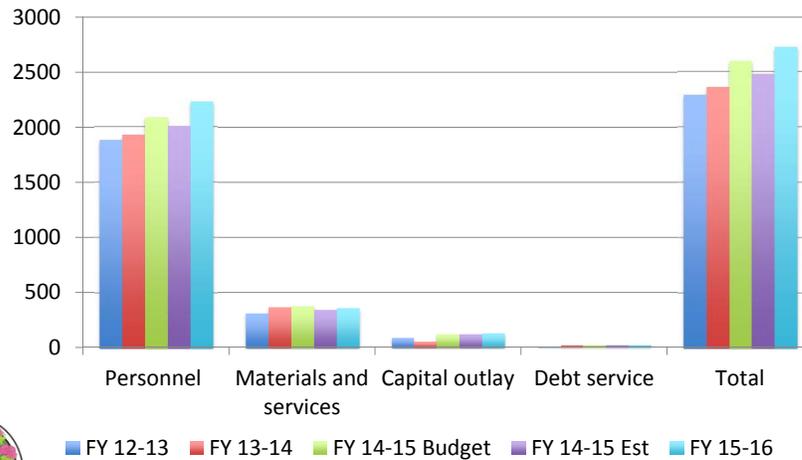
<i>Patrol</i>			
Measure	2012-13 Actual	2013-14 Actual	2014-15 Estimate
Traffic citations	2,004	1,650	1,484
Arrests	466	334	406
Police contacts	13,869	13,992	11,418
Daily average	38.00	38.33	31.28
<i>Communications</i>			
Measure	2012-13 Actual	2013-14 Actual	2014-15 Estimate
Priority one calls	825	645	946
Priority two calls	2,338	2,221	3,330
Alarm calls	234	245	317
9-1-1 calls received	4,147	5,148	6,606
<i>Corrections</i>			
Measure	2012-13 Actual	2013-14 Actual	2014-15 Estimate
Inmates	550	539	490
Daily average/inmates	5.3	5.2	5.3
Prisoner transports	120	108	138



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Financial Summary (amounts in thousands)



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Capital Spending Plans

<u>Description</u>	<u>Amount</u>
Building - exterior repairs	70,000
Vehicles	55,000
	<u>125,000</u>



Questions



General Fund

Community Development Department



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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Proposed
Planning Director	1.0	-	1.0	1.0	1.0
Senior Planner	-	1.0	1.0	-	-
Code Enforcement Officer	-	-	1.0	1.0	1.0
Assistant Planner	-	-	-	1.0	1.0
Associate Planner	1.0	-	-	-	-
Planning Administrative Assistant	-	-	-	0.5	1.0
Planning Technician	1.0	1.0	1.0	-	-
Total FTE's - Planning	3.0	2.0	4.0	3.5	4.0
Building Technician	1.0	1.0	1.0	1.0	1.0
Building Official	1.0	-	-	-	-
Contracted Building Official/Inspectors	0.4	1.3	1.4	1.1	1.1
Total FTE's - Building	2.4	2.3	2.4	2.1	2.1
Total FTE's - Community Development	5.4	4.3	6.4	5.6	6.1



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Accomplishments

Fiscal Year 2014-15

Governmental Services Responsibilities

- Land Use - 137% more than 2013
- Building - 16-30% more since 2009
- Code Enforcement - Completed 1st year
- Opportunity to Recycle - 12th year in a row



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Accomplishments

Fiscal Year 2014-15

City of Florence Goal Achievement

- Co-Adopted Comprehensive Plan Elements
 - Urbanization
 - Transportation Systems Plan
- Adopted code amendments
 - Lighting
 - Medical Marijuana Facility
- Rhody Express
 - 3RC Pilot Project
 - Ridership Enhancement - Survey & Bus Buddy



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Strategic Issues

- Short-term
 - Customer Service Improvement Strategy
 - Software Permitting Conversion
 - Long Term Emergency Housing
 - GIS Upgrade
- Long-term
 - Develop additional streamlining in land use
 - Increase RE Ridership-maintain & increase funding
 - Support diverse workforce housing options



Challenges and Opportunities

- Short-term
 - Training new staff during High-Tempo Ops
 - Maintaining above average permit processing timelines
 - Increased public interest in livability initiatives
 - Momentum in government leadership
- Long-term
 - Provision & Diversification of self-serve research
 - > 10,000 population = more regulations



Changes

- The following position changes
 - Planning Technician to Planning Admin. Assistant
 - Senior Planner to Assistant Planner

- Lane County eliminated land use application fees for city plan co-adoption

- As of March 2015 department is fully staffed



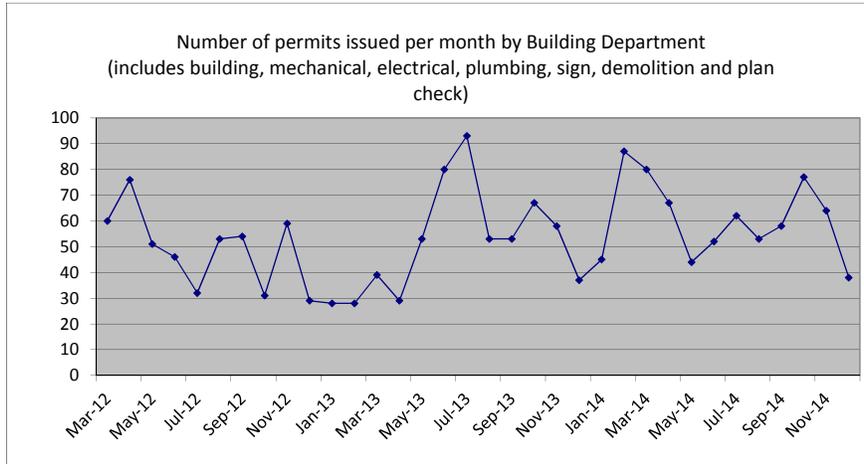
Performance Measures

Number of land use permits processed:

Measure	2010	2011	2012	2013	2014
Number of Land Use applications	40	26	27	24	57
% of 2014 workload	70%	46%	47%	42%	100%
Planning staff to application ratio	1:10	1:7	1:11	1:11	1:23
FTE's – filled positions	4.00	3.71	2.45	2.18	2.48



Performance Measures



Performance Measures

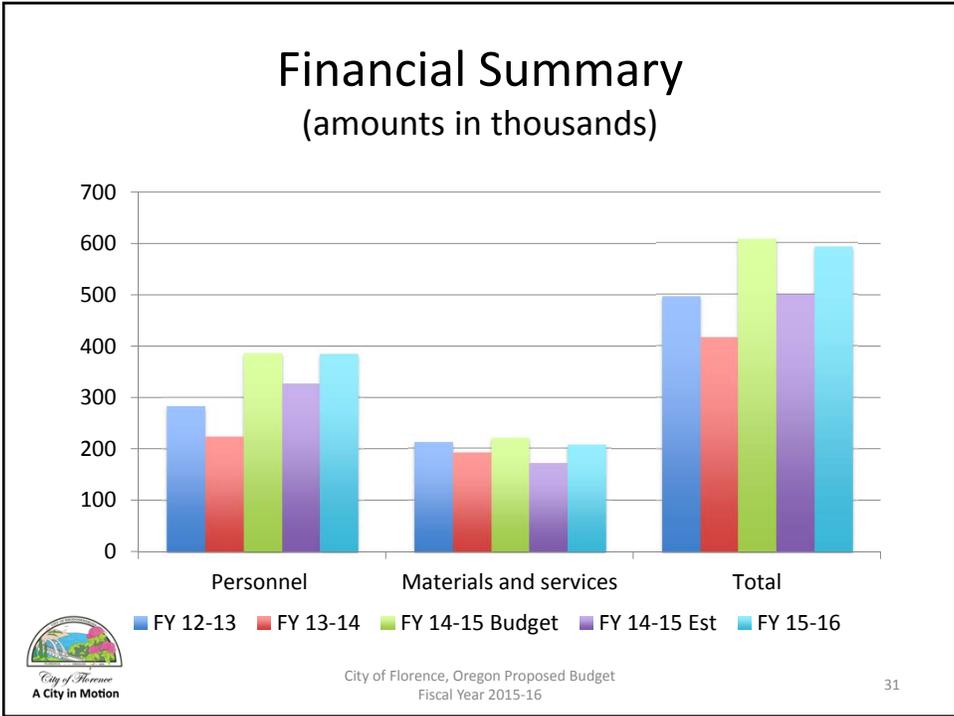
Code Enforcement:

Measure	2014-15 Estimate
Number of complaints	830
Number of citations	234
Citations to complaints ratio	28%

Other potential performance measures

- Number of pre-development meetings with developers
- Maximum number of days to complete plan reviews
- Number of citizen initiated annexation requests





Questions

 **City of Florence**
A City in Motion

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General Fund

Parks Department



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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Proposed
Parks Supervisor	1.00	1.00	1.00	1.00	-
Utility Worker	-	-	-	-	1.00
Seasonal	0.96	0.96	0.96	0.96	1.42
Total FTE's - Parks	1.96	1.96	1.96	1.96	2.42



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Accomplishments

Fiscal Year 2014-15

- Installation of new camera pod at Miller Park
- Installation of new bench at Veterans Park
- Repair and expansion of park irrigation systems
- New turf area at Munsel Road Park



City of Florence, Oregon Proposed Budget
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Strategic Issues

- Short-term
 - Maintaining existing park facilities in good or better condition
 - Expand trail system
 - Acquire additional land
- Long-term
 - Development of parks master plan
 - Development of funding strategy



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Challenges and Opportunities

- Short-term
 - Providing enough staffing/labor for desired service levels
 - Capitalize on volunteer groups to provide service
- Long-term
 - Secure sustainable funding for desired parks and recreation services
 - Expansion of recreational opportunities



Changes

- Significant reinvestment in parks is proposed during fiscal year 2015-16
 - A majority of the capital outlay items are dependent upon securing grants
- Addition of Utility Worker position
- Reorganize Parks Supervisor to Field Supervisor
- Increase hours of seasonal help



Performance Measures

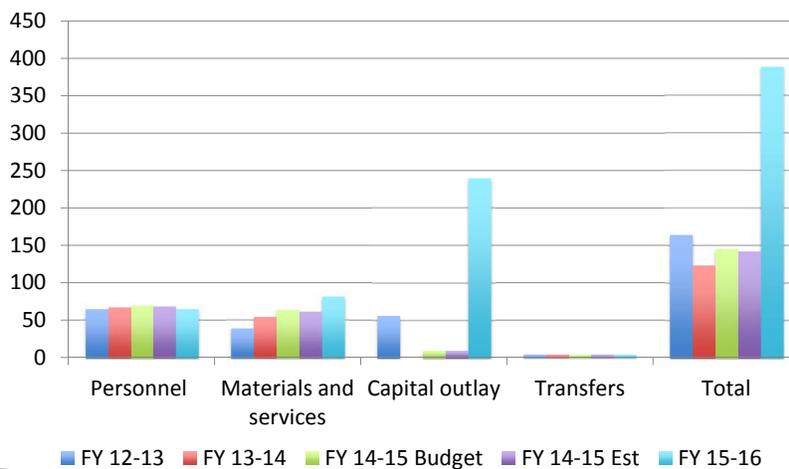
- Own 154 acres of parkland
- Maintain
 - 13 active parks – 54.23 acres
 - 1 off-leash dog park
 - 4 restrooms, daily cleaning
 - 12.7 acres turf mowed
 - 2.45 miles of hard surface (asphalt) paths
 - 2.37 miles of soft surface (mostly gravel) trails
 - 3 outdoor basketball courts
 - 2 picnic shelters
 - 4 baseball and 2 softball fields
 - skate park
 - Monthly play equipment inspections (10 structures)
 - 30 irrigation systems
 - Pedestrian scale street lights in Old Town



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Financial Summary (amounts in thousands)



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Capital Spending Plans

Description	Amount	Grant Funding Needed
Pepperoaks playground equipment replacement	38,000	Y
Soccer goals at Miller Park	10,000	N
South Beach/River Park	40,000	Y
Bike/Pedestrian rest area overlook at Siuslaw River Bridge	100,000	Y
Miller Park swing replacement	12,000	N
Land acquisition	25,000	N
Dog park	15,000	N
	240,000	



Questions



General Fund

Municipal Court



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Staffing Summary

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
Court Clerk	1.0	1.5	1.5	1.5
Court Administrator	1.0	1.0	1.0	1.0
Municipal Judge - contract	0.3	0.4	0.4	0.4
Total FTE's - Municipal Court	2.3	2.9	2.9	2.9



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Accomplishments

Fiscal Year 2014-15

- Improved collection on old cases
- New probation monitoring service



Strategic Issues

- Short-term
 - Implementation of software
 - Succession planning
- Long-term
 - Sustainable criminal justice

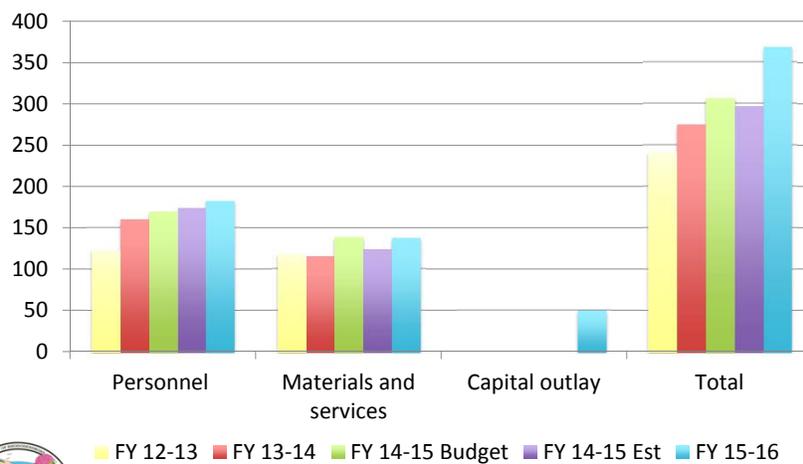


Capital Spending

- **Court Software \$50,000**
 - Improved operational efficiency
 - Increased data access and utilization
 - Compatibility



Court Financial Summary (amounts in thousands)



General Fund

Administration

- Mayor & City Council
- City Manager's Office (CMO)
- Finance & Information Technology



Mayor and City Council



Changes

- Addition of \$5,000 in discretionary funding intended to foster partnerships.

Strategic Issues

- Short-term with Long-term implications
 - Ensure sufficient funding to accomplish goals established by City
 - Secure sustainable funding for Street deferred capital maintenance program
 - Review of fee and SDC methodology
 - Public Safety Program
 - Parks and Recreation
 - Initiate economic development strategy



Staffing Summary *City Manager's Office*

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
City Manager	1.0	1.0	1.0	1.0
Assistant to the City Manager/PIO & IT	-	-	1.0	1.0
Executive Assistant to the City Manager	1.0	1.0	-	-
Human Resource Manager	0.8	0.8	1.0	1.0
City Recorder/Economic Development Coordinator	1.0	1.0	1.0	1.0
Part-time contract employees	0.5	0.5	0.5	-
Total FTE's - City Manager's Office	4.3	4.3	4.5	4.0

Staffing levels have remained the same but Activity Levels have increased to include:

- City Recorder
- Full-time Human Resource function
- Communications
- Public Information Officer
- Emergency Management
- Economic Development
- Management of all departments



CMO – City Recorder FY 2014-15 Accomplishments

- **Administrative workload increases**
 - Elections
 - Council meetings
 - City work plan
- **Customer Service:**
 - Records Scanned & Indexed
 - 8,000 building permits
 - 7 years Land Use files



CMO – City Recorder Changes

- Funding for IT solution for Online Business License forms and renewal payments (customer service)
- City Recorder increase in activity:
 - 150% increase from 2013 in council meetings
 - Active 2014 election season
 - Business Licenses:
 - 5% increase from 2013



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CMO – Economic Development Accomplishments

- Council adopted Economic Development as a goal
- Additional responsibilities added to City Recorder position
- Increased staff presence at local and regional organizations
- Economic Development Activity in 2015 includes:
 - Summit
 - Work session
 - Creation of working committee
 - Increased presence at local and regional organizations
 - Compilation of resources
 - Summarization of historical efforts



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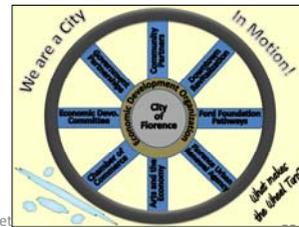
CMO - Economic Development

Challenges / Opportunities

- Development of an economic development strategy
- Formation of Economic Development Committee
 - Creation of **Recruitment**/Marketing and **Retention**/Expansion programs
 - Research organizational structure options
 - Partnering with FURA and Port

Change

- \$70,000 to fund efforts
(included in non-departmental budget)



CMO - Human Resources FY 2014-15 Accomplishments

- Current Police Association Negotiations
- Compensation study completed
- Wellness Program implemented
- Coordinated 15 recruitment efforts



CMO - Human Resources

Changes

- Projected reduction in employee turnover
- Implementation of Compensation Plan

Performance Measures

- Work toward a reduction in:
 - Employee Turnover
 - Workers Compensation
- Increase Employee Participation in:
 - Training
 - Community involvement
 - Wellness program



CMO – Communications



Accomplishments

- City is now on Facebook & Twitter
- City Council Meeting videos posted on Vimeo
- Mobile Friendly Websites & FEC Website Redesign

Strategic Issues

- Ongoing communication with the public on various platforms.

Challenges and Opportunities

- Increasing the ability to reach our citizens and visitors on the platforms they are using.



CMO -Communications



Focus on Florence

Changes

- City website redesign to increase usability

Performance Measures

- Increase Facebook Likes to 8,500
- Increase Twitter Followers to 700
- Increase ability to cross promote web activities
- Increase email distribution of City newsletter to 350
- Increase the types of videos posted to the City's Vimeo page



CMO - Emergency Management

FY 2014-15 Accomplishments

- Currently updating regional Emergency Operations Plan (EOP) through WLEOG.
- Established a City Public Information Officer (PIO)
- City participating and chairing WLEOG
- Increased staff and elected official training.

Strategic Issues

- Training of staff and assignment of roles for emergency preparation.
- Development of City Emergency Operations Plan, Continuity of Government Plan, and Communications Plan.



CMO – Emergency Management

Changes

- Police Chief with Emergency Management Experience
- More active role in WLEOG
- Budgeted in Non-departmental

Performance Measures

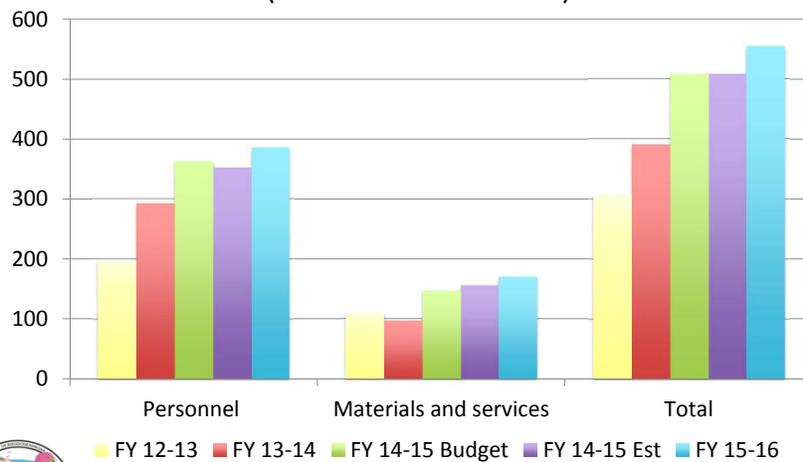
- Staff hours contributed to EOP update.
- WLEOG Board Meeting Attendance
- Training level of staff.



Financial Summary

City Manager's Office

(amounts in thousands)



Staffing Summary

Finance

Position	2012-13	2013-14	2014-15	2015-16
	Actual	Actual	Budget	Proposed
Finance Director	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0
Accounting Technicians	1.5	1.5	1.5	2.0
Administrative Assistant	-	-	-	1.0
Total FTE's - Finance	3.5	3.5	3.5	5.0

- Reclass accounting technician/utilities from Public Works Administration
- Administrative position – shared with CMO
 - Consolidate part-time employee and contracted services



Strategic Issues

- Short-term
 - Ensure sufficient funding to accomplish goals established by City
 - Secure sustainable funding for Street deferred capital maintenance program
 - Implementation of performance measures
- Long-term
 - Sustainable funding to accomplish goals established by City
 - Review/analyze funding resources for City services with Finance Committee and City Council



Accomplishments

Fiscal Year 2014-15

- Clean opinion from independent auditors
- Identified funding alternative to increase investment in FURA activities
- Transform budget format
 - Prepare for GFOA budget award
- Updated all 5-year financial forecasts



Changes

- Centralized reception
- Billing and collection practices will be reviewed and updated
- Financial reporting will shift to quarterly reports
 - addition of performance measures and status of work



Challenges and Opportunities

- Short-term
 - Change management

- Long-term
 - Change management



Performance Measures

- Receive an “Unqualified” opinion from the City’s independent auditor
- Prepare timely and accurate quarterly financial reports – within thirty days of quarter end
- Submit Budget to GFOA
 - Distinguished Budget Award consideration
- Timely and accurately pay vendors 100%
- Timely and accurately prepare payroll 100%
- Timely and accurately bill customers 100%



Information Technology

FY 2014-15 Accomplishments

- Continuous improvements for workstations
- Upgraded the Exchange (email) Server
- Completed the redundancy needed for secondary PSAP location at the Fire Station
- Increased security: Updated Firewall and Spam Filter

Strategic Issues

- Ongoing system management and health.
- Continuous Improvements and Security



Information Technology

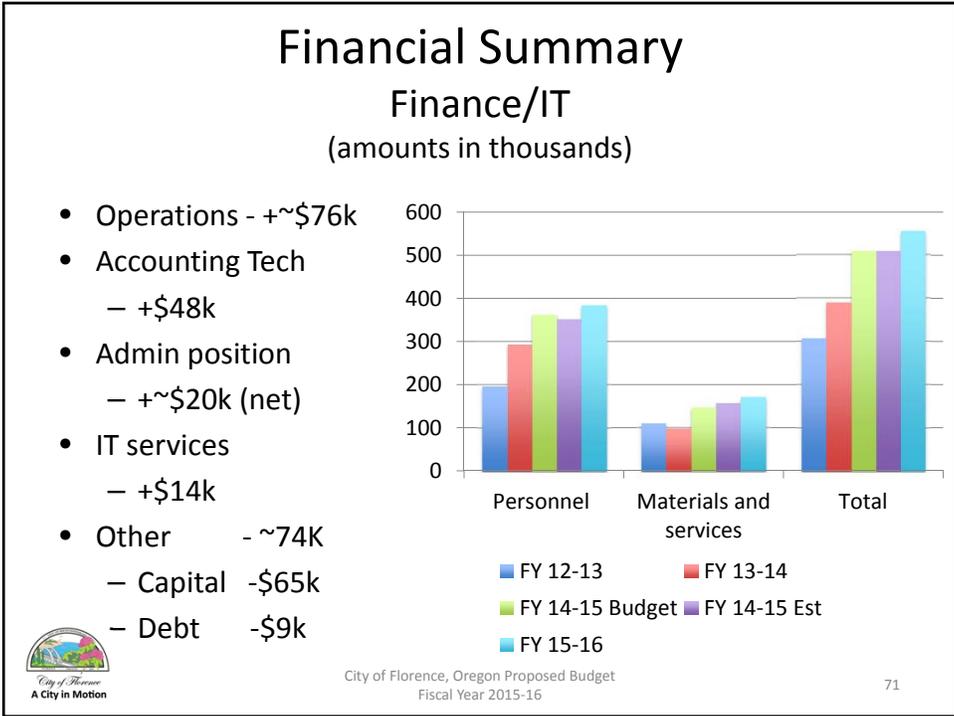
Changes

- Implementation of continuous system monitoring.
- Update the City's IT Plan
- Increase capacity and backup capabilities

Performance Measures

- System response time
- System down time





Questions

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City Hall

- 1 FTE – no change
- Materials and Services – no change
- Capital
 - \$20,000 – used replacement vehicle
 - \$25,000 – Needs assessment/facility plan
- Total budget - \$103,100



Non-departmental

- Materials and Services –

– Siuslaw Outreach	\$20,000
– Rhody Express	\$31,500
– Fiber Study	\$50,000
– Economic Development	\$70,000
– Emergency Management	\$10,000
- Transfers

– Airport	\$10,000 (reduction of \$12,400)
– Events Center	\$90,000 (reduction of \$55,000)
– Debt Fund	\$29,057 (no change)
- Total budget - \$310,557



Contingency/Unappropriated

• Contingency	\$ 567,000
– 10% of departmental budgets	
• Unappropriated	\$1,119,120
• Total	\$1,686,120



Questions



Street Fund



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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Proposed
Utility Worker	1.0	1.0	1.0	1.0	1.0



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Accomplishments

Fiscal Year 2014-15

- Crack sealed 10 lane miles of streets
- Chip/fog seal Oak – 20th to 25th
- Paving projects
 - Rhody Drive at 9th (also thin overlay 9th-11th)
 - Nopal St, 9th to 10th
 - 15th St, Hwy 101 to Spruce
 - 25th St, Hwy 101 to Spruce
 - 21st St, Oak St to Hwy 101
 - West Park Drive, north of 18th



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Strategic Issues

- Short-term
 - Achieve maximum performance from the existing street system
- Long-term
 - Sustainable funding for preventative maintenance
 - Environmentally sound maintenance practices
 - Implementation of emerging technologies



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Challenges and Opportunities

- Short-term
 - Securing funding to address deferred capital maintenance projects of \$7.0 million
- Long-term
 - Securing sustainable funding to maintain transportation system elements to community's expectations
 - Increase awareness about the importance of maintenance in preserving our assets while providing a safe and efficient transportation system.



Changes

- Street Fee increased \$0.50
 - from \$5.00 to \$5.50 (single family home)
- Pavement Preservation Program
 - Rhododendron Drive between 9th and Wildwinds
- Transportation Enhancement Project
 - Add 6-foot wide pervious pavement shoulders along Rhododendron Drive between 9th and Wildwinds
 - Begin construction in late spring 2016



Performance Measures

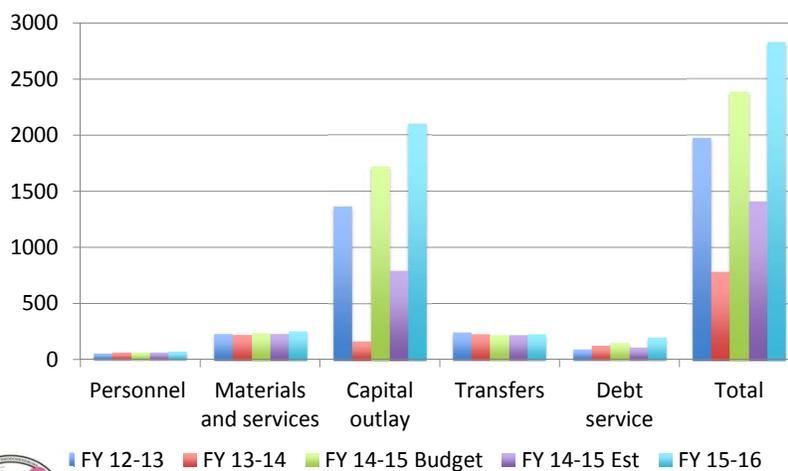
- 39.45 center lane miles of paved streets
- Traffic control devices and signage maintained in accordance with MUTCD
- Inspect and maintain 500 signs and posts
- 14.13 miles of right-of-way mowed
- Freshen street markings annually
- Sight/Vision Clearance – vegetation control at intersections and around traffic control devices
- Application of traction aid (sanding operations)
- Sidewalk replacement program
- Hazard tree removal (within right-of-ways)



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Financial Summary (amounts in thousands)



City of Florence, Oregon Proposed Budget
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Capital Spending Plans

Description	Funding Source	Priority	Amount
Crack/hot oil chip seal	Street	1	100,000
Bike lanes	Street	1	10,000
Sidewalks and ADA ramps	Street	1	50,000
Spruce Street Culvert Bridge	Street	1	50,000
Row Mower	Street	1	100,000
Rhody multiuse path	Street	1	850,000
SDC Rhody multiuse path	SDC	1	200,000
SDC: New development	SDC	1	300,000
Preservation and improvement	Street	1	440,000
			2,100,000



City of Florence, Oregon Proposed Budget
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Questions



City of Florence, Oregon Proposed Budget
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9-1-1 Tax Fund

- Accounts for 9-1-1 Telephone Tax and Outside Agency funding of the PSAP
- Revenue consistent with prior years
- Revenue transferred to City's General Fund

- Changes
 - None
 - A review/update of the cost allocation methodology in the next year or two



Room Tax Fund

- Accounts for the City's Room Tax collections and disbursements
- Significant growth in tax revenue from FY 2013

- Taxes allocated to:
 - FEC 60%
 - Marketing 40%

- Budget also includes catch up transfer to FEC - \$12,300
- Need to determine the allocation of the FY 2014-15 beginning balance of \$33,586



Florence Events Center Fund



City of Florence, Oregon Proposed Budget
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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed
FEC Office Coordinator	-	-	1.0	1.0
Marketing Specialist & Event Coordinator	1.0	1.0	1.0	1.0
Maintenance Tech	1.0	1.0	1.0	1.0
Events Center Director	1.0	1.0	1.0	1.0
Total FTE's - FEC	3.0	3.0	4.0	4.0



City of Florence, Oregon Proposed Budget
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Accomplishments Fiscal Year 2014-15

- Replaced HVAC units (\$49,990)
- Re-roofing Project Completed (\$99,750)
- Catering Restructure
 - Acquired List of Approved Caterers
 - FEC Provides Concession Services
 - Liquor License / Licensed Pourers (Staff & Volunteers)
 - Purchased Kitchen Equipment (\$7,330)
 - Friends Reimbursement
 - Professionally Cleaned Kitchen & Equipment Repair
- Marketing Specialist / FTE
 - Website Upgrade / Mobile Friendly
 - Aggressive Radio ad campaign with new Jingle
 - Increased Co-op ads with Chamber
- Increased Citizens Advisory Committee 11 Members



Strategic Issues

- Short-term
 - Ensure facility maintains good appearance
 - Increase Event Activities and Attendance
- Long-term
 - Sustainable funding for full cost without subsidies



Challenges and Opportunities

- Acquire adjacent 1 acre property to the north of the FEC
- Headquarters hotel or time share units
- REC expansion (limited due to footprint)



Changes

- Business Opportunity Fund (\$10,000)
 - reduced by \$10,000 – program is in development phase
- General Fund subsidy reduced by \$55,000
 - \$145,000 to \$90,000
- Increased TRT income (22%)
- Fee adjustment
 - propose offering 1 room at a discounted rate M-F 8am-5pm

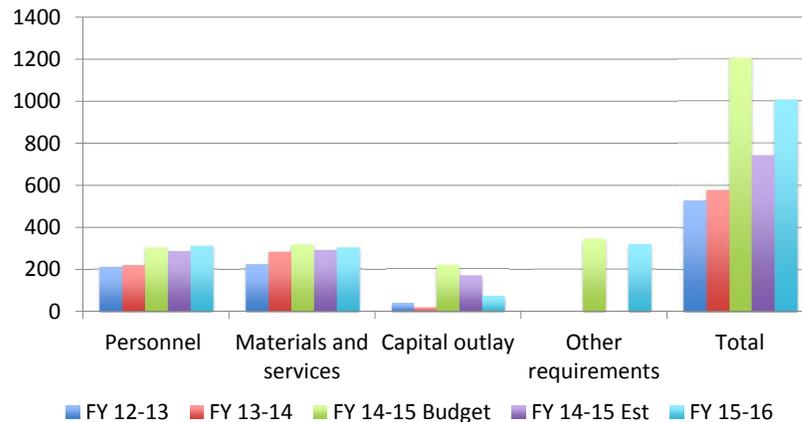


Performance Measures - 2014

- FEC hosted 316 events
 - 244 local
 - 72 non-local
- Approximately 52,000 people attended events at the FEC
 - 800,000+ attendees have attended events at the FEC
- Projections indicate the FEC will exceed 1 million attendees by 2018
- Volunteer hours – 73 individual volunteers donated 4,800 hours
- Ticketing percentage (on-line vs. box office)
 - FEC Box office had \$173,000 in ticket sales
 - 73% of the tickets were purchased through the box office
 - 27% of the purchases on-line
- Percentage of Facility Capacity
 - Theater/stage had 25% occupancy rate, it was utilized a total of 92 days in the year including performances and rehearsals.
 - The flat floor was utilized 56% of the time for a total of 205 days
 - 39 of the days had multiple events (67% if spread out)



Financial Summary (amounts in thousands)



Capital Spending Plans

<u>Description</u>	<u>Amount</u>
Roof Repair	\$50,000
Equipment	<u>25,000</u>
Total	\$75,000



Questions



Water Fund



City of Florence, Oregon Proposed Budget
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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Proposed
Water Plant Operators	2.0	2.0	2.0	2.0	2.0
Utility Worker	2.0	2.0	2.0	2.0	2.0
Field Assistant	1.0	1.0	1.0	1.0	1.0
Total FTE's Water	5.0	5.0	5.0	5.0	5.0



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Accomplishments

Fiscal Year 2014-15

- Completion of 31st Street water pumping facility
- Completion of groundwater and surface water testing for Urban Waters grant
- Reservoir rehab and coating
- 11th and Vine St water line replacement
- Upgrade 50 hp pump with VFD



City of Florence, Oregon Proposed Budget
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Strategic Issues

- Short-term
 - Ensure funding is sustainable
 - Funding capital expansion
 - Rates versus SDCs
- Long-term
 - Customer education regarding the value of water and cost of providing safe and reliable water services.
 - Advanced metering infrastructure (AMI)



City of Florence, Oregon Proposed Budget
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Challenges and Opportunities

- Short-term
 - Use of best management practices
 - Continue effective and efficient management of the utility
- Long-term
 - Ensure future water supply and capacity
 - Ensure highest quality water possible
 - Work with partner agencies to strengthen watershed protections



Changes

- Water rates increased by 1.7% (CPI)
- Funding for rate and SDC reviews
- Addition of \$7,500 funding for SOS
 - Financial assistance local residents facing turn-off



Performance Measures

- Operate and maintain the water system utilizing best management practices
- Complete annual unidirectional flushing of the water distribution system
- Provide outstanding customer service to our internal and external customers
- Complete at least one well rehabilitation project per year
- All backflow prevention devices tested annually



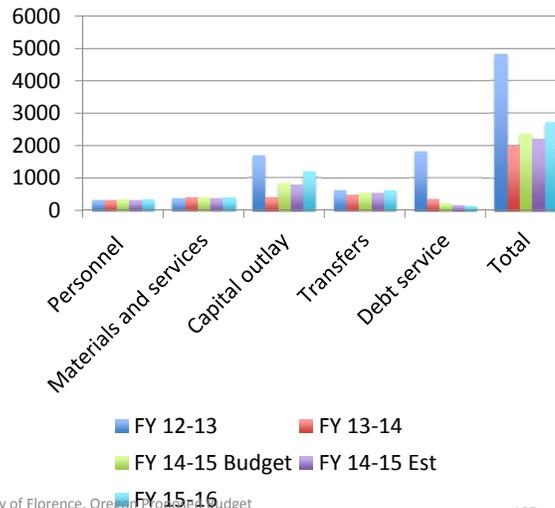
Efficiency Measures

	2012	2013	2014	2015 Est
<i>Total water produced (in millions of gallons)</i>	349.08	343.20	363.90	360
<i>Unaccounted for water (Water loss)</i>	5.19%	0.27%	3.71%	4%
<i>Percentage of water samples taken that meets or exceeds water quality standards</i>	100%	100%	100%	100%
<i>Number of line repairs completed</i>	18	16	17	16
<i>Number of residential meters retrofitted to radio read meters.</i>	100	100	100	125



Financial Summary (amounts in thousands)

- \$550k SDC's
- \$1.5 million debt
- Debt coverage ratio
- Adequate fund balance



City of Florence, Oregon Proposed Budget
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Capital Spending Plans

	Funding Source	Priority	Amount
Maintenance			
Equipment - emergency generator	Rates	1	30,000
Equipment - crane for truck	Rates	1	25,000
Well rehab	Rates	1	55,000
Reservoir	Rates	2	250,000
Waterline replacements:			
8" along Hwy 101, 2nd to Hwy 126	Rates	2	300,000
Total maintenance capital			660,000
Expansion			
Well #13	Debt/SDCs	1	350,000
Waterline replacement:			
8" along Hwy 101, 2nd to Hwy 126	SDC's	2	200,000
Total expansion capital			550,000
Total capital outlay			1,210,000



City of Florence, Oregon Proposed Budget
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Questions



Wastewater Fund



Staffing Summary

Position	2012-13	2013-14	2014-15	2014-15	2015-16
	Actual	Actual	Budget	Estimate	Proposed
WWTP Supervisor	1.0	1.0	1.0	1.0	1.0
Wastewater Treatment Operators	3.0	3.0	3.0	3.0	3.0
Utility Worker	1.0	1.0	1.0	1.0	1.0
Total FTE's - Wastewater	5.0	5.0	5.0	5.0	5.0



Accomplishments

Fiscal Year 2014-15

- Completed composting area expansion
- Completed emergency repairs (temporary) to boiler
- Completed centrifuge upgrades
- Rehabilitated Siuslaw Village sewer pump station with new energy efficient pumps
- Started biosolid disposal at Heard Farms
- Successful FloGro giveaways



Strategic Issues

- Short-term
 - Ensure funding is sustainable
 - Funding capital expansion
 - Rates versus SDCs
- Long-term
 - Customer education as it relates to contaminants and disposal of pharmaceuticals
 - Continued 'outside the box' for cost saving measures



Challenges and Opportunities

- Short-term
 - Use of best management practices
 - Continue effective and efficient management of the utility
 - Continue energy reduction program
- Long-term
 - Continue turning waste products into reusable, marketable products
 - Develop policies to encourage sewer connection outside the City



Changes

- Wastewater rates increased by 1.7% (CPI)
- Funding for rate and SDC reviews
- Addition of \$7,500 funding for SOS
 - Financial assistance local residents facing turn-off



Performance Measures

- Process 0.85 million gallons per day of wastewater
- Complete wastewater line cleaning on a three-year cycle
- Complete video inspection of the wastewater system on a five-year cycle
- Provide repair and maintenance to City wastewater systems, including pump stations
- No sanitary sewer overflows or backups within the City's wastewater collection system
- Provide outstanding customer service to our internal and external customers



Effectiveness Measures

	2012	2013	2014	2015 Est
Total Wastewater Plant Flows (in millions of gallons)	302.1	268.2	239.1	292.0
Amount of solids produced (in wet tons)	757.8	537.9	743.7	745.0
Amount of solids diverted for composting (in wet tons)		161.0	105.0	160.0
Number of wastewater pump stations maintained	38	38	38	38
Number of STEP systems inspected	28	28	28	29
Lineal feet of wastewater lines cleaned	15,835	38,015	34,003	34,000

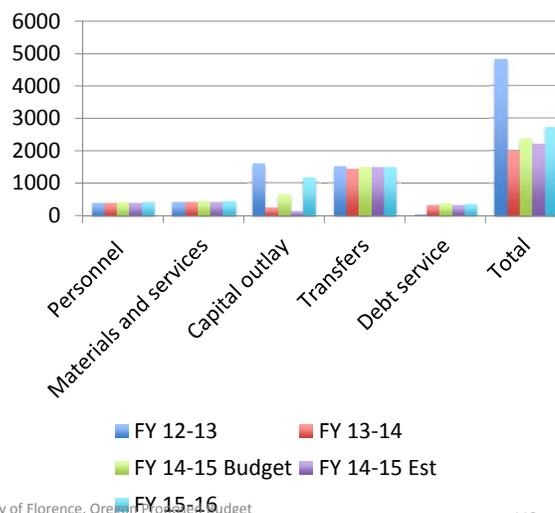


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Financial Summary (amounts in thousands)

- \$140k SDC's
- \$200k Intergovernmental
- Debt coverage ratio
- Fund balance needs to improve
- DCR needs to improve
 - Rates and or growth



City of Florence, Oregon Proposed Budget
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Capital Spending Plans

Description	Funding Source	Priority	Amount
Maintenance			
Facility and equipment - replace boiler	Rates	1	60,000
Facility and equipment - rebuild clarifier	Rates	1	40,000
Facility and equipment - replace Slurry Cup	Rates	1	25,000
Facility and equipment - used front end loader	Rates	2	75,000
Facility and equipment - used trommel screen	Rates	2	60,000
Facility and equipment - replace TVI camera	Rates	2	75,000
Facility and equipment - paving	Rates	2	15,000
Storage building - WWTP	Rates	2	15,000
Maple Street pump station rehab	Rates	1	40,000
5th Street crossing - Hwy 101 (Rhody Drive)	Rates	1	150,000
Gravity sewer - Rhododendron	Rates	0	310,000
Total maintenance capital			865,000
Expansion			
Harbor Vista sewer extension	SDCs/IGA	1	300,000
Rhody gravity sewer	SDCs	1	40,000
Total expansion capital			340,000
Total capital outlay			1,205,000



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Questions



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Stormwater Fund



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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Proposed
Utility Worker I	1.0	1.0	1.0	1.0	1.0



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Accomplishments

Fiscal Year 2014-15

- 1st Street storm line repair
- Leelo Court storm line replacement
- Replaced storm line at 10th and Kingwood St
- Completed engineering work on Siano Loop
- Completed engineering work on 1st storm line replacement



Strategic Issues

- Short-term
 - Ensure funding is sustainable
 - Funding capital expansion
 - Rates versus SDCs
- Long-term
 - Develop and preserve our drainage infrastructure in a manner that meets the community's needs



Challenges and Opportunities

- Short-term
 - Use of best management practices
 - Continue effective and efficient management of the utility
 - Education of development community in effective stormwater management designs
- Long-term
 - Provide stormwater management in a cost efficient and effective manner
 - Ensure projects do not negatively impact local rivers and streams



Changes

- Stormwater rates increased by 1.7% (CPI)
- Funding for rate and SDC reviews
- Street sweeper lease paid off in FY 2015



Performance Measures

- Complete 96 lane miles of street sweeping per month
- Complete catch basin cleaning and maintenance
- Complete stormwater line cleaning on a three-year cycle
- Complete video inspection of the stormwater system on a five-year cycle
- Provide repair and maintenance to City stormwater systems, including public water quality facilities
- Minimize localized flooding events



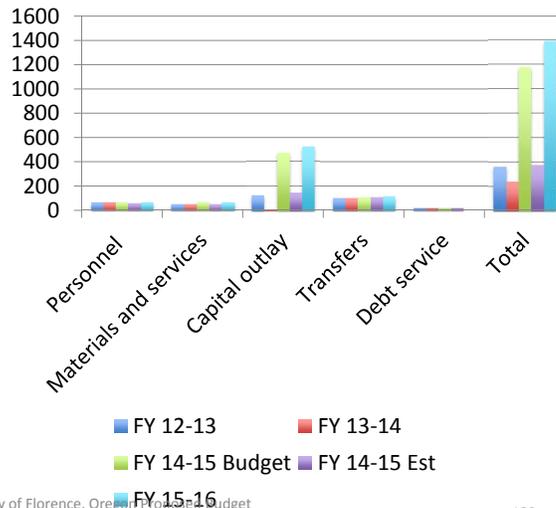
Effectiveness Measures

	2011-12	2012-13	2013-14	2014-15
<i>Number of water quality facilities maintained</i>	1	1	2	3
<i>Number of catch basin sumps cleaned</i>	1,000	1,000	1,000	1,000
<i>Percentage of storm line system cleaned (Goal: 33% annually)</i>	10%	12%	20%	33%
<i>Percentage of storm line video inspected (Goal: 20% annually)</i>	15%	18%	20%	20%
<i>Catch basin cleaning (Goal: Clean 100% of catch basins annually)</i>	100%	100%	100%	100%



Financial Summary (amounts in thousands)

- Fund balance adequate
- Debt paid off FY 15
 - Sweeper
- Capital intensive



City of Florence, Oregon Proposed Budget
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Capital Spending Plans

Description	Funding Source	Priority	Amount
Old Town storm drain project			
Engineering	Rates	0	
Construction - phase I	Rates	1	200,000
Siano Loop storm drain project	Rates	0	150,000
Facility and equipment	Rates	1-3	20,000
Pine Court Stormwater Pump Station	Rates	1	75,000
Spruce Street north of Munsel Lake	Rates	2	75,000
Total capital outlay			520,000



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Questions



City of Florence, Oregon Proposed Budget
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SDC Funds



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SDCs and Fees (*illustrative only*) Single Family Construction

	1,500 Sq. Ft. Home (\$190K)	2,015 Sq. Ft. Home (\$328k)	% of Maximum SDC Imposed
Water SDC	\$ 3,759	\$ 3,759	100%
Wastewater SDC	4,709	4,709	100%
Stormwater SDC	2,166	2,166	100%
Street SDC	911	911	100%
Parks SDC	0	0	N/A
Total - SDCs	11,545	11,545	
% of RMV	6.08%	3.52%	- 2.56%
Permits	5,299	7,076	
% of RMV	2.79%	2.16%	- .63%
Total	16,844	18,621	
% of SDC/fees to RMV	8.87%	5.68%	- 3.19%



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SDCs and Fees – Single Family Construction

	1,500 Sq. Ft. Home	2,015 Sq. Ft. Home
School Excise Tax	\$ 1,500	\$ 2,015
Building permit	899	
Plan review	584	
12% State surcharge	108	
Sand management plan	150	
Plumbing permit	548	
12% State surcharge	66	
Water connect fee	710	710
Sewer connect fee	211	211
Addressing, site inspection	195	
Mechanical permit	239	
Plan review fee (25% of mech)	60	
12% State surcharge	29	
Permit fees, state surcharge, etc.	Detail above	4,140
Total Community Development	5,299	7,076



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SDC Funds

- No change to SDC rates – pending evaluation
- Revenue in FY 16 – comparable to FY 15 Estimates
- Transfers to fund capital expansion projects
 - Water \$ 550,000
 - WW 140,000
 - Streets 500,000
 - Total \$1,190,000
- Master plan update – Stormwater - \$45,000
- SDC review/updates
 - Water \$ 15,000
 - WW \$ 15,000
 - Street \$ 15,000
 - Total \$ 45,000



SDC Funds

Questions?



Airport Fund



Staffing Summary

- Maintenance and oversight provided by Public Works
- Airport Volunteer Group (AVG) provides welcome center staffing for visiting pilots



Accomplishments

Fiscal Year 2014-15

- Crack sealing of runway and taxiway
- Re-striping and marking of runway
- Repairs to AWOS



City of Florence, Oregon Proposed Budget
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Strategic Issues

- Short-term
 - Provide a safe and functional airport for corporate and general aviation
 - Gaining alignment on role of airport
- Long-term
 - Become self sufficient
 - Maintaining alignment on role of airport
 - Maintaining a safe and functional airport



City of Florence, Oregon Proposed Budget
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Challenges and Opportunities

- Short-term
 - Limited fuel sales revenue vs cost to deliver
 - Meeting expectations of users with limited funding
 - Airport revenue opportunities very limited
 - Active users - volunteers
- Long-term
 - Airport facility is landlocked
 - Expansion opportunities are limited
 - Impact of relations with airport neighbors as airport operations increase



Changes

- Increased costs – AWOS
- Ground rent for public works facility
 - Increased on-site presence
- Reduction in General Fund subsidy
- Implementation of minor dollar amount transfers to General Fund and Public Works Administration
 - Recognition that there is a cost impact for the airport to the City



Performance Measures

- 24 acres of turf area mowed and maintained
- Daily and monthly QA/QC on aircraft fuel and fueling system
- Bi-weekly security check on perimeter fencing
- Invasive weed control on 139.77 acres
- Daily runway light checks
- Bi-monthly sweeping of taxiway and ramp area
- 5,162 annual aircraft operations
- 33 based aircraft

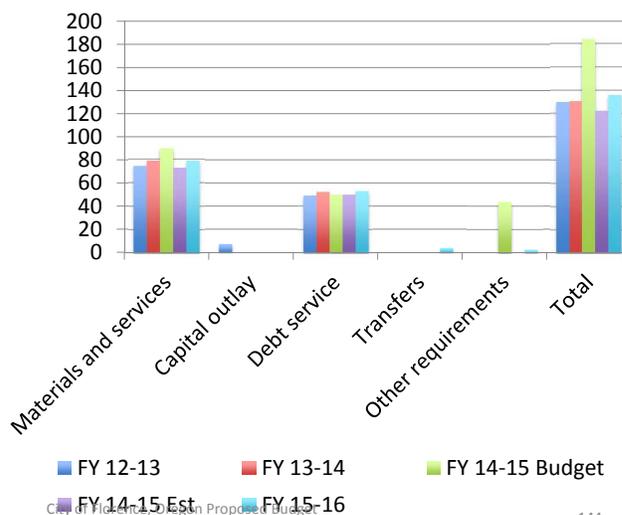


City of Florence, Oregon Proposed Budget
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Financial Summary (amounts in thousands)

- Majority of revenue and expense is fuel sales
- Debt service paid off in FY 17



City of Florence, Oregon Proposed Budget
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Capital Spending Plans

- As much as \$2.7 million anticipated in FY 17 through FY 19 for runway and taxiway rehab
 - 95% Federal and State funding - \$2.565 million
 - 5% local match - \$135,000



Questions



Public Works Administration Fund



City of Florence, Oregon Proposed Budget
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Staffing Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Proposed
Public Works Director	1.0	1.0	1.0	1.0	1.0
Engineering Technician	1.0	1.0	1.0	1.0	1.0
Executive Assistant to Director	1.0	1.0	1.0	1.0	1.0
GIS Technician	1.0	1.0	1.0	1.0	1.0
Field Supervisor	-	-	-	-	1.0
Utility Clerk	1.0	1.0	1.0	1.0	-
Total FTE's - Public Works Administration	5.0	5.0	5.0	5.0	5.0



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Accomplishments

Fiscal Year 2014-15

- Provided professional project management to 10 capital projects
- Successfully completed EPA Urban Waters grant
- Submitted grants for Park capital improvements
- Presentation on FloGro to industry leaders
- Worked with developers on stormwater management solutions
- Support of Rhody Express – signage and shelters
- Rhody Drive Multi-use Path Project



Strategic Issues

- Short-term
 - Develop interim and phased approach for new PW facility
 - Provide excellent and cost effective customer service
 - Continue to provide superior capital project delivery
 - Provide safe and efficient multi-modal systems
- Long-term
 - Provide expansion projects while maintaining core services
 - Provide projects that sustain and improve the City's livability and quality of life
 - Improve PW's organizational structure and operations to be flexible and responsive to changing demands



Challenges and Opportunities

- Short-term
 - Development of a new PW Operations Center
- Long-term
 - Employee development and training
 - Improve the effectiveness of our services
 - Improve environmental stewardship and protection of natural resources
 - Increase partnerships and foster an engaged, informed community



Changes

- Parks Supervisor moved to Field Supervisor
- \$12,000 from FURA
- New facilities
 - Vehicle and equipment storage facilities
 - Modular office space



Performance Measures

- Manage the implementation and creation of departmental communication, such as
 - *Focus on Florence* articles,
 - Annual water quality report (Consumer Confidence Report),
 - Press releases, etc.
 for various divisions within the department
- Administer department-wide service contracts
- Provide oversight to the development and administration of the City’s Capital Improvement Plan (CIP)
- Manage overall department and division budgets



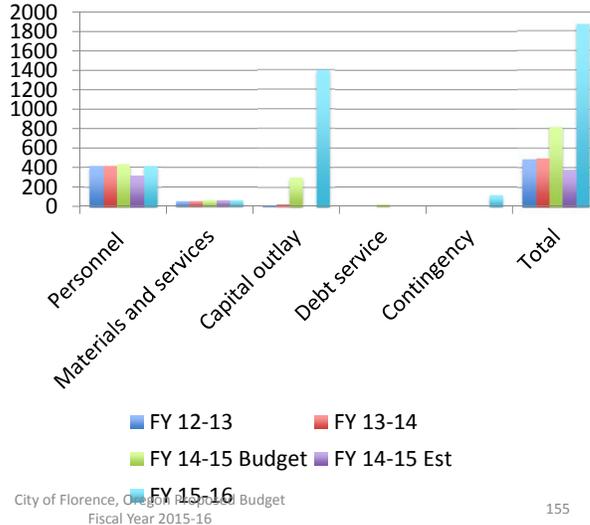
Effectiveness Measures

	2011-12	2012-13	2013-14	2014-15
<i>Number of Focus on Florence articles and Water Quality Report</i>	13	13	14	18
<i>Number of customer service requests</i>	10	15	8	10
<i>Percentage of capital projects budgeted and completed timely</i>	100%	100%	100%	100%



Financial Summary (amounts in thousands)

- \$1.3 million debt issue
 - \$100k equity
- Contingency - \$114K
 - Flexibility
 - Sustainability



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Capital Spending Plans

Description	Amount
Public Work Administration facilities	1,400,000



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Questions



The City of Florence Public Works Crew
From Left to Right: August Murphy, Justin Heacock, Michael Urruh, Jake Krieger, Josh Hight, Tom Cannon, Matthew Burdett, Sean Selig, Michael Miller, Ross Peck, Robert Opitz, Rick Mumpower, Larry Jensen, Stephen Hatler, Travis Tibbetts, and Mark Durbin



Fiscal Year 2015-16

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GO Bond Debt Service Fund

- Tax levy of \$149,000 (est. rate \$0.1711)
 - 2014-15 - \$250,490 (rate \$0.2898)
 - Phased reduction in levy amount until debt paid off
- Debt service \$188,331
- Carryover of \$172k



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FEC Debt Service Fund

- Lane County contribution \$ 95,000
- Debt service \$153,931
- Debt paid off in FY 16



Spruce Street LID Debt Service Fund

- Significant payment received in FY 15
 - Pros and cons to early payment
 - Low interest earning environment, reduced yield relative to bond interest cost
 - Additional funds to pay debt
- Carryover increased to more than \$400k



FFCO 2010B Debt Service Fund

- Transfers from other funds to pay annual debt service
- Eliminate carryover



LOCAP Debt Service Fund

- Transfers from other funds to pay annual debt service
- Eliminate carryover



City/FURA Debt Service Fund

- New Fund
- Anticipate issuance of \$3.7 million FFCO
- Intergovernmental agreement with FURA
- FURA will make payments to City
- City will make debt service payments



FEC Endowment Fund

- Endowment privately managed
- Allocation of earnings annually to the FEC



Questions and Discussion



Action Items

- Consider approval to receive and use State shared revenues as proposed
- Consider approval of proposed budget in the total amount of \$33,877,033, as amended...
- Consider approval to levy the City's permanent tax rate of \$2.8610
- Consider approval to levy \$149,000 for debt service, which is exempt from property tax limitation – estimated rate of \$0.1711 per \$1,000 TAV



Thank you for your
service and commitment
to the City of Florence!



City of Florence
A City in Motion

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