

City of Florence

2016 City Council Goals and 5 Year Work Plan

Vision: Oregon's Premier Coastal Community

Mission: To meet community expectations for municipal services, provide a vision for civic improvements; maintain a quality environment and position Florence to have an economically viable and sustainable future.

Goal 1: City Service Delivery. Sustain and improve the delivery of cost effective and efficient services, including public safety, to the citizens of Florence and our visitors.

Public Safety

- Continue active shooter preparation and coordination.
- Determine whether to assign school resource officer. If applicable, negotiate equitable and fair cost sharing approach with Siuslaw School District or seek other solution to fill the School Resource Officer position.

Emergency Management

- Continue to improve emergency management and preparation.
- Improve the Emergency Operations Center organization and function.
- Coordinate Incident Command System (ICS) 100, 200, 700, and 800 for all employees.
- Maintain close working relationships with WLEOG partners.
- Improve area's reverse 9-1-1 system.
- Develop emergency supplies (go kits) for employees to be operational during a disaster.
- Develop a City communication plan/policy.
- Continue to support the non-emergency phone system reliability off site.
 - Explore emergency task roles within the Police Department.
 - Complete a work load study with the City Manager for Police Department.

Public Works

- Update the City's Capital Improvement Program.
- Facilitate and Perform Capital Improvements.
 - Rhododendron Drive water line and street repair from Highway 101 to 9th Street.
 - Rhododendron Multi-Use Path Phase 1 from 9th Street to Wildwinds.
- Implement airport improvements according to Airport Master Plan.
- Work on a permanent fix for the Spruce Street Culvert failure.
- Old Town storm drain project.

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Community Development

- Improve the efficiency and effectiveness of the Planning & Building Department.
 - Focus on customer service.
 - Coordinate with the Public Works Department.
 - Participate in the rates and fees review.
 - Implement code updates and new code to enable staff to process applications more efficiently.
 - Create tools and materials (online and in office) for customer self-service.
 - Evaluate the model for Building Official/Inspector services in-house versus contracted.
- Complete the Comprehensive Plan Co-Adoption with Lane County.
- Work through organized growth opportunities.
 - Complete the Harbor Vista Park process.
 - Continue subdivision developments.
 - Work on encouraging in-fill development.
 - Development agreements with land owners wanting to annex into the City when applicable.
 - Implement significant cross-department coordination to welcome and encourage development within the City.
- Continue to work on housing availability and improvement opportunity within the City.
- Participate in Regional Housing Rehab Program (RHRP).
- Continue to implement medical and recreational marijuana code updates, including siting, regulation, and licensing.
 - Complete referral to the voters for potential tax on recreational marijuana.
- Continue implementation of the Dark Skies program.

Goal 2: Livability & Quality of Life. Sustain and improve the City's livability and quality of life for Florence residents and visitors.

Parks, Trails, and Walkability

- Improve City's parks and trails development.
- Creation of the Siuslaw River beach access park off Rhododendron Drive, west of the Wastewater Treatment Plant.
 - Purchase Land.
 - Grant Applications.
 - Park Design.
- Rhododendron Drive Multi-Use Path
 - Manage construction of the Rhododendron Drive Multi-Use Path Phase 1, 9th Street to Wildwinds.
 - Begin planning and apply for grants to extend the Rhododendron Drive Multi-Use Path to Heceta Beach Road.

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- Plan and implement Miller Park Improvements.
 - Update to the snack shack, storage facilities, and restrooms.
 - Maintenance on existing fields and skate park.
 - Create a plan for new playground equipment and apply for grants.
 - Coordinate City events to better utilize Miller Park, including Movies in the Park.
 - Redesign of the south end of the park to reconfigure softball fields, add a soccer field, adjust the walking paths, and improve parking off 15th Street.
- Improvements to Munsel Greenway.
 - Work to reopen bathrooms.
 - Research and plan for the creation of a disc-golf course.
 - Coordinate with Three Rivers Casino and Resort and the Ocean Dunes Golf Course.
- Continue the development of the Siuslaw Estuary Trail.
 - Grant Applications
 - Land Acquisitions.
 - Trail design and construction.
 - Partnerships with the Port of Siuslaw, the Confederated Tribes, the State, and other participating jurisdictions.
- Improve City's walkability and bike routes.
 - Complete ADA Transition Plan to identify ADA ramp and curb cut issues. Primary focus is the transit route to identify needs and improvements.
 - Coordinate with ODOT on the bicycle rest stop of Highway 101 at northwest entrance to the Siuslaw River Bridge.
- Improve City's curb appeal.
 - Coordinate with ODOT for the Highway 101 paving project from the Siuslaw River Bridge to Highway 126.
 - Continue development of Highway 101 Street Scaping project with the Florence Urban Renewal Agency (FURA).

Transit

- Maintain and improve the Rhody Express transit program.
- Develop options to expand public transportation.
- Expand the Transit Advisory Committee (TAC) responsibilities and membership to address broader range of transportation issues.

Housing

- Develop an inventory of City's housing stock diversity and affordability. Work with the Board of Realtors to research funding opportunities.
- Develop and consider plan to address area's growing homeless issue.
 - Continue partnership with Siuslaw Outreach Services in providing services to those less fortunate. Evaluate funding level of support.

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Florence Events Center

- Improve the Florence Events Center (FEC) facility and operations.
 - Evaluate the FEC Venue Assessment report and implement necessary staffing changes.
 - Work on sustainable funding options for the FEC.
 - Create a Capital Plan and maintenance schedule for the FEC and budget.
 - Review and update the FEC policies and procedures.
 - Decide on the purchase of a digital projection system.
 - Conduct a catering reassessment.
 - Research and implement booking software system.
 - Evaluate current ticketing system.
- Improve marketing efforts.
 - Work with Florence Area Chamber of Commerce
 - Coordinate with Travel Lane County for event/conference bookings.
 - Engage in relationships with hotels, restaurants, and recreation businesses.
 - Increase catering and concessions options for customers.
- Increase fundraising projects.
- Improve volunteer procurement and management.
- Celebrate the FEC's 20th Anniversary.
- Work on hotel recruitment.

Public Art

- Develop the City's Public Art program.
 - Review and consider a Public Art Policy. Review program options.
 - Create guidelines to include public art in City projects and add public art where possible to public spaces in high visibility areas.
 - Work with Florence Urban Renewal Agency to acquire and create public art opportunities.
 - Market the City's Public Art efforts.
 - Create a long-term strategy for public art in the community with a focus on potential locations for public art and funding options.
 - Research viability of assisting in the establishment of a Mainstreet program within the City of Florence.

Greater Community

- Partner with the School District to assist with improvement to areas schools where applicable.
- Research yard debris recycling programs and improve the FloGro program.
- Continue to maintain and improve the Senior Center through partnership with the Senior Center Board.

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Goal 3: Economic Development. Create a strategy and actions aimed towards sustaining and expanding the Florence economy.

City and Economic Development Committee

- Develop a strategic vision and approach to grow and diversify the Florence economy.
 - Hold community forums or smaller focus groups to broaden discussion of growing and diversifying the Florence economy.
 - Strengthen partnerships with governmental and community partners.
- Determine economic development organization for Florence.
- Develop a Business Retention & Expansion (BR&E) Program for existing Florence businesses.
 - Identify and develop resources for Florence area businesses.
 - Develop a BR&E program in coordination with South Coast Development Council (SCDC) and the EDC sub-committee.
 - Monitor new business licenses and perform outreach.
 - Make connections with business license survey respondents to ascertain what their expansion, workforce or succession needs are.
 - Perform informational interviews with identified businesses and seek to assist in their needs.
- Conduct an inventory of the area's labor pool.
- Improve relationship with local developers and businesses.
 - Develop information resources, code revisions, and interdepartmental processes to address customer concerns and improve communications related to development and construction.
 - Streamline portions of the land-use process with over the counter permit process.
 - Improve communication about department requirements with public regarding annexation and renter/rental regulations.
 - Research possibilities for a computer self-help program for customers and online access to archival building permit information.
- Promote Startup businesses & entrepreneurialism.
- Market the City of Florence and actively recruit new business.
 - Develop a marketing and/or branding strategy to focus on Florence's unique characteristics in order to bring in additional employers' employees.
 - Develop Florence Area Economic Development Website.
 - Establish and maintain a current map with primary contact, land use, other information for available buildings, properties, and businesses in Florence.
 - Expand the role of marketing for the Pacific View Business & Industrial Park and research available methods to help promote development.
 - Market the City of Florence's economic development efforts.
- If determine, work with community to expand and improve the City's fiber optics network.
- Reinstate the Airport Advisory Committee.

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Florence Urban Renewal Agency (FURA)

- Continue the development with Leland Consulting Group (LCG) of an Economic Strategy to encourage private investment and development within the urban renewal district.
- Work with LCG to create development visions for the identified catalyst nodes.
- Continue to work with on identifying areas and opportunities for infill housing within the district.
- Continue work with Murray Smith and Associates (MSA) on the Highways 101 and 126 street scaping and gateway treatment.
- Improve bike and pedestrian accessibility within the district and along the highway corridors.
- Improve signage and parking within the district in conjunction with LCG and MSA).
- Coordinate efforts with the Downtown Revitalization Team (DRT).

Goal 4: Communication & Trust. Sustain and improve the City's communication program and strengthen citizen trust.

- Continue publication of the monthly City of Florence newsletter.
 - Research and implement methods to streamline production and distribution of the newsletter.
 - Encourage participation from City Council as guest columnists in the newsletter.
 - Expand distribution of newsletter.
- Continue presence on social media and expand contributing staff members.
- Maintain and increase media outreach through newspaper, radio, and television.
- Implement the redesign of the City's website.
 - Create an intranet for better staff access to materials.
 - Create an emergency information page to be turned on in the event of a large scale natural disaster.
- Publicize live streaming of City Council meeting and how citizens can access post-meeting recordings.
- Produce the 2016/17 Budget Report to Citizens.
- Explore monthly video magazine for City on the government access channel and the City website.
- Explore informational delivery systems for Code Enforcement to communicate the City Code policies and track violations to deliver professional and consistent service delivery.
- Continue staff and City Council involvement in outside organizations and committees.
- Continue partnership development and maintenance of those relationships.
 - Local governments.
 - Non-profit organizations.
 - Regional, State, and Federal involvement.
- Continue participating in speaking engagements to tell our story.
- Recognize our volunteers by hosting the annual volunteer appreciation luncheon.

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Goal 5: Financial & Organizational Sustainability. Sustain and improve the City's financial position, City-wide policies, and the infrastructure networks to support current and future needs.

Financial Sustainability

- Evaluate rates and fees for City services.
 - Evaluate System Development Charges (SDCs) methodology and fair and equitable distribution of cost and who pays.
 - Evaluate utility and street fees to ensure equitable rates and sustainable funding to maintain and operate systems.
 - Conduct a solid waste rate study.
 - Discuss building fees and contractual methodology options to ensure adequate cost recovery, adequate service levels and sustainable funding and secure recommendations from Ad hoc finance committee.
- Reassess and potentially update antiquated City of Florence codes and policies for consistency with current practices and streamline where appropriate.
 - Reassess and update Street Closure and Taxi Codes.
 - Assess and update Title 11 to comply with state code.
 - Update Solid Waste Code.
 - Update Title 4-Building Code relative to fines.
- Provide the City Council with greater understanding and input on the City budget process.
 - Reconfigure audit committee to broader finance committee.
- Budget Process/Cycle
 - Contain budgetary cost increases where feasible.
 - Develop and adopt 2016/17 budget based on the City work plan.
 - Complete the Annual Financial Audit for the City and FURA.
 - Continue to update the financial forecasts for the City.
- Perform Finance Department Assessment.
 - Implement actionable recommendations in Finance Department Assessment.
 - Review options for outsourcing utility billing.
- Work on funding opportunities to staff City services.
- Update Information Technology (IT) strategic plan.
- Develop and adopt the Charter Telecommunication Franchise.
- Develop comprehensive financial policies for City.
- Develop options for consideration to improve City's street maintenance funding.
- Improve airport funding and operations.

Organizational Sustainability

- Review City's committee structure and mission and make modification where appropriate.
- Prepare for and complete election cycle for City Council and Mayoral candidates.
- Hire a Human Resources Manager.

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- Maintain a high performance employee culture and fill vacant positions with that in mind.
 - Recognize employee achievements and hard work.
 - Support employee training and career development.
 - Improve employee safety and risk management.
- Improve the City's Records Retention Program.
 - Research and determine the best method for storage of long-term records.
 - Continue to digitize and index the City's permanent and long-term records.
 - Set up protocols to relocate records to long-term storage.
 - Set up protocol and process for retention of City's email records.
- Continue to make needed IT updates to the City's IT Network.
- Maintain and enhance infrastructure where possible and feasible.
- Construct a new City Public Works Facility – Phase 1.
 - Develop and adopt financial plan.
 - Complete engineering and design for the facility.
 - Bid the project.
 - Negotiate and award the construction contract.
 - Begin construction.
- Wastewater Treatment Plant assessment of equipment and operations.
- Assess and implement needed facility maintenance.
 - Centralize facility management function.
 - Complete a City Hall facility study. Perform due diligence on facility requirements prior to making investment in existing or new facilities.
 - Continue maintenance work on the Justice Center.
 - Continue maintenance work on the Florence Events Center.