

# City of Florence

## 2015 City Council Goals & 5 Year Work Plan

### **Vision:**

**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.

### **YEAR 1**

#### **Goal 1: Deliver efficient and cost effective city services**

**Objective 1:** Maintain and enhance infrastructure where possible and feasible

#### **Goal 2: Expand and diversify the Florence economy**

**Objective 1:** Develop a strategic vision and approach to grow and diversify the Florence economy.

Task 1: Review current economic development plans and policies. Determine objectives and the extent of strategic planning process.

Task 2: If determined necessary, complete a request for proposals for an economic development strategic planning consultant.

Task 3: Convene small group of community leaders to discuss Florence economy.

Task 4: If possible recruit economic experts to provide opinions about how to grow and diversify the Florence economy.

Task 5: Hold community forums or smaller focus groups to broaden discussion of growing and diversifying the Florence economy.

Task 6: If desired engage U of O architectural students to provide potential visions of alternatives of what could be in the development of key areas of Florence.

Task 7: Strengthen partnerships with governmental and community partners.

**Objective 2:** Determine economic development organization for Florence.

**Objective 3:** Working with community partners to develop and implement a retention and expansion program directed toward existing business.

**Objective 4:** Conduct inventory of areas labor pool.

**Objective 5:** Improve relationship with local developers and businesses.

Task 1: Convene forums with local developers, builders, and business to discuss how the City can be more customer friendly.

Task 2: Streamline portions of the land-use process with over the counter permit process.

Task 3: Improve communication about department requirements with public regarding annexation and renter/rental regulations.

Task 4: Research possibilities for a computer self-help program for customers and online access to archival building permit information.

**Objective 6:** If determine work with community to expand and improve City's fiber optics network.

**Objective 7:** Conduct a solid waste rate study.

### **Goal 3: Improve City's livability and quality of life**

**Objective 1:** Improve City's parks development (See Objective 4).

**Objective 2:** Improve City's walkability and bike routes (See Objective 4).

Task 1: Continue development program for Rhododendron Drive Multi-Use Path.

Task 2: Complete ADA Transition Plan to identify ADA ramp and curb cut issues.

Task 3: Expand the Transit Advisory Committee (TAC) responsibilities and membership to address broader range of transportation issues.

**Objective 3:** Improve City's curb appeal (See Objective 4).

**Objective 4:** Determine and implement City's 2015 Capital Improvement Program (See attached draft proposal of 2015/16 CIP).

Task 1: Identify funding for improvements to Rhododendron Drive and add this capital improvement to the 2015 CIP if feasible

**Objective 5:** Develop inventory of City's housing stock diversity and affordability. Work with the Board of Realtors to research funding opportunities.

**Objective 6:** Visit with School District on how City can assist with improvement to areas Schools.

**Objective 7:** Develop and consider plan to address area's growing homeless issue.

**Objective 8:** Site medical marijuana dispensaries. Create recreational marijuana regulations.

**Objective 9:** Improve the Florence Events Center facility and operations.

Task 1: Implement new catering services.

Task 2: Complete roof replacement for the facility.

Task 3: Decide on purchase of new digital equipment.

Task 4: Departmental Assessment

**Objective 10:** Implement Dark Skies program.

**Objective 11:** Develop options to expand Public Transportation.

**Objective 12:** Develop program to include public art in public works projects and add public art where possible to public spaces in high visibility areas.

Task 1: Review and consider a Public Art Policy. Review program options.

#### **Goal 4: Sustain City's strong financial position**

**Objective 1:** Provide Council with greater understanding and input on the City budget process.

Task 1: Reconfigure audit committee to broader finance committee.

**Objective 2:** Contain budgetary cost increases where feasible.

Task 1: Adopt City's comprehensive compensation plan to enable City to better manage personnel costs.

Task 2: Develop options for consideration to improve City's street maintenance funding.

**Objective 3:** Develop and adopt the Charter Telecommunication Franchise.

**Objective 4:** Develop complete financial policies for City.

**Objective 5:** Develop and adopt 2015/16 budget.

**Objective 6:** Produce the 2015/16 Budget Report to Citizens.

**Objective 7:** Complete 2014/15 audit.

**Objective 8:** Develop summary page to help public's understanding of financial reports.

**Objective 9:** Evaluate SDC methodology and fair and equitable distribution of cost and who pays.

**Objective 10:** Improve airport Funding and operations

## **Goal 5: Strengthen and Improve City's Organization and Capital Plant**

**Objective 1:** Recruit and hire a City Manager.

**Objective 2:** Recruit and hire a Police Chief.

**Objective 3:** Construct a new City Public Works Facility.

Task 1: Develop and adopt financial plan.

Task 2: Complete engineering and design for the facility.

Task 3: Bid the project.

Task 4: Negotiate and award the construction contract.

Task 5: Begin construction.

**Objective 4:** Assess and implement needed facility maintenance.

Task 1: Complete a City Hall facility study. Allow for good decisions on layout and remodel of City Hall.

Task 2: Complete maintenance work on Justice Center.

**Objective 5:** Improve current office space for Mayor.

**Objective 6:** Complete negotiations of Police collective bargaining agreement.

**Objective 7:** Move City Council meetings to 6:00 p.m.

**Objective 8:** Hold monthly work session beginning at noon on the third Monday of the month.

**Objective 9:** Centralize facility management function.

**Objective 10:** Review City's committee structure and mission and make modification where appropriate

## **Goal 6: Improve City's communication program and strengthen citizen trust where possible**

**Objective 1:** Publicize live streaming of City Council meeting and how citizens can access broadcast.

**Objective 2:** Develop, adopt and implement a social media program.

**Objective 3:** Explore with community partners a unified community calendar.

**Objective 4:** Develop a resource list for those in need and to assist agencies in directing individuals to resources available within the community.

**Objective 5:** Explore monthly video magazine for City on the government access channel and the City website.

**Goal 7: Improve community's safety and perception of safety**

**Objective 1:** Complete active shooter preparation.

**Objective 2:** Determine whether to assign school resource officer to school and negotiate equitable and fair cost sharing approach with School District or seek other solution to fill the School Resource Officer position

**Objective 3:** Improve community's emergency preparations and the EOC's organization and function.

Task 1: Improve areas reverse 9-1-1 system.

Task 2: Coordinate social media presence.

Task 3: Development of press release email list.

Task 4: Coordination with outside jurisdiction and agencies for creation of local PIO list and coordination with media.

Task 5: Develop PIO Go Kit and provide emergency go kits for employees.

Task 6: Develop a city communication plan/policy.

Task 7: Coordinate city employee disaster training.

Task 8: Dispatch non-emergency line reliability.

Task 9: Research 3-1-1 information phone line.